

AGENDA
GIG HARBOR CITY COUNCIL STUDY SESSION
Thursday, January 29, 2026 - 3:00 PM
Community Rooms

This meeting may also be accessed through Zoom at <https://zoom.us/j/93216056382> or by calling (253) 215-8782 and entering Meeting ID 932 1605 6382.

CALL TO ORDER/ROLL CALL

DISCUSSION ITEMS

- 1. Introduction of Planning Commission and Lodging Tax Advisory Committee Appointees**
- 2. Public Works Staffing Study**
 - a. Staff Report: Public Works Director Jeff Langhelm, PE
 - b. Clarifying Questions
 - c. Public Comment
 - d. Council Deliberation and Direction
- 3. ITS Staffing Study**
 - a. Staff Report: ITS Manager Logan Rosenstiel
 - b. Clarifying Questions
 - c. Public Comment
 - d. Council Deliberation and Direction
- 4. Legislative Update**
 - a. Staff Report: City Administrator Katrina Knutson
 - b. Clarifying Questions
 - c. Public Comment
 - d. Council Deliberation and Direction

ADJOURN

PUBLIC COMMENT & DECORUM

PUBLIC COMMENT & DECORUM

The city council wants to hear from the public as much as possible. However, the business of the city must proceed in an orderly, timely manner. The primary purpose of council meetings is to conduct the city's business so we have created a variety of ways the community can make their voices heard. Monday city council meetings are just one opportunity. These guidelines are designed to make sure every person who wants to be heard has both the opportunity to be heard and feels welcome to do so.

We receive comments three ways:

1. During council meetings
2. During council study sessions.
3. Email mayorandcouncil@gigharborwa.gov at any time about any issue. This email goes to the elected officials and leadership at the city.

Public Comment at City Council Study Sessions

We welcome comment at Council study sessions following the staff report and clarifying questions of each discussion item. Comments must be related to the discussion item at hand.

When the mayor calls for public comment, please come forward to the table (or raise your hand on Zoom). When it's your turn, we'll ask you to tell us your name and connection to the issue you want to discuss. You'll then have a maximum of two minutes to speak.

Unfortunately, this isn't a time for dialogue, but a staff person or councilmember may be available to talk with you at a break or after the meeting.

Additional guidelines

- Anyone making "out of order" comments may be subject to removal from the meeting.
- Please address your remarks to the city council as a body and not to any specific individual.
- Please be courteous and not engage in derogatory remarks or insinuations.
- No demonstrations, including clapping, are allowed.

Email

You are welcome to email the mayor and councilmembers about any issue facing the city by writing to the address above. Do remember that council sets the policy direction while city departments execute those decisions. A series of online reporting tools might help you resolve an issue more quickly so check them out too: <https://www.gigharborwa.gov/146/Submit>

AMERICANS WITH DISABILITIES (ADA) ACCOMMODATIONS

ADA accommodations can be provided upon request. Those requiring special accommodations should contact the city clerk at cityclerk@gigharborwa.gov or (253) 853-7613 at least 24 hours prior to the meeting.



**City of Gig Harbor
City Council Agenda Bill**

Meeting Date: January 29, 2026

SUBJECT: Public Works Staffing Study

SUBMITTED BY: Public Works Director Jeff Langhelm, PE

DEPARTMENT: Public Works

PHONE: 253-853-7630

SUGGESTED MOTION: None

BACKGROUND INFORMATION: The City of Gig Harbor's Public Works Department is tasked with reviewing, constructing, operating, and maintaining all city-owned public assets and utilities. Public Works is a relatively large department, and it is beneficial to occasionally review the current services, organizational structure, and levels of service provided by the department. Based on these considerations, in addition to the continual growth of the city and respective increases in responsibilities of the department, the city recognized it was time to again perform an assessment of the department.

The last time a study of this type occurred for the department was in 2017. Since then, the city implemented many of the recommendations provided in the 2017 study. The city subsequently budgeted for a new public works staffing study as part of the 2025-26 budget.

In February 2025, the city engaged with Matrix Consulting Group to complete this staffing study. The scope of the 2025 study focused on conducting a review of existing and proposed levels of service, considering staffing structure, performing an organizational analysis, and providing recommendations for improvements across the department. The attached report provides details of these scoped tasks.

At the January 15 study session, Matrix Vice President, Jen Winter, will review the report, review their recommendations, and receive feedback from city council. The final steps of Matrix's contract will then include support for the initial implementation of the plan.

FISCAL CONSIDERATION:

Expenditure Required: \$	Amount Budgeted: \$	Appropriation Required: \$
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ATTACHMENTS:

1. Gig Harbor PW Final Report 1-23-26

STRATEGIC PLAN PRIORITY: Ensure sustainable future for public services and facilities



PUBLIC WORKS DEPARTMENT ASSESSMENT FINAL REPORT

JANUARY 23, 2026
GIG HARBOR, WA

MATRIX
CONSULTING GROUP

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EXECUTIVE SUMMARY

The City of Gig Harbor (City) retained Matrix Consulting Group to conduct a review of the Public Works Department. The assessment included a review of the current services and service levels provided by the Department, the staffing levels and skills of staff performing the work, and its organizational structure to make recommendations as necessary to allow the City to most effectively and efficiently meet its customers' service level expectations.

STUDY SCOPE AND METHODOLOGIES

The project team utilized a wide variety of data collection and analytical techniques, including the following:

- **Existing Condition Assessment:** The project team developed a profile that captured the Department's current staffing levels, roles and responsibilities, service levels, workload, and technology usage. This document was used as a base point of comparison for future analysis to demonstrate how the recommended changes differed from existing practice. The profile was developed using data collected from staff and interviews with Department leadership and staff.
- **Stakeholder Input:** Input was received from internal stakeholders, including the Mayor, City Administrator, and key stakeholders in Departments with frequent interaction with Public Works. The interviews focused on shared areas of responsibility, communications, and perceptions of the level of service.
- **Service Level Assessment:** A review of formal and informal service levels.
- **Staffing and Organizational Analysis:** The project team evaluated the Department's organizational plan, staffing needs. The existing workload was analyzed to identify staffing needs and process improvements to streamline work and deliver services efficiently and effectively.
- **Recommendations:** Based on the project team's activities and initial findings, the team analyzed the collected information to make recommendations on staffing, services, processes, and technology usage, identifying actionable reforms to assist the City in achieving its goals.

Each section provides recommendations and insights into the City's practices, processes, and technology, as well as organizational and staffing needs to implement them.

KEY STRENGTHS

While this assessment is designed to identify opportunities for improvement, it also serves as an opportunity to identify existing strengths in the current processes. Some of the key operational strengths of the department include:

- **Use of Technology:** Parks Maintenance utilizes the Cartegraph EAM system to track daily work orders and respond to service requests. This meets a best practice in maintenance and operations management.
- **Training and Professional Development:** The Department offers staff extensive training and certification opportunities.
- **Experienced Employees:** Many of the Department's employees have extensive experience. Staff with specialized knowledge can assist when a specific skill set is required to solve a problem.

These are just a few examples of the strengths of the operations and where the divisions are currently meeting best practices.

KEY OPPORTUNITIES FOR IMPROVEMENT

The assessment also identified opportunities for improvement. Some of the issues noted include:

- **Asset Management:** The Department responds effectively to service requests; however, most service areas lack an integrated management plan that includes established service levels and preventive maintenance programs to guide resource allocation, future planning, and quality service delivery. The Department is actively improving on this and has a clear vision to transition from reactive to proactive maintenance.
- **New Asset Maintenance:** The department is taking on new assets without an adequate plan for their long-term maintenance.
- **Underutilized Technology:** The Department has started transitioning work activities to the asset management system, but it is not being used effectively across the entire Department.
- **Staffing and Recruiting Difficulties:** The department has issues hiring seasonals and finding qualified candidates for full-time positions.
- **Lack of Documentation and Standards:** Limited documented service levels and SOPs exist for consistency across operations.
- **Fleet Modernization:** The city is moving to a vehicle leasing program for light-duty vehicles (1-ton and below) through Enterprise Rentals.

The above items do not align with best practices and indicate challenges that impact Department efficiency and effectiveness.

SUMMARY OF RECOMMENDATIONS

Recommendations are made for each topic covered in this assessment. These are discussed in detail throughout this report and summarized in the table below. It is worth noting that operational recommendations necessitate the implementation of staffing recommendations for success.

SUMMARY OF RECOMMENDATIONS

PUBLIC WORKS DEPARTMENT OVERVIEW

- 1.1 Consolidate operations and maintenance, including wastewater, under the Assistant Public Works Director.
- 1.2 Retitle the Parks unit to Parks and Facilities to better reflect the full scope of responsibilities of the unit.
- 1.3 The functions currently managed by the Public Works Department should be maintained.
- 1.4 The Assistant Public Works Director needs to provide additional leadership support to the Wastewater Superintendent and engage all WW staff as part of the operations team. The Assistant PWD should spend 25% of his time on-site at the WW site, and the WW Superintendent needs to be more involved in leadership and training with operations leadership.
- 1.5 It is recommended the City consider implementing an Interactive Voice Response (IVR) system - or auto-attendant - to manage incoming calls. Alternatively, the City could consider moving this function to the City Administrator's office.
- 1.6 Transition responsibility for assisting walk-in visitors to the Community Development Department, with Public Works transitioning to a support role.
- 1.7 Consider the options presented to add a Management Analyst In Public Works to report to the Director.
- 1.8 It is recommended that Finance create an SOP concerning the payment and vouchering procedures to distribute to departments. This SOP should specify the responsibilities of Finance staff and other department personnel. Public Works has initiated this process with Finance.
- 1.9 Public Works and Finance need to determine and clearly communicate or document the roles of each department in financial tasks such as budgeting, purchasing, and grant assistance.

ASSET MANAGEMENT

- 2.1 Develop an asset management policy and objectives to document the city's commitment to effective asset management and communicate the importance of assets in delivering services to its residents.

- 2.2** The Department should create a plan to finalize the asset inventory and devise a plan to inventory all remaining assets.
- 2.3** Establish and document service levels for all assets. Enter the information in the asset management software and have the work activities auto-scheduled.
- 2.4** Once service levels are established, preventive maintenance work scheduling should be developed and input into the software.
- 2.5** Develop procedures to increase consistency in data collection and reporting in the asset management software to include master schedules and guidelines on tasks and work orders.
- 2.6** Develop mapping and reporting from the asset management software to inform the development of the capital improvement program and financial strategies.
- 2.7** Establish key performance indicators and monitor and report on progress on a routine basis.

OPERATIONS AND MAINTENANCE

- 3.1** Change the classification system for maintenance and operations staff to a Maintenance Worker, Maintenance Technician, and Operator series.
- 3.1** Implement a three-tiered classification system for each job series – Maintenance Worker I/II/III, Maintenance Technician I/II/III, and Operator I/II/III.
- 3.2** Appoint a Lead position in each of the operational units to serve as the point person in the field and the primary contact for the Supervisors. This can be a permanent position, or set up as a rotating Lead position. Assign a Lead for all crews that work independently at least 50% of the time.
- 3.3** Add a Compliance Coordinator position to support utilities and report to the Assistant Public Works Director.
- 3.4** The Parks unit needs to establish protocols to log all planned and reactive maintenance into the AM software.
- 3.5** Add 1 FTE for park maintenance. This can be achieved either by creating a new position or by reducing the seasonal staff from 8 to 5 (at 0.33 FTE each).

- 3.5** It is recommended that the City outsource all custodial services and reclassify the Custodial position as a Laborer. When there is a vacancy, the City should then reclassify a Laborer position to a Building Maintenance Technician and recruit someone with the required building maintenance experience.
- 3.6** An annual plan should be established for facilities-related “special projects” to identify and communicate projects anticipated to be completed in a given year. Additional requests that arise should be added to a log (in the AM software) and prioritized for the next year, or contracted out.
- 3.7** The staffing analysis concluded that the Streets/Storm unit lacks the staffing resources required to properly maintain the assets it is responsible for. The next steps will be to set the target service levels, compare them to what the unit can currently achieve, and then consider alternatives including adding full-time and/or seasonal resources, outsourcing some maintenance functions, and reducing service levels to match current staffing levels.
- 3.8** It is recommended that the City create a ten-year fleet replacement plan considering all city-owned vehicles and equipment.
- 3.9** Add a Lead Collections Technician position be added to the unit. This position would work closely with the Superintendent to prioritize, plan, and schedule work activities related to the collections system.
- 3.10** Outsource the inspection of the collections system for at the near term (the next 3-5 years.)

ENGINEERING

- 4.1** Engineering needs to develop formalized monthly reporting on the CIP, which should include information such as an updated phase, status, budget, and anticipated construction date for the entirety of the capital program.
- 4.2** Engineering should aim to track all development activities in the permitting software—reviews, inspections, etc. Staff time spent on these activities should also be tracked to be able to justify development fees and staffing needs.
- 4.3** The structure of Engineering needs adjustment to balance the span of control. To accomplish this it is recommended the Department designate an Engineering CIP Manager and a Constuction Supervisor/ Manager.
- 4.4** Reclassify the Development Review Engineer to Senior Engineer (Development) and have this position oversee engineering development review and right of way permitting work activities.

- 4.5** Modify the job series and classifications of the engineering and construction positions as detailed to allow for career progression and promotional opportunities.
- 4.6** Junior engineers should be considered assistant project managers and work under the direction and guidance of more senior licensed engineers.
- 4.7** Add two engineering intern positions to the Department.
- 4.8** Engineering should develop a criteria matrix, written guidelines, or SOPs that specify who needs to review engineering-related items in the development review process.
- 4.9** All staff involved in development reviews should be trained and required to use the permitting software to complete reviews, add notes, etc.
- 4.10** Implement a schedule to review and update engineering standards, specifications, and design details at a minimum every four years.
- 4.11** Engineering must conduct a thorough review of their current policies and procedures and develop a strategic plan for documenting these existing practices, identifying necessary updates, and establishing new policies. Additionally, templates and checklists should be created.
- 4.12** Engineering should create an onboarding program that introduces new employees to the full spectrum of roles, processes, and technologies.

The following chapters provide the results of various analyses and in depth information leading to these recommendations.

1 PUBLIC WORKS DEPARTMENT OVERVIEW

This document presents the organizational, staffing, and operational analysis of the Gig Harbor Public Works Department (PWD).

1.1 ORGANIZATIONAL STRUCTURE

The Public Works Department is managed by the Public Works Director. The department is organized into the following areas:

- **Engineering** – Oversees the management and implementation of the capital improvement program, private development, regulatory compliance, citywide studies related to infrastructure, long-range infrastructure planning, and various other engineering-related functions as necessary.
- **Operations** – Maintains and operates the city’s infrastructure, including streets, storm drains, parks, water utilities, building maintenance, and city-owned vehicles and equipment. This division consists of three sections: Parks, Streets/Storm, and Water.
- **Wastewater** – Responsible for collecting and treating wastewater.
- **Parks Management** - A small team dedicated to managing the parks. This includes park programs, special events, and lease and property management within the parks.

An appropriate organizational structure is essential to;

- Maintain adequate spans of control to allow managers and supervisors to supervise their employees effectively.
- Foster accountability among management and supervisory staff.
- Provide adequate communication and coordination, and enhance shared knowledge and understanding.
- Enhance career development opportunities, training, recruitment, and retention.
- Provide efficient and effective service delivery. Enable staff to provide quality service to the public in terms of cycle times, user-friendliness, performance management, quality control, and consistency.

The City of Gig Harbor utilizes a strong-mayor form of government. The city administrator is appointed by the mayor to manage the city’s daily business, to supervise all city departments and offices, and to carry out council’s policies by directing the work of city staff.

The following organizational chart illustrates the overall structure of the functions organized under the City Administrator.

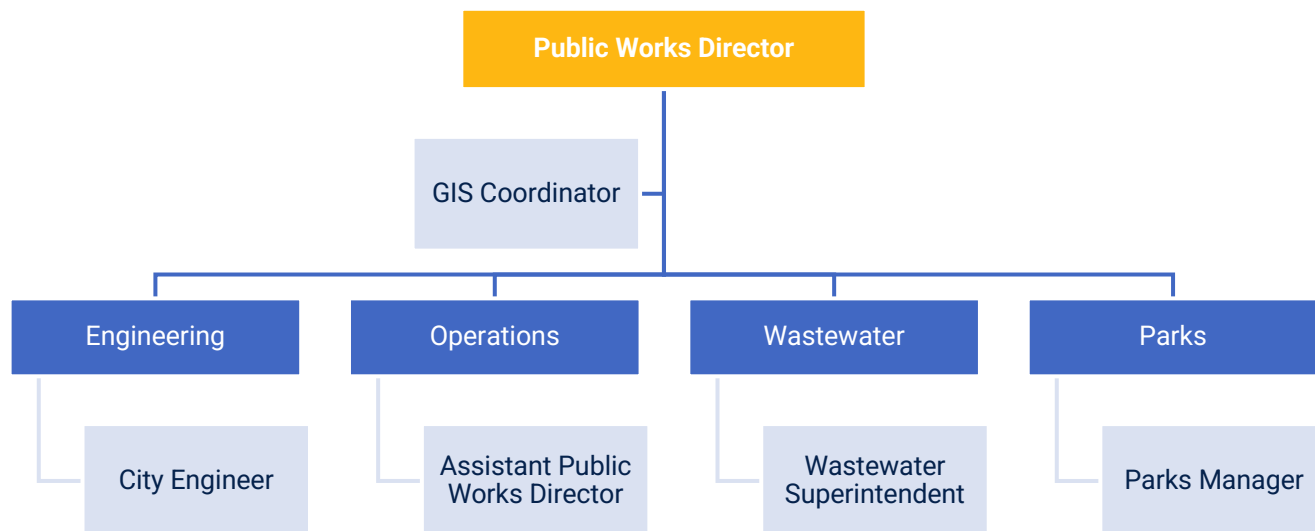
FIGURE 1.1 GIG HARBOR ORGANIZATIONAL STRUCTURE



Public Works is the largest department, followed by Police, and then Community Development.

The following organizational chart illustrates the structure of the Public Works Department. The Director has six direct reports; the Executive Assistant position is currently vacant.

FIGURE 1.2 PUBLIC WORKS DEPARTMENT ORGANIZATIONAL STRUCTURE



As part of the study, the project team considered multiple organizational alternatives for the Department. The following sections discuss these further.

OPERATIONS AND MAINTENANCE

The City recently reclassified the Operations Superintendent position to the Assistant Public Works Director (Assistant PWD). As part of this change, City leadership considered consolidating all operations, including wastewater, under the Assistant PWD. The consolidation of operations and maintenance under the Assistant PWD is recommended.

Until recently, operations and maintenance staff worked in a pooled system across water, streets, and parks. While this facilitated resource sharing, it also required staff to understand multiple systems and operations, making it difficult to develop deep expertise in any one area. It also raised regulatory concerns, particularly regarding the water system's integrity. Recently, these teams were divided into three units—Water, Parks, and Streets/Storm—and the leads of each unit were promoted to Supervisor roles. These changes align with industry best practices and are supported by the review team. Previously, the span of control for the Assistant PWD was very broad, overseeing roughly 25 FTE field positions and two Public Works Assistants. The addition of supervisors helps balance the span of control, enhances career development opportunities, and provides greater leadership for staff.

Consolidating Wastewater with the other operations and maintenance units under the Assistant PWD will increase consistency in operations. In the past several years, the Department has made significant progress in implementing an asset management software to manage the workload, but there is still progress to be made. Methods of planning, scheduling, and tracking of workload vary; data collection remains inconsistent; service level standards are uneven; key performance indicators are not being utilized; and there is a general lack of documented policies and procedures, among other issues.

Additionally, due to numerous commitments, the Public Works Director has limited time to oversee Wastewater operations. This has resulted in Wastewater being not only physically separated from the rest of Public Works but also culturally siloed as well.

Option to Create a Utilities Department—The project team also considered the benefits of creating a Utilities Department. This would split off Water and Wastewater from Public Works into a separate department. While this would reduce the overall span of control of the Public Works Director, it would require the addition of a director-level position to oversee this new department.

Additionally, Water staff are currently co-located with the Assistant PWD and the Parks and Streets/Storm units in a new facility, further complicating the creation of a new Department. Even if a Utilities Department were established, it is advisable to keep engineering functions consolidated under Public Works. The utility-related engineering workload does not justify a separate utility engineering unit.

Creating a Utility Department would decrease the span of control for the Public Works Director, but it also adds a costly position and would further isolate the operational units within the city.

This fragmentation hinders resource and expertise sharing across teams, limits collaboration, and reduces operational flexibility. Additionally, adding a director-level position to oversee the Utilities Department would incur significant costs without substantial benefits, especially since Water is co-located with other operational teams in the new facility. Keeping these functions within Public Works

ensures a unified approach to infrastructure management and enables the Director to focus on integration and consistency across all units.

Facilities—The Parks team currently manages the maintenance of city-owned buildings and facilities. This workload is substantial, and although the project team recommends that the Parks Supervisor continue overseeing this work, it is suggested that the unit be renamed Parks and Facilities to better reflect its responsibilities.

ENGINEERING

Engineering functions are typically located within Public Works, Community Development (typically in very high-growth communities with newer infrastructure), or, in some instances, as a separate department (often only in larger organizations). While Gig Harbor is experiencing growth, a significant portion of the Engineering workload involves overseeing capital projects and supporting maintenance and operations. It is advisable for Engineering to remain in Public Works.

The project team also evaluated the advantages and disadvantages of transferring the development-related engineering functions to the Community Development Department. While this would enable the Development Engineer to be more involved in all parts of the Development Process, it also isolates this position from the rest of Engineering, which can often restrict career growth and opportunities. Additionally, this change can lead to high burnout and turnover in that role.

OPTION TO CREATE A PARKS AND RECREATION DEPARTMENT

The project team also evaluated the advantages of establishing a Parks and Recreation Department. Currently, the Parks Manager handles property leases within the parks, manages parks grant applications and administration, leads park planning efforts, and drafts relevant codes, policies, and procedures. The manager is not involved in the daily maintenance of the parks.

Similar to the considerations for a Utilities Department, creating a Parks and Recreation Department would require adding a director-level position to oversee this new department. Additionally, parks maintenance staff are part of a combined unit with facilities, which makes sense, as many city-owned facilities are located within the parks. Staff are currently co-located with the Assistant PWD and the Water and Streets/Storm units in a new facility, further complicating the creation of a new Department.

The City of Gig Harbor does not currently provide recreation programming or services to the community. Recreation services require different training and skill sets than parks operations and maintenance, and they are often the driving force behind establishing a standalone department. If, in the future, the City decides to add recreational programming to its services, the creation of a Parks and Recreation Department should be reconsidered.

As future phases of the sports complex are completed, and additional fields added the City may choose to begin to take on more programming. The City has worked with the YMCA to provide programming for the initial phases.

In summary, the functions currently managed by the Public Works Department should be maintained. No major changes are recommended. Creating standalone departments, such as a Utilities or Parks and Recreation Department, presents high costs and risks of fragmentation without substantial benefits.

The recommendation is to maintain the current structure of Public Works while consolidating Wastewater under the Assistant Public Works Director and to strengthen leadership by having the Assistant Public Works Director dedicate 25% of their time to Wastewater and ensure greater collaboration across teams.

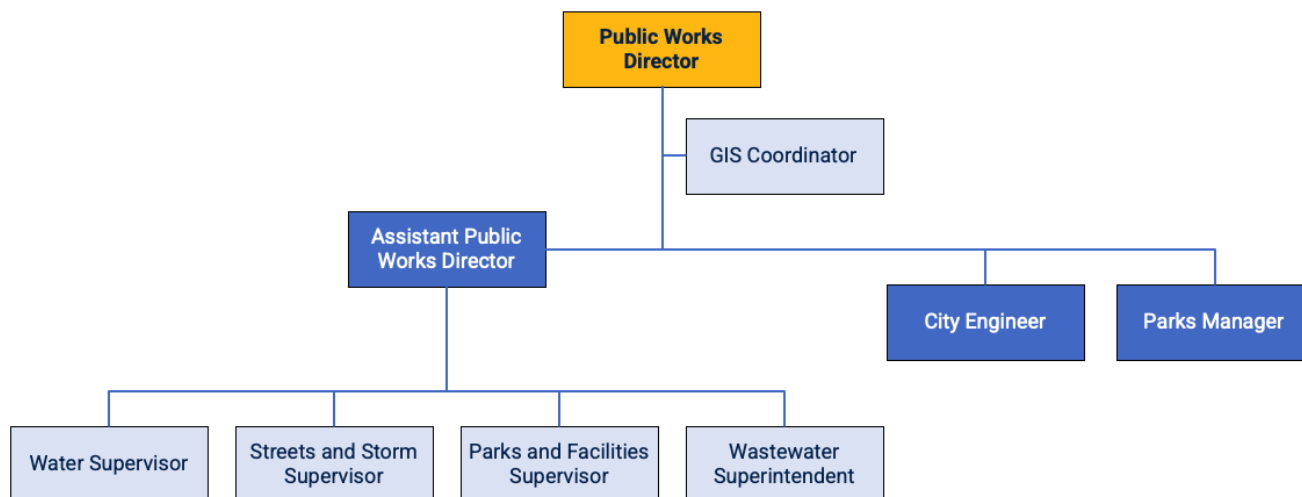
This approach balances operational efficiency, resource sharing, and leadership development while minimizing unnecessary costs.

RECOMMENDATIONS:

- 1.1** Consolidate operations and maintenance, including wastewater, under the Assistant Public Works Director.
- 1.2** Retitle the Parks unit to Parks and Facilities to better reflect the full scope of responsibilities of the unit.
- 1.3** The functions currently managed by the Public Works Department should be maintained.
- 1.4** The Assistant Public Works Director needs to provide additional leadership support to the Wastewater Superintendent and engage all WW staff as part of the operations team. The Assistant PWD should spend 25% of his time on-site at the WW site, and the WW Superintendent needs to be more involved in leadership and training with operations leadership.

These recommendations would result in slight changes to the organizational structure, as shown in the following figure.

FIGURE 1.3 PROPOSED PUBLIC WORKS DEPARTMENT ORGANIZATIONAL STRUCTURE



1.2 PUBLIC WORKS ADMINISTRATION

As discussed in the previous section, the recent changes by the City to create the Assistant PW Director and additional Supervisor roles, along with the recommendation to have the Wastewater Superintendent report to the Assistant PWD, will establish a more balanced and effective structure for the Department.

The following sections will discuss additional recommendations for the Public Works Administration. The Parks Manager and Public Works Assistant (Parks) will be included in this section.

PUBLIC WORKS ASSISTANTS

The Department has a total of five Public Works Assistants assigned as follows:

Engineering	1
Parks	1
Operations (Parks, Streets/Storm, Water)	2
Wastewater	1

Until recently, there was an additional position in engineering that was reclassified as a Contract Administrator. This role is commonly used in engineering and construction environments to provide a higher level of administrative support in developing and managing the design and construction contract workload generated.

Administrative support roles have a wide range of responsibilities, and unlike roles with clearly defined responsibilities, the workload of these positions is often challenging to track and report on. However,

once the Executive Assistant position is filled, the Director and all of the major functional areas will have dedicated administrative support, and no additional positions are recommended.

There is also no clear career progression for the Public Works Assistant role, and while a structured career path can encourage professional development and enhance retention of staff, in smaller organizations there is often no need to develop specialized skills. In Gig Harbor, support staff have been assigned roles based on functional areas, not by specialized expertise, which is common in smaller organizations. Staff must learn a wide range of tasks necessary to support their assigned functional units. It is recommended that the Department continue with this model of assigning support staff to functional units.

There are some recommendations regarding the assigned duties of the Public Works Assistants:

- **Call Center and Front Counter Assistance.** Public Works Administration and Engineering are located at City Hall. A Public Works Assistant and a temporary position are assigned to cover the front counter, assist walk-in visitors, and answer all incoming calls to the city, routing them to the appropriate department personnel. Until recently, Community Development also had a position assigned to assist in this role.

With today's modern systems and technology, it is uncommon for a city to funnel all incoming calls to a single source, and if this is done, it is usually managed by the city administrator or manager's office, which is often better equipped to provide general information and direct calls to the appropriate department. Another option is to implement an auto-attendant that acts as a virtual receptionist, guiding callers to the correct department or information. Cities are increasingly adopting automated systems to enhance service and accessibility. These systems can offer 24/7 information access, faster call routing, consistent information through pre-recorded messages, and self-service options. The result for staff is fewer interruptions and increased efficiency and productivity.

It is recommended that the City consider implementing an Interactive Voice Response (IVR) system or auto-attendant to manage incoming calls. Alternatively, the City could consider moving this function to the City Administrator's office.

It is also recommended that Community Development be responsible for assisting walk-in visitors, with Public Works transitioning to a support role.

People generally visit City Hall to attend meetings, obtain permits and licenses, and pay fees. Public Works conducted a small, informal study to track walk-in visitors over a 30-day period. The results are shown in the following table:

Planning/Building	61%
Reception (AAR & banner and paperwork pickup/dropoff, etc.)	18%
Engineering	5%
Utility Billing	4%
Other	12%

Although this data was only collected for a month, it aligns with the project team’s experience in other cities, indicating that most walk-in visitors are seeking help with planning and building activities.

MANAGEMENT ANALYST SUPPORT

In addition to the Contract Administrator, Public Works needs a Management Analyst to provide higher-level administrative support for the financial and budget-related activities of the Department. This position could also assist with data analysis and reporting of the asset management system and also with the VPM software being implemented for engineering and construction project management.

The role of a Management Analyst is fundamentally about improving efficiency, optimizing operations, and solving organizational problems. Modern local governments are increasingly reliant on data to make informed decisions, and Management Analysts are often central to this data-driven decision making - collecting, analyzing, and presenting this data to leadership. Additional key duties of the position should include supporting budget development, expenditure analysis, and financial forecasting; re-engineering processes and policy and procedure development and implementation; and facilitating communication and coordination within the department, and with other city departments, external agencies, and the public.

There are several options to add a Management Analyst:

1. Add a new FTE.
2. Reclassify the vacant Public Works Assistant position. The adopted budget includes a Public Works Assistant position assigned to the Department that is currently vacant. This would involve redistributing workload among the remaining Assistants.
3. Reclassify the Parks Manager position. This option should only be pursued if the position becomes vacant and would require transitioning some of the current role's functions elsewhere. Some of the responsibilities handled by the Parks Manager—including managing property leases within the parks and overseeing parks grant applications and administration—could be transitioned to a Management Analyst. Park planning efforts could be shifted to CD/Planning. It is important to note that with the initial phases of the sports complex completed, the Parks Manager may take on new duties, the scope of which is currently unknown. This position will also begin assisting Engineering and Operations in the project management of several large-scale park maintenance projects.

FINANCIAL ASSISTANCE

Public Works staff, including the PW Assistants and other staff in engineering and operations, handle a variety of financial tasks that support the department. This can include budgeting, purchasing, invoicing, administration of grants, managing contracts, and construction payments and change orders to name a few.

The recent shift to assign increased responsibility for vouchering from Finance to the departments was brought up as a concern in many of the staff interviews. In city government, vouchering refers to the process of authorizing and documenting payments made by the city for goods, services, or other

obligations. It's a critical function of financial management and is heavily governed by principles of internal control to prevent fraud, waste, and error.

Since Public Works Assistants generally lack the financial training and expertise to handle many of these tasks, it is important for Finance to clearly define the roles of both Finance and other departments in these processes. Departments such as Public Works should ensure they provide sufficient information to Finance so invoices can be processed and payments made. For instance, when Public Works makes purchases, staff must accurately code the purchase and attach necessary documents like receipts to the voucher.

It is recommended that Finance create an SOP concerning the payment and vouchering procedures to distribute to departments. This SOP should specify the responsibilities of Finance staff and other department personnel. Public Works has initiated this process with Finance.

In addition to payments and vouchering, Public Works and Finance need to determine and clearly communicate or document the roles of each department in financial tasks such as budgeting, purchasing, and grant assistance. The tracking of grant deadlines and requirements should be integrated into the city's financial system, not as part of capital projects, to ensure the funding guidelines are clear and all deadlines are met. If Public Works is able to add a Management Analyst, this position could take the lead on working with Finance to develop these guidelines.

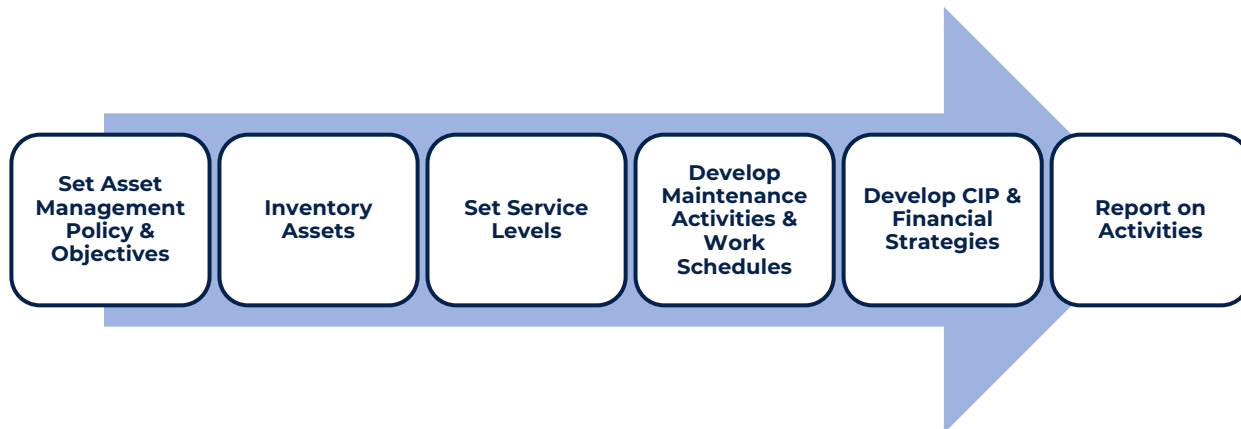
RECOMMENDATIONS:

- | | |
|------------|---|
| 1.5 | It is recommended the City consider implementing an Interactive Voice Response (IVR) system - or auto-attendant - to manage incoming calls. Alternatively, the City could consider moving this function to the City Administrator's office. |
| 1.6 | Transition responsibility for assisting walk-in visitors to the Community Development Department, with Public Works transitioning to a support role. |
| 1.7 | Consider the options presented to add a Management Analyst In Public Works to report to the Director. |
| 1.8 | It is recommended that Finance create an SOP concerning the payment and vouchering procedures to distribute to departments. This SOP should specify the responsibilities of Finance staff and other department personnel. Public Works has initiated this process with Finance. |
| 1.9 | Public Works and Finance need to determine and clearly communicate or document the roles of each department in financial tasks such as budgeting, purchasing, and grant assistance. |

2 ASSET MANAGEMENT

The American Public Works Association (APWA) has developed an Asset Management Roadmap to assist agencies in outlining the steps to implement a successful asset management program. There are several key steps to an effective program. These are illustrated in the following figure:

FIGURE 2.1 ASSET MANAGEMENT



Gig Harbor is currently doing some asset management but has no formalized asset management program in place.

2.1 IMPLEMENTING AN ASSET MANAGEMENT PROGRAM

The subsequent subsections offer guidance on implementing an asset management program, utilizing the roadmap depicted in Figure 2.1.

SET ASSET MANAGEMENT POLICY AND OBJECTIVES

An asset management policy is a statement of how the City intends to manage its assets, and the objectives are the principles by which it will adhere to making decisions regarding asset management. The policy and objectives should be consistent with strategic plans and organizational policies, appropriate for the nature and scale of a city's assets and include a commitment to continual improvement.

The City should develop an asset management policy and objectives to document the city's commitment to effective asset management and communicate the importance of assets in delivering services to its residents.

INVENTORY ASSETS

Public Works has inventoried a significant number of its assets. The Department should create a plan to finalize the inventory by producing a comprehensive asset inventory list to identify and address any

gaps. Once the list is complete, Public Works should devise a plan with set timelines to inventory the remaining assets. This plan should consider utilizing existing staff as well as consultant or contract assistance to expedite the inventory process.

SET SERVICE LEVELS

Documented levels of service enable an organization to effectively prioritize and plan work. A level of service is a standardized measure of operating conditions, generally defined by a benchmark or metric. Service levels define the quality of maintenance and the frequency of maintenance activities. The defined level of service may take into account parameters such as cost, efficiency, quality, accessibility, regulations, and environmental standards.

In recent years, Public Works has worked to shift from mainly reactive work activities to proactive maintenance of assets and has made significant strides in defining service levels for the assets it oversees. The table below illustrates this progress.

TABLE 2.1 PUBLIC WORKS CURRENT SERVICE LEVELS

Parks	Mowing has implemented a rotation to ensure all required areas are mowed. Trash pickup service varies by season. For example, trash bins within the parks are emptied daily in-season. Irrigation – bi-annual inspection as part of winterizing/de-winterizing the systems. Established trash pickup for city buildings and facilities.
Streets/Storm	In process of defining LOS for shoulder maintenance, sidewalk inspection, and stormwater catch basins and conveyance systems (i.e., pipes and ditches). • Signs – replaced based on expected sign life. Sign installations tracked in Cartegraph. • Street sweeping – quarterly sweeping of primary routes. • Signal heads and lighted crosswalks – inspected quarterly. Fleet has implemented a new leasing program and has developed a transition plan for which vehicles will be leased vs. purchased.
Water	In process of defining additional LOS for water valves, chlorine pumps and well houses. Hydrant flushing – twice a year, generally in the fall and spring. Well reads – every other day Tank inspections – MWF Annually testing of backflows, pressure reducing valves, hydrant inspections, valve maintenance (1 of 3 zones/yr).
Wastewater Collection	An inspection program has been developed to inspect sewers and identify needed cleaning and repairs. Implementing a FOG (fats, oils, grease) program. Routine inspection/maintenance of lift stations/city owed septic system.

Wastewater Treatment	Operation/maintenance of a wastewater treatment plant designed to treat 2.4MGD. NPDES permit compliance. Operation of biosolids production program and permit/testing requirements. Operation/maintenance and accreditation of wastewater laboratory.
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Most of the service levels are informal/undocumented, and of the established ones, not all have been entered into the CMMS to be tracked as preventive maintenance. Public Works should establish and formally document levels of service for all assets managed by the Department. This will include:

- Defining the core service and key activities for each asset.
- A brief description of the specific work involved.
- The frequency with which the work should be performed (or the level of service) and the criteria for scheduling the work.
- The performance expectations for each job or average daily productivity (the metric).
- Reporting frequency.

Each of the department's primary work areas should undertake this activity. The following table presents a sample based on some of the established service levels and a few additional examples. Next steps will involve meeting with the Public Works Team to expand this table.

TABLE 2.2 SERVICE LEVEL DOCUMENTATION TEMPLATE

Asset	Key Activity	Target Metric	Target Value	Reporting	Scheduled in CMMS
PARKS AND FACILITIES					
Irrigation systems	Bi-annual inspection as part of winterizing / de-winterizing the systems.	% Inspected	100%	Bi-annually	Yes
STREETS AND STORM					
Streets	PCI for managed road network	PCI rating	>70	Annually	
Street Sweeping	Quarterly sweeping of primary routes	% Complete	100%	Quarterly	Yes
Signal Heads and Lighted Crosswalks	Inspected quarterly	% Inspected	100%	Quarterly	Yes
WATER					
Water Quality	% of samples meeting regulatory standards	% Compliance	100%	Quarterly	No
Storage Tank	Weekly inspections (MWF)	% Complete	100%	Monthly	Yes
Hydrants	Bi-annual flushing	% Complete	100%	Monthly	Yes
Backflow	Annual testing	% Complete	100%	Monthly	Yes

Asset	Key Activity	Target Metric	Target Value	Reporting	Scheduled in CMMS
WASTEWATER					
FOG Inventory	Quarterly inspection of food service sites	% Inspected	100%	Monthly	
	% reduction in FOG-related blockages in specific problem areas	% Reduction	20% Annually	Annually	
Gravity Main	Televising and cleaning every 5 yrs.	% Complete	100%	Monthly	Yes
NPDES Permit Compliance	Tracking and reporting of required activities	% Compliance	100%	Annually	

The project team will meet with Public Works staff as part of the next steps in developing the draft report to initiate this work.

DEVELOP MAINTENANCE ACTIVITIES AND WORK SCHEDULES

Annual work schedules and calendars should be developed and input into the asset management (AM) software. This includes all corrective and preventive maintenance activities. The AM software system can assign work orders to the appropriate asset and record the request in order to gather information related to labor, materials, equipment, and costs for maintaining each asset.

In recent years, Public Works has begun recording the majority of maintenance activities in the AM software. The system has been implemented to be flexible for each functional area. While there are some advantages to this from the user standpoint, the department needs to establish guidelines to ensure consistency in the collected data. In order to create useful reports, there needs to be consistency in what and how information is entered into the AM software.

Additionally, as the department becomes more sophisticated in the use of the software, the data collected should be used to inform future maintenance activities and capital expenditures, which is much more difficult if the information from each program area is not consistent.

Public Works should develop an approach that ensures maintenance activities and work scheduling is developed consistently across all work groups and activities using the following guidelines.

- **Work schedules** define how staff resources will be utilized over a period of time and provide the basis for evaluating actual labor hours versus planned. Scheduling can be divided into three types: master scheduling, weekly scheduling, and daily scheduling.
 - **Master Scheduling** is the broadest, largest range type of scheduling. It looks forward to a horizon that is at least three months.
Preventive maintenance should be included in the master schedule and list the equipment and the type of preventive maintenance to be performed.
 - **Weekly scheduling** is fed by the master schedule with jobs that have been anticipated and planned well in advance. The weekly schedule also contains unplanned jobs that arise

unexpectedly or result from a shift in priorities. Weekly schedules should attempt to contain 80% to 90% of capacity and should reflect known leave by employees.

- **Daily scheduling** is the process of converting the weekly schedule into daily assignments through tasks and work orders.
- **Preventive Maintenance (PM)** aims to prevent issues via proactively scheduled maintenance (defined by the established service levels). Consistent, timely, and thorough completion of preventive maintenance ensures that the condition of the organization's assets is maintained over time, their lifespan is extended, and thus the overall value derived from those assets is maximized.

Public Works should develop procedures to increase consistency in data collection and reporting. This includes:

- **Master schedules** – the schedules developed for all work crews should show similar information.
- **Tasks and work orders**—In the current AM software, a task is a singular work activity, and a work order is a group of tasks. The department needs to develop guidelines on what information is required to be input for all tasks and how work orders should be used.

Once service levels are established, all preventive maintenance activities should be scheduled and tracked in the AM software. It is noted that the department is already doing this for a limited number of activities.

DEVELOP CIP AND FINANCIAL STRATEGIES

Capital improvement budgets are essential for effective long-term planning, and utilizing data from the asset management system ensures that these budgets are both strategic and data-driven. The department has already gathered a wealth of information about infrastructure condition, maintenance history, and lifecycle costs, and this data will continue to expand and improve. By analyzing this data, the city can prioritize projects based on objective criteria, such as asset criticality, risk of failure, and remaining useful life, rather than relying on subjective priorities from staff or elected officials. This method optimizes the allocation of funds and helps ensure that the most urgent needs are addressed first, reducing the risk of costly emergencies caused by infrastructure failures.

To develop a capital improvement budget using this data, the GIS Coordinator can bridge the gap between engineering and operations by developing mapping and reporting that allows engineering to identify clusters of infrastructure that may need simultaneous upgrades and categorize assets based on condition ratings and performance metrics, which should already be tracked within the system. Engineering can generate a prioritized list of capital projects by assigning weights to these metrics and incorporating cost estimates.

Additionally, predictive analytics within the asset management software can assist in forecasting future maintenance and replacement needs, allowing the city to plan several years ahead, creating a multi-year capital improvement plan that aligns with both immediate needs and long-term goals.

REPORT ON ACTIVITIES

The data collected in the AM software should be used to generate useful reports regarding the department's performance and productivity. Dashboards and automated reports will allow managers and supervisors to easily track progress on established metrics, staff productivity, and workload.

Key Performance Indicators (KPIs) are measurable metrics that help an organization monitor progress toward its goals and objectives. A Public Works Department's KPIs are often primarily based on documented service levels.

In order to be effective and valuable for the employees and the department, the KPI's should be **SMART** goals – **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and have a defined **T**imeframe.

Public Works should establish KPIs for each functional area and regularly report on progress. KPIs should align with established service levels and be monitored to help management demonstrate the Department's achievements and progress toward meeting those service levels.

Performance should be reviewed monthly as a departmental leadership team, including superintendents and supervisors of each functional area.

RECOMMENDATIONS:

- 2.1 Develop an asset management policy and objectives to document the city's commitment to effective asset management and communicate the importance of assets in delivering services to its residents.
- 2.2 The Department should create a plan to finalize the asset inventory and devise a plan to inventory all remaining assets.
- 2.3 Establish and document service levels for all assets. Enter the information in the asset management software and have the work activities auto-scheduled.
- 2.4 Once service levels are established, preventive maintenance work scheduling should be developed and input into the software.
- 2.5 Develop procedures to increase consistency in data collection and reporting in the asset management software to include master schedules and guidelines on tasks and work orders.
- 2.6 Develop mapping and reporting from the asset management software to inform the development of the capital improvement program and financial strategies.
- 2.7 Establish key performance indicators and monitor and report on progress on a routine basis.

3 OPERATIONS AND MAINTENANCE

This chapter will analyze the staffing and operations of the maintenance and operations units, including Parks, Streets/Storm, Water, and Wastewater.

Staffing and resource requirements depend on both the number of assets the department must maintain and the established service levels. The age of the infrastructure can also affect this situation, as older infrastructure typically leads to greater maintenance needs (i.e., more potholes, water main breaks, etc.).

3.1 STAFFING AND ASSET OVERVIEW

As the population has grown in recent decades, the City's assets have also increased.

TABLE 3.1 HISTORICAL ASSET GROWTH

Year	Population	Streets (Lane Miles)	Acres of Developed Parks	Storm (Miles of Pipe)	Gravity Sewer (Miles of Pipe)*	Water (Miles of Main)	Buildings (sq. ft. Maintained)
2006	6,798	110	66	39.4	27.0 (6.8)	39.8	64,913
2008	7,169	110	72	42.3	27.9 (8.0)	39.9	66,163
2010	7,124	116	75	44.8	28.5 (8.2)	39.9	66,463
2012	7,494	124	76	45.0	32.1 (9.6)	44.0	66,838
2015	8,796	131	76	49.8	32.8 (10.7)	48.0	88,281
2018	10,416	138	88	53.1	38.2 (11.9)	51.6	97,762
2021	12,181	143	88	53.7	39.3 (11.5)	57.0	97,762
2023	12,390	143	88	54.5	41.6 (12.7)	57.4	106,666
% Increase 2006-2023	82.26%	30.00%	33.33%	38.32%	54.07%	44.22%	64.32%

*Note: Gravity Sewer is public mileage with private mileage shown in parentheses.

Typically, although there isn't a linear correlation, asset growth tends to lead to staffing growth, as more staff (or outsourcing work) is necessary to maintain the new assets. In recent years, the size of the department has also been growing, as the table below illustrates.

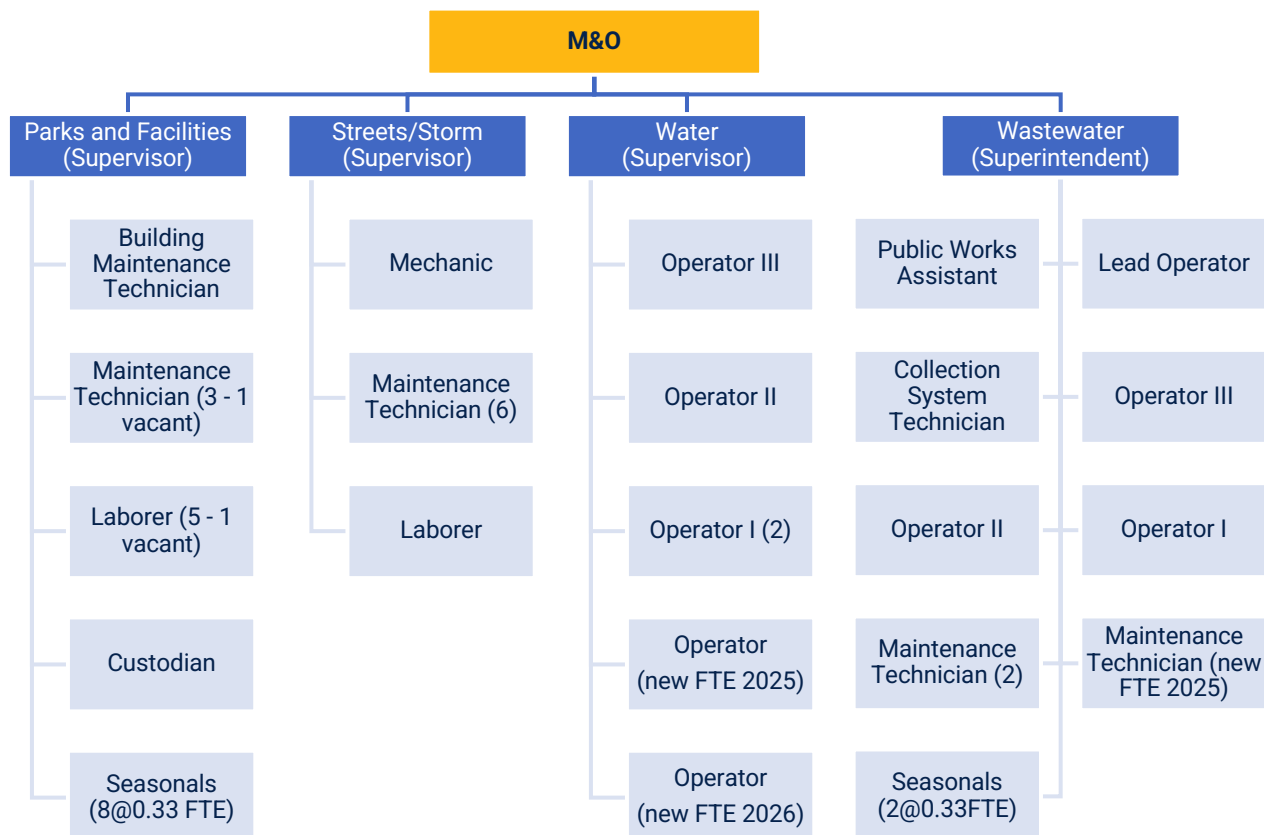
TABLE 3.2 PUBLIC WORKS STAFFING, 2019, 2023-2026

Division	FY19	FY23-24	FY25-26
Public Works	30.07	36.27	35.14
Engineering	12	12	14
Wastewater	9.66	10	11.66
Parks	1.8	1	2
Total	53.53	59.27	62.8

These tables indicate that the City has increased staffing levels to handle the population and asset growth. The upcoming sections will examine whether these additional resources are sufficient for the Public Works Department.

The current staffing levels of the maintenance and operations units are illustrated in the figure below.

FIGURE 3.1 MAINTENANCE AND OPERATIONS STAFFING



JOB SERIES

The Department currently has various classifications/titles for maintenance and operations staff, and apart from the recently changed operator series, the job series and career progression for most positions is neither clear nor intuitive. It is recommended the Department revise the classification system as follows:

- **Maintenance Worker** – this classification would be for staff conducting routine maintenance
- **Maintenance Technician** – this classification is for staff who require specialized technical skills, such as experience with traffic signals or other specialized work. Technician positions often require specific certifications or specialized licensing.
- **Building Maintenance Technician** – this classification is for staff responsible for maintaining and operating city buildings and facilities, often requiring knowledge of electrical, plumbing, and HVAC systems.

- **Operator** – this classification is for staff whose primary focus is operations and process control, as opposed to maintenance and repair. The Operator classification should be used for staff responsible for the day-to-day functioning and control of the system and plant processes.

CAREER PROGRESSION

Promotional opportunities are essential for retaining staff by encouraging and recognizing skill development and growth. Career paths should be well-defined, offering guidance on the qualifications, experience, and competencies needed for each level of advancement. Here are some suggestions for a career path framework:

- **Entry-Level Positions:** Start with entry-level roles that need little experience or qualifications. These roles form the foundation for career growth and give workers a chance to gain practical experience in their respective jobs.
- **Intermediate Positions:** Build on the skills and knowledge gained at the entry level. These roles usually need more experience or specialized training and/or certifications, and they come with greater responsibilities or leadership opportunities within the field.
- **Crew/Field Leads:** Take on greater responsibilities and demonstrate leadership in the field. These Lead positions typically do not have official supervisory duties but possess the knowledge and skills to oversee and direct the daily work. They serve as a vital link between management and the crew.
- **Supervisory or managerial roles:** Offer opportunities for employees to lead teams. These roles demand strong leadership, supervisory, communication, and decision-making skills.

Progression through a series can be a combination of experience, qualifications, and testing (written and/or field testing). Advancement to non-leadership positions should not require a position opening to progress.

It is recommended that the Department implement a three-tiered classification system for Operations staff to facilitate adequate staff progression:

- **Operator I/II/III** for Water and Wastewater. Certification by AWWA is based on an Operator series.
- **Maintenance Worker I/II/III** for other operations divisions. A Building Maintenance series may also be needed if the job requirements are significantly different from the Maintenance Workers in Parks and Streets/Storm.
- **Maintenance (or Building) Technician** for staff requiring specialized technical expertise, certification, or licensing.

FIELD LEADS

As previously discussed, the three units—Water, Parks, and Streets/Storm—were recently created and the leads of each unit were promoted to Supervisor roles. These changes align with industry best practices and are supported by the review team. However, as the Department continues to strive toward proactive

and planned maintenance, and increased data-driven decision making, the ability of the Supervisors to oversee field activities will become increasingly difficult.

We recommend appointing a Lead position in each unit to serve as the point person in the field and the primary contact for the Supervisors. These are not supervisory roles but are intended to be working positions that oversee work in the supervisor's absence. There are several options for these roles. A common approach is to create the position from a vacancy and have staff apply for it. Alternatively, the Department could consider rotating Leads in each unit. This would require setting qualifications for candidates to be selected as Lead for a designated period, such as monthly, quarterly, or annually. This option might also require temporary pay adjustments to account for the added responsibilities.

Ultimately, the Department may choose to assign multiple leads in each unit for crews that are working independently more than 50% of the time. For example, if the Streets/Storm unit eventually has one crew dedicated to street maintenance and another to storm system maintenance, each crew should have an assigned lead.

COMPLIANCE COORDINATOR

It is recommended the Department add a Compliance Coordinator position to support utilities and report to the Assistant Public Works Director. This position can be critical in ensuring that the City adheres to the vast and complex environmental, health, and operational regulations governing these utilities.

The core responsibilities of the position may include:

- **Regulatory Monitoring and Interpretation:** Staying updated on federal, state, and local regulations.
- **Permit Management:** Managing the city's various environmental permits.
- **Monitoring, Sampling, and Reporting:** Coordinates and often participates in the collection of water and wastewater samples. Ensures that sampling and testing are conducted according to regulatory requirements using approved analytical methods. Prepares and submits accurate, timely, and complete compliance reports to regulatory agencies.
- **Program Development and Implementation:** Develops and implements specific compliance programs, such as:
 - Industrial Pretreatment Programs
 - Fats, Oils, and Grease (FOG) Programs
 - Cross-Connection Control Programs
 - Stormwater Management Programs (MS4)
 - Biosolids Management Programs
- **Enforcement and Corrective Action:** Investigates potential violations or non-compliance incidents and coordinates with operational staff to implement corrective actions to address identified issues.

RECOMMENDATIONS

- 3.1** Change the classification system for maintenance and operations staff to a Maintenance Worker, Maintenance Technician, and Operator series.
- 3.2** Implement a three-tiered classification system for each job series – Maintenance Worker I/II/III, Maintenance Technician I/II/III, and Operator I/II/III.
- 3.3** Appoint a Lead position in each of the operational units to serve as the point person in the field and the primary contact for the Supervisors. This can be a permanent position, or set up as a rotating Lead position. Assign a Lead for all crews that work independently at least 50% of the time.
- 3.4** Add a Compliance Coordinator position to support utilities and report to the Assistant Public Works Director.

3.2 PARKS AND FACILITIES

This unit is responsible for the parks, trails within the parks, park amenities, and city-owned buildings and facilities. The parks' assets are summarized in the following table. Facilities staffing and workload will be discussed later in the section.

TABLE 3.3 PARK ASSET

Asset	Quantity
Parks	31 ea. / 215.9 acres
Developed Parkland	90.5 acres
Trails	11 ea. / 54,335.3 ft.
Amenities	1,267

Workload is being managed in the AM software. The department has been working to transition to the AM software over the past few years. The following table shows the workload for the last full calendar year, 2024.

TABLE 3.4 PARKS WORKLOAD BY ASSET, 2024

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
Athletic Space	2.00	-	-	-	\$143.38
Bench	6.00	-	\$29.56	-	\$314.13
Facility (Little League Field)	6.00	-	\$138.72	-	\$366.54
Irrigation and Mowing	795.02	-	\$15,918.59	-	\$48,752.61

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
Landscaped Area	313.75	-	\$6,829.94	-	\$19,152.16
Mowing Area Only	199.75	-	\$3,895.51	-	\$12,175.87
NonAsset	157.90	-	\$3,418.38	\$9,996.06	\$21,415.05
Park (Amenity, Park#, Structure)	757.90	-	\$12,309.52	\$1,626.47	\$47,389.76
Playground	15.25	-	\$338.13	-	\$928.09
Trail	40.50	-	\$634.07	-	\$2,184.95
Total	2,294.07	-	\$43,512.42	\$11,622.53	\$152,822.54

Parks has not yet been tracking material costs in the AM software.

PARKS RESOURCE NEEDS

NRPA STAFFING ASSESSMENT

An assessment of NRPA Agency Performance Data was conducted to identify the staffing levels of recreation and parks agencies with similar park counts, acreage, and populations in the same region of the United States. Using NRPA data and metrics, we can focus our data analysis on similar agencies based on size, location, and scope of park management.

The following table outlines the general information, on average, provided by communities with similar variables. The variables utilized to analyze this data for Gig Harbor include:

- Acres of Parkland: 215.9 (total) 88 (developed)
- Number of Parks Managed: 31
- Population per U.S. Census: 12,604 (2023 estimate)
- Region: Pacific Northwest

NRPA Agency Performance Data is organized into two primary staffing metrics: the number of full-time equivalents (FTEs) in the Department and a percentage breakdown of staff responsibilities within the Department.

FTE stands for Full-Time Equivalent and is a generally accepted measure of staffing capacity for local government agencies. This qualifies staffing numbers based on the number of hours worked, rather than the number of basic positions. For example, a part-time employee who works 30 hours per week would be 0.75 FTE, since they work 75% of a typical full-time employees work week of 40 hours. A part-time employee working 20 hours per week would be 0.5 FTE.

Agency Performance Review data provide quartiles and medians for the number of FTEs from agencies that responded. This offers a range of the middle 50% of all agencies to guide staffing based on industry trends. As an example, communities that responded to the Agency Performance review, which have

between 20 and 49, have a lower quartile of 42.1 FTEs (or the lower 25% of respondents have 42.1 FTEs or less), an upper quartile of 125.8 FTEs (or the higher 25% of respondents have 125.8 FTEs or more), and a median of 80.5 FTEs (meaning 50% of respondents have between 42.1 and 125.8 FTEs, with the median being 80.5 FTEs). The range described herein includes Administration, Recreation, and Capital Development. In the same comparative jurisdictions, Operations and Maintenance staff represent an average of 45.32% of total staffing for Parks and Recreation Departments.

The following table represents staffing data from the Agency Performance Review for operations and maintenance staffing only, based on the four defined variables for the City of Gig Harbor, as of 2024.

TABLE 3.5 NRPA PERFORMANCE REVIEW STAFFING DATA SUMMARY, OPERATIONS & MAINTENANCE ONLY

Metric	Park Acres	Population	# of Parks	Region	Average
Gig Harbor Metrics	215.9	12,604	31	Pacific Northwest	
NRPA Data Segment	<250	<20,000	20-49	Pacific Northwest	
Number of FTEs					
Lower Quartile	4.03	2.76	19.09	8.23	8.53
Median	9.71	6.34	36.48	20.39	18.23
Upper Quartile	20.38	13.60	56.99	46.68	34.41

The Parks Maintenance team has 12.64 full-time equivalents (FTEs) assigned to maintain parks, open spaces, and facilities. One is a supervisor, and the others are split between two primary work groups with three (3) Maintenance Technicians, five (5) Laborers, and 2.64 FTE seasonals (8 employees at .33 FTE each) dedicated to park maintenance. The remaining staff are devoted to facility maintenance.

Park acreage is another factor used to determine the appropriate staffing level. According to the International City/County Management Association (ICMA) standards, a typical organization has roughly one full-time equivalent (FTE) per 18-20 acres of land, with a best practice defined as 1 FTE per 12 acres of land. The parks maintenance staff manages 215.9 acres of land, totaling 17.08 acres per full-time equivalent (FTE) employee.

NRPA Agency Performance Data indicate that the department's operational staff should be between 8.53 and 34.41 full-time equivalents (FTE), with a median of 18.23 FTE.

Gig Harbor has 8 full-time positions dedicated to park maintenance. When examining both metrics – FTE per acre and the range shown in agency performance data – the parks maintenance staffing level is on the lower end of the recommended range. To meet the lower end of the recommended staffing, the city should add 1 FTE. This can be achieved either by creating a new position or by reducing the seasonal staff from 8 to 5 (at 0.33 FTE each).

Additionally, these calculations do not factor in the additional assets and workload from the new sports complex. Once these assets are constructed, or if the city should decide to acquire additional parkland, a benchmark to use is to add staff at a rate of 1 FTE for every 20 acres of developed parkland. This will

ensure that service levels are maintained and sustainable as the Department grows and its responsibilities expand.

FACILITIES RESOURCE NEEDS

This section will review the staffing necessary to properly maintain the city's buildings and facilities.

The following table provides detailed breakdown of the facility-related work activity logged in the AM software in 2024. The department has been working to transition to the AM software over the past few years. The following table shows the workload for the last full calendar year, 2024.

TABLE 3.6 CITY BUILDINGS WORKLOAD BY ASSET, 2024

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
City Building	69.06	-	\$432.52	\$581.90	\$4,350.83
Facility	242.50	\$171.93	\$1,986.78	\$599.18	\$13,578.07
Fence	4.00	-	\$27.78	\$452.14	\$684.24
Fire Protection	4.00	-	\$39.02	-	\$243.34
HVAC Equipment	23.00	-	\$250.71	\$209.99	\$1,651.75
Health and Safety	53.75	-	\$856.15	\$33.00	\$3,658.87
NonAsset	114.50	-	\$660.91	\$736.04	\$7,031.14
Plumbing Fixture	2.00	-	\$13.00	\$12.99	\$128.15
Total	512.81	\$171.93	\$4,266.87	\$2,625.24	\$31,326.39

To better calculate staffing needs based on workload, the Department must improve how it captures facilities-related work activities using the AM software. In 2024, a total of 513 labor hours were recorded. This represents approximately 0.3 FTEs worth of facility-related work orders logged in the system in 2024, clearly indicating that many of these activities are not currently being logged in the AM software.

FACILITIES STAFFING NEEDS USING FEU CALCULATIONS

Without adequate workload data to evaluate staffing needs, calculations will be made using Facility Equivalent Units. The number of positions needed for a facilities maintenance operation to function effectively primarily depends on the size and composition of the buildings it serves. Since most municipal facilities maintenance operations manage a diverse range of building types, it is essential to establish a relative measure that facilitates the evaluation and comparison of staffing needs and costs.

A process known as the **Facility Equivalent Unit (FEU)** calculation compares the level of effort needed to maintain different types of buildings to a standard office space, which has a baseline FEU of 1.0. Collaboration with other facilities organizations has demonstrated that an FEU of 1.0 corresponds to maintaining a general office space per square foot and per full-time equivalent (FTE), varying based on several factors unique to each organization. For instance, a fire station requires more maintenance than a general office space due to its unique 24-hour operational needs, which include features like a full

kitchen, shower facilities, and living quarters. Consequently, we determine that one square foot of fire station space demands the same level of maintenance as 1.5 square feet of general office space.

For this project, an FEU was assigned for each type of facility. These FEUs are based on project team experience with types of facilities maintained and managed by local government. The following table summarizes our FEU calculations:

TABLE 3.7 CITY-OWNED BUILDINGS AND FACILITIES FEU

Cartegraph ID	SqFootage	FEU	Total
Ancich Kayak Storage	3,799	0.5	1,900
Ancich Restrooms and Rental Storage	3,100	1.0	3,100
CC Building A	38,794	1.0	38,794
Crescent Creek Pavilion	1,640	0.5	820
Crescent Creek Restroom	449	1.5	674
Cushman Borgen Restroom	129	1.5	194
Cushman Grandview Restroom	234	1.5	351
Donkey Creek Restroom	1,113	1.5	1,670
Doris Concessions	989	1.0	989
Eddon Boat Floor	14,964	1.0	14,964
Finholm Restroom	147	1.5	221
Grandview Forest Restroom	147	1.5	221
Haub Property	1,415	0.0	0
Hollycroft Restroom	233	1.5	350
Jerisich Welcome Plaza	2,002	1.0	2,002
KLM Restroom	709	1.5	1,064
LL Restroom and Concessions	1,743	1.5	2,615
Maritime Pier Restroom	317	1.5	476
Public Works Operations Admin	5,531	1.0	5,531
Public Works Shop Building A	5,826	0.5	2,913
Public Works Shop Building B	6,154	0.5	3,077
Public Works Shop Building C	2,130	0.0	0
Rohwer Barn	1,016	0.5	508
Skansie Brick House	1,225	1.0	1,225
Visitor Center-Chambers	2,622	1.0	2,622
WWTP Offices	5,032	1.0	5,032
Wilkinson Barn	3,233	0.5	1,617
LS12CONTROLBLDG	397	0.5	199
DIG 1	1,202	0.5	601
BLDG 400 (Headworks)	1,944	1.0	1,944
LS03ASTATION	516	0.5	258
121PK-Wilkinson Farm House	1,345	0.5	673

Cartegraph ID	SqFootage	FEU	Total
LS13STATION	431	0.5	216
LS14STATION	377	0.5	189
125PK-Skansie Net Shed	3,174	0.5	1,587
BLDG 600	683	0.5	342
DIG 4	820	0.5	410
LS09ASTATION	139	0.5	70
DIG 2	396	0.5	198
BLDG 200	1,096	0.5	548
BLDG 520	1,797	0.5	899
BLDG 100	2,660	0.5	1,330
BLDG 700	1,138	0.5	569
DIG 3	396	0.5	198
BLDG 300	3,542	0.5	1,771
Total	126,746		104,923

The next step in our analysis is to determine the number of FTEs required based upon the FEU adjusted square footage. The baseline is 40,000 square feet per technician FTE.

With 40,000 square feet per FEU expected, the annual maintenance and repair workload is calculated to be 2.6 Baseline FTEs. Note that not all work activities need to be completed in-house. A combination of staffing, overtime, and outsourcing is recommended to meet the required FTE count.

The Department currently has one Building Maintenance Technician and one Custodian. It is recommended that an additional position be dedicated to building maintenance. In the short term, the City could address this by reclassifying the Custodian as a Laborer. Long-term, a Laborer position should be reclassified into another Building Maintenance Technician. To meet the required 2.6 FTEs, the City will also need to outsource some of the building maintenance tasks. To support the Supervisor in planning, directing work, and overseeing contract work, it is recommended that the Department eventually have one Lead Building Maintenance Technician and one Building Maintenance Technician to manage the workload.

JANITORIAL AND CUSTODIAL SERVICES

The APPA custodial standards are often used as a benchmark for public agencies such as schools and municipalities. APPA has designated a five-level system to determine resource needs based on the level of service expected at various types of facilities. This system is a ranking with Level 1 being the highest level of cleanliness and Level 5 being the lowest:

APPA 5 LEVELS OF CLEANLINESS

APPA Level	Description	Typical Municipal Areas
Level 1	Orderly Spotlessness	Main entrance, Mayor/City Manager's office, Executive areas, Council Chambers. Requires daily cleaning and immediate spot cleaning.
Level 2	Ordinary Tidiness	General office areas, well-maintained public restrooms, high-traffic lobbies. High standard of regular cleaning.
Level 3	Casual Inattention	General offices with less traffic, break rooms, hallways. Basic level of cleaning.
Level 4	Moderate Dinginess	Storage areas, infrequently used offices (not recommended for public or high-use employee areas).
Level 5	Unkempt Neglect	Not considered an acceptable standard for occupied facilities.

Applying these benchmarks to city facilities results in a need for 5-6 custodians to maintain the recommended APPA levels. Currently, there is one custodial position in the city, supplemented by other technicians and laborers to complete the work.

Using technicians and laborers for custodial work can lead to frustration among staff who are hired as laborers or technicians but also need to perform custodial and janitorial tasks. This approach also diverts staff from their primary maintenance duties, which can negatively affect the condition and lifespan of assets.

It is recommended that the City contract all of its buildings and facilities for custodial services and reclassify the Custodial position as a Laborer. Outsourcing these services will allow staff to focus on the maintenance and operations of facilities and parks, maximizing the use of their skill sets. There are additional advantages to outsourcing custodial services. The contracts will require the City to determine an appropriate level of service for the facilities, resulting in consistency in services based on the type of facility. There can be potential cost savings due to reduced labor costs and the elimination of equipment and supply expenses. Additionally, companies focused on these services can often provide economies of scale through bulk purchasing power.

A FOCUS ON CORE MAINTENANCE

Maximizing the lifespan of buildings and equipment requires proper maintenance and is where maintenance staff should be spending the vast majority of their time. During interviews with staff about the time spent on various tasks, it is clear that staff are often asked to complete “special projects”. These can include projects ranging from major reconstruction to reconfiguration of office furniture.

The Department has recently implemented a process to manage the expectations of these projects. This is necessary and should be continued. The Department needs to clearly communicate the expectations to other department heads. An annual plan should be established to identify any projects anticipated to

be completed for year. Additional requests that arise should be added to a log (in the AM software) and prioritized for the next year, or contracted out.

RECOMMENDATIONS

- 3.5** The Parks unit needs to establish protocols to log all planned and reactive maintenance into the AM software.
- 3.6** Add 1 FTE for park maintenance. This can be achieved either by creating a new position or by reducing the seasonal staff from 8 to 5 (at 0.33 FTE each).
- 3.7** It is recommended that the City outsource all custodial services and reclassify the Custodial position as a Laborer. When there is a vacancy, the City should then reclassify a Laborer position to a Building Maintenance Technician and recruit someone with the required building maintenance experience.
- 3.8** An annual plan should be established for facilities-related “special projects” to identify and communicate projects anticipated to be completed in a given year. Additional requests that arise should be added to a log (in the AM software) and prioritized for the next year, or contracted out.

3.3 STREETS/STORM

This unit is responsible for streets, bike lanes, sidewalks, street lights, trees, all stormwater infrastructure, fleet maintenance, and EV charging stations. The following table summarizes these assets.

TABLE 3.8 STREETS/STORM ASSETS

Division	Asset	Quantity
Storm	Catch Basin	2,904 (2,186)
	Control Structure	80
	Dry Well	5
	Facilities	39
	Manhole	644
	Outfall	16
	Outlet	1
	Vault	0
	Water Quality Device	3
	Channel	588 ea. / 74,138.9 ft.
	Culvert	8 ea. / 74.6 ft.
	Pipes	283,984.6 ft.
	Trees	2,907
Streets	Seasonal Hangers/Flags	219
	Street Light Fixtures	1,456
	EV Charging Stations	13

Division	Asset	Quantity
	Crosswalk Systems (non-signalized intersections)	58
	ADA Ramps	803
	Guardrails	-
	Sidewalks	756 ea. / 269,434.6 ft.
	Street Sweeping Routes	223 ea. / 248,688 ft.
	Bike Lanes	36,960 ft.
	Street Lanes	611,998.1 ft.
	Traffic Marking Symbols	1,421
	Signal Heads	105
	Signal Cabinet	11
	Signs	2,715

The Department has started defining service levels for these assets but has not developed them to the extent that they can serve as the basis for the staffing analysis. Work activities are still primarily reactionary, responding to service requests and complaints. The table below details the work activities logged in the CMMS software for this unit in 2024.

TABLE 3.9 STREETS WORKLOAD BY ASSET, 2024

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
Adopt a Road	0.50	-	\$7.39	-	\$32.93
Bench	6.00	-	\$29.56	-	\$314.13
Bridge	14.00	-	\$236.48	-	\$898.98
Crosswalk Light	116.64	-	\$1,216.43	\$2,995.29	\$10,109.28
Fence	-	-	-	\$452.14	\$452.14
Guardrail	-	-	-	-	-
Hanger Seasonal	33.32	-	\$828.41	-	\$2,530.45
Health and Safety	3.00	-	-	-	\$153.24
Marking	185.75	\$647.77	\$34,735.86	\$8,583.93	\$52,907.15
NonAsset	1,320.90	\$32,106.41	\$32,288.56	\$54,439.71	\$185,227.80
Road	289.58	\$708.60	\$22,925.66	\$651.62	\$38,623.40
Sidewalk	83.34	\$22.00	\$1,498.86	-	\$5,485.79
Sign	242.78	\$1,367.09	\$4,828.51	\$6,834.82	\$23,281.98
Signal	10.20	-	\$121.89	\$76.53	\$719.26
Signal Cabinet	-	-	-	-	-
Signal Head	-	-	-	-	-
Tree	396.00	-	\$12,847.27	\$269.50	\$29,303.53
Fleets Equipment	1.15	-	-	\$8.44	\$88.20
Fleets Total	946.65	\$19,745.63	-	\$41,237.34	\$98,720.59
Total	3,649.81	\$54,597.50	\$111,565.00	\$115,549.00	\$448,849.00

TABLE 3.10 STORMWATER WORKLOAD BY ASSET, 2024

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
NonAsset	11.50	-	\$243.07	-	\$861.40
Storm Basin	130.50	-	\$3,570.91	\$1,400.00	\$10,786.62
Storm Channel	1.00	-	\$22.87	-	\$72.85
Storm Facility	23.00	-	\$248.08	-	\$1391.73
Storm Inlet	126.05	-	\$4,081.59	\$570.67	\$11,098.78
Storm Manhole	45.00	-	\$169.09	\$844.00	\$3,067.52
Storm Pipe	39.00	-	\$1,526.55	-	\$3,420.18
Total	376.05	-	\$9,862.16	\$2,814.67	\$30,699.08

To calculate staffing needs based on workload, the Department needs to improve its ability to capture both planned and reactive workload using the AM software. Inputting preventive and planned maintenance into the software is crucial as it accurately reflects the backlog of work, which can facilitate planning for staffing needs and inform decisions about outsourcing work activities.

In 2024, the total labor hours recorded for this unit were 3,650 for street activities and 376 for stormwater activities, totaling 4,026 hours. Using 2,080 hours per year as a baseline for a full-time equivalent (FTE), we then subtract averages for vacation, sick leave, holidays, and some staff development or administrative time, averaging 1,650 hours per year per FTE. This means that the street and stormwater-related work orders logged in the system in 2024 equate to 2.44 FTE.

Without adequate service level or workload data to make staffing recommendations, we will also assess staffing adequacy to maintain the streets and stormwater assets based on benchmarks from industry standards and the project team's experience. For streets, the staffing benchmark is an average of 15 to 20 centerline miles of paved surface per field worker.

TABLE 3.11 STREETS STAFFING BENCHMARKS

Activity	Centerline miles	#Staff (20 miles/FTE)	# Staff (15 Miles/FTE)
Street Maintenance	115.9	5.8	7.7

This general benchmark encompasses work typically done by street maintenance crews, including pavement repair, street sweeping, bike lanes, and more. Work currently assigned to this team that is not typical for street maintenance includes any tree and landscaping work (exclusive of mowing), which typically requires different skills and experience to maintain.

Since not all service levels have been defined for stormwater staffing, the project team made assumptions in service levels to determine staffing calculations.

TABLE 3.12 STORMWATER STAFFING BENCHMARKS

Inspection and Cleaning	Number	Cycle	Production Rate	Annual Number	Hours to Conduct	Crew Size	FTE
Pipe	283,985 ft.	5 yrs.	115 ft/hr	56,797 ft.	494	2	0.60
Channel	74,139 ft.	3 yrs.	500 ft/day	24,713 ft.	49	3	0.09
Catch Basin/MH	3038 ea.	1 yr.	2/hr	3038 ea.	1519	2	1.84
Total							5.53

Using these calculations and assumptions indicates that approximately 5.5 FTE are necessary to complete the primary proactive maintenance tasks for the stormwater assets. If we assume that most of the work logged in the CMMS software in 2024 was reactive maintenance, this would add another 376 hours (or 0.23 FTE), bringing the total to 5.8 FTE required to maintain the stormwater systems.

Adding this to the 7.7 assigned for street maintenance, brings the total Street/Storm staffing needs to 13.5. There are currently 9 FTEs assigned to this unit. One of the FTEs is the supervisor, and one is a mechanic, not field labor.

While the staffing analysis indicates a need for additional staff, possibly five additional FTEs, the department should first determine service levels and establish maintenance programs. The staffing analysis assumes a level of service the department cannot provide. The department will need to establish the target service levels and then compare these to what the unit is currently able to achieve. Once this work is done, there will need to be discussions on options, including adding full-time and/or seasonal resources, outsourcing some maintenance functions, and reducing service levels to match current staffing levels.

FLEET SERVICES

Public Works has one mechanic on staff, reporting to the Streets/Storm Supervisor. There is no dedicated Fleet Manager position, but the Supervisor and Assistant PW Director fill this role informally.

The City lacks a formal replacement plan for vehicles and equipment. Recently, it introduced a new leasing program and created a transition plan to decide which vehicles will be leased or purchased in the future. Establishing optimal lifecycles and a multi-year replacement plan is essential for effective fleet management. A five- or ten-year replacement plan helps identify which units need replacement each year and estimates the costs of maintaining the entire fleet within lifecycle parameters. It also ensures consistent funding for replacements, avoiding significant fluctuations that can disrupt budget planning. Without such a plan, funding needs for replacements can vary greatly from year to year.

It is recommended that the City create a ten-year replacement plan considering all city-owned vehicles and equipment.

The workload recorded in the CMMS software for 2024 shows approximately 950 hours of time assigned to fleet assets, which is about 0.6 FTE. Interviews with staff indicate that there is considerable time spent on fleet management and maintenance which is not currently being tracked in the software.

The Department needs to establish clear guidelines on the types of activities that should be tracked and how time should be recorded. Tracking time spent on various tasks provides valuable insights into labor requirements and productivity. It helps determine whether the current staffing levels are sufficient to meet the fleet's demands or if adjustments are necessary.

Tracking how mechanics and other staff spend their time is also crucial in identifying inefficiencies within the fleet maintenance process. By systematically recording and analyzing time allocated to specific vehicles and equipment, staff can uncover patterns that reveal recurring issues, such as problem vehicles requiring excessive repairs or parts with unusually high failure rates. This data enables proactive decision-making, fostering an environment where maintenance schedules or replacement plans can be adjusted to mitigate common issues, and resources can be allocated more effectively. With this approach, managers can identify opportunities to optimize workflows, reduce downtime, and improve overall operational efficiency.

FLEET RESOURCES

The number of technicians and related positions required for a maintenance operation to function effectively is primarily influenced by the size and composition of the fleet it serves. Since the City's fleet comprises a diverse range of vehicles and equipment, it is essential to establish a relative measure to assess and compare staffing needs and costs.

A process known as **Vehicle Equivalent Unit (VEU)** analysis is used to equate the level of effort required to maintain dissimilar types of vehicles to a passenger car, which is given a baseline VEU of 1.0. A VEU of 1.0 equals 10-15 annual maintenance labor hours, depending upon several factors unique to each organization. All other types of vehicles are allocated a VEU value based on their relationship to a passenger car. For example, a half-ton pickup truck is assigned a VEU of 1.5. This means that a truck of this type, on average, requires about 1.5 times the annual maintenance hours of a passenger car or between 15 and 22.5 hours per year.

Considering the vehicles planned to be part of the leasing program, the calculation for Gig Harbor is 241.5 VEU's, which equates to 1.4 FTEs. This calculation is only for mechanical/technician work, not fleet management, such as oversight of the fleet replacement plan or contract work.

Since a full FTE is not required, it is recommended the City outsource work to make up the 0.4 FTE needed, or hire another part-time mechanic.

RECOMMENDATIONS

- 3.9
- The staffing analysis concluded that the Streets/Storm unit lacks the staffing resources required to properly maintain the assets it is responsible for. The next steps will be to set the target service levels, compare them to what the unit can currently achieve, and then consider alternatives including adding full-time and/or seasonal resources, outsourcing some maintenance functions, and reducing service levels to match current staffing levels.

- 3.10** It is recommended that the City create a ten-year fleet replacement plan considering all city-owned vehicles and equipment.

3.4 WATER

The Water Unit is responsible for the maintenance and operation of the water system including water mains, laterals, valves, hydrants, meters, wells, storage tanks, pumps, and backflow devices. The following table summarizes these assets.

TABLE 3.13 WATER ASSETS

Division	Asset	Quantity
Water	Well	7 ea.
	Meter	3,649 ea.
	Sample Station	88 ea.
	Valve	2,357 ea.
	Storage Tank	10 ea.
	Pump	11 ea.
	Hydrant	771 ea.
	Backflow	105 ea.
	Customer Supply Line	3,615 ea.
	Main	321,612.3 ft.
	Lateral	3,878 ea.
	Hydrant Lateral	156 ea.

The Department has started defining service levels for these assets but has not developed them to the extent that they can serve as the basis for the staffing analysis. The table below details the work activities logged in the AM software for this unit in 2024.

TABLE 3.14 WATER WORKLOAD BY ASSET, 2024

Asset	Labor Hours	Total Cost
Health and Safety	4.45	\$303.26
Non-Asset	25.90	\$1,963.26
Private Water	9.53	\$631.13
Water Backflow	29.45	\$2,045.52
Water Chlorine	6.00	\$419.69
Water Chlorine Analyzer	55.00	\$3,796.55
Water Chlorine Pumps Injector	26.00	\$1,806.19
Water Chlorine Tank	0.50	\$35.50
Water Hydrant	284.77	\$22,719.21
Water Main	3.25	\$213.07
Water Meter	370.56	\$41,789.59
Water Pump Control Panel	1.00	\$154.38
Water Reservoir Site	122.05	\$8,026.36

Asset	Labor Hours	Total Cost
Water Sample Station	72.00	\$6,475.75
Water Storage Tank	35.00	\$2,494.80
Water Valve	58.75	\$5,202.33
Water Value PRV	68.50	\$5,009.50
Water Well Pump	66.00	\$10,459.54
Water Well Site	474.75	\$32,330.39
Total	1,713.46	\$145,876.02

To calculate staffing needs based on workload, the Department needs to improve its ability to capture both planned and reactive workload using the AM software. Inputting preventive and planned maintenance into the software is crucial as it accurately reflects the backlog of work, which can facilitate planning for staffing needs and inform decisions about outsourcing work activities.

In 2024, the total labor hours recorded for this unit were 1,713 hours. Using the assumption of 1,650 available work hours annually, this equates to roughly 1 FTE.

Similar to the other operational units, without adequate service level or workload data to make staffing recommendations, we will also assess staffing adequacy based on benchmarks from industry standards and the project team's experience.

TABLE 3.15 WATER STAFFING BENCHMARKS

Asset	Miles	#Staff (20 miles/FTE)	# Staff (15 Miles/FTE)
Water Main	60.91	3.0	4.1

The metric of 15 to 20 miles of main per FTE assumes the inclusion of certain tasks and activities, including responding to water main breaks and leaks, and preventive maintenance activities such as water line flushing and gate valve exercising.

In addition to these activities, the unit inspects and maintains wells, meters, storage tanks, and backflows. There is also one staff member dedicated to the cross-connection program.

The addition of a Compliance Coordinator and the appointment of a Lead worker will help to manage the workload of the unit. No additional staffing changes are recommended at this time.

3.5 WASTEWATER

Wastewater is responsible for the maintenance and operations of the collection and treatment system. The majority of positions in the unit are classified as part of the Operator series or as Technicians (Collection System/Maintenance). Staff are shared between collection and treatment, with Operators primarily focused on wastewater treatment and the Technicians focused on the collection systems and lift stations. This arrangement is beneficial for sharing knowledge and expanding staff skills, but it can also lead to neglected maintenance of assets if no specific unit is assigned to maintain them.

To alleviate this, it is recommended that a Lead Collections Technician position be added to the unit. This position would work closely with the Superintendent to prioritize, plan, and schedule work activities related to the collections system.

The following table summarizes the Wastewater assets.

TABLE 3.16 WASTEWATER ASSETS

Division	Asset	Quantity
Wastewater	Wastewater Treatment Plant (WWTP)	1
	Cleanout	255
	Lift Station	17
	Manhole	1,149
	Force Main	54,016.4 ft.
	Gravity Main	220,762 ft.
	Side Sewers	1818+ ft.
	Dry Gravity Sewer	1,723.6 ft.
	Future Gravity Sewer	17
	Private Sewer Force Main	32,356.3 ft.
	Private Sewer Gravity Main	74,573.1 ft.

Upgrades to the Wastewater Treatment Plant (WWTP) were completed in 2016 to increase capacity and improve reliability and included UV disinfection, odor control for the digester system, a second redundant fine screen, an eductor waste dewatering structure, process water pumping system and other ancillary support equipment and now can treat the 2.4 MGD design flow of the plant.

The Department has started defining service levels for these assets but has not developed them to the extent that they can serve as the basis for the staffing analysis. The table below details the work activities logged in the AM software for this unit in 2024.

TABLE 3.17 WASTEWATER WORKLOAD BY ASSET, 2024

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
Air System	3.03	-	\$50.00	-	\$214.56
Blower	40.27	-	-	-	\$2,379.96
Bridge Crane	8.55	-	\$18.50	\$2020.11	\$2,515.09
Centrifuge	19.38	\$11,578.91	-	-	\$12,740.86
Conveyor	4.58	-	\$18.50	-	\$312.60
Drain Field	5.50	-	\$28.94	-	\$331.16
Effluent Check Valve	0.90	-	-	-	\$50.05
Equipment	72.50	-	-	\$673.37	\$4,744.39
FSE	183.85	-	\$1,309.43	-	\$12,995.38
Facility	950.97	\$2,143.52	\$10,740.28	\$239.07	\$67,833.92
Generator	456.36	\$108.43	\$772.68	\$48,406.43	\$76,499.8
Gravity Sewer Main	1,091.06	\$38,489.93	\$11,816.56	\$20,607.15	\$133,738.10
Grinder	51.65	\$190.40	\$141.88	-	\$3,327.48

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
Grit System	8.75	-	-	-	\$516.74
HVAC Equipment	31.75	-	\$190.30	\$12.99	\$1,905.00
Lab Equipment	757.5	-	-	-	\$49,489.23
Lift Station Sites	381	-	\$8,201.50	\$70.79	\$38,964.91
Mixer	10.70	-	-	-	\$621.56
Odor Control	190.90	\$639.00	\$100.40	-	\$12,889.96
Polymer Feed System	2.75	-	-	-	\$151.86
Private Force Sewer	77.00	\$1,190.27	\$2,390.90	-	\$8,526.09
Pump	1,424.79	\$10,485.11	\$4,688.53	-	\$97,552.80
Roof and Gutter	20.25	-	\$118.26	-	\$1,210.09
Sampler	4.40	-	-	-	\$247.85
Screens	307.77	\$1,793.27	\$800.00	-	\$21,727.19
Sewer Manhole	250.02	\$1,429.00	\$3,616.81	\$1091.60	\$21,140.60
Thickener	32.59	\$804.02	-	-	\$2,977.95
UV Module	74.00	-	-	-	\$4,344.08
VFD	8.50	-	-	\$280.63	\$768.90
WWTP Site	105.45	-	-	-	\$5,647.76
Wet Well	205.55	\$2,529.3	\$2,338.43	\$16,265.69	\$33,339.89
Total	6,782.27	\$71,381.16	\$47,341.90	\$89,667.83	\$619,705.81

While not fully capturing workload, Wastewater is logging more work activities than the other units. They are also capturing much of their equipment and material costs. To calculate staffing needs based on workload, the unit will still need to improve its ability to capture both planned and reactive workload using the AM software to accurately reflects the backlog of work to facilitate planning for staffing needs.

In 2024, the total labor hours recorded for this unit were 6,782 hours, which equates to 4.1 FTEs.

Similar to the other operational units, without adequate service level or workload data to make staffing recommendations, we will also assess staffing adequacy based on benchmarks from industry standards and the project team's experience.

WASTEWATER COLLECTIONS

The following table provides staffing benchmarks for wastewater collections.

TABLE 3.18 WASTEWATER COLLECTIONS STAFFING BENCHMARKS

Asset	Miles	#Staff (20 miles/FTE)	# Staff (15 Miles/FTE)
Sewer Main	52.04	2.6	3.5

Using this benchmark, 2.6 to 3.5 FTEs are needed to maintain the collection system. There are currently 2 FTEs assigned primarily to the collections system. The Collection System Technician's primary role is on work tasks related to the lift stations. Adding a Lead position would bring staffing levels into the

benchmarked range, and no further staffing changes are recommended. The addition of a Compliance Coordinator will also assist the Superintendent in managing the workload of the unit.

The Department has been developing service level standards, which include inspection of the collection system every 3 years. While there is a desire to be able to perform this work in-house, the program has led to increased cleaning and report work. For the near term (3-5 years), as staff transition from reactionary maintenance to planned work activities, it is recommended that this inspection work be outsourced and staff remain focused on the cleaning and repair activities.

WASTEWATER TREATMENT

The general staffing needs of a small- to mid-sized wastewater treatment facility include:

- **A Chief or Lead Operator or a Plant Manager.** This position should hold a Group. In Gig Harbor, the Lead Operator and the Wastewater Superintendent work closely to oversee the general operation of the plant, including staff scheduling and planning, monthly reporting, and procurement.
- **Plant Operators.** In Gig Harbor, there are 3 FTE Operators to oversee day-to-day operations, monitor equipment, and conduct routine maintenance.
- **Maintenance Technician.** To perform preventive maintenance, corrective maintenance, and emergency repairs of all mechanical equipment.
- **Water Quality Testing and Compliance.** A Compliance Coordinator has been recommended to assist in wastewater, water, and stormwater compliance.

Apart from adding a Lead Collections Technician and the Compliance Coordinator, no other staffing changes are recommended.

RECOMMENDATIONS (WASTEWATER)

3.11 Add a Lead Collections Technician position be added to the unit. This position would work closely with the Superintendent to prioritize, plan, and schedule work activities related to the collections system.

3.12 Outsource the inspection of the collections system for at the near term (the next 3-5 years.)

4 ENGINEERING

This chapter will analyze the staffing and operations of the Engineering division.

4.1 STAFFING AND WORKLOAD OVERVIEW

CAPITAL PROJECTS

The following table provides a summary of the current Capital Improvement Program (CIP) projects.

TABLE 4.1 CAPITAL PROJECTS AND FUNDING

Division	# of Projects	Project Funding Allocation \$
City Buildings	6	\$2,322,500
Streets	13	\$18,325,000
Parks	13	\$8,790,820
Water	7	\$3,919,000
Wastewater	7	\$8,858,500
Stormwater	5	\$2,919,500

*This data was pulled from the 2025-2026 Biennial Budget document.

The following table displays the project workload from 2021 to 2026. Project years and budgets were determined based on the project's start date. Additionally, the number of ongoing projects was counted to analyze the workload by year. The information in the tables below originates from the Engineering workload spreadsheets and may not exactly match the budget documents.

TOTAL PROJECT WORKLOAD BY YEAR, 2021 - 2026

Total Projects	2021	2022	2023	2024	2025	2026
# of Starting Projects	1	1	12	9	23	2
# of Ongoing Projects	1	1	14	22	47	25
Budget	\$3,000,000	\$4,500,000	\$17,415,000	\$11,849,820	\$6,762,500	\$111,000

The next table breaks down the 5-year project workload by project type.

PROJECT WORKLOAD BY YEAR AND PROJECT TYPE, 2021 – 2026

Project Type	2021	2022	2023	2024	2025	2026
City Buildings						
# Starting	-	-	1	1	4	-
# Ongoing	-	-	1	2	6	3
Budget	-	-	\$150,000	\$1,500,000	\$692,500	-
City Streets						
# Starting	1	1	4	3	3	-
# Ongoing	1	1	6	9	12	6
Budget	\$3,000,000	\$4,500,000	\$4,300,000	\$4,040,000	\$2,050,000	-
Parks						
# Starting	-	-	2	2	7	2
# Ongoing	-	-	2	4	12	7
Budget	-	-	\$5,480,000	\$2,429,820	\$725,000	\$111,000
Water						
# Starting	-	-	1	-	3	-
# Ongoing	-	-	1	1	4	3
Budget	-	-	\$555,000	-	\$1,850,000	-
Wastewater						
# Starting	-	-	2	2	3	-
# Ongoing	-	-	2	3	7	5
Budget	-	-	\$6,330,000	\$3,805,000	\$1,095,000	-
Stormwater						
# Starting	-	-	1	-	1	-
# Ongoing	-	-	1	1	2	1
Budget	-	-	\$600,000	-	\$350,000	-
Other Dept Tasks						
# Starting	-	-	1	1	2	-
# Ongoing	-	-	1	2	4	-
Budget	-	-	-	\$75,000	-	-

The next table displays the assignment of projects by employee, for the past five years. Note that not all employees listed are current staff and that this only lists the primary project manager, not all staff that were involved in the project.

TOTAL NUMBER OF PROJECTS BY EMPLOYEE, 2021 – 2026

Employee	City Building	City Streets	Parks	Water	Wastewater	Stormwater	Other Dept. Tasks	Total
AH	-	7	2	-	-	-	3	12
BC	2	1	-	-	-	-	-	3
CC	2	5	3	-	-	-	-	10
CO	-	-	4	-	-	-	-	4
CR	-	1	-	-	7	-	1	9
CW	-	3	3	-	-	-	1	7
DL	1	5	-	-	-	-	-	6
DM	-	3	4	-	-	1	-	8
GF	-	1	-	4	-	-	-	5
JAL	-	-	-	-	2	-	-	2
JDL	5	-	2	2	1	1	4	15
JH	-	-	10	-	-	-	-	10
JN	-	4	-	2	3	2	-	11
JO	6	1	2	3	-	-	1	13
KN	4	1	10	-	-	-	-	15
MA	1	-	1	-	-	1	1	4
MC	2	5	1	2	5	2	3	20
MRM	-	5	2	-	1	-	-	8
PF	3	-	2	-	-	-	-	5
PWA	2	7	3	1	1	-	1	15
SD	2	3	1	1	2	2	1	12
SK	-	-	4	-	-	-	-	4
SS	-	4	1	3	2	1	1	12

The number of projects assigned to each employee ranges from 3 to 20, with an average of 9. Over a 5-year period, this indicates a manageable workload for staff.

Many organizations struggle to implement a CIP dashboard that enables leadership to monitor the overall status of the CIP in aggregate. This includes routine (typically monthly) reporting on the CIP, which should contain information such as the current phase, status, budget, and expected construction date.

Agencies often monitor the status of individual projects (but not the overall status of the CIP), and project managers frequently use their own isolated systems that prevent comprehensive reporting. There are also often inconsistencies in how and what is being tracked for each project.

The information in the tables above was pulled from various spreadsheets used by the Division. Engineering does also have a CIP storymap and has twice monthly meetings to keep the storymap current, but this information is not formally reported out beyond the division. They are also implementing Virtual Project Manager (VPM) and working with the vendor to see if the software can produce monthly reporting.

In the short term, Engineering should develop a project management template spreadsheet to ensure projects are tracked consistently by all project managers, with required information updates and deadlines, configured to produce automated reports that can be updated monthly and shared with leadership.

DEVELOPMENT ENGINEERING

The information in the table below was obtained from data exported from the permitting software system.

PERMIT COUNTS AND RATES OF APPROVAL BY YEAR, 2023 – 2025

Permit Type	2023			2024			2025		
	# Submitted	# Issued	% Issued	# Submitted	# Issued	% Issued	# Submitted	# Issued	% Issued
EN-CIVIL-APRVL	9	6	67%	7	6	86%	4	4	100%
EN-CLR-GRD	4	1	25%	5	7	140%	6	2	33%
EN-ENCROACHMENT	68	62	91%	119	110	92%	45	45	100%
EN-ROW-VACATION	-	-	-	2	0	0%	1	0	0%
EN-VAR	8	1	13%	7	1	14%	2	2	100%
TOTAL	89	70		140	124		58	53	

Multiple staff members have noted in interviews that the permitting software does not currently capture all of the development and permitting workload. In addition to the Engineering permits, staff also review all planning and building permits, and this workload is not currently recorded in the software. The review times can vary, but generally take as long as, or longer than, the processing of engineering permits.

Capturing all development-related workload is essential for assessing staffing needs and accurately determining development activity. Engineering must track all development activities in the software—reviews, inspections, etc. Staff time spent on these activities should also be recorded to justify development fees and staffing requirements.

There are currently several positions responsible for development engineering workload, including the Development Engineer, an Engineering Technician, and a Construction Inspector. These positions also

have additional non-development responsibilities. It is noted that not all workload is captured in the system. Based on the data available, no additional staffing is recommended; however, once the full scope of development-related workload is tracked over a complete year of activity, the staffing needs should be re-evaluated.

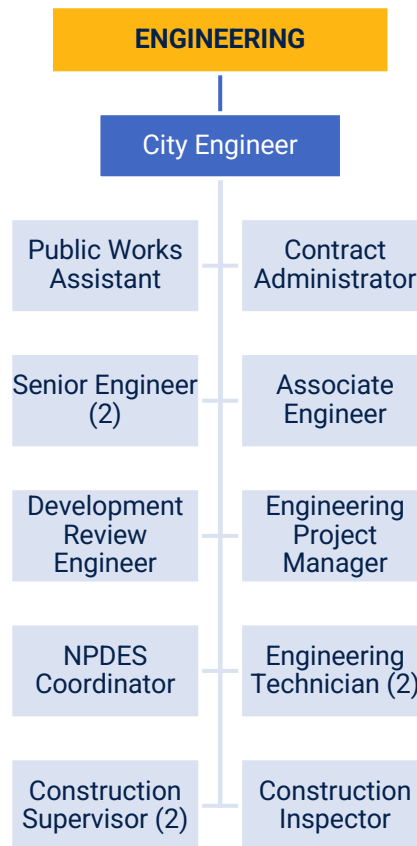
RECOMMENDATIONS

- 4.1** Engineering needs to develop formalized monthly reporting on the CIP, which should include information such as an updated phase, status, budget, and anticipated construction date for the entirety of the capital program.
- 4.2** Engineering should aim to track all development activities in the permitting software—reviews, inspections, etc. Staff time spent on these activities should also be tracked to be able to justify development fees and staffing needs.

4.2 ENGINEERING ORGANIZATIONAL STRUCTURE

The current staffing and structure of Engineering is illustrated in the figure below.

CURRENT ENGINEERING STAFFING AND STRUCTURE



CAREER PROGRESSION.

Being able to incentivize employees to grow is an excellent way to retain and motivate staff. Although the City currently has a classification system and position descriptions, it is recommended that additional classifications be added to reward and retain employees for skill development, certifications, and experience.

ENGINEERING ROLES

Ensure staff understand the career progression and the experience and qualifications needed to progress. The current progression and any recommendations are listed below.

- **Engineering Technician.** No change to the existing job description.
- **CIP Project Manager.** If the City wants to keep the Engineering Project Manager classification, we suggest changing it to a CIP or Capital Project Manager without requiring an engineering degree. As engineering roles become harder to fill, some cities are adding this classification. Usually, this position does not need an engineering degree but does require a project management certification and experience.
- **Associate Engineer.** Introduce a tiered system of Associate I/II/III or a similar structure.
 - **Associate I** - Entry-level role that requires an engineering degree but does not require a license or experience.
 - **Associate II** - Employees would progress to Associate II after a minimum of two years of experience and the ability to handle more complex engineering tasks.
 - **Associate III** - Requires a Professional Engineering License.
- **Senior Engineer.** This position should be filled by a professionally licensed engineer who can mentor and train staff and oversee the larger, more complex CIP projects.
- **Engineering Manager.** Qualifications of the Senior Engineer, plus leadership and supervisory responsibilities. This would require a vacancy to move into this position.

Progression through the series should be based on qualifications and experience. Only movement to the proposed Engineering Manager role should require an application and an open position/vacancy.

CONSTRUCTION ROLES

The current role of Construction Supervisor in the industry implies people supervision, not project. It is recommended that the City adjust the job title/classifications to implement a tiered inspector classification and require APWA Certified Public Infrastructure (CPII) Certification for several of the new classifications. The proposed job classifications and general requirements are listed below:

Inspector I

- Less than two years of experience; and
- No certifications required.

Inspector II

- A minimum of two years' experience; and
- No certifications required.

Inspector III– Certified

- A minimum of four years' experience; and
- APWA CPII Certification.

Inspector Lead

- Inspector III qualifications plus demonstration of leadership ability.

The tiered approach lays out a clear career growth and development path, and the advanced positions require a certification in addition to experience or a combination of experience and education. *Note – only movement to the Lead role should require a vacancy.*

The APWA CPII Certification is a program developed by APWA specifically for individuals inspecting the construction of public infrastructure. This certification is highly relevant to the City's work activities, and we recommend that Engineering move forward with this requirement for the upper tiers of inspectors.

The use of technology can also streamline the work of field staff. Inspectors and other staff working on construction projects need access to information in the field. It's critical that staff be equipped with laptops or tablets with cellular functionality in the field.

These changes should include defining engineering versus construction roles during each project phase. Engineering project managers mainly handle design phases, with a reduced role during construction. During construction, project managers focus on management tasks like leading pre-construction and routine meetings. Construction staff handle daily tasks such as field logs, tracking work days and quantities, and preparing invoices, with final review by the engineering project manager.

SPAN OF CONTROL

The City Engineer oversees the staffing and workload of the entire team. The current span of control for the City Engineer is broad, and the structure is completely flat, with all 13 staff members reporting directly to the City Engineer. There are no clear lines of communication and limited opportunities for career advancement. In addition to managing a large number of direct reports, staff are engaged in a wide range of engineering services, including overseeing the design and construction of various types and sizes of capital projects, participating in development services functions and plan reviews, and handling permitting and permit inspection activities. This further contributes to a need for additional leadership in Engineering.

An effective organizational structure is crucial for providing efficient and high-quality service, maintaining manageable spans of control so managers and supervisors can oversee employees effectively, promoting accountability, supporting career development, aiding in recruitment and retention, and enabling staff to deliver quality service to the public.

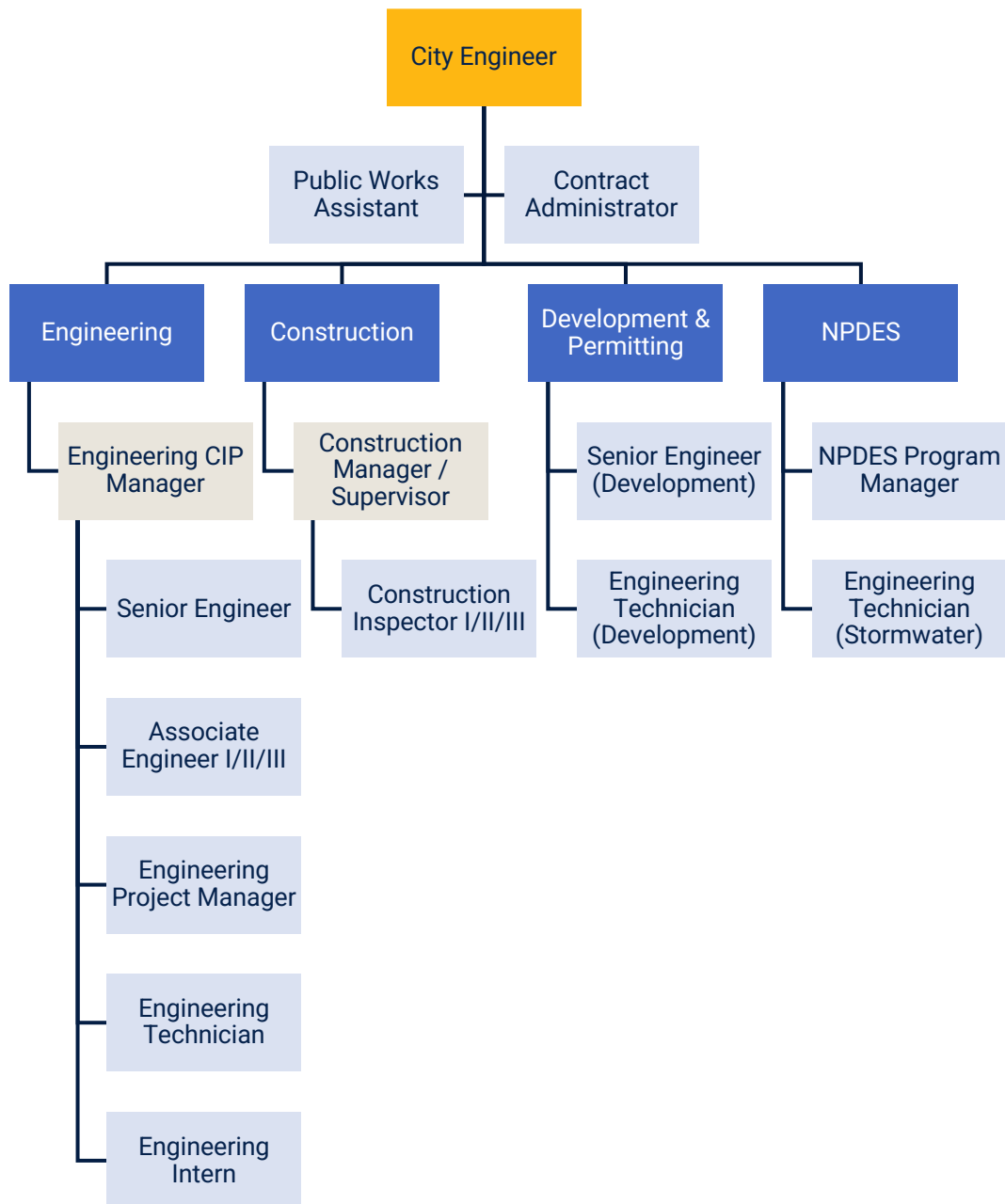
Effective spans of control for supervisors of professional staff depend on several factors, including the complexity of tasks, the level of expertise required, and the degree of autonomy among staff members. Typically, a span of control of between 5 to 10 professional staff members is considered ideal. This allows supervisors to provide adequate support, guidance, and oversight without becoming overwhelmed. Since engineering oversight involves a range of complex and technical functions, the span of control for any supervisor should lean toward the lower end of this range.

In the current structure, the City Engineer is the formal supervisor of all staff and has the final say on nearly all engineering and construction decisions. As is often the case with this type of structure, the City Engineer's time is spread thin, and timely input can be difficult, which can lead to inefficiencies in decision making, unnecessary rework, project delays, and additional costs.

Contributing to the challenges of Engineering, the city has had difficulty hiring experienced staff and has relied on new graduates to manage projects. Critical to managing projects is the ability to apply engineering judgment and answer questions from consultants, city stakeholders, contractors, and inspections staff. Junior engineers do not have the experience to make these judgments, resulting in additional load and reliance on the City Engineer. The role of junior staff should be to assist in the management of projects and handle the day-to-day oversight of tasks under the direction and guidance of a more senior (and preferably licensed) engineer.

The structure of Engineering needs adjustment to balance the span of control. The following chart outlines the proposed organizational structure of Engineering. Note that the proposed org chart shows the recommended structure, not the current number of employees/positions.

FIGURE 4.1A PROPOSED ENGINEERING STRUCTURE



Recommendations to improve the organizational structure of Engineering include:

- **Designate an Engineering CIP Manager.** This role would become the supervisor of engineering staff overseeing the capital program and would be responsible for the delivery of the CIP. While the City Engineer remains involved in capital projects as a technical resource, the staffing and supervision of staff would transition to the Engineering CIP Manager.

Since the project team does not recommend adding staff at this time, this could be achieved by reclassifying the next vacant Engineering position. In the short term, to alleviate some of the burden

of the City Engineer, the Senior Engineers should take an increased role in directing and overseeing the work of others, without formal supervisory responsibilities.

- **Designate a Construction Manager or Supervisor.** There is also a need for a position to lead construction activities. Again, since the project team does not recommend adding staff at this time, this will need to be achieved by reclassifying a vacant position or retitling/reclassifying one of the two Construction Supervisor roles to a Construction Manager. This position would function similarly to the Operations Supervisors, supporting the City Engineer and Engineering Manager in planning and scheduling the construction of CIP projects, supervising construction staff, and overseeing their work. In the short term, the Department could designate one of the two Construction Supervisors as a Construction Lead. The Lead would begin to oversee and direct the work of construction staff, but would not have the official supervisory or managerial responsibilities.
- **Reclassify the Development Review Engineer to a Senior Engineer (Development).** This position needs to have the expertise and experience to review plans and also to work with other departments and developers to find solutions that best meet the needs of both parties. Having a junior staff person in this role results in the City Engineering having to be involved in these discussions and often making these decisions. Additionally, this position needs to work with engineering staff to review and recommend updates to design standards and details, and must ensure city, state, and federal requirements are being met.

The position should require a professional engineering license and oversee all engineering-related development and right-of-way permitting activities and direct the work of any engineering or permit technicians in Engineering who are primarily focused on these activities. As this position primarily involves development review of future public infrastructure and permitting within the right of way, it is recommended that the position remain in Public Works/Engineering rather than be consolidated with other planning and development review functions.

- **Engineering Interns.** It is recommended that the City add two intern positions to Engineering. Cities are finding it increasingly difficult to hire engineers. A robust intern program can expose engineering majors to public works and build a pipeline of knowledgeable engineers. It can also be a rewarding way to bring in fresh perspectives and help students gain valuable real-world experience. In addition to being a cost-effective recruitment tool, engineering interns provide project support and increased productivity. Small city organizations often have a backlog of projects or ongoing tasks that are difficult to get to with a limited staff. Interns can provide valuable support on a variety of engineering-related projects, such as:
 - Infrastructure planning: Assisting with the design of new roads, sidewalks, and sewer systems.
 - Data analysis: Analyzing data for water quality reports, traffic studies, or asset management.
 - Fieldwork: Helping with on-site inspections and construction observation.
 - Document development and management: Updating SOPs and standards, or digitizing and organizing old engineering drawings and records.

This allows your full-time staff to focus on more complex, high-priority tasks while still making progress on other important projects.

RECOMMENDATIONS

- 4.3** The structure of Engineering needs adjustment to balance the span of control. To accomplish this it is recommended the Department designate an Engineering CIP Manager and a Constuction Supervisor/ Manager.
- 4.4** Reclassify the Development Review Engineer to Senior Engineer (Development) and have this position oversee engineering development review and right of way permitting work activities.
- 4.5** Modify the job series and classifications of the engineering and construction positions as detailed to allow for career progression and promotional opportunities.
- 4.6** Junior engineers should be considered assistant project managers and work under the direction and guidance of more senior licensed engineers.
- 4.7** Add two engineering intern positions to the Department.

4.3 ENGINEERING OPERATIONS

In addition to structural changes, Engineering needs to make some process adjustments to operate more efficiently and effectively.

WORKLOAD PLANNING, SCHEDULING, AND TRACKING

Engineering needs to adopt tools to plan, schedule, and monitor project workload. Tracking time spent on each project stage helps managers forecast staffing needs and project costs more accurately. As mentioned earlier in the report, the implementation of VPM can support this effort.

Engineering should also assign billable targets to engineering staff. For each FTE, the workable hours in a year are 2088. Industry standards for staff dedicated to managing, designing, and constructing capital projects set targets for billable work at no less than 125 hours per month or 1,500 annually. It is noted that not all staff will have such high billable targets. For instance, the City Engineer will need to allocate some time to leadership, strategic objectives, and direct supervision of staff. Other management roles will also need to devote time to managing personnel. Non-management engineering and technician positions should aim for the highest billable rates, between 1,700 and 1,800 hours annually.

DEVELOPMENT REVIEW

The Community Development department is responsible for all land-use, planning, historic preservation, development, and code enforcement within the city limits. Engineering also has a significant role in these activities.

With a small division largely dedicated to capital improvement projects, Engineering recently hired a new engineer responsible for engineering permits and review of private development. The new hire has a background in development and understands the role of engineering in development.

There have been discussions within the City regarding the placement of engineering development review, in Public Works versus Community Development. While there can be benefits to a “One Stop Shop” approach to development review, for this size of staffing it is recommended that these functions and staff remain in Public Works, but that the Development Engineer be involved in regular staff and developer meetings and communication to stay informed. There are several reasons for this recommendation.

- There is only one engineering position dedicated to development. Isolating one engineering role in Community Development diminishes career growth opportunities and generally leads to higher turnover. And, just as it's essential for the Development Engineer to stay informed on development activity, it's also important for this position to stay informed on engineering projects as well as on engineering standards.
- The Development Engineer is supported by various Engineering staff. Other team members participate in plan reviews and offer comments, while the Construction Inspector conducts field inspections.

Several additional improvements are recommended:

- **Routing Criteria.** No formal or written guidelines or SOPs specify who needs to review engineering-related items in the development review process. Engineering should develop a criteria matrix that trigger reviews by the various engineering staff with specialty expertise. Generally, the Development Engineer should be the only reviewer, with occasional involvement by other engineering staff for specialty items. The Development Engineer should be trained to identify the rare situations that require additional discipline review.
- Additionally, the City Engineer is currently assigned to many of the permits because of his transportation background. As part of the written guidelines, the City Engineer should be removed from these assignments and only included on an as-needed basis by the Development Engineer.
- **Permitting software.** All staff involved in the development review should be trained and required to use the permitting software to complete reviews, add notes, etc.

STANDARDS, SOPS, TEMPLATES, AND CHECKLISTS

Engineering has developed standards that are available on the website. Below is a screenshot of the materials available:

FIGURE 4.1 ENGINEERING PLANS, STANDARDS, AND MANUALS

Plans, Standards, and Manuals

- [Gig Harbor Comprehensive Plan](#)
- [Public Works Standards \(Adopted 2018\)](#)
- [Six-Year Transportation Improvement Program \(TIP\) 2025-2030 \(PDF\)](#)
- [Parks, Recreation, and Open Space Plan \(Adopted 2022\)\(PDF\)](#)
- [Climate Action Plan \(Adopted 2023\) \(PDF\)](#)
- [Urban Forestry Management Plan \(Adopted 2023\)\(PDF\)](#)
- [Connect the Gig: All-Modes Transportation Plan \(Comprehensive Plan Transportation Element\)\(Adopted 2018\)\(PDF\)](#)
- [Gig on the Go - Active Transportation Plan \(Adopted 2018\)\(PDF\)](#)
- [Stormwater Comprehensive Plan \(Updated 2018\)\(PDF\)](#)
- [Stormwater Management and Site Development Manual \(Adopted 2023\)\(PDF\)](#)
- [Wastewater Comprehensive Plan \(Updated 2018\)\(PDF\)](#)
- [Comprehensive Water System Plan Update \(Adopted 2018\) \(PDF\)](#)
- [Shoreline Master Program \(Adopted 2021\)\(PDF\)](#)

Adopted August 1, 2018

- [2018 Public Works Standards Manual \(PDF\)](#)
- [2018 Public Works Standards Cover Page and Table of Contents \(PDF\)](#)
- [2018 Public Works Standards Chapter 1 - General \(PDF\)](#)
- [2018 Public Works Standards Chapter 2 - Transportation \(PDF\)](#)
- [2018 Public Works Standards Chapter 2 - Transportation Drawings \(PDF\)](#)
- [2018 Public Works Standards Chapter 2 - Approved Street Tree List Appendix A \(PDF\)](#)
- [2018 Public Works Standards Chapter 3 - Storm \(PDF\)](#)
- [2018 Public Works Standards Chapter 3 - Storm Drawings \(PDF\)](#)
- [2018 Public Works Standards Chapter 4 - Water \(PDF\)](#)
- [2018 Public Works Standards Chapter 4 - Water Drawings \(PDF\)](#)
- [2018 Public Works Standards Chapter 5 - Wastewater \(PDF\)](#)
- [2018 Public Works Standards Chapter 5 - Wastewater Drawings \(PDF\)](#)
- [2018 Public Works Standards Chapter 5 - Wastewater Pump Specs - Appendix A \(PDF\)](#)

Public Works Standards Reference Links

- [USDOT Manual on Uniform Traffic Control Devices \(MUTCD\)](#)
- [WSDOT Standard Specifications](#)
- [WSDOT Standard Plans](#)
- [Chapter 7 of the Institute of Transportation Engineers Transportation and Land Development Manual \(Ref. Public Works Standards Section 2B.072\(C\)\)](#)

These documents are available on the website and accessible to the public, contract engineers, contractors, and developers, which is a best practice. However, Engineering is not currently reviewing or updating these documents regularly. The last update to the standards was published in 2018. These

documents should be reviewed and updated at least every four years. The Department is presently reviewing and updating the standards, but there is no formal timeline for implementation. Many communities find it challenging to keep design standards and specifications current, as updating everything at once can be a heavy workload for staff. Moving forward, it is recommended that there be an annual update as follows:

Year 1	Chapters 1 and 2
Year 2	Chapter 3 and front-end docs / specifications
Year 3	Chapter 4 and templates and checklists
Year 4	Chapter 5
Year 5	Start over with Chapters 1 and 2

This approach will allow for a more manageable workload that can be programmed annually into work planning.

Engineering currently lacks internal Standard Operating Procedures (SOPs), templates, and checklists needed for key processes. These tools are widely recognized as best practices because they help promote consistency, transparency, and efficiency. During interviews, staff pointed out that procedures for critical tasks are often missing, forcing them to develop processes on the spot or ask others. This ad hoc approach causes staff frustration and results in inconsistencies in how work is done.

Engineering must conduct a thorough review of their current policies and procedures and develop a strategic plan for documenting these existing practices, identifying necessary updates, and establishing new policies. Additionally, templates and checklists should be created. Templates should be designed for work items such as form letters, contracts, public outreach, and more. Checklists should be developed for routine activities like 30/60/90 design reviews, construction punch lists, and others.

In the future, procedures should be updated every two years, or more frequently if local and state policy changes occur. This approach helps reduce the workload burden of updating the policies simultaneously. All staff should participate in the update of procedures and can be assigned during staff meetings for Director approval.

To start this, Engineering should develop a template for all staff to follow to document their primary responsibilities. These should be saved electronically in a location accessible to all engineering staff, such as on a SharePoint or intranet site.

It is recommended all SOPs be standardized and include:

- Procedure name/title.
- Date created and any revision dates.

- Use the titles of positions instead of names. This reduces mistakes when staff turnover occurs or when they move into new positions. If necessary, names can be added for clarification.
- The purpose of the SOP.
- The specifics of the procedure.

An example of a template is shown below.

SOP #		SOP TITLE	
Original Author:	Name	Revision Number:	VX.X
Implementation Date:	Date	Date Revised:	Date
Approved By:	Name	Revised By:	Name
Location:		Approved By:	Name
Overview/Purpose: Procedures:			

ONBOARDING

To develop a knowledgeable and resilient team, Engineering should create an onboarding program that introduces new employees to the full spectrum of roles, processes, and technologies. Engineering lacks an onboarding program and this gap has become more evident with the addition of several new employees in recent years. Onboarding programs in organizations serve as initial training for new hires. They also help new employees understand the organization's work, culture, and job expectations. Furthermore, onboarding can lead to increased productivity. The biggest advantage of onboarding is its positive impact on staff retention.

- Companies and organizations with an engaging onboarding program retained 91% of their first-year workers.
- New hires with a well-structured onboarding program were 69% more likely to remain at a company for up to three years.

Effective onboarding is especially crucial in engineering, where staff often need to work independently and handle project management tasks right away. There is a significant lack of role clarity within the organization, leading to challenges for staff, particularly when senior-level employees leave and junior-level staff are expected to take on responsibilities that go beyond their position's intended scope and skill level.

To develop a knowledgeable and resilient team, Engineering should create an onboarding program that introduces new employees to the full spectrum of roles, processes, and technologies.

RECOMMENDATIONS

- 4.8** Engineering should develop a criteria matrix, written guidelines, or SOPs that specify who needs to review engineering-related items in the development review process.
- 4.9** All staff involved in development reviews should be trained and required to use the permitting software to complete reviews, add notes, etc.
- 4.10** Implement a schedule to review and update engineering standards, specifications, and design details at a minimum every four years.
- 4.11** Engineering must conduct a thorough review of their current policies and procedures and develop a strategic plan for documenting these existing practices, identifying necessary updates, and establishing new policies. Additionally, templates and checklists should be created.
- 4.12** Engineering should create an onboarding program that introduces new employees to the full spectrum of roles, processes, and technologies.

APPENDIX A EXISTING CONDITIONS ASSESSMENT

1 INTRODUCTION

PURPOSE

The City of Gig Harbor has engaged Matrix Consulting Group to conduct a review of the Public Works Department. The City has experienced substantial population growth in the past decade, which has impacted infrastructure and increased demand for services. The assessment will review the current services and service levels provided by the Department, the staffing levels and skills of staff performing the work, and its organizational structure to make recommendations as necessary to allow the City to most effectively and efficiently meet its customers' service level expectations.

The population data below is from the U.S. Census Bureau. This figure illustrates significant growth, particularly from 2010 to 2020, with the population increasing by approximately 69%

Census	Population
2000	6,465
2010	7,126
2020	12,029

As the population has grown in recent decades, the city's assets have also increased in lane miles, acres of developed areas, water infrastructure, and buildings. This information is summarized below.

Year	Population	Streets (Lane Miles)	Acres of Developed Parks	Storm (Miles of Pipe)	Gravity Sewer (Miles of Pipe)*	Water (Miles of Main)	Buildings (sq. ft. Maintained)
2006	6,798	110	66	39.4	27.0 (6.8)	39.8	64,913
2008	7,169	110	72	42.3	27.9 (8.0)	39.9	66,163
2010	7,124	116	75	44.8	28.5 (8.2)	39.9	66,463
2012	7,494	124	76	45.0	32.1 (9.6)	44.0	66,838
2015	8,796	131	76	49.8	32.8 (10.7)	48.0	88,281
2018	10,416	138	88	53.1	38.2 (11.9)	51.6	97,762
2021	12,181	143	88	53.7	39.3 (11.5)	57.0	97,762
2023	12,390	143	88	54.5	41.6 (12.7)	57.4	106,666
% Increase 2006-2023	82.26%	30.00%	33.33%	38.32%	54.07%	44.22%	64.32%

*Note: Gravity Sewer is public mileage with private mileage shown in parentheses.

The purpose of the existing conditions assessment is to evaluate the current state of the department to develop an in-depth understanding of the key issues impacting and shaping service requirements.

This existing conditions assessment outlines the organization, structure, staffing, workload, and practices of the Public Works Department (Department). Its information was developed through a series of interviews conducted with staff and data collection related to budgets, organizational structure, staffing, workload, reporting, policies and procedures, and asset information.

The primary objective of this report is to document the current approaches utilized in providing services. It is a starting point that will allow the project team to compare recommendations developed for the final report to the current state and demonstrate the impact of the proposed changes.

2 PUBLIC WORKS DEPARTMENT OVERVIEW

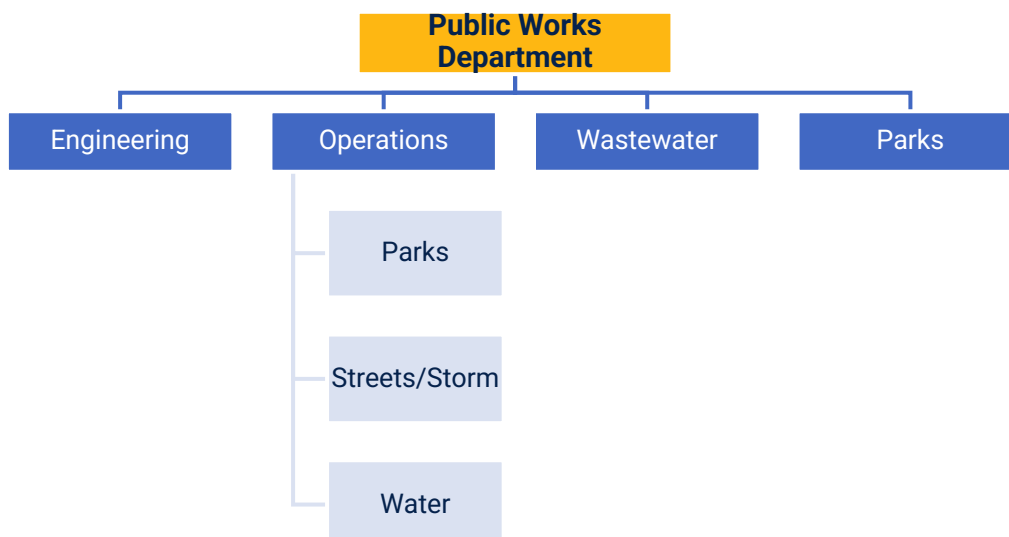
The Public Works Department is managed by the Public Works Director. The department is organized into the following areas:

- **Engineering** – Oversees the management and implementation of the capital improvement program, private development, regulatory compliance, citywide studies related to infrastructure, long-range infrastructure planning, and various other engineering-related functions as necessary.
- **Operations** – Maintains and operates the city’s infrastructure, including streets, storm drains, parks, water utilities, building maintenance, and city-owned vehicles and equipment. This division consists of three sections: Parks, Streets/Storm, and Water.
- **Wastewater** – Responsible for collecting and treating wastewater. Maintains and operates the city’s wastewater treatment plant and collection system, wastewater lift stations, treatment and testing of wastewater, laboratory accreditation and compliance, and all associated infrastructure.
- **Parks Management** - A small team dedicated to managing the parks. This includes park programs, special events, and lease and property management within the parks.
- **Administration** – The department’s general administrative functions also include oversight and management of the city’s GIS program, utility extension agreements, rate and impact fee studies, and the city’s right of way, including franchise agreements.

2.1 ORGANIZATIONAL STRUCTURE

The following chart outlines the organizational structure of the Public Works Department. The divisions will be expanded upon in subsequent sections.

FIGURE 2.1 PUBLIC WORKS DEPARTMENT ORGANIZATIONAL STRUCTURE



2.2 PUBLIC WORKS PERSONNEL

The table below illustrates the staffing history of the city from 2011 to 2020.

TABLE 2.1 CITY STAFFING 2011-2020

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
FTEs	81.6	83.4	89.3	95.2	95.9	95	105.4	107.4	114.8	117.8
% Growth		2.2%	7.1%	6.6%	0.7%	-0.9%	10.9%	1.9%	6.9%	2.6%

The table below illustrates the staffing history of the department from fiscal years 2019, 2023-2024, and 2025-2026.

TABLE 2.2 PUBLIC WORKS STAFFING, 2019, 2023-2026

Division	FY19	FY23-24	FY25-26
Public Works	30.07	36.27	35.14
Engineering	12	12	14
Wastewater	9.66	10	11.66
Parks	1.8	1	2
Total	53.53	59.27	62.8

The following table shows the number of staff assigned to each division.

TABLE 2.3 PUBLIC WORKS STAFFING BY DIVISION

Division	FY19	FY23-24	FY 25-26
Public Works – Director	2.5	4	3
Public Works – Assistant Public Works Director	27.57	32.27	32.14
City Engineer	12	12	14
Wastewater	9.66	10	11.66
Parks	1.8	1	2
Total	53.53	59.27	62.8

The following table shows the breakdown of positions assigned to the Department.

TABLE 2.4 PUBLIC WORKS POSITIONS

Position	FY19	FY23-24	FY 25-26
Public Works Director	1	1	1
Executive Assistant	1	1	1
GIS Coordinator	0	1	1
Public Works Clerk	1	1	0

Position	FY19	FY23-24	FY 25-26
Public Works Superintendent	1	1	0
Assistant Public Works Director	0	0	1
Field Supervisor	3	3	3
Mechanic	2	1	1
Building Maintenance Technician	0.63	0.63	1
Maintenance Technician	12	15	11
Maintenance Electrician	0	0	1
Utility Billing Technician	1.6	2	0
Custodian	1	1	1
Laborer	3	6	6
City Engineer	1	1	1
Senior Engineer	2	1	1
Associate Engineer	0	2	2
Project Engineer	1	1	1
Development Review Engineer	0	0	1
NPDES Coordinator – Stormwater	0	0	1
Engineering Technician	3	2	2
Construction Supervisor	2	2	2
Construction Inspector	1	1	1
Wastewater Superintendent/Supervisor	1	1	1
Senior/Lead Operator	2	2	1
Operator Series	3	3	4
Water Operator Series	0	0	5.5
Collection Systems Technician II	1	1	1
Parks Manager	1	1	1
Seasonal Worker	3.3	2.64	3.3
Public Works Assistant	5	5	6
Total	53.53	59.27	62.8

2.3 ASSETS

The Department is responsible for maintaining and operating various assets within the City. The summary table below was accurate as of May 2025. Updates to the assets, including counts and costs, are ongoing daily through standard operating procedures.

TABLE 2.5 ASSETS

Division	Asset	Quantity
Storm	Catch Basin	2,904 (2,186)
	Control Structure	80
	Dry Well	5
	Facilities	39
	Manhole	644
	Outfall	16
	Outlet	1
	Vault	0
	Water Quality Device	3
	Channel	588 ea. / 74,138.9 ft.
	Culvert	8 ea. / 74.6 ft.
	Pipes	283,984.6 ft.
Sewer	FOG Inventory/compliance	162 food service establishments
	Cleanout	255
	Lift Station	17
	Manhole	1,149
	Future Gravity Sewer	17
	Private Sewer Force Main	32,356.3 ft.
	Private Sewer Gravity Main	74,573.1 ft.
	Dry Gravity Sewer	1,723.6 ft.
	Force Main	54,016.4 ft.
	Gravity Main	220,762 ft.
	Side Sewers	1818+ ft.
Water	Well	7
	Meter	3,649
	Sample Station	88
	Valve	2,357
	Storage Tank	10
	Pump	11
	Hydrant	771
	Backflow	105
	Customer Supply Line	3,615
	Main	321,612.3 ft.
	Lateral	3,878
	Hydrant Lateral	156
Parks	Parks	31 ea. / 215.9 acres
	Trails	11 ea. / 54,335.3 ft.
	Amenities	1,267
	Structures	-
	Playgrounds	-
	Playground Equipment	-
	Athletic Spaces	-
	Benches	-

Division	Asset	Quantity
	Cushman Trail Markings	-
	Irrigation (no mowing)	-
	Mowing Areas (non-irrigated)	-
	Irrigation and Mowing	-
	Landscaped Areas	-
	Trees	-
	Roofs and Gutters	-
	Drinking Fountains	-
	Holiday Decorations	-
City Buildings and Facilities	Facilities	28
	City Buildings	-
	City Building Rooms	-
	Facility Lighting	-
	HVAC	-
	Plumbing	-
	Plumbing Fixtures	-
Streets	Trees	2,907
	Seasonal Hangers/Flags	219
	Street Light Fixtures	1,456
	EV Charging Stations	13
	Crosswalk Systems (non-signalized intersections)	58
	ADA Ramps	803
	Guardrails	-
	Sidewalks	756 ea. / 269,434.6 ft.
	Street Sweeping Routes	223 ea. / 248,688 ft.
	Bike Lanes	36,960 ft.
	Street Lanes	611,998.1 ft.
	Traffic Marking Symbols	1,421
	Signal Heads	105
	Signal Cabinet	11
	Signs	2,715

In recent years, the Department has prioritized asset inventory. The assets identified in the table above have all been inventoried and the asset information is stored in the City's CMMS / asset management software.

The City has also started construction of a regional sports complex. A summary of the additional assets, along with an estimated timeline of implementation, is shown in the table below.

TABLE 2.6 REGIONAL SPORTS COMPLEX ASSETS

Phase	Asset	Quantity
1A	Multiuse field 360'x210' w/ Synthetic Turf & LED Lighting	2 ea.
	Parking	120 spaces

Phase	Asset	Quantity
	Paved Walk around the fields	*No info available
1B 2025 Completion	Pickle Ball Courts	6 ea.
	Bocce Ball Courts	2 ea.
	Event Lawn	1 ea.
	Playground	1 ea.
	Restroom/Concession Bldg.	1 ea.
	Picnic Shelter	1 ea.
	Parking	210 spaces
2	Multiuse field 360'x210' w/ Synthetic Turf & LED Lighting	1 ea.
	Little League field 330'x180' w/ Synthetic Turf & LED Lighting	1 ea.
	Parking	30 spaces
	Wetland	1 ea.
3	Multiuse field 360'x210' w/ Synthetic Turf & LED Lighting	2 ea.

2.4 USE OF TECHNOLOGY

The table below summarizes the specialized software the Public Works Department utilizes.

TABLE 2.7 SOFTWARE AND TECHNOLOGY UTILIZED BY THE PUBLIC WORKS

Division	Software	Use
All	Microsoft Suite	Email, word processing, database analysis.
All	Cartegraph/OpenGov Asset Management	Requests and maintenance and operations work scheduling, tracking, and reporting.
All	SeeClickFix	Customer request management.
Administration	CivicPlus	Council documents.
Admin/Eng	Smartgov	Permitting.
GIS Coordinator	ArcGIS	Geospatial mapping.

2.5 CONTRACTS

The table below provides a snapshot summary of the department's contracted and outsourced work as of May 2025. This is for maintenance and operational support only and does not include Engineering contracts for consultant planning, design, and construction services.

TABLE 2.8 SUMMARY OF OUTSOURCED WORK

Division	Year	Contract	Vendor	Description	Value
WW	2023-24	AIA On-Call PSC 2023-2024	Advanced Industrial Automation	On-Call Electrical Engineering Services	\$94,000.00
WW	2023-24	PSNGP - Carollo PSC	Carollo Engineers	Engineering Services for Puget Nutrient General Permit/DOE Project	\$120,130.00
WW	2023	ARC Flash PSC	Richard Sample Engineering	ARC Flash Analysis - WWTP & Lift Stations 3A&4B	\$45,595.00
WW	2023	HDR Sewer Model Update PSC	HDR	Engineering Services for City Sewer Model Update	\$15,000.00

Division	Year	Contract	Vendor	Description	Value
WW	2023	Outfall Inspection PSC	Enviro-Tech Diving Inc.	Inspection of Outfall Pipeline (required by NPDES Permit)	\$23,044.14
WW	2023	Carollo - PSNGP Aerobic Digesters Upgrade PSC	Carollo Engineers	Engineering Services for Aerobic Digesters Upgrade/Part of PSNGP	\$468,150.00
WW	2024	LS2A Generator Install	Legacy Telecommunications	Generator & Transfer Switch Upgrade Installation LS2A	\$18,489.00
WW	2024	LS14 Wet Well I&I Repairs	Pro-Vac	Lift Station 14 Wet Well I&I Grouting/Repairs	\$4,100.00
WW	2024	MH 9-12 Rehab	WCCL	Manhole 9-12 Rehab	\$18,513.00

2.6 PERFORMANCE INDICATORS

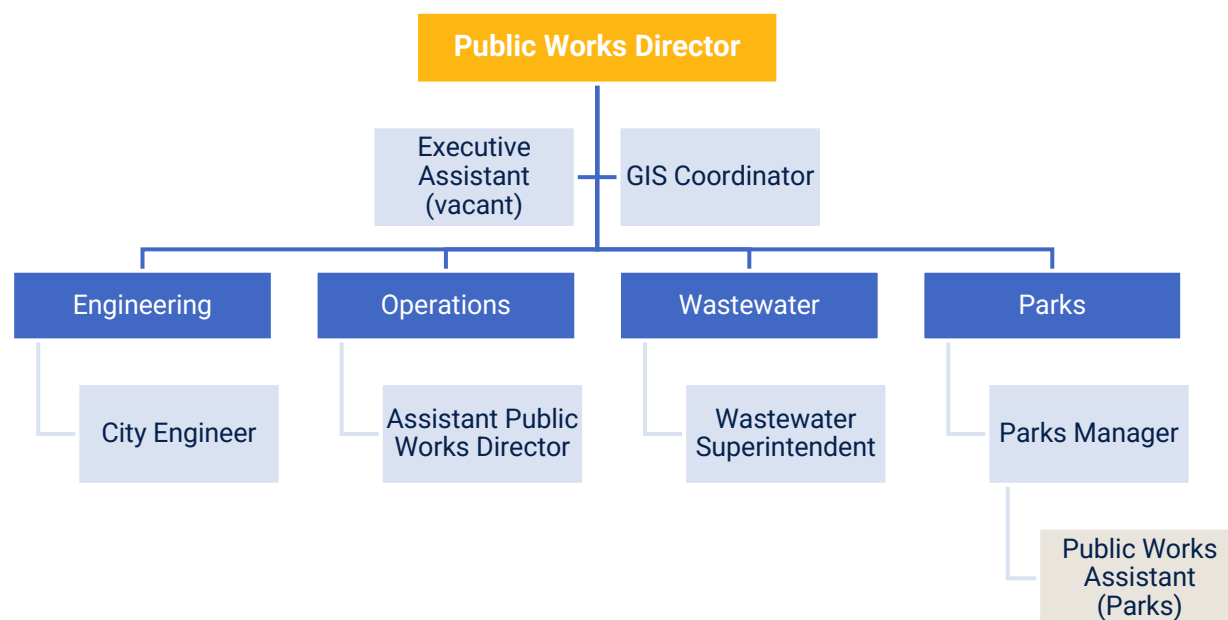
The department is not currently tracking or reporting on performance metrics.

3 PUBLIC WORKS ADMINISTRATION

3.1 STAFFING AND ORGANIZATION

The following organizational chart illustrates the positions within the Public Works Administration and lists all of the Director's direct reports. The Public Works Director has six direct reports; the Executive Assistant position is currently vacant.

FIGURE 3.1 PUBLIC WORKS ADMINISTRATION



3.2 ROLES, RESPONSIBILITIES, AND WORKLOAD

Administrative positions often encompass a broad range of tasks that vary significantly from day to day. Unlike roles with clearly defined outputs or measurable services, administrative responsibilities frequently involve intangible activities such as general oversight of programs and staff, addressing unforeseen issues, or providing ongoing support to various departments or initiatives. While essential to operational efficiency, these tasks don't always lend themselves to easy quantification or data capture.

The table below highlights the major responsibilities of each position assigned to Administration:

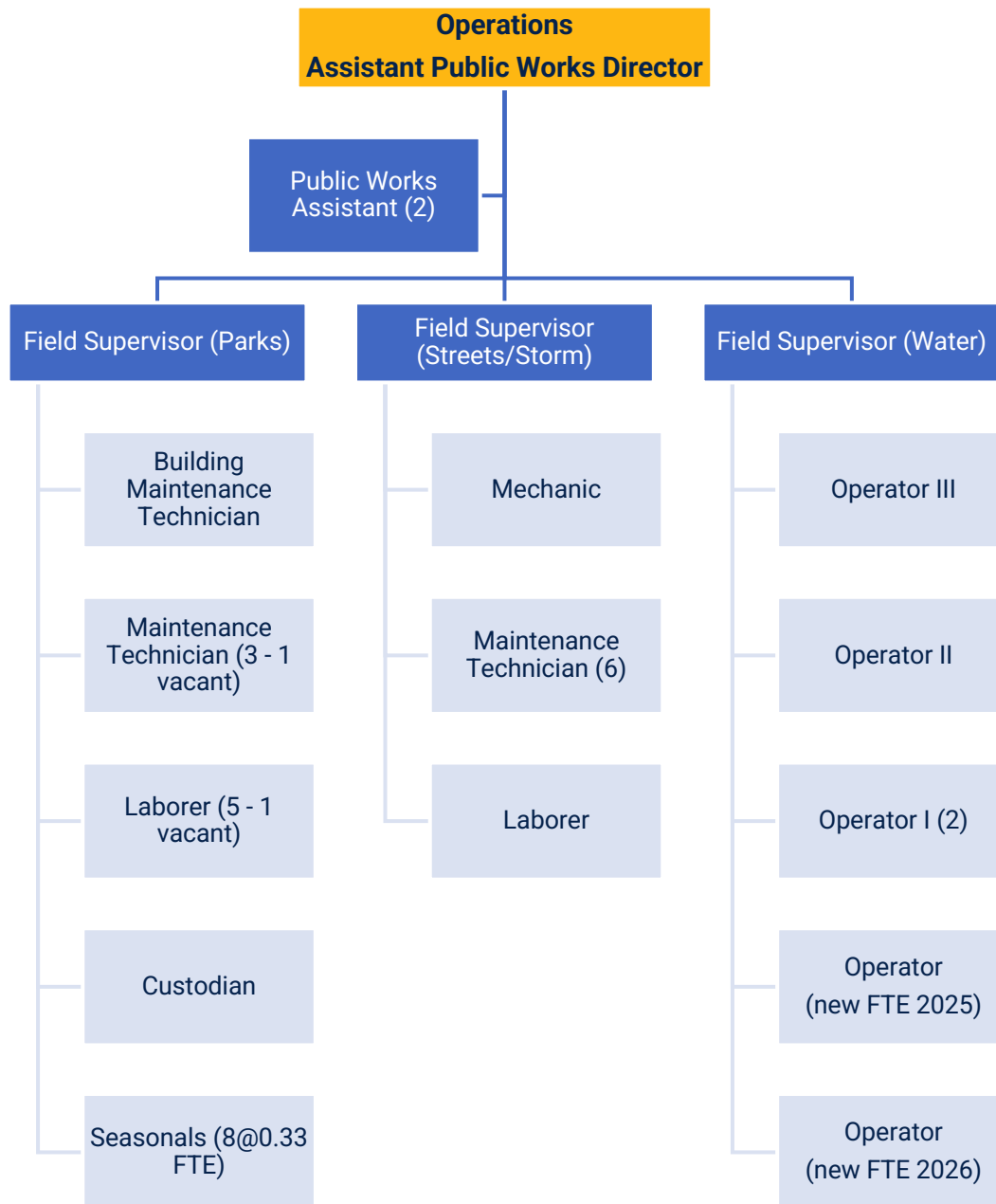
Public Works Director	Oversees the management, budget, and operation of the Department.
Executive Assistant	Provides administrative support to the Director and oversees the administrative tasks of the Department.
GIS Coordinator	Administers all GIS mapping/data and security licensing (ESRI) for the City. Cartegraph administrator and the sole power-user responsible for user security accounts, integrating assets into the software, creation and oversight of workflow development and automations, training/assisting operations staff with its use.
Assistant Public Works Director	Oversees the maintenance and operation of parks, streets, and water including the direct supervision of all staff assigned to these functions.
City Engineer	Oversees all engineering functions within the city including the capital improvement program and engineering-related development review and permitting. Has direct supervision of all staff assigned to these functions.
Wastewater Superintendent	Oversees the maintenance and operation of wastewater collection and treatment, including the direct supervision of all staff assigned to these functions.
Parks Manager	Writes municipal code, policies, and procedures related to parks; manages leases for properties within the parks; oversees parks grant applications and administration; leads park planning efforts.
Public Works Assistant (Parks)	The position has been assigned a range of duties, not all of which are relevant to Park. Duties include customer service/front desk rotation; processes Park CIP paperwork; special event permits (for the city, not just parks); manages public boat storage (42 spots) and shelter rentals; coordinates Adopt-a-Road volunteer program; oversees council chambers and community facility rentals; administers city banner program for public advertising; city display cases; maintains parks website; and tracks applications and forms via CivicPlus and BoxDrive.

4 OPERATIONS

4.1 STAFFING AND ORGANIZATION

The following organizational chart illustrates the positions within Operations.

FIGURE 4.1 OPERATIONS



4.2 SERVICE LEVELS

In public works, service levels (LOS) refer to the defined quality and quantity of services a public works agency commits to providing to its community. These levels are essentially the targets or standards used to measure the performance and effectiveness of these public works functions, as well as the department as a whole.

In recent years, Operations has worked to shift from mainly reactive work activities to proactive maintenance of assets and has made significant strides in defining service levels for the assets it oversees. The table below illustrates this progress.

Operations – Parks	Mowing has implemented a rotation to ensure all required areas are mowed. Trash pickup service varies by season. For example, trash bins within the parks are emptied daily in-season. Irrigation – bi-annual inspection as part of winterizing/de-winterizing the systems. Established trash pickup for city buildings and facilities.
Operations – Streets/Storm	In process of defining LOS for shoulder maintenance, sidewalk inspection, and stormwater catch basins and conveyance systems (i.e., pipes and ditches). • Signs – replaced based on expected sign lift. Sign installations tracked in Cartegraph. • Street sweeping – quarterly sweeping of primary routes. • Signal heads and lighted crosswalks – inspected quarterly. Fleet has implemented a new leasing program and has developed a transition plan for which vehicles will be leased vs. purchased.
Operations – Water	In process of defining additional LOS for water valves, chlorine pumps and well houses. Hydrant flushing – twice a year, generally in the fall and spring. Well reads – every other day Tank inspections – MWF Annually testing of backflows, pressure reducing valves, hydrant inspections, valve maintenance (1 of 3 zones/yr).

Presently, these service levels are being implemented and have not been formally documented.

4.3 WORKLOAD

The following table summarizes the workload of multiple Operations teams, including the categories of Operations/Maintenance, Parks, City Buildings, Fleet, Public Works, Public Works Operations, Storm, Streets, and Water as exported from Cartegraph.

TABLE 4.1 OPERATIONS WORKLOAD 2018-2025 YTD

Year	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
2018	5,725.945	\$4,313.43	\$81,060.88	\$90,714.11	\$429,674.71
2019	4,814.48	\$1,009.64	\$57,125.22	\$97,185.44	\$395,388.92
2020	4,177.88	\$1,371.50	\$67,465.85	\$86,991.61	\$363,128.40
2021	3,851.06	\$1,396.10	\$48,240.54	\$48,383.50	\$277,634.20
2022	1,738.90	\$822.16	\$17,022.68	\$79,306.65	\$183,104.52
2023	3,608.56	\$2,817.94	\$65,486.97	\$117,670.71	\$356,299.30
2024	80,568.37	\$39,488.65	\$192,363.88	\$121,190.09	\$700,689.40
2025 YTD	2,997.26	\$9,063.80	\$86,447.12	\$11,149.14	\$267,274.95
Total	107,482.455	\$60,283.22	\$615,213.14	\$652,591.25	\$2,973,194.40

*The workload year is categorized by the 'Stop Date' of each project. This information was pulled from Cartegraph.

The following tables provide a more detailed breakdown of the workload being captured in each of these categories.

TABLE 4.2 CITY BUILDINGS WORKLOAD BY ASSET, 2024

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
City Building (Civic Center, Room, Building)	69.06	-	\$432.52	\$581.90	\$4,350.83
Facility	242.50	\$171.93	\$1,986.78	\$599.18	\$13,578.07
Fence	4.00	-	\$27.78	\$452.14	\$684.24
Fire Protection	4.00	-	\$39.02	-	\$243.34
HVAC Equipment	23.00	-	\$250.71	\$209.99	\$1,651.75
Health and Safety	53.75	-	\$856.15	\$33.00	\$3,658.87
NonAsset	114.50	-	\$660.91	\$736.04	\$7,031.14
Plumbing Fixture	2.00	-	\$13.00	\$12.99	\$128.15
Total	512.81	\$171.93	\$4,266.87	\$2,625.24	\$31,326.39

TABLE 4.3 PARKS WORKLOAD BY ASSET, 2024

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
Athletic Space	2.00	-	-	-	\$143.38
Bench	6.00	-	\$29.56	-	\$314.13
Facility (Little League Field)	6.00	-	\$138.72	-	\$366.54
Irrigation and Mowing	795.02	-	\$15,918.59	-	\$48,752.61
Landscaped Area	313.75	-	\$6,829.94	-	\$19,152.16
Mowing Area Only	199.75	-	\$3,895.51	-	\$12,175.87
NonAsset	157.90	-	\$3,418.38	\$9,996.06	\$21,415.05
Park (Amenity, Park#, Structure)	757.90	-	\$12,309.52	\$1,626.47	\$47,389.76
Playground	15.25	-	\$338.13	-	\$928.09
Trail	40.50	-	\$634.07	-	\$2,184.95
Total	2,294.07	-	\$43,512.42	\$11,622.53	\$152,822.54

TABLE 4.4 STREETS WORKLOAD BY ASSET, 2024

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
Adopt a Road	0.50	-	\$7.39	-	\$32.93
Bench	6.00	-	\$29.56	-	\$314.13
Bridge	14.00	-	\$236.48	-	\$898.98
Crosswalk Light	116.64	-	\$1,216.43	\$2,995.29	\$10,109.28
Fence	-	-	-	\$452.14	\$452.14
Guardrail	-	-	-	-	-
Hanger Seasonal	33.32	-	\$828.41	-	\$2,530.45
Health and Safety	3.00	-	-	-	\$153.24
Marking	185.75	\$647.77	\$34,735.86	\$8,583.93	\$52,907.15
NonAsset	1,320.90	\$32,106.41	\$32,288.56	\$54,439.71	\$185,227.80
Road	289.58	\$708.60	\$22,925.66	\$651.62	\$38,623.40
Sidewalk	83.34	\$22.00	\$1,498.86	-	\$5,485.79
Sign	242.78	\$1,367.09	\$4,828.51	\$6,834.82	\$23,281.98
Signal	10.20	-	\$121.89	\$76.53	\$719.26
Signal Cabinet	-	-	-	-	-
Signal Head	-	-	-	-	-
Tree	396.00	-	\$12,847.27	\$269.50	\$29,303.53

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
Fleets Equipment	1.15	-	-	\$8.44	\$88.20
Fleets Total	946.65	\$19,745.63	-	\$41,237.34	\$98,720.59
Total	3,649.81	\$54,597.50	\$111,565.00	\$115,549.00	\$448,849.00

TABLE 4.5 STORMWATER WORKLOAD BY ASSET, 2024

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
NonAsset	11.50	-	\$243.07	-	\$861.40
Storm Basin	130.50	-	\$3,570.91	\$1,400.00	\$10,786.62
Storm Channel	1.00	-	\$22.87	-	\$72.85
Storm Facility	23.00	-	\$248.08	-	\$1391.73
Storm Inlet	126.05	-	\$4,081.59	\$570.67	\$11,098.78
Storm Manhole	45.00	-	\$169.09	\$844.00	\$3,067.52
Storm Pipe	39.00	-	\$1,526.55	-	\$3,420.18
Total	376.05	-	\$9,862.16	\$2,814.67	\$30,699.08

TABLE 4.6 WATER WORKLOAD BY ASSET, 2024

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
Health and Safety	4.45	-	\$50.84	-	\$303.26
NonAsset	22.50	-	\$294.42	-	\$1,744.38
Private Water	1.42	-	\$14.18	-	\$96.17
Water Backflow	29.45	-	\$519.67	-	\$2,045.52
Water Chlorine	6.00	-	\$75.06	-	\$419.69
Water Chlorine Analyzer	3.50	-	\$33.36	-	-
Water Chlorine Pumps Injector	2.00	-	\$33.36	-	-
Water Chlorine Tank	0.50	-	\$8.34	-	\$35.50
Water Hydrant	404.30	-	\$7,844.74	\$369.08	\$30,347.85
Water Main	3.25	-	\$54.21	-	\$213.07
Water Meter	429.56	\$4,464.85	\$6,152.33	\$10,454.11	\$45,861.68
Water Pump	1.00	-	\$32.35	\$50.34	\$154.38
Water Pump Control Panel	1.00	-	\$32.35	\$50.34	\$154.38

Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
Water Sample Station	34.50	-	\$575.46	-	\$3,280.33
Water Storage	37.50	-	\$462.11	-	\$2,667.05
Water Valve	129.25	-	\$2,232.67	\$520.00	\$10,352.49
Water Value PRV	64.00	-	\$164.78	-	\$2,122.14
Water Well Pump	53.00	-	\$751.41	\$5,332.12	\$7,847.74
Water Well Site	87.75	-	\$1,129.87	\$5,332.12	\$11,862.80
Total	1,314.93	\$4,464.85	\$20,461.51	\$22,108.11	\$119,508.43

5 WASTEWATER

5.1 STAFFING AND ORGANIZATION

The following organizational chart illustrates the positions within Wastewater.

FIGURE 5.1 WASTEWATER



5.2 SERVICE LEVELS

As mentioned in the Operations chapter, service levels (LOS) refer to the defined quality and quantity of services that a public works agency commits to providing to its community. These levels are essentially the targets or standards used to measure the performance and effectiveness of these public works functions, as well as the department as a whole.

In recent years, the Department has worked to shift from mainly reactive work activities to proactive maintenance of assets and has made significant strides in defining service levels for the assets it oversees. The table below illustrates this progress in Wastewater.

Wastewater Collection	An inspection program has been developed to inspect sewers and identify needed cleaning and repairs. Implementing a FOG (fats, oils, grease) program. Routine inspection/maintenance of lift stations/city owed septic system.
Wastewater Treatment	Operation/maintenance of a wastewater treatment plant designed to treat 2.4MGD. NPDES permit compliance. Operation of biosolids production program and permit/testing requirements. Operation/maintenance and accreditation of wastewater laboratory.

Presently, these service levels are being implemented and have not been formally documented.

5.3 WORKLOAD

The following table summarizes the workload of Wastewater from 2018 to 2025 YTD as exported from Cartegraph.

TABLE 5.1 WASTEWATER WORKLOAD 2018-2025 YTD

Year	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
2018	7,591.365	\$206,671.62	\$103,339.67	\$349,255.38	\$1,083,313.76
2019	7,823.875	\$292,423.01	\$96,257.15	\$96,449.58	\$929,653.69
2020	4,249.98	\$63,630.24	\$84,218.37	\$153,879.22	\$553,460.89
2021	2,982.015	\$53,459.70	\$24,038.67	\$453,230.06	\$692,032.51
2022	3,014.74	\$63,865.49	\$25,361.07	\$107,590.08	\$357,411.09
2023	4,110.494	\$20,812.75	\$29,986.41	\$113,669.96	\$387,926.25
2024	5,643.77	\$71,381.16	\$39,140.40	\$89,597.04	\$531,251.70
2025 YTD	2361.76	\$15,111.69	\$15,805.17	\$116,461.84	\$292,993.97
Total	37,777.999	\$787,355.66	\$418,146.91	\$1,480,133.16	\$4,828,043.82

*The workload year is categorized by the 'Stop Date' of each project. This information was pulled from Cartegraph.

The following table provides a more detailed breakdown of the workload being captured, by asset.

TABLE 5.2 WASTEWATER WORKLOAD BY ASSET, 2024

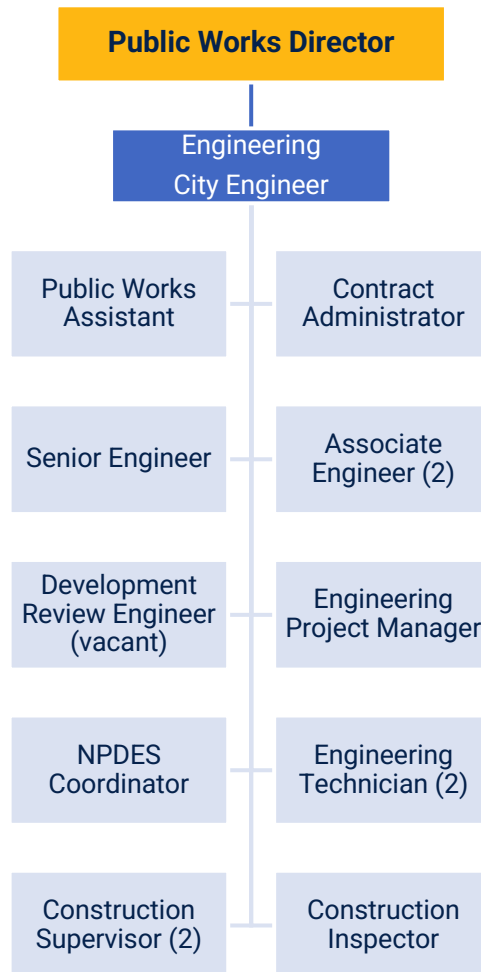
Asset	Labor Hours	Material Costs	Equipment Costs	Other Costs	Total Cost
Air System	3.03	-	\$50.00	-	\$214.56
Blower	40.27	-	-	-	\$2,379.96
Bridge Crane	8.55	-	\$18.50	\$2020.11	\$2,515.09
Centrifuge	19.38	\$11,578.91	-	-	\$12,740.86
Conveyor	4.58	-	\$18.50	-	\$312.60
Drain Field	5.50	-	\$28.94	-	\$331.16
Effluent Outlet Outfall Check Valve	0.90	-	-	-	\$50.05
Equipment	72.50	-	-	\$673.37	\$4,744.39
FSE	183.85	-	\$1,309.43	-	\$12,995.38
Facility	950.97	\$2,143.52	\$10,740.28	\$239.07	\$67,833.92
Generator	456.36	\$108.43	\$772.68	\$48,406.43	\$76,499.8
Gravity Sewer Main	1,091.06	\$38,489.93	\$11,816.56	\$20,607.15	\$133,738.10
Grinder	51.65	\$190.40	\$141.88	-	\$3,327.48
Grit System	8.75	-	-	-	\$516.74
HVAC Equipment	31.75	-	\$190.30	\$12.99	\$1,905.00
Lab Equipment	757.5	-	-	-	\$49,489.23
Lift Station Sites	381	-	\$8,201.50	\$70.79	\$38,964.91
Mixer	10.70	-	-	-	\$621.56
Odor Control	190.90	\$639.00	\$100.40	-	\$12,889.96
Polymer Feed System	2.75	-	-	-	\$151.86
Private Force Sewer	77.00	\$1,190.27	\$2,390.90	-	\$8,526.09
Pump	1,424.79	\$10,485.11	\$4,688.53	-	\$97,552.80
Roof and Gutter	20.25	-	\$118.26	-	\$1,210.09
Sampler	4.40	-	-	-	\$247.85
Screens	307.77	\$1,793.27	\$800.00	-	\$21,727.19
Sewer Manhole	250.02	\$1,429.00	\$3,616.81	\$1091.60	\$21,140.60
Thickener	32.59	\$804.02	-	-	\$2,977.95
UV Module	74.00	-	-	-	\$4,344.08
VFD	8.50	-	-	\$280.63	\$768.90
WWTP Site	105.45	-	-	-	\$5,647.76
Wet Well	205.55	\$2,529.3	\$2,338.43	\$16,265.69	\$33,339.89
Total	6,782.27	\$71,381.16	\$47,341.90	\$89,667.83	\$619,705.81

6 ENGINEERING

6.1 STAFFING AND ORGANIZATION

The following organizational chart illustrates the positions within Engineering.

FIGURE 6.1 ENGINEERING



6.2 CAPITAL PROJECTS

The following table provides a summary of the Capital Improvement Program (CIP) projects.

TABLE 6.2.1 CAPITAL PROJECTS AND FUNDING

Division	# of Projects	Project Funding Allocation \$
City Buildings	6	\$2,322,500
Streets	13	\$18,325,000
Parks	13	\$8,790,820
Water	7	\$3,919,000
Wastewater	7	\$8,858,500
Stormwater	5	\$2,919,500

*This data was pulled from the 2025-2026 Biennial Budget document.



**City of Gig Harbor
City Council Agenda Bill**

Meeting Date: January 29, 2026

SUBJECT: ITS Staffing Study

SUBMITTED BY: ITS Manager Logan Rosenstiel

DEPARTMENT: Administration

PHONE: (253) 853-7623

SUGGESTED MOTION: N/A

BACKGROUND INFORMATION: The city engaged Baker Tilly Advisory Group, LP (Baker Tilly) to conduct a staffing assessment of the Information Technology Services (ITS) Department.

The department has undergone several changes over the last few years, such as changes in ITS leadership and growth throughout the city that requires additional assistance and coordination with ITS. These changes have presented an opportunity to assess ITS resources and identify opportunities to strengthen the ITS function.

FISCAL CONSIDERATION: N/A

ATTACHMENTS:

1. Gig Harbor ITS Staffing Assessment Presentation

STRATEGIC PLAN PRIORITY: Foster a healthy city organization

ITS Staffing Assessment

City of Gig Harbor

Your project team



Annie Rose Favreau
Director



Jessie Lenhardt
Senior Manager



Jenny Fox
Senior

Background

The City engaged Baker Tilly Advisory Group, LP (Baker Tilly) to conduct a staffing assessment of the Information Technology Services (ITS) Department.

The Department has undergone several changes over the last few years such as changes in ITS leadership and growth throughout the City that requires additional assistance and coordination with ITS. These changes have presented an opportunity to assess ITS resources and identify opportunities to strengthen the ITS function.

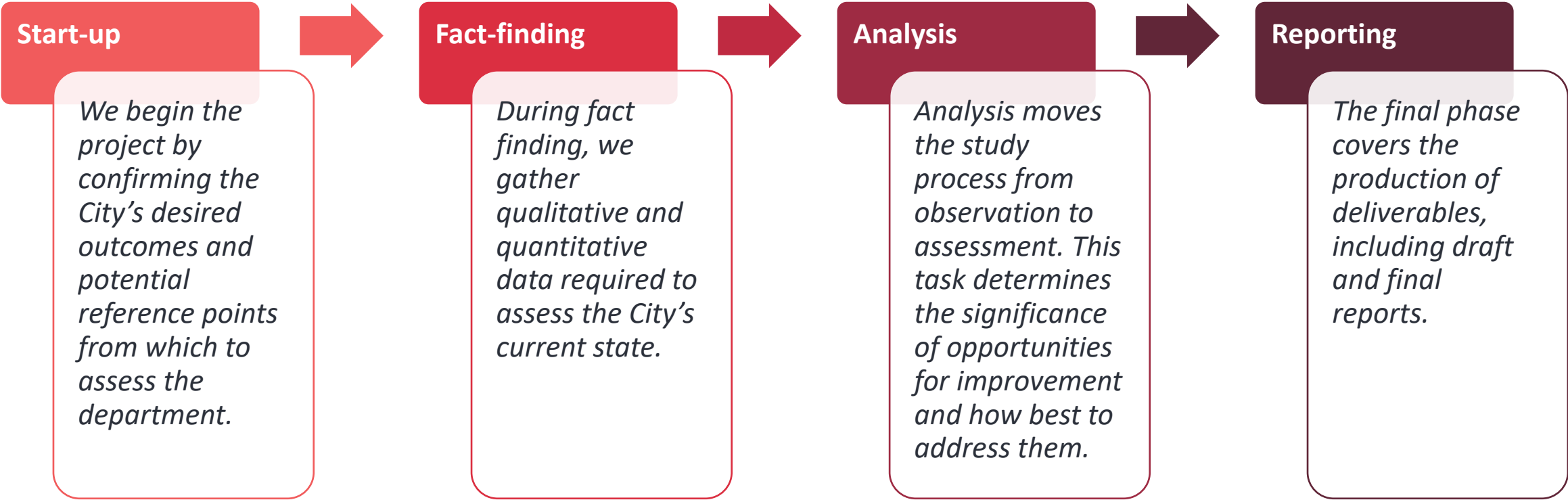
Scope and objectives

The purpose of the assessment was to evaluate staffing levels, department structure, and mix of in-house and outsourced technology services.

The assessment aimed to provide the City with recommendations to enhance the staffing and structure of ITS to ensure technology needs can continue to meet the City's needs now and into the future.

Methodology

This engagement took place between May and July 2025 and followed a four-phased approach, including:



Fieldwork and analysis

- **Interviews:** We conducted individual interviews with City leadership, staff from the Department, and the GIS position.
- **Survey:** We administered a confidential online survey to all employees on June 9, 2025 and collected data through June 13, 2025. Out of the 121 employees invited to take the survey, 71 individuals submitted responses to the survey, a participation rate of 59%.
- **Peer Benchmarking:** We conducted peer benchmarking with six peers to assess how the City's structure, staffing, and services compare to similarly situated cities in Washington. Peers were identified based on their geographic, operating, and budgetary similarities. The following list of cities was approved by City leadership and used for this analysis: City of Bonney Lake, City of Enumclaw, City of Fife, City of Poulsbo, City of Shelton, and City of Steilacoom.
- **Document and Data Review:** We gathered relevant documentation for review, including organizational charts, budget reports, policies and procedures, and planning documents. We reviewed ITS request data and project data.
- **Industry research:** International City and County Managers Association, Municipal Research and Services Center, Government Finance Officers Association, Public Sector Human Resources Association, Society of Human Resources.

ITS Commendations



Customer-focused



Improvement communications



Professionalism and courtesy

ITS Structure and Governance



IT Governance

Develop and implement a formal IT governance framework.



ITS Asset Management

- A. Complete the inventory of technology assets and import into the City's asset management platform Cartegraph.
- B. Define and document roles and responsibilities for asset management in the platform.
- C. Work towards creating a multi-year repair and replacement schedule to manage work and forecast costs.



ITS Funding

Explore establishing a dedicated IT fund or similar mechanism to strengthen funding stability and enable more strategic investment decisions.



Department Service Delivery

Evaluate alternative approaches to identify opportunities to improve service delivery and optimize costs while accommodating the City's expanding technology environment.



Department Structure

- A. Review and assess the roles, responsibilities, and titles within the Department to ensure alignment with current and future operational and strategic needs.
- B. Consider the potential benefits of shifting ITS reporting to the Finance Department to enhance oversight, resource coordination, and integration with City-wide financial planning.

ITS Staffing and Workloads



Cross-Functional Roles and Responsibilities

Develop and formalize a comprehensive roles and responsibilities matrix that clearly defines accountability, communication protocols, and task ownership aligned with IT governance and communicated across the City.



Staff Workloads

Develop and implement a comprehensive set of workload monitoring metrics to inform staffing volume and composition needed to support departmental operations effectively. .



Recruitment and Retention

Continue strengthening leadership, enhancing workplace culture, and implementing strategic recruitment initiatives to build a stable, skilled, and diverse IT workforce capable of supporting the City's evolving technology needs..

Questions?

Baker Tilly Advisory Group, LP and Baker Tilly US, LLP, trading as Baker Tilly, operate under an alternative practice structure and are members of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities. Baker Tilly US, LLP is a licensed CPA firm that provides assurance services to its clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and consulting services to their clients and are not licensed CPA firms.



**City of Gig Harbor
Legislative Update
January 29, 2026**

SESSION CUTOFF CALENDAR

February 4, 2026	Policy Committee Deadline
February 9, 2026	Fiscal Committee Deadline
February 17, 2026	Chamber-of-Origin Deadline
February 25, 2026	Opposite Chamber Policy Committee Deadline
March 2, 2026	Opposite Chamber Fiscal Committee Deadline
March 6, 2026	Opposite Chamber Deadline
March 12, 2026	Session adjourns - Sine Die

Weekly Overview

The legislative session is in full swing, and the first cutoff deadline is quickly approaching on February 4. The first two weeks of session have been focused on work sessions and public hearings. Committees are now transitioning to executive sessions where they vote on bills and consider amendments. Simultaneous to all the activity surrounding bills, budget writers have been meeting routinely to develop the supplemental budgets.

Of note for Gig Harbor, Senator Krishnadasan has joined the Senate Transportation Budget Team which means she is one of four Senators developing the Senate's Transportation Budget. The Transportation Budget is developed in a bipartisan fashion and despite Democrats having a several seat majority, there is a commitment to pass a bipartisan budget.

Bills for Discussion

Over 1,000 bills have been introduced since the beginning of the 2026 session. This figure is in addition to the bills that were introduced in the 2025 session and remain under consideration. GTH-Gov tracks the bills that align with the City's legislative priorities and/or have a direct impact on City government. The City engages through the public hearing process and communicates with relevant legislators when there is clear alignment with bills under consideration and positions outlined in the City's legislative agenda.

If bills arise that are outside the scope of the City's legislative agenda and staff have flagged the bill for impact on the City, it is brought to the Council for discussion. Below are bills that are being considered by the Legislature and warrant discussion by Council to determine if there is a desire to engage in the legislative process.

Homelessness Public Space Rights: [House Bill 2489](#), sponsored by Rep. Mia Gregerson (D-SeaTac), prohibits cities, code cities, and counties from enforcing ordinances that criminalize or penalize life-sustaining activities in public spaces by people experiencing homelessness unless adequate alternative shelter space is available. The bill creates defenses and injunctive remedies for individuals against unlawful enforcement, allows successful plaintiffs to recover attorneys' fees and costs, and explicitly does not establish a right to shelter or monetary damages.

The House Housing Committee held a public hearing on the bill on [January 20](#). The sponsor shared that the bill is about dignity and setting a statewide floor so people with no place to go are not punished simply for surviving in public when no adequate shelter exists. She clarified that it does not bar enforcement of other criminal laws and that the detailed definition of adequate shelter was added in response to concerns raised last session. ACLU of Washington and Interfaith Works testified in support of the bill, while several individual cities testified in opposition. Those testifying in opposition shared their concerns about the prescriptive definition of adequate shelter, the broad definition of "life-sustaining activity", and that the legislature should instead focus on funding treatments and shelter. The bill is scheduled to be voted on by the House Housing Committee on [January 27](#).

Supportive and Emergency Housing Permitting: [House Bill 2266](#), sponsored by Rep. Strom Peterson (D-Edmonds), and its companion [Senate Bill 6069](#), sponsored by Sen. Emily Alvarado (D-West Seattle), standardize permitting and design review for transitional housing, permanent supportive housing (PSH), indoor emergency housing, and indoor emergency shelters by requiring they be allowed in all non-industrial urban growth area zones under the same objective standards, development regulations, and permit processes as other residential uses. The bills clarify that only administrative, objectively based design review, conducted by a planning director or designee without a public pre-decision hearing, may be required and remove exceptions that previously allowed different treatment of these housing types compared to other residential developments.

The House Housing Committee held a public hearing on House Bill 2266 on [January 20](#). Rep. Peterson explained he reintroduced a revised version of last year's step-housing siting bill without the financial penalty mechanism, aiming to create clear, uniform, and predictable permitting standards statewide so supportive and emergency housing can be sited and operated like other housing, consistent with the principle that "housing is housing." King County's Executive Office, Plymouth Housing, and Disability Rights Washington testified in support, while AWC and several communities testified in opposition or as "other". AWC stressed that requiring emergency shelters and related uses in all non-industrial zones would override local judgment about appropriate locations near transit and services, and that cities need to retain operating-agreement tools to ensure safety while still expanding PSH and shelter. Cities shared concerns around the lack of administrative review authority and the

Commented [SH1]: AWC is evaluating it's position of oppose on this bill because Seattle and Spokane have moved to support.

inability to condition their own funding or land contributions on basic operational standards and community engagement. The Senate Housing Committee will hold a public hearing on Senate Bill 6069 on [January 28](#).

Automated License Plate Privacy Regulations: [House Bill 2332](#), sponsored by Rep. Osman Salahuddin (D-Redmond), and [Senate Bill 6002](#), sponsored by Sen. Yasmin Trudeau (D-Tacoma), establish comprehensive limits on when agencies may use automated license plate reader (ALPR) systems, restrict retention and sharing of plate data, prohibit use for immigration enforcement and monitoring of protected activities or near sensitive sites, require registration of systems with the Attorney General, mandate auditing and annual public reporting, and provide civil and criminal penalties for misuse, including treating violations as unfair or deceptive acts under the consumer protection act.

The House Civil Rights & Judiciary Committee held a public hearing on House Bill 2332 on [January 20](#) and the Senate Law & Justice Committee held a public hearing on Senate Bill 6002 on [January 20](#). During the hearings, the sponsors shared that over 80 cities and multiple counties and tribes already use ALPRs. Washington needs a statewide framework that preserves legitimate public-safety uses (stolen vehicles, missing persons, etc.) while putting strong guardrails around data retention, sharing, and privacy, especially for immigrants and other vulnerable communities. AWC, Washington State Auditors Office, OneAmerica, Lavender Rights Project, ACLU, and various communities shared support for a statewide regulation. Among those supporting, there were requests for amendments such as, lengthening the 72-hour retention, adding a safe-harbor from excessive civil liability, treating an ALPR hit as sufficient reasonable suspicion for a vehicle stop because the plate is tied to a known investigation and controlled inter-agency sharing. The Washington Association of Sheriffs and Police Chiefs indicated their ongoing work with the sponsor to adjust issues like retention, allowable uses, sharing, and oversight so ALPRs remain useful to agencies.

Senate Bill 6002 was voted out of committee on January 22nd with amendments. The changes to SB 6002 clarify that toll cameras are not considered ALPR systems, expand lawful ALPR use for parking enforcement to include the Department of Enterprise Services and higher education institutions, and establish state and local agencies as the legal owners of ALPR data. The bill extends general data retention from 72 hours to 21 days (and longer by court order), requires ALPR logs to be kept for five years, and limits evidentiary exclusion to knowing violations. It also streamlines oversight by reducing the roles of the Washington State Attorney General's Office and the Washington State Auditor, instead requiring agencies to publish their ALPR policies online.

Sewage Grinder Pump Preemption: [Senate Bill 6234](#), sponsored by Sen. Marko Liias (D-Lynnwood), preempts cities, towns, counties, and water-sewer districts from prohibiting sewage grinder pumps for new residential buildings that rely on low-pressure sewer systems where gravity-based sewer service is not feasible. The bill applies only when specified conditions are met, including that the building is below the grade of a public sewer line, must move wastewater vertically, is connected to a low-pressure sewer system, and is in a new residential community where geologic conditions or topography make a gravity system

impracticable. The Senate Local Government Committee will hold a public hearing on the bill on [January 26](#). AWC is requesting input from cities on this proposal to inform their position.

Derelict Vessel Management: [House Bill 2199](#), sponsored by Rep. Adison Richards, amends procedures for managing and disposing of derelict and abandoned vessels by updating and expanding the definition of a derelict vessel, refining custody and disposal procedures to prioritize environmentally sound and cost-effective options with a preference for monetary return where possible, and formalizing expedited contest and hearing processes for owners, lienholders, and others with legal standing before the pollution control hearings board. The House Agriculture & Natural Resources Committee will hold a public hearing on [January 27](#).

Subdivision Law Overhaul: [Senate Bill 5633](#), sponsored by Sen. Liz Lovelett (D-Anacortes), repeals and replaces Washington State’s existing subdivision laws with a new framework to modernize and streamline land division processes and promote housing supply. The bill shifts subdivision approvals to administrative processes in jurisdictions planning under the Growth Management Act, introduces a “minor plat” process for dividing single lots, and mandates procedures for unit lot subdivisions to support multifamily development. It establishes uniform standards for subdivision design, expands the use of binding site plans, and sets clear timelines for application review to improve efficiency. After requesting this bill in the 2025 session and hearing significant concerns from cities, the Master Builders Association conducted stakeholder meetings throughout the interim with city planners across the state. The updated version of the bill reflects conversation from those meetings but city consensus on the bill was not reached. The Senate Local Government Committee will hold a public hearing on [January 29](#).