

**PERFORMANCE AUDIT REVIEW –  
TECHNICAL APPENDICES**

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TIGARD, OREGON

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# 1 Profile

This document provides a summary profile of the City of Tigard. The purpose of this profile is to document the project team’s understanding of the current organization, staffing allocation, technology, a workload (where data is available) within the organization.

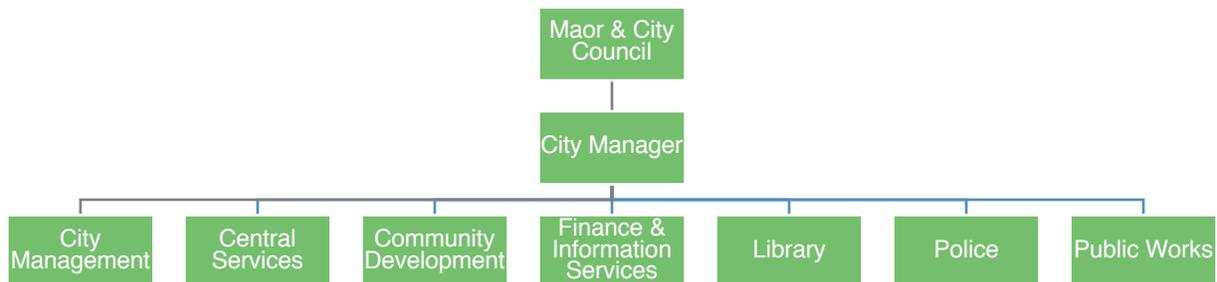
The data contained in this profile was developed based on the work conducted by the project team, including:

- Interviews conducted with department staff.
- Collection and review of documentation regarding the organization including budgets, job descriptions, and workload data.

The document is not intended to include every organizational and operational facet of the department, but rather to provide an overview and to serve as the “base line” or “status quo”. This will serve as a starting point for the master planning against which any recommendations made at the conclusion of the study can be compared to demonstrate the change in roles, staffing, technology, or operational practice.

The document includes a summary of the department’s operating budget and capital improvement plan, organizational structure, staff roles and responsibilities, technology utilization, workload, and operational processes.

The following organizational chart shows the reporting structure for the City of Tigard overall.



The following chapters provide greater detail on each department.

# 1 CITY MANAGEMENT

## 1. INTRODUCTION

The City Management function consists of three major functions: City Manager’s Office, Human Resources and Central Services. Central Services is covered in the next chapter.

The City Manager’s Office is responsible for overall management of the City of Tigard including Council support, organizational leadership and operational support and general policy and procedure development and administration governing all City operations. This office is responsible for implementation of the City’s Strategic Plan, coordination of the City’s legislative agenda, and communicates City Council’s direction to the executive staff and employees.

The Human Resources function is responsible for the administration and oversight of all City human resources programs to the City organization. Programs and services provided include: recruitment, selection and testing, benefits administration, risk management, safety programs, labor negotiations, personnel policy administration, employee relations, job classification and salary administration, employee recognition, investigations, training, organization development and performance management, workforce planning, equal opportunity, and wellness,

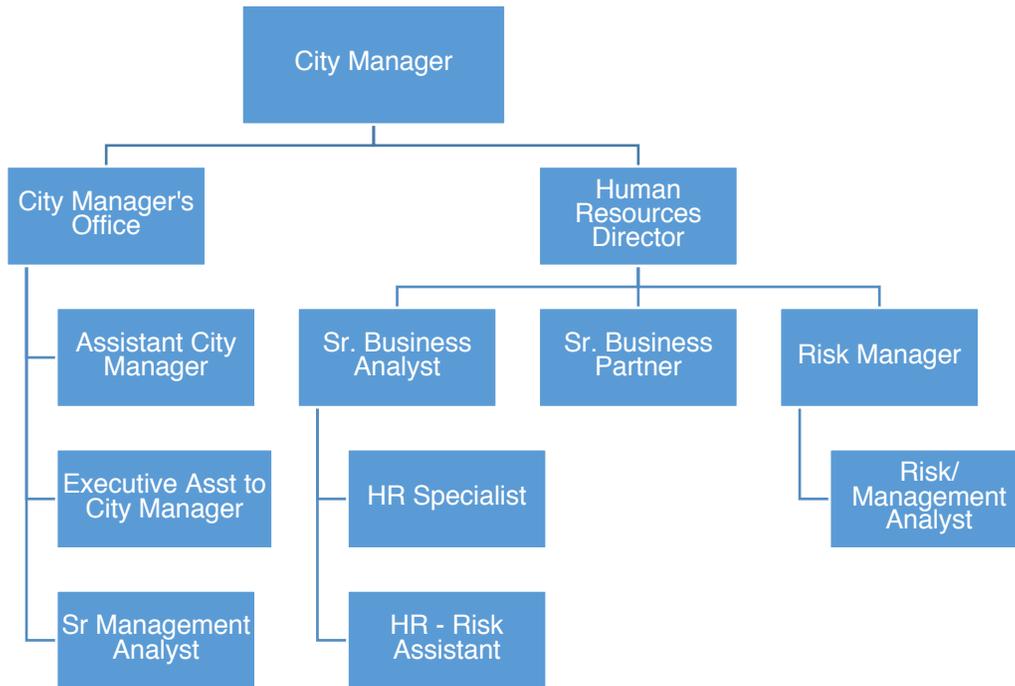
## 2. OPERATING BUDGET

The table below summarizes the operating budget for each unit of City Management for the past three years:

| Division              | FY 17 Actual       | FY 18 Revised      | FY 19 Adopted      |
|-----------------------|--------------------|--------------------|--------------------|
| City Manager’s Office | \$800,079          | \$1,139,382        | \$743,974          |
| Human Resources       | \$614,513          | \$677,408          | \$683,573          |
| Risk Management       | \$699,369          | \$818,961          | \$812,896          |
| <b>Total</b>          | <b>\$2,113,961</b> | <b>\$2,635,751</b> | <b>\$2,240,443</b> |

### 3. ORGANIZATIONAL STRUCTURE

The following organizational chart shows an overview of the organizational chart for the City Management function:



### 4. STAFF ROLES AND RESPONSIBILITIES

The following table shows the number of authorized and filled positions within each job title, as well as a summary of their key roles and responsibilities, for each division/functional area of the Department. This table is not intended to provide a “job description” level of detail, but to outline the core functions for which each unit is responsible for performing.

| Position Title               | Authorized Positions | Filled Positions | Roles and Responsibilities   |
|------------------------------|----------------------|------------------|--|
| <b>City Manager’s Office</b> |                      |                  |  |
| City Manager                 | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Responsible for overall City leadership and operations.</li> <li>Communicate City Council direction on policies, laws and directives to executive staff.</li> <li>Represents City to the public.</li> <li>Coordinates the City’s legislative agenda.</li> <li>Oversees implementation of Tigard’s strategic plan.</li> </ul>  |
| Assistant City Manager       | 1.0                  | 1.0              |  |
| Executive Assistant          | 1.0                  | 1.0              |  |
| Sr. Management Analyst       | 1.0                  | 0.0              |  |
| <b>Human Resources</b>       |                      |                  |  |
| HR Director                  | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Responsible for handling all recruitment and selection functions for the City.</li> <li>Oversees all employee relations functions including performance evaluation program, discipline, grievances, and investigations.</li> <li>Participates in labor negotiations and contract administration.</li> <li>Interprets and applies relevant rules, statutes, ordinances, and case law when presiding over a court action</li> <li>Responsible for imposing a sentence commensurate to an offense</li> </ul> |
| Sr. HR Analyst               | 2.0                  | 2.0              |  |
| HR Technician                | 1.0                  | 1.0              |  |
| Risk/Benefits Manager        | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Oversee all risk management and safety programs for the City.</li> <li>Develops and administers program designed to minimize liability losses for the City.</li> <li>Oversees workers’ compensation program.</li> <li>Manages City’s overall safety programs.</li> </ul>  |
| Management Analyst           | 1.0                  | 1.0              |  |

**5. TECHNOLOGY UTILIZATION**

The following table presents a summary of the key software and technology tools in use by the Central Services Department. The name of each tool is listed along with a summary description of its functionality and utilization by staff.

| <b>Name</b>        | <b>Description</b>  |
|--------------------|---|
| <b>NeoGov</b>      | Software system for processing recruitment applications/process.  |
| <b>Springbrook</b> | City Enterprise Resource Planning (ERP) system – used for basic HRIS functions as well as all City financial functions. |

**6. CURRENT PERFORMANCE METRICS**

The following table summarizes the current performance metrics reported in the budget by the Human Resources Department with details of the last three years performance.

| <b><u>Metric</u></b>                                    | <b><u>FY16-17<br/>Actual</u></b> | <b><u>FY17-18<br/>Revised</u></b> | <b><u>FY18-19<br/>Target</u></b> |
|---|----------------------------------|-----------------------------------|----------------------------------|
| Retain employees to improve efficiency and performance. |                                  |                                   |                                  |
| Percent of retention of new employees:                  |                                  |                                   |                                  |
| After one year  | 85%                              | 86%                               | 90%                              |
| After three years                                       | 74%                              | 57%                               | 60%                              |
| After five years  | 37%                              | 53%                               | 55%                              |

## 2 CENTRAL SERVICES DEPARTMENT

### 1. INTRODUCTION

The Central Services Department consists of four primary divisions: Communications, City Recorder/Records, Municipal Court, and Fleet & Facilities Operations. Within Fleet & Facilities, there are both property management and fleet maintenance divisions.

The Communications Division provides support for the City's branding and communications efforts to achieve effective communication with the public. The Division provides support with communications planning, website design, editing, graphic design, copywriting, video production, and news releases.

The Municipal Court handles primarily traffic, parking, and limited ordinance infractions. The Recorder & Records Division is not being assessed.

The Property Management Division is responsible for environmental health, safety, and security of city facilities. These services include providing security, janitorial services, fire safety, maintenance, and repair of city buildings.

Fleet services provides oversight of vehicle maintenance and repair of city vehicles and equipment. Staff works to help determine appropriate vehicle and equipment replacement schedules as well as ensure proper preventative maintenance occurs on vehicles and equipment.

### 2. OPERATING BUDGET

The table below summarizes the operating budget for each Division of the Central Services for the past three years:

| Division                | FY 17<br>Actual    | FY 18<br>Revised   | FY 19<br>Adopted   |
|-------------------------|--------------------|--------------------|--------------------|
| Design & Communications | \$563,930          | \$614,925          | \$590,187          |
| Municipal Court         | \$463,992          | \$560,880          | \$603,845          |
| City Recorder/Records   | \$464,811          | \$526,129          | \$533,494          |
| Fleet Maintenance       | \$222,732          | \$322,503          | \$307,589          |
| Property Management     | \$1,736,512        | \$1,888,409        | \$1,900,539        |
| <b>Total</b>            | <b>\$3,451,977</b> | <b>\$3,912,846</b> | <b>\$3,935,654</b> |

The table below summarizes the operating budget for Communications:

| <b>Division</b>      | <b>FY 17<br/>Actual</b> | <b>FY 18<br/>Revised</b> | <b>FY 19<br/>Approved</b> |
|----------------------|-------------------------|--------------------------|---------------------------|
| Personnel - Salaries | \$315,336               | \$368,234                | \$355,873                 |
| Personnel - Benefits | \$111,042               | \$135,507                | \$115,802                 |
| Supplies             | \$39,943                | \$19,950                 | \$19,600                  |
| Services             | \$94,666                | \$82,609                 | \$91,612                  |
| Capital Improvements | \$2,945                 | \$8,625                  | \$7,300                   |
| <b>Total</b>         | <b>\$563,930</b>        | <b>\$614,925</b>         | <b>\$590,187</b>          |

The table below summarizes the operating budget for Court Services:

| <b>Division</b>      | <b>FY 17<br/>Actual</b> | <b>FY 18<br/>Revised</b> | <b>FY 19<br/>Approved</b> |
|----------------------|-------------------------|--------------------------|---------------------------|
| Personnel - Salaries | \$211,348               | \$243,181                | \$242,971                 |
| Personnel - Benefits | \$86,741                | \$109,377                | \$101,736                 |
| Supplies             | \$1,957                 | \$1,500                  | \$2,700                   |
| Services             | \$53,611                | \$90,752                 | \$85,142                  |
| Internal Services    | \$110,336               | \$116,070                | \$171,296                 |
| <b>Total</b>         | <b>\$463,992</b>        | <b>\$560,880</b>         | <b>\$603,845</b>          |

The table below summarizes the operating budget for Fleet Maintenance:

| <b>Division</b>      | <b>FY 17<br/>Actual</b> | <b>FY 18<br/>Revised</b> | <b>FY 19<br/>Approved</b> |
|----------------------|-------------------------|--------------------------|---------------------------|
| Personnel - Salaries | \$126,982               | \$197,175                | \$183,921                 |
| Personnel - Benefits | \$66,363                | \$94,228                 | \$92,568                  |
| Supplies             | \$12,227                | \$10,700                 | \$10,700                  |
| Services             | \$17,161                | \$20,400                 | \$20,400                  |
| <b>Total</b>         | <b>\$222,732</b>        | <b>\$322,503</b>         | <b>\$307,589</b>          |

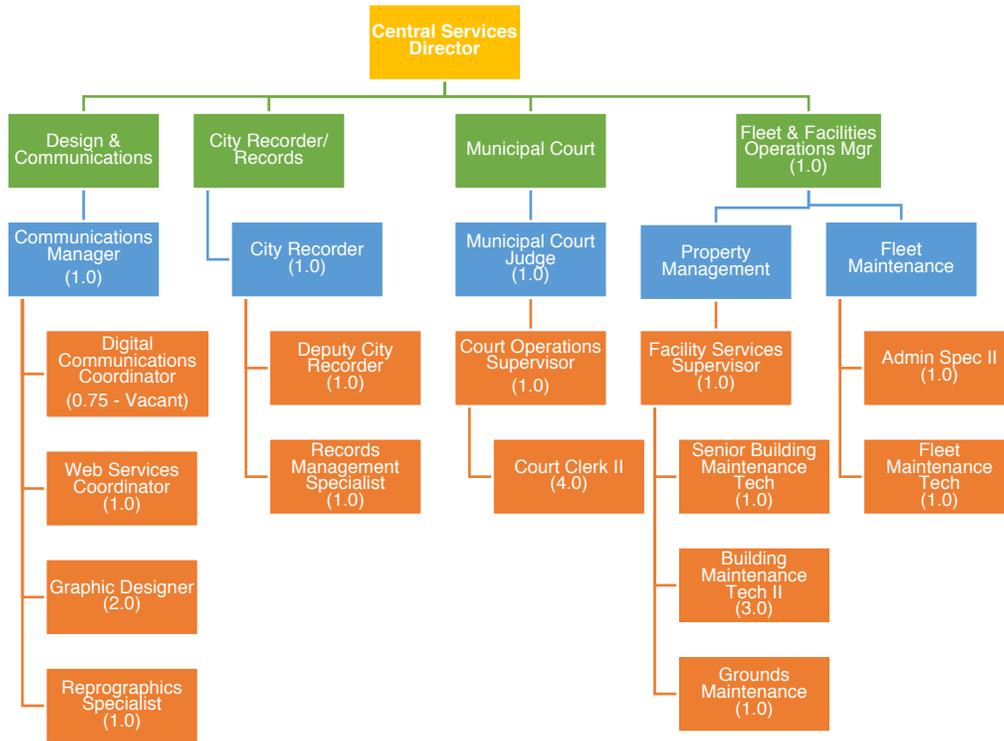
The table below summarizes the operating budget for Property Management:

| <b>Division</b>      | <b>FY 17<br/>Actual</b> | <b>FY 18<br/>Revised</b> | <b>FY 19<br/>Approved</b> |
|----------------------|-------------------------|--------------------------|---------------------------|
| Personnel - Salaries | \$305,466               | \$390,650                | \$417,378                 |
| Personnel - Benefits | \$153,138               | \$206,679                | \$221,081                 |
| Supplies             | \$5,240                 | \$7,300                  | \$7,300                   |
| Services             | \$1,140,978             | \$1,126,780              | \$1,092,780               |

|                      |                    |                    |                    |
|----------------------|--------------------|--------------------|--------------------|
| Capital Improvements | \$131,690          | \$157,000          | \$162,000          |
| <b>Total</b>         | <b>\$1,736,512</b> | <b>\$1,888,409</b> | <b>\$1,900,539</b> |

### 3. ORGANIZATIONAL STRUCTURE

The following organizational chart shows an overview of the organizational chart of the Central Services Department.



### 4. STAFF ROLES AND RESPONSIBILITIES

The following table shows the number of authorized and filled positions within each job title, as well as a summary of their key roles and responsibilities, for each division/functional area of the Department. This table is not intended to provide a “job description” level of detail, but to outline the core functions for which each unit is responsible for performing.

| Position Title                     | Authorized Positions | Filled Positions | Roles and Responsibilities   |
|------------------------------------|----------------------|------------------|--|
| <b>Administration</b>              |                      |                  |  |
| Central Services Director          | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Responsible for department budget development and management</li> <li>• Responsible for supervision of department personnel</li> <li>• City’s liaison for the city’s Senior Center</li> <li>• City’s American’s with Disabilities Act (ADA) coordinator</li> </ul>  |
| <b>Communications</b>              |                      |                  |  |
| Communications Manager             | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• City public information officer (PIO)</li> <li>• Leads the city’s communications team</li> <li>• Prepares city monthly newsletters</li> <li>• Prepares all city press releases (including Twitter, Facebook, and other platforms)</li> <li>• Assists elected and appointed officials with public information releases</li> <li>• Writes articles for publication</li> <li>• Responsible for the day-to-day operations of the Division including marketing and communication purposes to employees and the general public</li> </ul> |
| Digital Communications Coordinator | 0.75                 | 0.0              | <ul style="list-style-type: none"> <li>• Manages the city’s social media platforms</li> <li>• Develops messages and themes to promote city programs</li> <li>• Writes, edits, and produces communications for internal and external audiences and platforms</li> <li>• Provides analytics for website and social media network sites</li> <li>• Creates content for and produces the city’s monthly e-newsletter, <i>Cityscape</i></li> <li>• Assists with maintaining and growing the city’s website</li> <li>• Develops and edits digital content</li> </ul>               |

**Communications**

|                          |      |      |  |
|--------------------------|------|------|--|
| Web Services Coordinator | 1.0  | 1.0  | <ul style="list-style-type: none"> <li>• Member of the city’s communication’s team</li> <li>• Responsible for internal and external website content development and maintenance</li> <li>• Writing and designing web pages to keep it up-to-date, interesting, and interactive</li> <li>• Regularly attends meetings to develop an understanding of their web services needs</li> </ul>  |
| Graphic Designer         | 1.75 | 1.75 | <ul style="list-style-type: none"> <li>• Creates brochures, posters, flyers, and other marketing-related material for city departments</li> <li>• Responsible for digital design work (online, business cards, letterhead, stationary, etc.)</li> <li>• Plans, develops, and implements a variety of information for programs or materials for use by employees and the general public</li> <li>• Develops the overall layout and design for various city documents</li> <li>• Regularly meets with internal customers to understand their graphic design needs</li> </ul> |

**Municipal Court**

|                       |     |     |   |
|-----------------------|-----|-----|---|
| Municipal Court Judge | 1.0 | 1.0 | <ul style="list-style-type: none"> <li>• Responsible for presiding over court cases within the jurisdiction of the Municipal Court</li> <li>• Interprets and applies relevant rules, statutes, ordinances, and case law when presiding over a court action</li> <li>• Responsible for imposing a sentence commensurate to an offense</li> </ul> |
|-----------------------|-----|-----|---|

**Municipal Court**

|                             |     |     |  |
|-----------------------------|-----|-----|--|
| Court Operations Supervisor | 1.0 | 1.0 | <ul style="list-style-type: none"> <li>Assists customers on the phone and in the office</li> <li>Schedules court proceedings</li> <li>Accepts customer payments</li> <li>Notifies Motor Vehicle Division as necessary for court client MVD action</li> <li>Prepares reports for internal and external customers</li> <li>Supervises Court Clerk employees</li> <li>Assists with budget development for the Municipal Court</li> </ul>  |
| Court Clerk II              | 4.0 | 4.0 | <ul style="list-style-type: none"> <li>Assists at the court front counter</li> <li>Answers phones</li> <li>Performs clerical and paraprofessional tasks to support court operations</li> <li>Sets up diversion programs</li> <li>Processes paperwork for pleas</li> <li>Schedules court proceedings</li> <li>Accepts customer payments</li> <li>Notifies Motor Vehicle Division as necessary for court client MVD action</li> <li>Handles/processes failure to appears (FTAs) guilty by default</li> <li>Responsible for court collections processing</li> </ul> |

**Fleet & Facilities**

|                                       |     |     |   |
|---------------------------------------|-----|-----|---|
| Fleet & Facilities Operations Manager | 1.0 | 1.0 | <ul style="list-style-type: none"> <li>Supervises division personnel</li> <li>Prepares and manages the division’s budget</li> <li>Plans and directs the effective and efficient maintenance, repair, purchase, and disposal of city vehicles, equipment, and buildings</li> </ul> |
|---------------------------------------|-----|-----|---|

**Fleet & Facilities**

|  |     |     |   |
|--|-----|-----|---|
| Property Management Facility Services Supervisor | 1.0 | 1.0 | <ul style="list-style-type: none"> <li>Responsible for city building space planning</li> <li>Building floor plan management</li> <li>CIP project manager</li> <li>Directs the operations of the property management division</li> <li>Supervises assigned personnel</li> <li>Prepares a recommended division budget and manages the approved budget for the division</li> </ul> |
| Senior Building Maintenance Tech                 | 1.0 | 1.0 | <ul style="list-style-type: none"> <li>Lead worker position for Building Maintenance Technicians</li> <li>Coordinates with the facility services supervisor</li> <li>Performs repairs, maintenance, remodels, painting, and other first level preventative maintenance on City buildings.</li> </ul>  |
| Building Maintenance Tech II                     | 3.0 | 3.0 | <ul style="list-style-type: none"> <li>Performs repairs, maintenance, remodels, painting, and other first level preventative maintenance on City buildings</li> </ul>   |
| Grounds Maintenance I/Green Team                 | 1.0 | 0.0 | <ul style="list-style-type: none"> <li>Maintains the exterior of all administration buildings including the senior center, public works building, city hall, and library</li> <li>Performs mowing, snow blowing, weeding, and landscaping</li> </ul>  |
| Fleet Admin Specialist II                        | 1.0 | 1.0 | <ul style="list-style-type: none"> <li>Office manager</li> <li>Creates fleet work orders</li> <li>Schedules fleet-related preventative maintenance</li> <li>Answers phones</li> <li>Performs clerical and paraprofessional tasks to support fleet operations</li> </ul>   |

**Fleet & Facilities**

|                        |     |     |   |
|------------------------|-----|-----|---|
| Fleet Maintenance Tech | 1.0 | 1.0 | <ul style="list-style-type: none"> <li>Oversees and performs preventative maintenance on all assigned equipment</li> <li>Performs routine maintenance and minor repairs on City vehicles</li> <li>Responsible for the efficient and effective maintenance of City vehicles and equipment</li> </ul> |
|------------------------|-----|-----|---|

**5. TECHNOLOGY UTILIZATION**

The following table presents a summary of the key software and technology tools in use by the Central Services Department. The name of each tool is listed, along with a summary description of its functionality and utilization by staff.

| Name                        | Description   |
|-----------------------------|---|
| <b>Q Alert</b>              | Software system for processing of resident service requests.  |
| <b>FullCourt</b>            | Case management system for the court for scheduling, fee management, document creation, etc.  |
| <b>MaintStar</b>            | Fleet and facilities maintenance system to track hours, costs, builds, and reporting. Work orders are created and managed with this system. |
| <b>Springbrook</b>          | Financial management system, utility billing, and payroll processing  |
| <b>LEDS</b>                 | Law Enforcement Data Systems – provides access to State driving records   |
| <b>Adobe Creative Suite</b> | Graphic designers use InDesign, PhotoShop, Illustrator, and Acrobat to design various documents (both online and hardcopy)                  |
| <b>AgendaQuick</b>          | Meeting agenda and minutes management software  |
| <b>Springbrook</b>          | City Enterprise Resource Planning (ERP) system – not used for budgeting or CIP development  |
| <b>Laserfiche</b>           | Used to manage documents, videos, photos, and other content – reduces reliance on paper copies by providing electronic records storage      |

**6. CURRENT PERFORMANCE METRICS**

The following table summarizes the current performance metrics utilized by the Central Services Department with details of the last three years performance.

| <b>Metric</b>  | <b>FY16-17<br/>Actual</b> | <b>FY17-18<br/>Revised</b> | <b>FY18-19<br/>Target</b> |
|--|---------------------------|----------------------------|---------------------------|
| All building and fleet work orders are completed within 72 hours of the target date of the work.                               | 10 days                   | 8 days                     | 8 days                    |
| The number of people attending City meetings is increasing   | 192                       | 212                        | 212                       |
| The number of people is increasing for Council outreach  | 200                       | 220                        | 220                       |
| The number of people is increasing for accessing the City website  | 1,082,689                 | 1,136,823                  | 1,136,823                 |
| The number of people is increasing for accessing information on Cityscape  | 2,264                     | 2,500                      | 2,500                     |
| The number of people is increasing for accessing the City’s social media accounts  | 5,625                     | 7,315                      | 7,315                     |
| The number of people applying for positions on city boards, commissions, and volunteers participating in city sponsored events | 1,957                     | 2,300                      | 2,300                     |
| % of defendants who successfully comply with court orders prior to suspension sanctions  | 86.8%                     | 87.5%                      | 87.5%                     |

**7. DEPARTMENT WORKLOAD**

The following table provides additional metric information for Central Services:

| <b>Fleet Maintenance</b>                   | <b>FY17</b> | <b>FY18</b> | <b>FY19</b> |
|--|-------------|-------------|-------------|
| Fleet Preventative Maintenance Work Orders | 191         | 257         | 141         |
| Fleet Scheduled Maintenance Work Orders    | 866         | 805         | 466         |

| <b>Court</b>                             | <b>FY17</b> | <b>FY18</b> |
|--|-------------|-------------|
| Court Caseload                           | 4,927       | 6,015       |
| Total Violations Processed               | 3,015       | 4,141       |
| Traffic Safety Diversions Processed      | 1,156       | 1,094       |
| Traffic Safety Diversion Compliance Rate | 91.5%       | 90.3%       |

| Property Management     | Square Footage of Maintenance |
|-------------------------|-------------------------------|
| City Hall               | 4,634                         |
| Permit Center           | 5,513                         |
| Police Department       | 11,811                        |
| Library                 | 48,001                        |
| City Hall Modular       | 1,980                         |
| Niche                   | 3,240                         |
| Police Department Annex | 2,652                         |
| Police Storage          | 2,820                         |
| Senior Center           | 7,718                         |
| Ash/Burnham Street      | 6,887                         |
| Public Works            | 10,064                        |
| Canterbury              | 4,321                         |

## 3 COMMUNITY DEVELOPMENT

### 1. INTRODUCTION

The Department consists of three divisions: Planning, Building, and Economic Development. These divisions are responsible for conducting the development review process for proposed projects within City limits, land use and building permitting, building inspections, code enforcement, long range land use, transportation planning, and planning for economic development and downtown urban renewal. The department's goals related to permitting and current planning include efficient processing of plans and applications, thorough communication with customers, and a focus on customer service. Long range planning and development goals include walkability, affordability, and investment in key places such as Downtown and the Tigard Triangle.

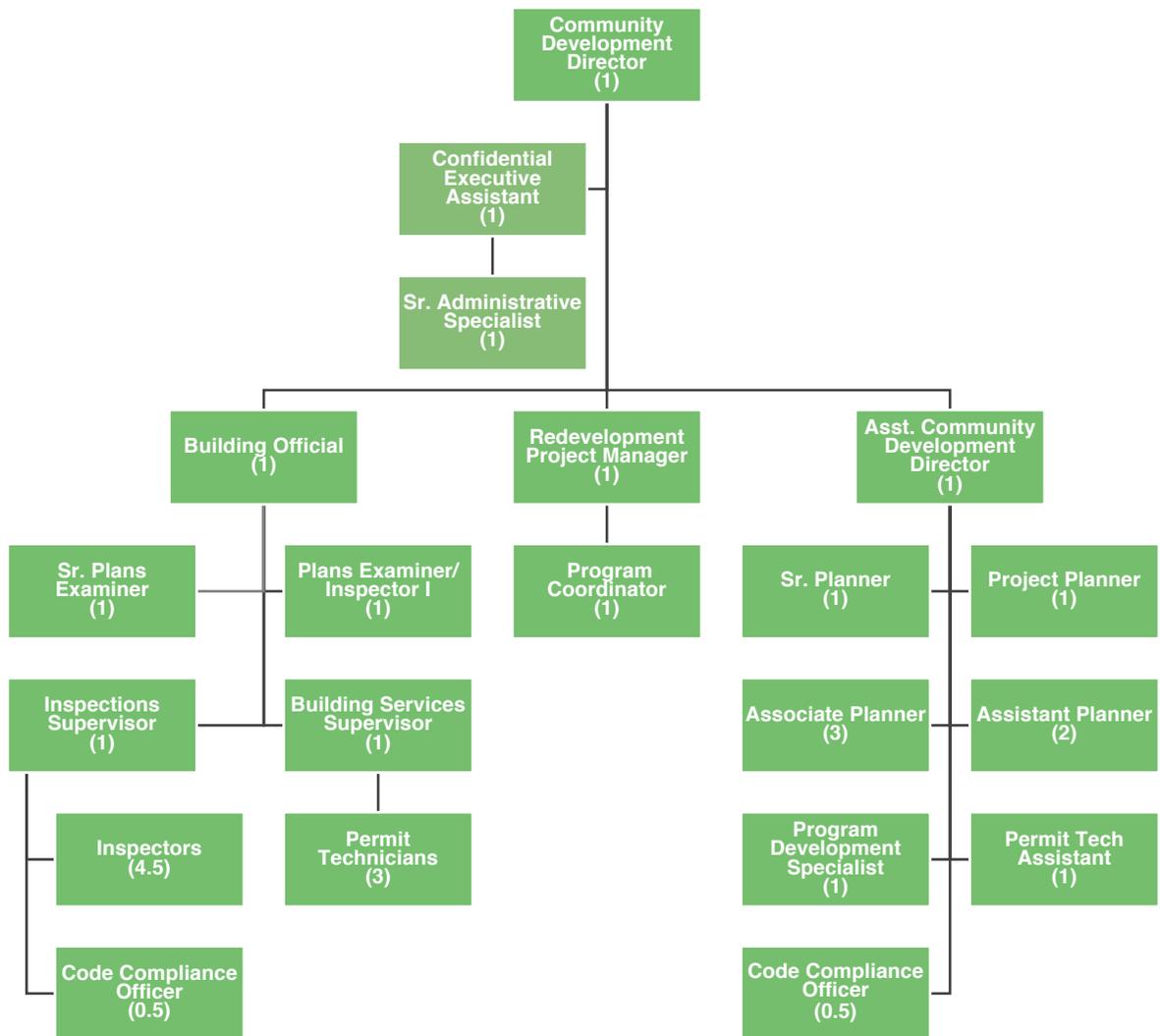
### 2. OPERATING BUDGET.

The table below summarizes the operating budget for the Community Development Department over the last three years.

| Line Item               | Actual<br>FY 16-17 | Revised<br>FY 17-18 | Budget<br>FY 18-19 |
|-------------------------|--------------------|---------------------|--------------------|
| Personnel Services      | \$3,160,945        | \$3,568,681         | \$3,435,962        |
| Materials & Services    | \$882,562          | \$829,156           | \$788,858          |
| Interdepartmental Costs | \$1,644,729        | \$1,768,031         | \$1,050,109        |
| Capital Outlay          | \$86,519           | \$43,550            | \$43,550           |
| Other                   | \$0                | \$0                 | \$0                |
| <b>TOTAL</b>            | <b>\$5,774,755</b> | <b>\$6,209,418</b>  | <b>\$5,283,479</b> |

### 3. ORGANIZATIONAL STRUCTURE

The following organizational chart shows the departmental organizational chart of the Community Development Department.



#### 4. STAFF ROLES AND RESPONSIBILITIES

The following table shows the number of authorized and filled positions within each job title, as well as a summary of their key roles and responsibilities, for each division/functional area of the Department. This table is not intended to provide a “job description” level of detail, but to outline the core functions for which each unit is responsible for performing.

| Position Title                   | Authorized Positions | Filled Positions | Roles and Responsibilities  |
|----------------------------------|----------------------|------------------|---|
| <b>ADMINISTRATION</b>            |                      |                  |   |
| Director                         | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Oversee staff in each of the Department’s three divisions and handle personnel issues.</li> <li>Develop Department’s annual budget and represent the department to the City Manager/Council.</li> <li>Establish strategic direction and priorities for the Department.</li> <li>Liaison to engineering and other City departments.</li> </ul>  |
| Confidential Executive Assistant | 1.0                  | 1.0              |   |
| Sr. Administrative Specialist    | 1.0                  | 1.0              |   |
| <b>BUILDING</b>                  |                      |                  |   |
| Building Official                | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Provide service to customers at the counter.</li> <li>Intake plans, check for completeness, and route them for examination.</li> <li>Review building plans and make determination on compliance with applicable codes.</li> <li>Conduct commercial and residential building inspections.</li> <li>Respond to complaints regarding property code violations and make determinations on compliance.</li> </ul> |
| Building Services Supervisor     | 1.0                  | 1.0              |   |
| Sr. Permit Tech.                 | 1.0                  | 1.0              |   |
| Permit Tech.                     | 1.0                  | 1.0              |   |
| Permit Tech. Assistant           | 1.0                  | 1.0              |   |
| Sr. Plans Examiner               | 1.0                  | 1.0              |   |
| Plans Examiner/Inspector I       | 1.0                  | 1.0              |   |
| Inspections Supervisor           | 1.0                  | 1.0              |   |
| Sr. Electrical Inspector         | 1.0                  | 1.0              |   |
| Sr. Plumbing Inspector           | 1.0                  | 1.0              |   |
| Building Inspector I             | 2.0                  | 2.0              |   |
| Code Enforcement Officer         | 0.5                  | 0.5              |   |

| Position Title                       | Authorized Positions | Filled Positions | Roles and Responsibilities   |
|--------------------------------------|----------------------|------------------|--|
| <b>PLANNING</b>                      |                      |                  |  |
| Asst. Community Development Director | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Provide service to customers at the counter.</li> </ul>   |
| Sr. Planner                          | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Review land use applications for compliance with zoning code.</li> </ul>  |
| Project Planner                      | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Partner with developers to ensure compliance of projects throughout their lifecycle.</li> </ul>   |
| Associate Planner                    | 3.0                  | 3.0              | <ul style="list-style-type: none"> <li>• Suggest updates to the City’s zoning code and general plan.</li> </ul>  |
| Assistant Planner                    | 2.0                  | 2.0              | <ul style="list-style-type: none"> <li>• Liaison to the City’s planning commission.</li> </ul>   |
| Program Development Specialist       | 1.0                  | 1.0              |  |
| Permit Tech Assistant                | 1.0                  | 1.0              |  |
| Code Enforcement Officer             | 0.5                  | 0.5              |  |
| <b>REDEVELOPMENT</b>                 |                      |                  |  |
| Redevelopment Project Manager        | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Manage the Downtown and Tigard Triangle urban renewal districts: work with advisory committees, update the specific plan, and ensure proper budget expenditures and implementation of provisions.</li> </ul>        |
| Program Coordinator                  | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Manage the City’s property acquisition and affordable housing programs.</li> <li>• Write program grants, represent programs to City Council, and otherwise serve as point of contact for these programs.</li> </ul> |

## 5. TECHNOLOGY UTILIZATION

The following table presents a summary of the key software and technology tools in use by the Community Development Department. The name of each tool is listed, along with a summary description of its functionality and utilization by staff.

| Name              | Description  |
|-------------------|--|
| <b>Accela</b>     | Permitting software used by Community Development staff to create records of building and land use permit applications, record actions, reviews, and notes, coordinate plans examination, and update status. Also used to receive and review certain types of applications electronically, |
| <b>Springbook</b> | City-wide financial management system. Used by Community Development staff to record cash balances, enter building and planning application payments, and develop the department budget.   |
| <b>Selectron</b>  | IVR system used by community development staff to schedule building inspections.   |

|                   |   |
|-------------------|---|
| <b>Laserfiche</b> | Document management system used by community development staff to scan and organize planning and building case documents for records retention purposes.                    |
| <b>GeoCortex</b>  | GIS system used throughout the City. Utilized by community development staff to determine location of building and land use applications and the applicable codes for each. |

## 6. CURRENT PERFORMANCE METRICS

The following table summarizes the current performance metrics utilized by the Community Development Department, with details of the last three years performance.

| Metric                                  | FY 15-16               | FY 16-17                 | FY 17-18                 |
|---|------------------------|--------------------------|--------------------------|
| <b>Performance Metrics</b>              |                        |                          |                          |
| Construction valuation per Building FTE | \$9,020,503<br>(9 FTE) | \$13,604,730<br>(13 FTE) | \$19,230,769<br>(19 FTE) |
| Permit fees collected per Building FTE  | \$186,747<br>(9 FTE)   | \$246,734<br>(13 FTE)    | \$284,615<br>(13 FTE)    |
| Count of public land use hearings       | 25                     | 31                       | NA                       |

## 4 FINANCE DEPARTMENT

### 1. INTRODUCTION

The Finance Department contains five divisions: Information Services, Finance Administration, Financial Operations, Utility Billing, and Contracts & Purchasing.

Information Technology is responsible for all central computer operations for city departments, helpdesk functions of PC management, planning and developing new systems, troubleshooting, installation, and maintenance of the city's network infrastructure – including switches, cables, and servers, supporting system design and programming services, maintaining the city's phone and voicemail systems, managing the City's GIS system including data integration from various city departments for use by employees and the public, and supplying necessary employee training for software applications.

Finance Administration is responsible for preparing/coordinating the City's annual budget process, long range financial planning, financial analysis, completing an annual 6-year Capital Improvement Plan (CIP), issuance of business licenses, managing the city's investments, management of the issuance of debt, and development of financial policies.

Financial Operations is responsible for all day-to-day financial and budgetary requirements for the city. This includes preparation of monthly financial reports, pension fund assets, debt management, recording of cash receipts, accounts payable and accounts receivable functions, capital assets, inventory recording and reporting, project cost tracking, preparing the City's Comprehensive Annual Financial Report (CAFR), grant accounting, payroll services, maintaining the General Ledger, and monitoring all city funds. This division also oversees the annual external financial statement audit.

Utility Billing conducts meter reads and meter maintenance, handles customer service requests, bill generation and payment collection, and customer account maintenance. This division also is the central answering point for general questions from the public about city resources and city events.

Contracts & Purchasing is responsible for processing purchase orders, creating, processing, and compliance with bids and requests for proposals (RFP), informal requests for proposals (IRFP), invitation to bid (ITB), requests for qualifications (RFQ), and for writing the associated bid or RFP contracts.

## 2. OPERATING BUDGET

The table below summarizes the operating budget for each Division of the Finance Department for the past three years:

| Division                 | FY 17<br>Actual    | FY 18<br>Revised   | FY 19<br>Adopted   |
|--------------------------|--------------------|--------------------|--------------------|
| Finance Administration   | \$398,079          | \$561,441          | \$488,493          |
| Financial Operations     | \$603,711          | \$757,014          | \$772,116          |
| Utility Billing          | 1,094,993          | 1,258,484          | 1,205,191          |
| Information Technology   | \$2,505,621        | \$2,173,801        | \$2,286,373        |
| Contracts and Purchasing | \$213,707          | \$221,778          | \$229,751          |
| <b>Total</b>             | <b>\$4,816,111</b> | <b>\$4,972,518</b> | <b>\$4,981,924</b> |

The table below summarizes the operating budget for Finance Administration:

| Division             | FY 17<br>Actual  | FY 18<br>Revised | FY 19<br>Adopted |
|----------------------|------------------|------------------|------------------|
| Personnel - Salaries | \$234,786        | \$320,615        | \$260,692        |
| Personnel - Benefits | \$90,225         | \$128,141        | \$116,181        |
| Supplies             | \$6,081          | \$1,930          | \$1,930          |
| Services             | \$66,987         | \$105,755        | \$107,690        |
| Capital Improvements | \$0              | \$5,000          | \$2,000          |
| <b>Total</b>         | <b>\$398,079</b> | <b>\$561,444</b> | <b>\$488,493</b> |

The table below summarizes the operating budget for Financial Operations:

| Division             | FY 17<br>Actual  | FY 18<br>Revised | FY 19<br>Adopted |
|----------------------|------------------|------------------|------------------|
| Personnel - Salaries | \$336,120        | \$404,567        | \$407,106        |
| Personnel - Benefits | \$103,084        | \$146,747        | \$166,610        |
| Supplies             | \$3,156          | \$4,300          | \$4,300          |
| Services             | \$160,026        | \$201,400        | \$194,100        |
| Capital Improvements | \$1,325          | \$0              | \$0              |
| <b>Total</b>         | <b>\$603,711</b> | <b>\$757,014</b> | <b>\$772,116</b> |

The table below summarizes the operating budget for Information Services:

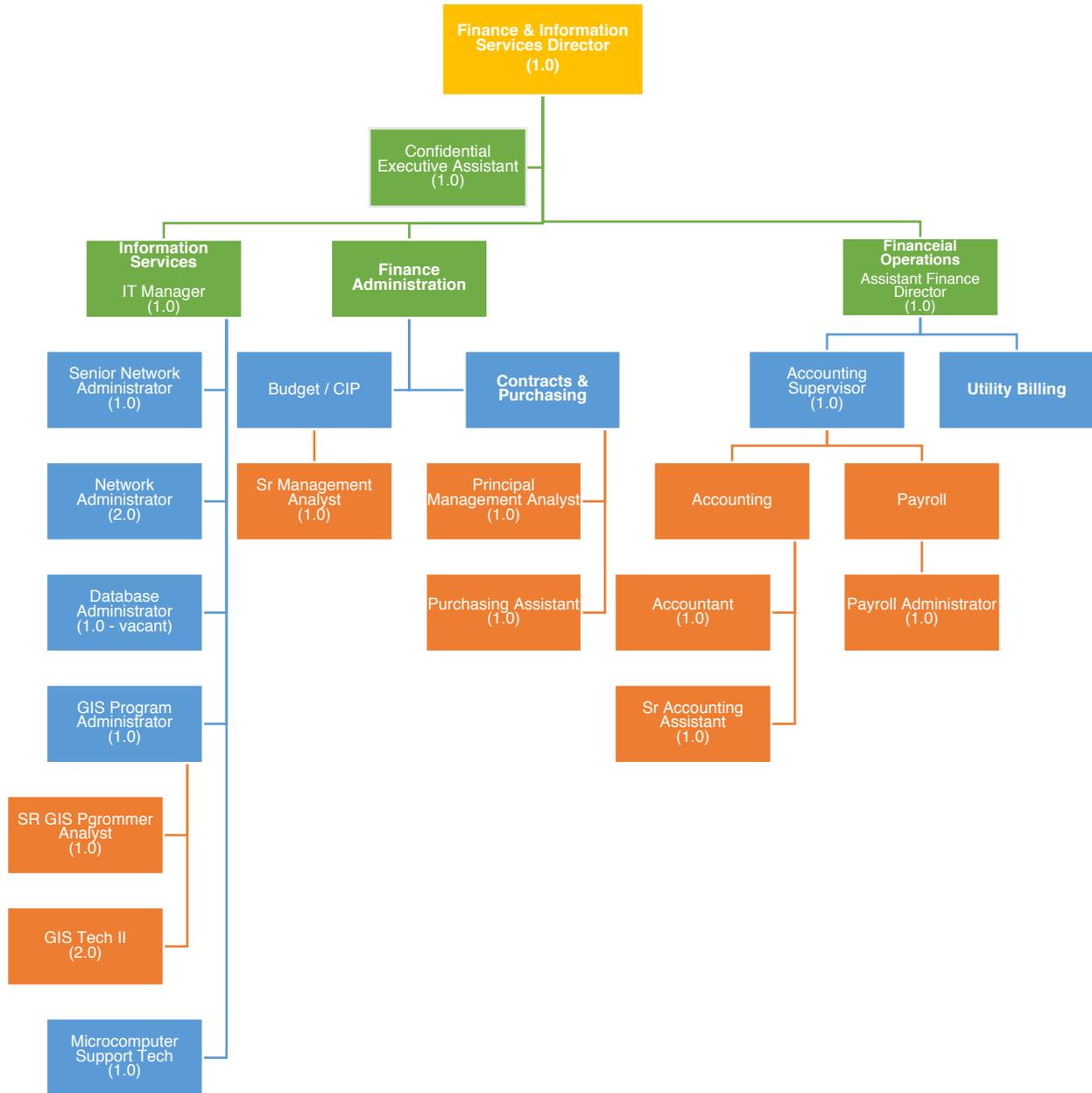
| <b>Division</b>      | <b>FY 17<br/>Actual</b> | <b>FY 18<br/>Revised</b> | <b>FY 19<br/>Adopted</b> |
|----------------------|-------------------------|--------------------------|--------------------------|
| Personnel - Salaries | \$740,968               | \$825,634                | \$883,737                |
| Personnel - Benefits | \$281,475               | \$322,911                | \$324,380                |
| Supplies             | \$47,636                | \$71,170                 | \$71,170                 |
| Services             | \$781,679               | \$813,806                | \$872,806                |
| Capital Improvements | \$653,863               | \$140,280                | \$134,280                |
| <b>Total</b>         | <b>\$2,505,621</b>      | <b>\$2,173,801</b>       | <b>\$2,286,373</b>       |

The table below summarizes the operating budget for Contracting & Purchasing:

| <b>Division</b>      | <b>FY 17<br/>Actual</b> | <b>FY 18<br/>Revised</b> | <b>FY 19<br/>Adopted</b> |
|----------------------|-------------------------|--------------------------|--------------------------|
| Personnel - Salaries | \$147,728               | \$149,880                | \$153,945                |
| Personnel - Benefits | \$62,050                | \$64,998                 | \$66,455                 |
| Supplies             | \$373                   | \$2,000                  | \$2,000                  |
| Services             | \$3,555                 | \$4,900                  | \$7,351                  |
| <b>Total</b>         | <b>\$213,707</b>        | <b>\$221,778</b>         | <b>\$229,751</b>         |

### 3. ORGANIZATIONAL STRUCTURE

The following organizational chart shows an overview of the Finance and Information Services Department:



#### 4. STAFF ROLES AND RESPONSIBILITIES

The following table shows the number of authorized and filled positions within each job title, as well as a summary of their key roles and responsibilities, for each division/functional area of the Department. This table is not intended to provide a “job description” level of detail, but to outline the core functions for which each unit is responsible for performing.

##### Finance Administration

| Position Title                          | Authorized Positions | Filled Positions | Roles and Responsibilities  |
|---|----------------------|------------------|---|
| Finance & Information Services Director | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Personnel and financial management of the Finance Department</li> <li>Communicates with the public, employees, auditors, vendors, and customers to ensure accurate City financial data and reports</li> <li>Responsible for preparation of the Comprehensive Annual Financial Report (CAFR)</li> <li>Responsible for implementation of all new Governmental Accounting Standards Board (GASB) reporting requirements</li> <li>Responsible for managing debt service and investments</li> </ul>     |
| Confidential Executive Assistant        | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Performs complex administrative work in support of the Finance &amp; Information Services Director</li> <li>Conducts research and analysis</li> <li>Prepares reports and correspondence</li> <li>Assists the Director with various department initiatives</li> <li>Communicates with the public and other employees to explain and interpret department rules, practices, and policies</li> <li>Attends meetings, prepares schedules, and operates a variety of common office equipment</li> </ul> |

**Finance Administration**

| Position Title            | Authorized Positions | Filled Positions | Roles and Responsibilities   |
|---------------------------|----------------------|------------------|--|
| Senior Management Analyst | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Coordinates the Capital Improvement Plan process</li> <li>Works with department heads and coordinates the completion of the city budget</li> <li>Assists with various grant application processes</li> <li>Assists with budget information for collective bargaining negotiations</li> <li>Submits the city’s budget to appropriate agencies (state, county, GFOA)</li> </ul> |

**Information Services**

| Position Title | Authorized Positions | Filled Positions | Roles and Responsibilities   |
|----------------|----------------------|------------------|--|
| IT Manager     | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Management, strategy, and execution of information technology and information systems for the City</li> <li>Personnel and budget management for the division</li> <li>Coordinates with vendors to troubleshoot software issues</li> <li>Manages all phases of IT projects</li> <li>Prioritizes short- and long-term IT needs</li> <li>Ensures IT issues are resolved in a timely manner</li> <li>Ensures all certificates and computer-related service agreements remain up-to-date</li> <li>Develops computer standardization across departments</li> <li>Guides continuous service efforts for IT and meets with staff to discuss the impact of new technologies and the architecture roadmap.</li> </ul> |

**Finance Administration**

| <b>Position Title</b>         | <b>Authorized Positions</b> | <b>Filled Positions</b> | <b>Roles and Responsibilities</b>   |
|-------------------------------|-----------------------------|-------------------------|---|
| Senior Network Administrator  | 1.0                         | 1.0                     | <ul style="list-style-type: none"> <li>Responsible for city information technology security</li> <li>IT project management</li> <li>Supervises personnel</li> <li>Assists with IT helpdesk tickets (troubleshooting, resolving issues, etc.)</li> <li>Responsible for troubleshooting and maintaining major city hardware systems</li> <li>Manages the city's virtual desktop system</li> </ul> |
| Network Administrator         | 2.0                         | 2.0                     | <ul style="list-style-type: none"> <li>Responsible for city information technology security</li> <li>IT project management</li> <li>Assists with IT helpdesk tickets (troubleshooting, resolving issues, etc.)</li> <li>Responsible for troubleshooting and maintaining major city hardware systems</li> <li>Manages the city's virtual desktop system</li> </ul>                               |
| Database Administrator        | 1.0                         | 0.0                     | <ul style="list-style-type: none"> <li>Creates reports</li> <li>Responsible for data maintenance on multiple software systems (financial and asset management)</li> </ul>   |
| GIS Program Administrator     | 1.0                         | 1.0                     | <ul style="list-style-type: none"> <li>Manages the GIS program</li> <li>Selects GIS projects for completion</li> <li>Supervises GIS personnel and responsible for day-to-day administration of GIS operations</li> <li>Responsible for GIS data analysis for mapping requests</li> </ul>  |
| Senior GIS Programmer Analyst | 1.0                         | 1.0                     | <ul style="list-style-type: none"> <li>Responsible for GIS system maintenance</li> <li>Programs GIS software</li> <li>Responsible for GIS automation</li> <li>Manages GIS staff</li> <li>Represents GIS at executive committee meetings</li> </ul>  |
| GIS Tech II                   | 2.0                         | 2.0                     | <ul style="list-style-type: none"> <li>Responsible for GIS data changes, data maintenance, data editing, data configuration, etc.</li> <li>Processes GIS mapping requests</li> <li>Handles the technical side of the city's GIS architecture</li> </ul>   |

**Finance Administration**

| Position Title             | Authorized Positions | Filled Positions | Roles and Responsibilities  |
|----------------------------|----------------------|------------------|---|
| Microcomputer Support Tech | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Troubleshoots reported issues with hardware and software</li> <li>• Coordinates with vendors to resolve computer-related issues</li> <li>• Installs computer hardware and software for all Town departments</li> </ul> |

**Contracts & Purchasing**

| Position Title               | Authorized Positions | Filled Positions | Roles and Responsibilities   |
|------------------------------|----------------------|------------------|--|
| Purchasing Assistant         | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Processes purchase orders</li> <li>• Creates and issues bids/Requests for Proposals (RFPs)</li> <li>• Assists with city contract management</li> <li>• Issues P-Cards</li> <li>• Processes requisitions</li> <li>• Audits travel to ensure compliance with city policy</li> </ul> |
| Principal Management Analyst | 1.0                  | 0.0              | <ul style="list-style-type: none"> <li>• Open position - in the process of moving to another division</li> </ul>   |
| Accounting Assistant II      | 1.0                  | 0.0              | <ul style="list-style-type: none"> <li>• Responsible for financial analytics to improve overall financial performance</li> <li>• Backup to payroll</li> </ul>  |

**Financial Operations**

| Position Title             | Authorized Positions | Filled Positions | Roles and Responsibilities   |
|----------------------------|----------------------|------------------|--|
| Assistant Finance Director | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Acts on behalf of the Director in that person's absence</li> <li>• Personnel and financial management of the Finance Department</li> <li>• Communicates with the public, employees, auditors, vendors, and customers to ensure accurate financial data and reports</li> <li>• Responsible for payroll, accounts payable, and accounts receivable.</li> <li>• Assists with preparation of the City's annual budget</li> <li>• Maintains the City's General Ledger</li> </ul> |

**Financial Operations**

| <b>Position Title</b>       | <b>Authorized Positions</b> | <b>Filled Positions</b> | <b>Roles and Responsibilities</b>  |
|-----------------------------|-----------------------------|-------------------------|--|
| Accounting Supervisor       | 1.0                         | 1.0                     | <ul style="list-style-type: none"> <li>Assists with the preparation of financial statements</li> <li>Generates invoices</li> <li>Backup for all financial operations except payroll</li> <li>Reviews bank reconciliations</li> <li>Completes General Ledger/Journal entries</li> <li>Manages investments</li> <li>Tracks capital projects/responsible for capital asset inventory</li> <li>Fixed assets management</li> <li>Assists with grants management</li> <li>Audit prep, audit, and CAFR development</li> </ul> |
| Accountant                  | 1.0                         | 1.0                     | <ul style="list-style-type: none"> <li>Enters and processes accounts receivables</li> <li>Prepares daily bank reconciliations</li> <li>Completes journal entries</li> <li>Books year end capital assets including amortization and depreciation</li> <li>Reviews, audits, approves, and maintains customer AR accounts</li> <li>Posts data to the City’s financial system</li> <li>Enters, validates, and approves invoicing data</li> </ul>   |
| Senior Accounting Assistant | 1.0                         | 1.0                     | <ul style="list-style-type: none"> <li>Enters and processes accounts payable data</li> <li>Maintains vendor files and completes regulatory income reports.</li> <li>Ensures compliance with city expenditure policies.</li> </ul>  |
| Payroll Administrator       | 1.0                         | 1.0                     | <ul style="list-style-type: none"> <li>Processes City payroll</li> <li>Processes employee garnishments and merit increases</li> <li>Prepares quarterly tax reports</li> <li>Handles W2 production, Affordable Care Act (ACA) reporting, and payroll reconciliation</li> <li>Performs benefits invoicing</li> <li>Produces payroll for police department special assignments</li> </ul>   |

## 5. TECHNOLOGY UTILIZATION

The following table presents a summary of the key software and technology tools in use by the Finance & Information Technology Department. The name of each tool is listed, along with a summary description of its functionality and utilization by staff.

| <b>Name</b>                  | <b>Description</b>   |
|------------------------------|--|
| <b>Springbrook</b>           | Financial management system, utility billing, and payroll processing   |
| <b>Laserfiche</b>            | Used to manage documents, videos, photos, and other content – reduces reliance on paper copies by providing electronic records storage |
| <b>InTime</b>                | Public safety scheduling software used for City police operations  |
| <b>Office 365 Suite</b>      | Used for budget preparation, contract database, and other daily functions  |
| <b>Bank of America Works</b> | System to manage P-card transactions   |
| <b>MS Publisher</b>          | Used to publish the city’s annual budget book  |
| <b>Accela</b>                | Permit processing software   |
| <b>Enterprise GIS</b>        | Architecture used to integrate geospatial data and services to share them across the organization.                                     |
| <b>ARC GIS</b>               | Mapping software for GIS operations  |
| <b>CVS</b>                   | Used to make software changes and check them in/out in order to revert to an older version if necessary                                |
| <b>GEO Cortex</b>            | Used as a web mapping application framework to display and visualize GIS data  |

## 6. CURRENT PERFORMANCE METRICS

The following table summarizes the current performance metrics utilized by the Finance Department with details of the last three years performance.

| <b>Metric</b>   | <b>FY16-17<br/>Actual</b> | <b>FY17-18<br/>Revised</b>     | <b>FY18-19<br/>Target</b>      |
|---|---------------------------|--------------------------------|--------------------------------|
| The bond rating from Moody’s and Standard and Poor’s is a positive rating | Aa2/AA                    | Aa1/AA+                        | Aa1/AA+                        |
| Overall customer satisfaction from annual survey                          | NA                        | 90% Positive                   | 90% Positive                   |
| Network system capacity utilized during peak data use                     | NA                        | 60%                            | 60%                            |
| Level of GIS integration with other business systems as a percentage      | NA                        | 78% level 1 and<br>21% level 2 | 78% level 1 and<br>21% level 2 |
| Number of days between solicitation issue date and contract execution     | 98                        | 90                             | 80                             |

## 7. DEPARTMENT WORKLOAD

The following table provides additional metric information for limited divisions within Finance & Information Services:

| <b>Information Services</b> | <b>FY16</b> | <b>FY17</b> | <b>FY18</b> |
|-----------------------------|-------------|-------------|-------------|
| IT Help Desk Tickets Closed | 4,490       | 4,092       | 4,477       |

| <b>Contracts &amp; Purchasing</b> | <b>FY18</b> | <b>FY19 through Feb 2019</b> |
|-----------------------------------|-------------|------------------------------|
| # of Purchase Orders Processed    | 144         | -                            |
| Dollar Value of Purchase Orders   | \$7,690,725 | -                            |
| # RFP/RFP/ITB/RFQ's issued        | 37          | 31                           |

| <b>Financial Operations</b>                     | <b>Calendar 2018</b> | <b>FY18</b> |
|---|----------------------|-------------|
| # Unique Invoices Processed                     | 6,614                | -           |
| # Unique A/R Transactions                       | -                    | 1,322       |
| Franchise Fees - # of Entities                  | 49                   | -           |
| Payroll Payments Issued (Checks & ACH combined) | 8,234                | -           |

## 5 LIBRARY

### 1. INTRODUCTION

The Tigard Public Library provides a wide variety of patron services including, the various collections in the Library; reader advisory services for adults and youth; various programs for adults and youth; references services; as well as all of the internal services associated with keeping a public library open and serving patrons and visitors.

The mission of the Tigard Public Library is to serve the Tigard community by promoting reading, providing access to information, fostering lifelong learning, and encouraging the development of well-rounded and engaged citizens.

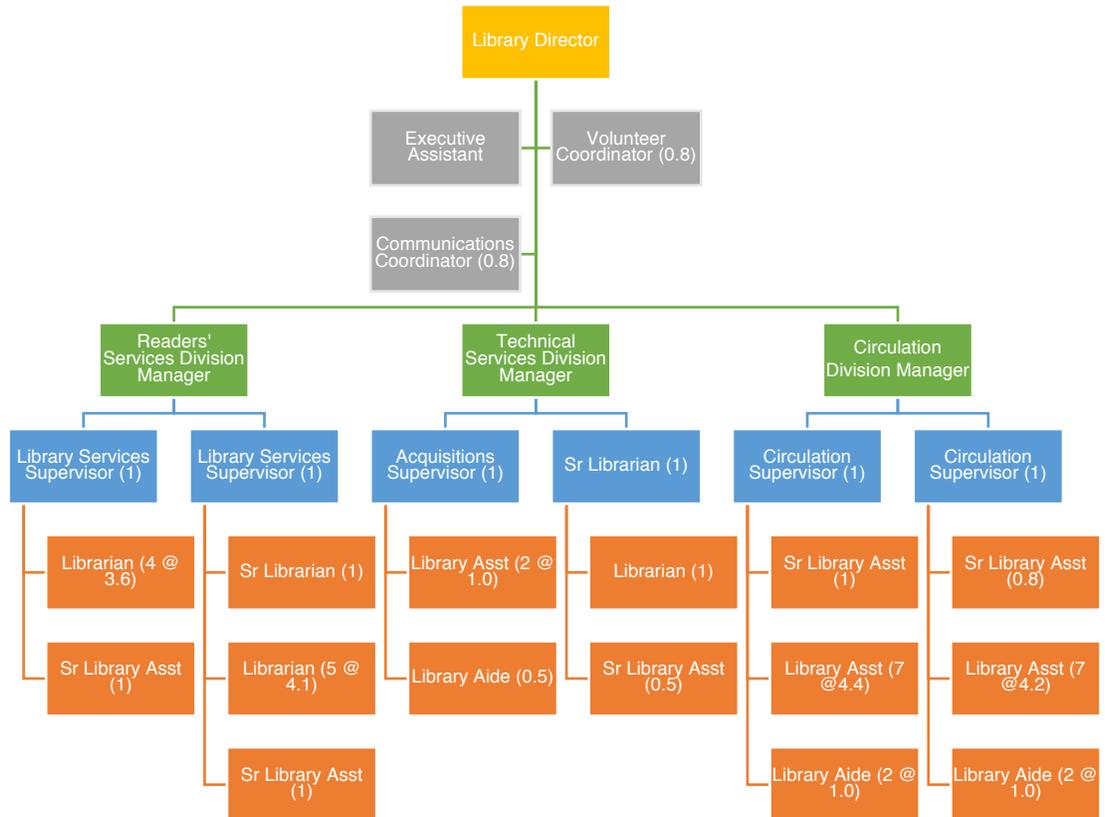
### 2. OPERATING BUDGET

The table below summarizes operating budget trends for the Public Library over the last three years.

| <b>Line Item</b>        | <b>Actual<br/>FY 16-17</b> | <b>Budget<br/>FY 17-18</b> | <b>Budget<br/>FY 18-19</b> |
|-------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services      | \$3,042,097                | \$3,474,162                | \$3,423,160                |
| Materials and Services  | \$636,532                  | \$696,029                  | \$567,037                  |
| Interdepartmental Costs | \$1,906,670                | \$1,914,726                | \$2,234,923                |
| Capital Outlay          | \$65,068                   | \$12,300                   | \$12,300                   |
| <b>TOTAL</b>            | <b>\$5,650,367</b>         | <b>\$6,097,217</b>         | <b>\$6,237,420</b>         |

### 3. ORGANIZATIONAL STRUCTURE

The following organizational chart shows the departmental organizational chart of the Tigard Public Library.



#### 4. STAFF ROLES AND RESPONSIBILITIES

The following table shows the number of authorized and filled positions within each job title, as well as a summary of their key roles and responsibilities, for each division/functional area of the Department. This table is not intended to provide a “job description” level of detail, but to outline the core functions for which each unit is responsible for performing.

| Position Title             | Authorized Positions | Filled Positions | Roles and Responsibilities  |
|----------------------------|----------------------|------------------|---|
| <b>ADMINISTRATION</b>      |                      |                  |   |
| Director                   | 1.0                  | 0.0              | <ul style="list-style-type: none"> <li>• Position currently on leave with Division managers acting in a collective management capacity.</li> <li>• Directs and manages the Tigard Public Library system.</li> <li>• Works with the Library Board.</li> <li>• Supervises staff Library managers.</li> <li>• Plans future library programs, services and collections.</li> <li>• Works with community groups to monitor community needs as they relate to library services.</li> <li>• Coordinates programs and services with other City departments.</li> <li>• Coordinates programs and planning with other libraries in the WCCLS.</li> <li>• Overall responsibility for the Library operating and capital budgets (development, monitoring, etc.).</li> </ul> |
| Executive Assistant        | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Supports the Director and managers in the administrative functioning of the Library.</li> <li>• Generates Library reports.</li> <li>• Assists with processing the payroll.</li> </ul>  |
| Communications Coordinator | 0.8                  | 0.8              | <ul style="list-style-type: none"> <li>• Promotes the Library through print and other media.</li> <li>• Develops media guide and policies.</li> <li>• Leads development for the monthly newsletter.</li> <li>• Coordinates marketing needs with Division managers as well as with other Departments in the City.</li> <li>• Has recently implemented promotion of the law library.</li> <li>• Note that this position is not responsible for social media which is handled by a library staff team.</li> </ul>  |

| Position Title                     | Authorized Positions | Filled Positions | Roles and Responsibilities   |
|------------------------------------|----------------------|------------------|--|
| Volunteer Coordinator              | 0.8                  | 0.8              | <ul style="list-style-type: none"> <li>Recruits, backgrounds/selects, orients and trains, and provides oversight and supervision.</li> <li>Promotes volunteer program; recognizes superior performance.</li> <li>There are to up to 300 Library volunteers (approx. 235 active), contributing about 9 FTEs of service.</li> <li>Assists in scheduling of volunteers.</li> <li>Coordinates the volunteer program with other City departments.</li> <li>Tracks library service trends.</li> <li>Fills some time in circulation and readers' services.</li> </ul> |
| <b>READERS' SERVICES DIVISION</b>  |                      |                  |  |
| Readers' Services Division Manager | 1.0                  | 0.0              | <ul style="list-style-type: none"> <li>In the absence of the Director, is part of the collective leadership in managing Library operations.</li> <li>Mentors staff.</li> <li>Handles personnel issues in the Division.</li> <li>Coordinates programs at Tigard Library and planning with other libraries in the WCCLS.</li> </ul>  |
| Library Services Supervisor        | 2.0                  | 2.0              | <ul style="list-style-type: none"> <li>Working supervisor.</li> <li>Schedule staff for coverage.</li> <li>Handle personnel issues in the section and conduct performance evaluations.</li> <li>Mentor staff.</li> </ul>  |

| Position Title                                    | Authorized Positions  | Filled Positions      | Roles and Responsibilities   |
|---|-----------------------|-----------------------|--|
| Sr Librarian<br>Librarian<br>Sr Library Assistant | 1.0<br>9 @ 7.7<br>2.0 | 1.0<br>4 @ 7.1<br>2.0 | <ul style="list-style-type: none"> <li>• Provide a wide range of programs and services to patrons – story times for various age groups, movies also directed to various age groups, performances.</li> <li>• All staff are responsible for reference.</li> <li>• All senior staff are responsible for collection development of materials, including researching, weeding, etc.</li> <li>• Staff work with parent and school groups to publicize and improve the collection, programs and services.</li> <li>• Staff also are involved in outreach to promote and improve the services.</li> <li>• Volunteers assist with materials and administrative support.</li> </ul> |
| <b>TECHNICAL SERVICES DIVISION</b>                |                       |                       |  |
| Technical Services Division Manager               | 1.0                   | 1.0                   | <ul style="list-style-type: none"> <li>• In the absence of the Director, is part of the collective leadership in managing Library operations.</li> <li>• Handles personnel issues in the Division and conducts performance evaluations.</li> <li>• Mentors and manages staff.</li> <li>• Coordinates programs and planning with other libraries in the WCCLS.</li> </ul>   |
| Acquisitions Supervisor                           | 1.0                   | 1.0                   | <ul style="list-style-type: none"> <li>• This unit is responsible for bringing and processing new materials into the Library.</li> <li>• Handles personnel issues in the Division, conducts performance evaluations and supervises staff.</li> <li>• Also responsible for collection development.</li> <li>• Mentors staff.</li> </ul>   |
| Library Assistant<br>Library Aide                 | 2 @ 1.0<br>0.5        | 2 @ 1.0<br>0.5        | <ul style="list-style-type: none"> <li>• Order new materials into the Library.</li> <li>• Pre and post processing of new materials in the Library, including covers, labeling, RFIDs.</li> </ul>   |

| Position Title               | Authorized Positions | Filled Positions | Roles and Responsibilities  |
|------------------------------|----------------------|------------------|---|
| Sr Librarian                 | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Catalogs and provides technical guidance about cataloging to other staff.</li> <li>PIC during assigned shifts twice a week.</li> </ul>   |
| Librarian                    | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Staff responsible for cataloging of new materials, newspapers and magazines.</li> <li>Volunteers assist with some processing (e.g., DVDs), materials withdrawn from circulation, replacing or mending book covers, etc.</li> </ul>   |
| Sr Library Assistant         | 0.5                  | 0.5              |   |
| <b>CIRCULATION DIVISION</b>  |                      |                  |   |
| Circulation Division Manager | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>In the absence of the Director, is part of the collective leadership in managing Library operations.</li> <li>Supervises staff assigned to circulation.</li> <li>Handles personnel issues in the Division.</li> <li>Schedules staff for coverage.</li> <li>Division lead staff are also responsible for collection development.</li> <li>Coordinates programs and planning with other libraries in the WCCLS.</li> </ul> |
| Circulation Supervisor       | 2.0                  | 2.0              | <ul style="list-style-type: none"> <li>Provide lead oversight for Library operations – one covers Sunday-Tuesday, the other Tuesday-Saturday.</li> <li>Also work the circulation desk.</li> <li>Schedules and work with volunteers and the Volunteer Coordinator.</li> <li>Handle personnel issues in the Division, conducts performance evaluations and supervises staff.</li> <li>Mentors staff.</li> </ul>   |

| Position Title       | Authorized Positions | Filled Positions | Roles and Responsibilities   |
|----------------------|----------------------|------------------|--|
| Sr Library Assistant | 2 @ 1.8              | 2 @ 1.8          | <ul style="list-style-type: none"> <li>Provides library/patron service coverage a total of 69 hours per week, including 5 evenings and both weekend days.</li> <li>Check in/out materials borrowed by patrons.</li> <li>Assist patron with questions about location of materials as well as with use of the online catalog.</li> <li>Assist patrons in securing materials from regional services.</li> <li>Shelve materials and ensure the effective upkeep of the collections.</li> </ul> |
| Library Assistant    | 14 @ 8.6             | 14 @ 8.0         |  |
| Library Aide         | 4 @ 2.0              | 4 @ 2.0          |  |

### 5. TECHNOLOGY UTILIZATION

The following table presents a summary of the key software and technology tools in use by the Public Library. The name of each tool is listed, along with a summary description of its functionality and utilization by staff.

| Name                  | Description   |
|-----------------------|---|
| <b>Library System</b> | Polaris Integrated Library system for cataloging and circulation of materials.                  |
| <b>Subscriptions</b>  | The Public Library maintains a number of reference and data subscriptions (e.g., genealogical). |

### 6. CURRENT PERFORMANCE METRICS

The following table summarizes the current performance metrics utilized by the Public Library with details of the last three years performance.

| Metric   | Year 1       | Year 2       | Year 3       |
|--|--------------|--------------|--------------|
| <b>Performance Metrics</b>                       |              |              |              |
| % of collection borrowed at least once per year. | 82%          | 83%          | 83%          |
| Volunteer hours/FTE equivalent                   | 18,800 / 9.0 | 19,750 / 9.5 | 19,750 / 9.5 |
| Total program/school visit attendance            | 29,000       | 29,500       | 29,500       |

## 7. DEPARTMENT WORKLOAD

The following table provides selected performance and workload statistics for services in the Tigard Public Library. These measures are maintained for and by the Oregon State Library

| Performance / Workload Measure | 2017-18 Value |
|--------------------------------|---------------|
| Registered Borrowers           | 30,961        |
| Versus Population              | 58%           |
| Total Authorized FTE Staff     | 40.9          |
| % staff with MLS / ALA         | 43%           |
| Total Revenue                  | \$5.75m       |
| Revenue / Capita               | \$108         |
| Total Items in the Catalog     | 229,774       |
| Print Items / Capita           | 4.32          |
| Total Circulation              | 1.22m         |
| Circulation / Patron           | 23.1          |

## 6 POLICE DEPARTMENT

### 1. INTRODUCTION

The Police Department is responsible for providing Police Services for the City. The Police Department consists of three divisions: Administration, Operations, and Support Services.

### 2. OPERATING BUDGET

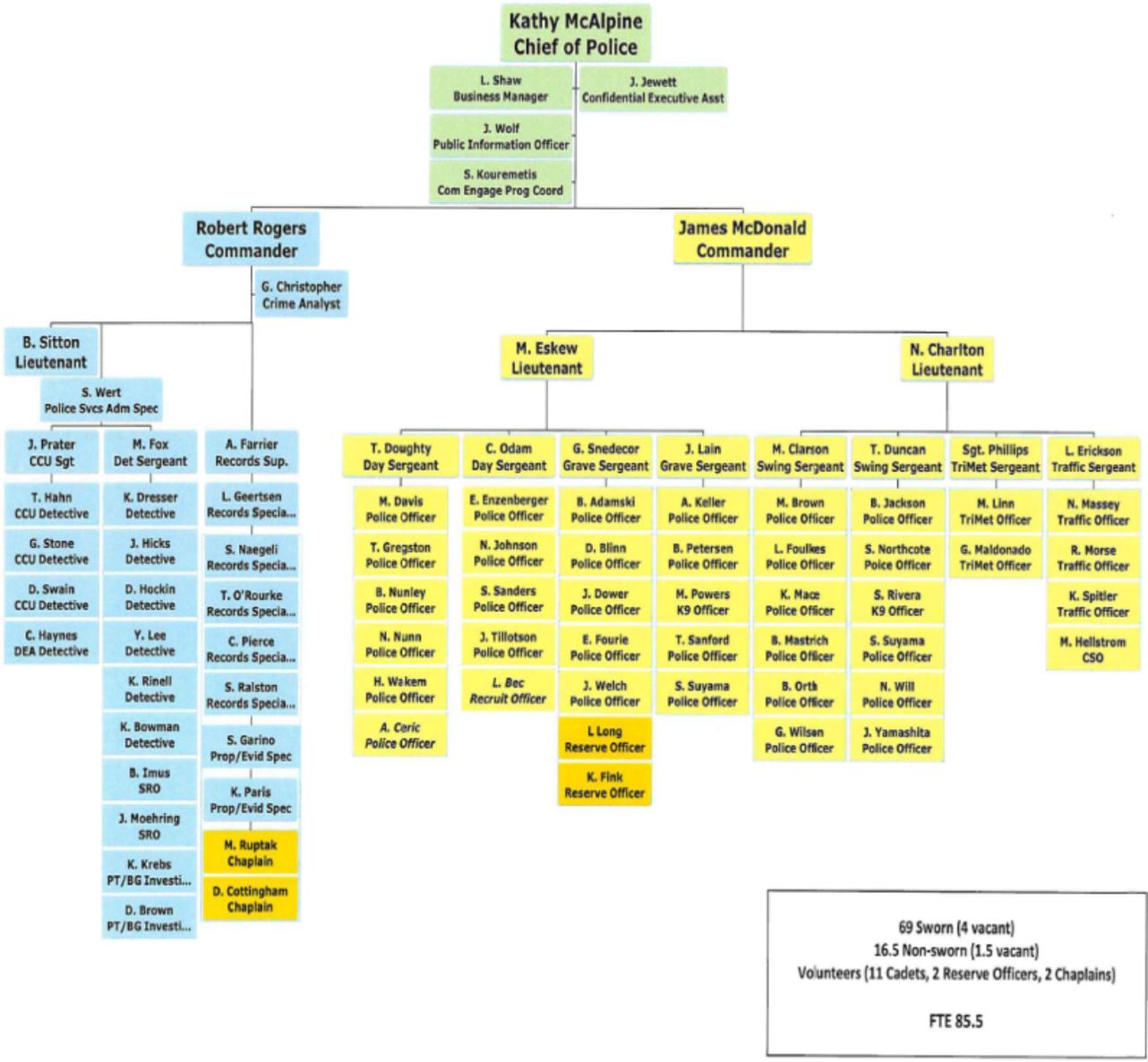
The table below summarizes the operating budget for the Police Department over the last three years.

| Line Item         | FY 2016              | FY 2017              | FY 2018              |
|-------------------|----------------------|----------------------|----------------------|
| Administration    | \$ 1,522,254         | \$ 1,160,416         | \$ 1,057,666         |
| Police Operations | \$ 8,479,182         | \$ 9,343,870         | \$ 9,422,433         |
| Support Services  | \$ 4,940,136         | \$ 5,331,047         | \$ 5,954,126         |
| <b>Total</b>      | <b>\$ 14,941,572</b> | <b>\$ 15,835,333</b> | <b>\$ 16,434,225</b> |

### 3. ORGANIZATIONAL STRUCTURE

The following organizational chart shows the departmental organizational chart of the Police Department.

### TIGARD POLICE DEPARTMENT as of 5/28/2019



#### 4. STAFF ROLES AND RESPONSIBILITIES

The following table shows the number of authorized and filled positions within each job title, as well as a summary of their key roles and responsibilities, for each division/functional area of the Department. This table is not intended to provide a “job description” level of detail, but to outline the core functions for which each unit is responsible for performing.

| Position Title                           | Authorized Positions | Filled Positions | Roles and Responsibilities  |
|--|----------------------|------------------|---|
| <b>Police Administration</b>             |                      |                  |   |
| Chief                                    | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>Chief - Provides the overall leadership, management, and administration of the Department.</li> <li>Chief - Approves policies and procedures.</li> <li>Chief- Sets budget priorities, department goals and maintains budget.</li> <li>Chief - Responds to major incidents.</li> </ul>  |
| Executive Assistant                      | 1.0                  | 1.0              |   |
| Business Manager                         | 1.0                  | 1.0              |   |
| Public Information Officer (PIO)         | 1.0                  | 1.0              |   |
| Community Engagement Program Coordinator | 1.0                  | 1.0              |   |
|  |                      |                  | <ul style="list-style-type: none"> <li>Executive Assistant – Manages paper flow for Chief and maintains files.</li> <li>Executive Assistant – Manages Chief’s schedule and performs various assigned tasks.</li> <li>PIO - Responds to major incidents to provide public information.</li> <li>PIO – Coordinates department social media and responds to media requests for information.</li> <li>Business Manager – Develops budget, advises Chief and completes financial reporting.</li> <li>Business Manager – Completes reports, overall responsibility for Accounts payable and receivable, Grants, Asset Forfeiture. Coordinates with City Budget office.</li> <li>Community Engagement Program Coordinator - Manages department community engagement activities and conducts outreach.</li> <li>Community Engagement Program Coordinator – Attends community meetings and assists with coordinating department representation at community events.</li> </ul> |

**Operations Division**

|                     |      |      |   |
|---------------------|------|------|---|
| Commander           | 1.0  | 1.0  | <ul style="list-style-type: none"> <li>• Commander- provides the overall leadership, management, and administration of the division.</li> <li>• Lieutenants – provide day to day supervision of patrol related functions.</li> <li>• Lieutenants –are assigned individual responsibilities, supervise sergeants and are assigned collateral duties.</li> <li>• Sergeants - provide field supervision, review officer reports, perform officer evaluation, and perform administrative tasks. Sergeants also have ancillary duties.</li> <li>• Sergeants –are assigned to each shift (2 per shift), Sergeants work a 4 -10 schedule with overlap.</li> <li>• Officers -respond to calls for service and working proactively in the community as workload levels permit.</li> <li>• Officers - have ancillary duties such as SWAT, CIT or skills instructors.</li> <li>• Officers -work 4-10s.</li> <li>• Traffic Officers- respond to accidents, provide proactive traffic enforcement and address traffic complaints.</li> <li>• Traffic Officers –work 4-10s, one (6am – 4pm), one (7am – 5pm) and one (8am – 6pm).</li> <li>• Community Service Officer - (CSO) - Responds to non-suspect, cold calls for service and parking issues.</li> <li>• Community Service Officer - (CSO) - Delivers evidence and paperwork to court and performs other assigned tasks.</li> <li>• Reserve Officers (Non-paid Volunteers)- Assist patrol and help with community events.</li> </ul> |
| Lieutenant          | 2.0  | 2.0  |   |
| Sergeants           | 8.0  | 8.0  |   |
| Patrol Officers     | 42.0 | 38.0 |   |
| CSO                 | 2.0  | 2.0  |   |
| Reserve Ofcs (Vol.) | n/a  | 1.0  |   |

**Support Services Division**

|                                   |     |     |  |
|-----------------------------------|-----|-----|--|
| Commander                         | 1.0 | 1.0 | <ul style="list-style-type: none"> <li>• The Commander provides the overall leadership, management, and administration of the division.</li> <li>• The Lieutenant provides day to day operational leadership.</li> <li>• The Lieutenant has ancillary duties and performs additional assigned tasks.</li> <li>• The sergeants are in charge of their respective units.</li> <li>• Detectives area assigned cases, conduct follow up, write warrants/subpoenas.</li> <li>• The School Resource Officers conduct school related investigations and conducts school related community outreach.</li> <li>• The Crime Analyst produces statistical reports, assists with investigative cases and helps put case folders together.</li> <li>• The Police Services Administrative Specialists - maintains records and performs assigned tasks.</li> <li>• The Records Supervisor – Supervises records specialists, schedules and assigns work, processes BWC requests.</li> <li>• The Records Specialists – Transcribe reports, take incoming phone calls and walk-ins, release reports, process subpoenas, process tow releases, enter LEDS information and produce reports.</li> <li>• The Property/Evidence Specialists – Enter property and evidence into database and properly store and manage property and evidence inventory.</li> <li>• The Chaplains (Volunteer –Non- paid) – Provide support to staff and community.</li> </ul> |
| Lieutenant                        | 1.0 | 1.0 |  |
| Sergeants                         | 2.0 | 2.0 |  |
| Records Supervisor                | 1.0 | 1.0 |  |
| Detectives                        | 9.0 | 9.0 |  |
| School Resource Officer           | 2.0 | 2.0 |  |
| Records Specialist                | 5.0 | 5.0 |  |
| Property / Evidence Specialist    | 2.0 | 1.0 |  |
| Crime Analyst                     | 1.0 | 1.0 |  |
| Police Services Admin. Specialist | 1.0 | 1.0 |  |
| Chaplains (Non-paid – Volunteer)  | N/A | N/A |  |
| Peer Court Coord.                 | 0.5 | .05 |  |

**5. TECHNOLOGY UTILIZATION**

The following table presents a summary of the key software and technology tools in use by the Police Department. The name of each tool is listed, along with a summary description of its functionality and utilization by staff.

| <b>Name</b>          | <b>Description</b>  |
|----------------------|---|
| <b>Mark 43</b>       | Mark 43 is an RMS for police report writing, report storage and retrieval. The department also uses the Detective Case Management Module. |
| <b>Evidence on Q</b> | Commercial off-the-shelf (COTS) software system designed specifically for property and evidence management.                               |

## 6. CURRENT PERFORMANCE METRICS

The following table summarizes the current performance metrics reported by the Police Department with details of the last three years performance.

| <b>Metric</b>   | <b>FY15-16 Actual</b> | <b>FY 16-17 Actual</b> | <b>FY 17-18 Actual</b> |
|---|-----------------------|------------------------|------------------------|
| <b>Performance Metrics</b>                                    |                       |                        |                        |
| Dispatches (911) Calls for Service                            | 19,948                | 21,352                 | 21.106                 |
| Self-Initiated Calls for Service                              | 23,351                | 20,522                 | 19.710                 |
| Community Engagement Event                                    | n/a                   | 80                     | 69                     |
| Average Response Time in Minutes:<br>Emergency Response Calls | 10.12                 | 10.43                  | 10.72                  |

## 7 PUBLIC WORKS

### 1. INTRODUCTION

The Public Works Department is led by a Director who reports to the City Manager. Several positions with administrative and specialized roles report to the Director, as well as two Assistant Director positions. One of these oversees parks and recreation and the maintenance of infrastructure, and the other is the City Engineer who oversees the City's engineering staff. The functions under review in the course of this audit include administration, engineering, and parks and recreation. These functions are responsible for budgeting and asset management, capital improvement program (CIP) planning and implementation, emergency preparedness, maintenance of the City's parks and trails, recreation programs, construction project management, engineering development review, and public relations and community engagement around the Department's activities. The Department's goals include designing, building and maintaining high quality infrastructure, preparing for future growth and financial sustainability, and prioritizing resources to optimize the quality of life in Tigard.

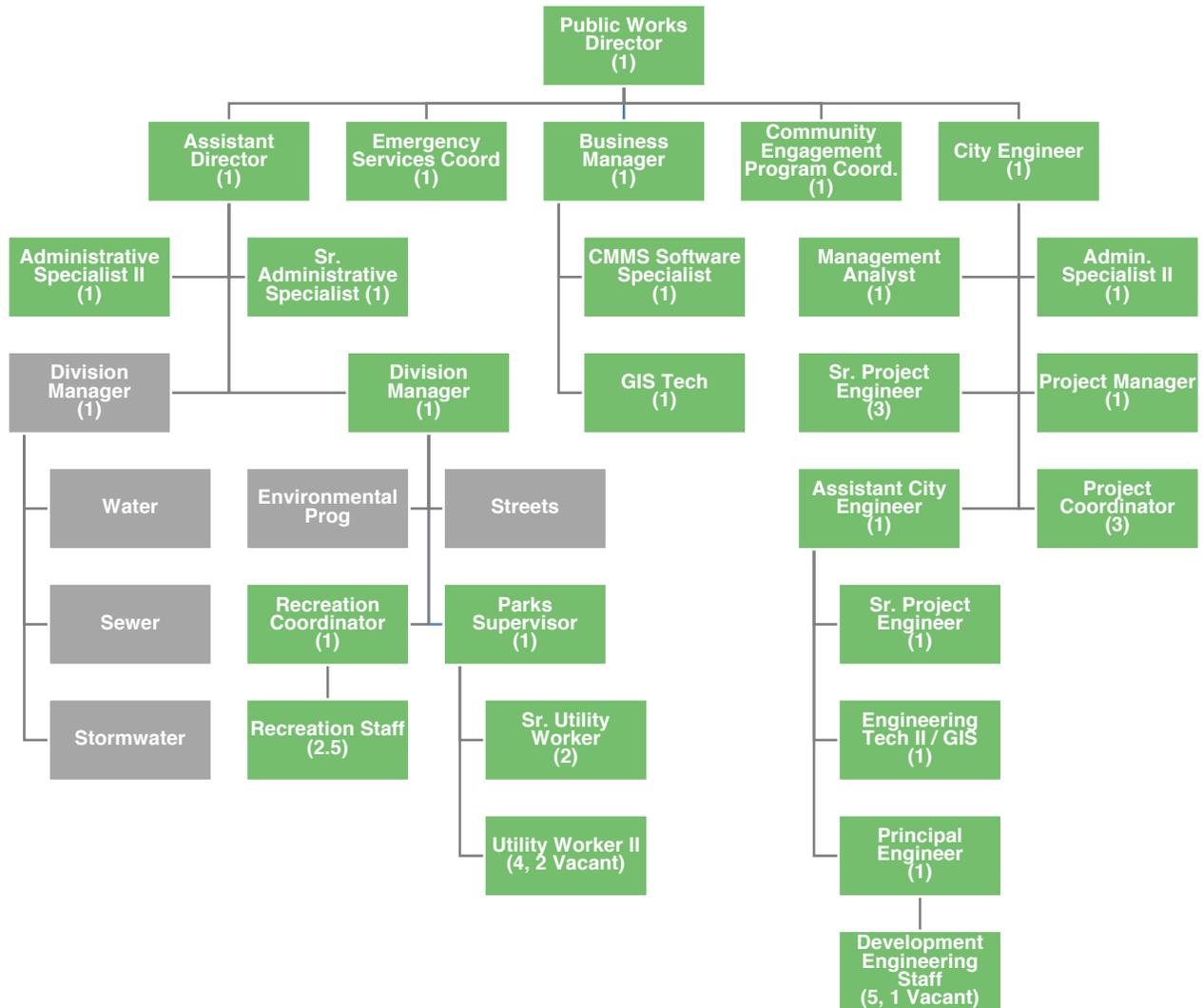
### 2. OPERATING BUDGET

The table below summarizes the operating budget (excluding capital improvement program) for the Public Works Department over the last three years.

| Line Item               | Actual<br>FY 16-17  | Revised<br>FY 17-18 | Budget<br>FY 18-19  |
|-------------------------|---------------------|---------------------|---------------------|
| Personnel Services      | \$7,027,072         | \$8,009,609         | \$8,116,499         |
| Materials & Services    | \$6,261,495         | \$7,369,617         | \$8,725,834         |
| Interdepartmental Costs | \$4,542,877         | \$4,823,788         | \$7,842,975         |
| Capital Outlay          | \$216,485           | \$1,482,974         | \$1,582,400         |
| Other                   | \$0                 | \$0                 | \$0                 |
| <b>TOTAL</b>            | <b>\$18,047,929</b> | <b>\$21,685,988</b> | <b>\$26,267,708</b> |

### 3. ORGANIZATIONAL STRUCTURE

The following organizational chart shows the departmental organizational chart of the Public Works Department functions under review by the project team as part of this engagement.



#### 4. STAFF ROLES AND RESPONSIBILITIES

The following table shows the number of authorized and filled positions within each job title, as well as a summary of their key roles and responsibilities, for each division/functional area of the Department. This table is not intended to provide a “job description” level of detail, but to outline the core functions for which each unit is responsible for performing.

| Position Title                           | Authorized Positions | Filled Positions | Roles and Responsibilities   |
|--|----------------------|------------------|--|
| <b>ADMINISTRATION</b>                    |                      |                  |  |
| Director                                 | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Overall department administration and coordination efforts.</li> <li>• Establish strategic direction and priorities for the Department.</li> <li>• Conduct department budget development and resource needs forecasting.</li> <li>• Ensure that the City's assets are properly accounted for and tracked.</li> <li>• Prepare for emergency scenarios and conduct earthquake and fire drills.</li> </ul> |
| Assistant Director                       | 1.0                  | 1.0              |  |
| Sr. Administrative Specialist            | 1.0                  | 1.0              |  |
| Administrative Specialist II             | 1.0                  | 1.0              |  |
| Emergency Services Coordinator           | 1.0                  | 1.0              |  |
| Community Engagement Program Coordinator | 1.0                  | 1.0              |  |
| Business Manger                          | 1.0                  | 1.0              |  |
| CMMS Software Specialist                 | 1.0                  | 1.0              |  |
| GIS Tech                                 | 1.0                  | 1.0              |  |
| <b>ENGINEERING</b>                       |                      |                  |  |
| City Engineer                            | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Manage the development and coordination of the City's CIP.</li> <li>• Oversee the funding, design, and construction of capital projects.</li> <li>• Manages grants for capital project construction.</li> <li>• Conduct engineering review and permitting of development projects within the City's right-of-way.</li> <li>• Develop and update standard engineering conditions of approval.</li> </ul> |
| Management Analyst                       | 1.0                  | 1.0              |  |
| Admin. Specialist II                     | 1.0                  | 1.0              |  |
| Sr. Project Engineer                     | 4.0                  | 4.0              |  |
| Project Manager                          | 1.0                  | 1.0              |  |
| Project Coordinator                      | 3.0                  | 2.0              |  |
| Assistant City Engineer                  | 1.0                  | 1.0              |  |
| Principal Engineer                       | 1.0                  | 1.0              |  |
| Sr. Engineering Tech                     | 4.0                  | 3.0              |  |
| Engineering Tech II                      | 2.0                  | 2.0              |  |
| <b>PARKS AND RECREATION</b>              |                      |                  |  |
| Division Manager                         | 1.0                  | 1.0              | <ul style="list-style-type: none"> <li>• Maintain the City's parks in accordance with the established parks plan.</li> <li>• Oversee hiring and assignment of seasonal parks staff.</li> <li>• Liaison to local athletics leagues for use of parks fields and facilities.</li> <li>• Develop and manage recreation programming for City residents.</li> </ul>  |
| Parks Supervisor                         | 1.0                  | 1.0              |  |
| Sr. Utility Worker                       | 2.0                  | 2.0              |  |
| Utility Worker II                        | 6.0                  | 4.0              |  |
| Recreation Coordinator                   | 1.0                  | 1.0              |  |
| Admin Specialist II                      | 1.35                 | 0.0              |  |

## 5. TECHNOLOGY UTILIZATION

The following table presents a summary of the key software and technology tools in use by the Public Works Department. The name of each tool is listed, along with a summary description of its functionality and utilization by staff.

| Name               | Description  |
|--------------------|--|
| <b>Accela</b>      | Permitting software used to create and update records of building and land use permit applications. Used by engineering staff to intake engineering permit applications, record payments, make updates, issue permits, and record inspections. |
| <b>Springbrook</b> | City-wide financial management system. Used by Public Works Department to create and track the expenditures of capital improvement projects, track the department's budget, and record the time spent by staff.                                |
| <b>Maintstar</b>   | Work order management system used by the Public Works Department to generate work orders, assign them to specific public assets and staff, and record the time and expense of completing them.   |
| <b>GeoCortex</b>   | GIS system used throughout the City. Utilized by Public Works Department to track the location of assets for system planning, creating system maps, and permitting.  |

## 6. CURRENT PERFORMANCE METRICS

The following table summarizes the current performance metrics utilized by the Public Works Department with details of the last three years performance.

| Metric  | FY 15-16 | FY 16-17 | FY 17-18 |
|---|----------|----------|----------|
| <b>Performance Metrics</b>                              |          |          |          |
| Overall pavement condition index to meet or exceed 67.0 | 70.3     | 70.3     | 79.0     |

## 2 Best Management Practices Assessment

As part of the performance audit of the City of Tigard, the Matrix Consulting Group conducted a wide variety of data collection and analytical techniques to compare the City's current operations with measures of effective municipal organizations. This best management practices assessment provides an overview assessment for all major departments and services within the City of Tigard. The best-practices are representative of the following ways to identify improvement opportunities:

- Statements of “effective practices” based on the study team’s experience in evaluating operations in other utilities or “standards” of the services from other peer organizations.
- Other statements of “effective practices” or “performance targets” based upon consensus standards or performance goals derived from national or international professional service organizations.
- Identification of whether and how the City meets these performance targets.

The purpose of this assessment is to develop an initial overall assessment of the City's operation and to identify any opportunities for efficiency and cost savings. The assessment is presented in a matrix format with the performance target in the left-hand column, whether the department meets the target in the second column (thus representing a ‘strength’), and potential improvement opportunities in the far-right column. Based on review of this document the project team will analyze the issues identified leading to the development of the draft report.

# 1 CITY MANAGEMENT

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment  |
|--|--------------|----------------------|--|
| <b>City Manager’s Office</b>   |              |                      |  |
| The City has an adopted strategic plan to identify Council priorities and organizational alignment and this plan is regularly updated.                                 | ✓            |                      | The City regularly updates the strategic plan in conjunction with the City Council.  |
| The City’s Strategic Plan is used to assist policy makers and management in guiding decisions.   | ✓            |                      |  |
| The City’s Strategic Plan is used as the basis of an Annual Work Plan.   | ✓            | ✓                    | The strategic plan is utilized and considered during budget development. The goals and strategic priorities are not always easily convertible to finite action steps in the annual work plan, but guide them whenever possible.                      |
| The City uses appropriate performance measures and interpretive benchmarks to evaluate its major programs and uses these in management decision-making                 |              | ✓                    | The City is in the process of development of a more formalized and enhanced performance measurement program. Current data limitations (data collected and ability to analyze the data) limit the ability of the City to fully implement this effort. |
| The City Manager’s Office conducts regular group meetings with all department heads to discuss major issues and areas which may require cooperation among departments. | ✓            |                      |  |
| Annual in-depth review of each department by the City Manager conducted as part of performance evaluations.  | ✓            |                      |  |
| There is an annual review of the City Manager by the City Council.   | ✓            |                      |  |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment   |
|---|--------------|----------------------|---|
| Customer service satisfaction (internally and externally) is routinely monitored.   | ✓            |                      | The City conducts periodic employee surveys to monitor issues related to employee satisfaction and identify potential workplace issues. The City just recently completed an employee survey and is reviewing results.                       |
| An annual report summarizing major activities of the City is developed and distributed to all citizens.   | ✓            | ✓                    | The City has developed and distributed an annual report in past years. The City is currently working to develop a performance report (scorecard) to be issued to all residents as an insert in the utility bill for distribution this Fall. |
| The City effectively monitors legislation and governmental activities that may affect its interests.  | ✓            |                      | This is a primary role of the City Manager to perform.  |
| The City's interests are effectively promoted at the County and State level.  | ✓            |                      |   |
| <b>Human Resources/Risk Management</b>  |              |                      |   |
| The number of organizational layers does not exceed three (the number of layers that one employee would have to report to reach the Human Resources Director).  | ✓            |                      |   |
| Customer satisfaction with Human Resources is routinely monitored and satisfaction with those services is high.   | ✓            |                      | This is conducted as part of periodic employee surveys.   |
| Staff within the Human Resources Department are cross-trained to enable sharing of resources based upon changing work activities and needs of the organization. | ✓            |                      | Critical functions have more than one individual trained to perform the duty to ensure back-up resources exist.   |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment  |
|--|--------------|----------------------|--|
| A long-term information technology plan has been prepared for Human Resources.   | ✓            | ✓                    | The Department has implemented new technologies as needed to improve efficiency of service delivery (i.e.- online application process). With the development of the new city-wide IT plan, more focus is being placed on addressing individual department needs. |
| Human Resource policies and procedures are well documented.  | ✓            |                      | The City’s personnel policies are well documented.   |
| Human Resources maintains personnel records in an efficient and readily accessible manner utilizing an integrated human resource information system (HRIS).  | ✓            |                      | No issues have been raised regarding the maintenance of employee records.  |
| Personnel records are updated in a timely manner.  | ✓            |                      |  |
| The City utilizes an electronic system to track training needs and utilization by employees.   | ✓            |                      |  |
| Human Resources uses a workforce planning system to project retirement rates by division and/or by “critical skills” positions and has prepared for replacement of lost competencies and skills. This system has been automated. The plan is updated annually. |              | ✓                    | Limited workforce planning is conducted though recent efforts have included a focus on evaluating retention based upon concerns raised. A formal workforce planning document has not been developed.   |
| The Human Resources Department has efficient and effective processes for recruiting and hiring qualified personnel. The process is standardized among all employees and clearly documented.  | ✓            |                      | Implementation of NeoGov has enabled the streamlining of the recruitment process both internally and with applicants.  |
| Human Resources has standard city-wide procedures to announce vacancies and to receive and process applications.   | ✓            |                      |  |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment  |
|---|--------------|----------------------|--|
| The Department, by policy, conducts employment procedures in a manner that assures equal opportunity regardless of age, race, color, religion, sex, sexual orientation and national origin  | ✓            |                      |  |
| Human Resources job vacancy announcements provide information on positions to be filled, education, experience, knowledge, skills, and abilities required, and compensation range.  | ✓            |                      |  |
| Human Resources utilizes technology to make the recruitment process more efficient and timely.  | ✓            |                      | As previously noted, the implementation of NeoGov has enabled the City to increase efficiency in this area.  |
| City website is used to highlight the benefit and retirement packages and other benefits of working for the city.   | ✓            |                      | Additionally, the City has information on the website regarding the benefits of working for the City of Tigard.  |
| Human Resources can demonstrate that the employees hired within recent years generally reflect the population of the City’s service area, and, if certain races or ethnicities are underrepresented, the City has developed and implemented a plan to remedy that situation.                                  | ✓            | ✓                    | The department evaluates data regarding applicants and hires and continues to work to attract, recruit and select qualified individuals that match the community’s demographics.   |
| To the extent possible given factors outside the City’s control, Human Resources works to maintain a reasonably stable work force and a satisfying work environment by addressing factors that contribute to increased turnover or low employee morale. The annual rate of turnover is less than 10% overall. | ✓            | ✓                    | Given the smaller size of the organization, turnover rates can vary greatly from year to year and is generally due to factors beyond the direct control of HR. Many employees leave due to promotional opportunities and career development. |
| The City conducts climate surveys that measure employee satisfaction on such factors as work environment, quality of supervision, safety, City-wide support, and opportunities for professional development   | ✓            |                      | A recent employee survey was just completed and included questions addressing many of these issues.  |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment |
|--|--------------|----------------------|---------|
| The City conducts exit interviews with employees who terminate employment and compile the results of these interviews.   | ✓            |                      |         |
| The department provides copies of the employee handbook, information on City personnel policies, and benefit packages to all employees upon hire.  | ✓            |                      |         |
| Human Resources provides a comprehensive staff development program to achieve and maintain high levels of productivity and employee performance.   | ✓            |                      |         |
| Human Resources conducts orientation programs for all new employees, and includes information on City procedures, performance expectations and evaluations, training and career opportunities, and personnel policies regarding such issues as absences, leave approval and tardiness; | ✓            |                      |         |
| Human Resources has a City-wide training program and maintains training records on each staff member.  | ✓            |                      |         |
| Human Resources provides ongoing City-wide training to the City’s employees regarding the City’s policies and procedures that prohibit discrimination, sexual harassment, and workplace violence.  | ✓            |                      |         |
| Human Resources has established a progressive discipline system.   | ✓            |                      |         |
| Human Resources has established and implemented policies regarding the drug testing of employees who are impaired by alcohol or drug abuse.  | ✓            |                      |         |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment   |
|--|--------------|----------------------|---|
| Human Resources provides an employee assistance program for staff to receive assistance with any admitted substance abuse issues or any impairment resulting from alcohol or drug abuse.                   | ✓            |                      |   |
| Human Resources reviews its Workers' Compensation Program to evaluate workers' compensation claims and expenses.   | ✓            |                      | In conjunction with third-party administrators. |
| Human Resources uses the results of these evaluations to be proactive in attempts to cost effectively reduce frequency and cost of Workers' Compensation claims.   | ✓            |                      |   |
| Human Resources has procedures that are distributed to all employees concerning prompt reporting of all on-the-job injuries.   | ✓            |                      |   |
| Human Resources has a safety inspection program that determines the corrective actions necessary based upon past workers' compensation claims and proactive inspection of high-risk areas and professions. | ✓            |                      |   |
| Human Resources does routine, cost-efficient monitoring and follow-up of claims (by a third-party administrator) to ensure that workers are returned to work as soon as possible.                          | ✓            |                      |   |
| Human Resources has a claims review function to identify and address situations, unsafe conditions, or training deficiencies that may have contributed to worker injuries or accidents.                    | ✓            |                      |   |
| The Department has a written policy and procedure outlining FMLA Leave guidelines and documentation.   | ✓            |                      |   |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment   |
|--|--------------|----------------------|---|
| Progressive discipline is applied consistently across departments.   | ✓            |                      | All attempts are made to ensure discipline imposed is consistent across departments based upon the unique factors associated with each case.  |
| Human Resources has developed a formal written compensation policy. This policy has been clearly communicated to the City's employees.   | ✓            |                      |   |
| Human Resources periodically compares its salaries for "benchmark" classifications with other public and private agencies and adjusts salaries as necessary to enable the City to compete for qualified applicants.  | ✓            |                      |   |
| Human Resources has developed and implemented a variable compensation system, such as pay for performance, to establish linkages between performance and compensation.   | ✓            | ✓                    | The City has an adopted compensation system, however, some concerns have been expressed regarding how well it establishes a direct tie to individual performance.   |
| Human Resources maintains up-to-date, clear, concise, and readily accessible position descriptions that accurately identify the duties of each position and the background and competency levels required. The position descriptions are proactively reviewed for currency and accuracy every three to four years. | ✓            |                      | All job descriptions are available on the City's website and provide the detailed information listed including compensation. Classifications are reviewed on an as-needed basis to ensure they remain current and up to date. |
| Classification decisions made by Human Resources are based upon objective and documented data (job descriptions, questionnaires, interview notes, and organization charts).  | ✓            |                      |   |
| Human Resources reviews the internal equity of classifications every three to four years.  | ✓            |                      | Internal equity is addressed at time of each new hire with adjustments made as needed.  |

## 2 CENTRAL SERVICES

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment  |
|--|--------------|----------------------|--|
| <b>Communications</b>  |              |                      |  |
| The city has a webmaster to maintain the website with up-to-date information across all departments  | ✓            |                      | The City employs a web services coordinator to handle all departments  |
| The city uses customer surveys to determine effectiveness of web content, including satisfaction with timeliness of adding information to the site |              | ✓                    | The City does not utilize internal customer surveys for web services. An annual survey would be beneficial for learning about customer satisfaction with service levels and web content/design (do this internal – but nothing external).                              |
| The city’s website is user friendly and easy to navigate   | ✓            |                      | The City’s website is user friendly and it is simple to navigate   |
| The city uses centralized communications including a graphic design for written communication.   | ✓            |                      | The City has centralized communications including two employees working in graphic design to assist with internal and external written communications  |
| The City has a written communication’s strategic plan  |              | ✓                    | The City does not currently have a written communication’s strategic plan to guide communications’ integration with programs across multiple departments and to guide all communications efforts (including public education and advocacy) over the next several years |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment  |
|---|--------------|----------------------|--|
| The Communications team is involved in projects from the start to reduce risk of misunderstanding of project scope/design/effectiveness |              | ✓                    | While this might happen on occasion, this does not occur regularly. By involving communications/design on initial project planning, they are better situated to provide effective services/results to the client (department head)   |
| The city’s communications team is available to serve all city departments   | ✓            |                      | All departments receive services from the City’s communications team (with some using their services more than others)   |
| The city’s communication team prioritizes requests and regularly reviews the status of requests to ensure timely delivery to customers  | ✓            | ✓                    | For web services functions, this is currently done manually without an official means to track work orders (which don’t exist – services are done on a first come-first served basis from emailed requests). For graphic design there is a work ticketing system to prioritize and monitor service response. Recommend workload metrics/performance indicators that are reviewed annually to determine if service delivery of web services is meeting expectations |
| <b>Municipal Court</b>  |              |                      |  |
| The court has a written strategic plan with measurable goals and metrics to evaluate performance  |              | ✓                    | This does not currently exist.   |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment  |
|--|--------------|----------------------|--|
| Courts are adequately staffed to handle anticipated workload demand                                      | ✓            |                      | Staffing is adequate for the time; however, there is to be implementation of red light and speed cameras which could significantly increase workload. The Court recently increased staffing in anticipation of the added workload and once a full year of citations are processed, a workload/time analysis should be completed to determine future staffing needs. Currently one Court Clerk II is in the courtroom during all arraignments and trials. Time and workload analysis reveals very little time available after handling all tasks related to citation processing (1,125 hours annually for each of the four court employees, leaving only 25% of non-citation related time to handle all other court functions). |
| Court staff are cross-trained to perform multiple functions if necessary                                 | ✓            | ✓                    | While there is some cross training, a couple of employees are new and have not received full training to be able to independently handle every function within court operations (juvenile, civil traffic, ordinance violations, misdemeanor cases, etc.). This is currently being implemented  |
| The court has written policies and workflow mapping to assist staff in completing their responsibilities | ✓            |                      | The Court has Department Operating Instructions (DOI) that assist staff with knowing what to do and how to complete various work tasks   |

**Fleet & Facilities**

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment  |
|---|--------------|----------------------|--|
| Maintenance, replacement, and management of fleet and equipment are centralized                           | ✓            |                      | The City has a centralized fleet and equipment maintenance division. An internal system tracks projects by work order. The City is averaging 1,064 fleet services (repairs, preventative maintenance, and scheduled maintenance) annually for each of the past two years |
| A replacement reserve or other funding mechanism is utilized to ensure timely replacement of fleet assets | ✓            |                      | The City maintains a fleet fund reserve. This reserve is currently at \$272,648, which represents 88.6% of annual expenditures.  |
| Charge back rates are in place and evaluated annually   | ✓            |                      | The City uses its own internally developed system  |
| A preventative maintenance schedule has been adopted  | ✓            |                      | This system is monitored by fleet services to ensure compliance. There were 191 PMs completed in FY17 and 257 in FY18  |
| Customers receive prior notification of upcoming preventative maintenance services                        | ✓            |                      | Fleet services provides notification to each department of upcoming PM requirements so they can coordinate scheduling of those services  |
| Work orders are electronic and maintained for all maintenance activities                                  | ✓            |                      | The city's work order system tracks all fleet services work  |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment   |
|---|--------------|----------------------|---|
| The fleet division is adequately staffed with an appropriate level of services handled in-house v. outsourced   | ✓            |                      | While there is only one FTE handling fleet and equipment maintenance services (PM, repairs, and SM), that employee is performing at a high level – allowing the City to minimize contracted services and thus save money. In-house staff currently perform oil changes only on equipment due to staffing limitations; however, the rate received from an outside vendor for vehicle oil changes is cost effective |
| Using a weighted metric of 70% cost and 30% number of projects, CIP project management generally does not exceed 8 projects per PM or \$25M per PM.         | ✓            |                      | The weighted metric result at \$1M total project cost, 12 projects, and 1 PM is 0.48.   |
| Facilities maintenance has policies in place to guide decision making on when to utilize outside vendors and to guide employees on proper performance       |              | ✓                    | Currently this is based on the skill/experience level of existing employees. Without a means to hold employees accountable for not being adequately trained, it could lead to excessive contracted expenses in the future if employees do not hold the minimum skill set to perform expected workload. This division does not currently have written division-specific policies in place                          |
| Facilities maintenance has established performance measures in place and conducts an annual customer survey to help determine achievement of those measures |              | ✓                    | There aren't any current performance metrics or an annual survey to gauge performance results or workload activity  |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment  |
|---|--------------|----------------------|--|
| <p>Fleet and facilities inventory/equipment is regularly inventoried by someone not responsible for the inventory/equipment</p>   |              | ✓                    | <p>While all departments should complete an annual inventory with the inventory completed by someone outside of the department (not responsible for the items being inventoried), both fleet and facilities have numerous tools and other easily misplaced items. For that reason, it is important that someone not responsible for the items being inventoried regularly account for all equipment and items in inventory</p>   |
| <p>The ratio of facilities to maintenance staff is generally around 45,000 – 50,000 building square footage to 1 maintenance employee (does not account for contracted repairs for technical expertise)</p> | ✓            |                      | <p>Excluding the supervisor, there are four staff to maintain 13 buildings, with a cumulative square footage of 129,184. Additional maintenance occurs at other buildings (Fanno Creek House, Summer Lake Shop, skate park, etc.) This comes to 32,296 per maintenance employee plus those other facilities. This ratio is slightly lower than the ratio normally recommended; however, some of the city’s facilities are older and thus require more time and effort to maintain them. Additionally, facilities that are not reasonably co-located are justification for a lower ratio.</p> |

### 3 COMMUNITY DEVELOPMENT

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment   |
|--|--------------|----------------------|---|
| <b>Administration &amp; Customer Service</b>   |              |                      |   |
| The Building Division utilizes the most current version of the State Building Code.  | ✓            |                      | The state building code in Oregon is uniform, and all local municipalities follow this code.  |
| A monthly report is generated for the City Manager reporting actual vs. planned performance against cycle time objectives.   |              | ✓                    | No regular reports are generated to gauge compliance or performance relative to cycle time goals.   |
| A formal cost recovery policy has been developed and adopted by the City for the Building Division.  | ✓            |                      | The Division operates as an enterprise fund, and revenues are sufficient to cover expenditures.   |
| The fees associated with building permits are evaluated annually and adjusted as necessary to maintain compliance with the adopted cost recovery policy.   | ✓            | ✓                    | Fees are not directly evaluated for cost recovery levels, but all fees are based on the ICC building valuation table, which gets updated annually.    |
| The City has conducted a formal building permit fee study within the last 5 years to ensure individual fees charged are (1) appropriate and in proportion to the staff time required for review and processing; and (2) at a level sufficient to cover full cost of services provided (or level of cost recovery adopted by policy). | ✓            | ✓                    | The City has not conducted a formal fee study, but all fees are based on the ICC building valuation table, which gets updated annually.               |
| A Policy and Procedures Guide has been developed for employees covering major processes and procedures relative to building permit plan review and inspection processes.   | ✓            |                      | The Building Division has a comprehensive operating plan which covers administrative, plan review, inspections, permitting, and compliance standards. |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment   |
|--|--------------|----------------------|---|
| <p>Customer service is a priority for the Division.</p> <ul style="list-style-type: none"> <li>• Easy-to-understand application guides for the building permit and inspection process are available to customers in the lobby.</li> <li>• Customer satisfaction surveys are used periodically.</li> <li>• On-line applications are used for building permits.</li> </ul> | ✓            | ✓                    | <p>Building permit application guides are readily available for customers. Online permit applications are accepted, but only for permit types which do not require plan submittal (further digital automation is being implemented). Customer surveys are not used.</p> |
| <p>A “one-stop” shop is utilized for building permit plan checking and all of the key departments/divisions are co-located.</p>  | ✓            |                      | <p>All community development functions are co-located and there is a single plan intake location; customers have only one stop to make.</p>   |
| <p>The filing system is easy to use for employees and records are easy to retrieve.</p>  | ✓            |                      | <p>Staff can review documents in Accela, and they also make use of Laserfiche. The Department also has a physical filing room for hard copies.</p>  |
| <p>Building code interpretations are memorialized in an up-to-date, easy-to-use document.</p>  | ✓            |                      | <p>The State of Oregon issues interpretations and gives informal rulings on cases if a Building Official asks for them. Records of these rulings are available to staff.</p>  |
| <p>The departments and divisions that participate in the building permit process have access to GIS including the assessor parcels, general plan categories, zoning districts, aerials, flood and drainage data, utilities, etc.</p>   | ✓            |                      | <p>The City’s GIS system, GeoCortex, is available to all plan review staff and includes the necessary layers for making determinations.</p>   |
| <p>A formal ongoing employee training program is provided based upon an employee needs assessment.</p>   | ✓            | ✓                    | <p>Ongoing training is a major part of employees’ work. This training is primarily focused on maintaining certifications rather than enrichment and addressing identified needs.</p>  |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment   |
|---|--------------|----------------------|---|
| A formal appeal process is in place that a contractor/builder or architect/design professional may utilize when disagreements occur regarding the building official's interpretation of the adopted building code/zoning regulations.   | ✓            |                      | A process is in place which takes appeals through the Oregon Building Codes Division.   |
| The Building, Permitting and Inspections Division makes effective utilization of the internet and the City's website to disseminate information to applicants regarding submittal requirements, provide applications and application guides, and enable on-line submittal of selected documents.  | ✓            |                      | The City's website includes application forms, information about submittal requirements, citizen access to Accela, fee schedules, and the development code.   |
| The City has adopted a formal "expedited" permitting process that fast-tracks the review process for those projects meeting established criteria (such as economic development potential, job creation, etc.).  |              | ✓                    | The City does not have an established process for expediting plan review.   |
| <b>Building Permit/Plan Review</b>  |              |                      |   |
| Accela is utilized to (1) accept and issue building permits; (2) assure the status of each plan submittal is visible during the plan check process; (3) manage the processing time for building permit plan checking; (4) provide a database of inspection and plan checking service; (5) enable all of the departments/divisions involved in the building permit plan check process to enter and retrieve data and comments regarding permit applications; and (6) facilitate customer service through access to the internet to enable customers to submit building permit and inspection requests. | ✓            | ✓                    | 1,2,4,5,6: Yes. Accela is used for application intake, issuing of permits, viewing the status of each application and making it available to customers, recording applications, comments, and review activities in an accessible database, and accepting some online applications.<br><br>3: No. Accela is not currently used to manage processing times. |
| Over-the-counter plan check service is provided every business day for minor permits and those that do not require structural calculations.   | ✓            |                      | The counter is open four days per week, and over-the-counter plan check is offered four days per week.  |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment   |
|--|--------------|----------------------|---|
| ICC certified Permit Technicians are utilized to provide customer service at the counter and over-the-counter plan checking.   | ✓            | ✓                    | <p>Permit technicians perform the majority of counter duties.</p> <p>One technician is ICC certified, but the others are not.</p>   |
| Building permit plan checking is accomplished concurrently by all of the departments/divisions involved in the process, rather than sequentially.  | ✓            |                      | <p>Building permit plan review is accomplished concurrently. Building permit technicians route plans to all involved divisions at once.</p>   |
| <p>The Building, Permitting and Inspections Division utilizes a case management system to manage the length of calendar time required for building permit plan checks. The system includes (1) cycle time objectives have been set for the length of time for completion of plan checking; (2) collection of actual processing time using the automated permitting system to enable a comparison to these targets, and (3) the exercise of authority by someone in the Department with the other departments/divisions to resolve delays in completion of plan checks.</p> | ✓            | ✓                    | <p>1: Yes. Cycle times are established in the planning division and in the Building Division operating plan.</p> <p>2,3: No. Processing times are not tracked and reported upon, and delays are only addressed on an informal, as-needed basis.</p> |
| The City makes use of digital/electronic plan review for accepting electronic plans and routing them without physical copies.  | ✓            | ✓                    | <p>The City does not have this capability yet, but is in the process of soliciting a vendor to help implement a system.</p>   |
| Building permit plan applications are checked at the counter upon submittal for initial completeness and rejected if missing basic items.  | ✓            |                      | <p>Counter staff check all submittals for completeness, with the exception of those that are submitted in mass numbers as part of a large development.</p>  |
| A periodic quality assurance review of plan reviewers' work efforts, comments, and listed conditions of approval is conducted by a supervisor at least annually and incorporated into the employee's performance review.   |              | ✓                    | <p>Plan reviewer's work is checked when inspectors do their work in the field, but not through an established QA program.</p>   |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment  |
|---|--------------|----------------------|--|
| Cycle time objectives for completion of the first plan check meet established targets.  |              | ✓                    | The City aims for 2-3 weeks at the maximum but does not have a formally established target or policy.  |
| External/contracted plan reviewers are utilized, as necessary, to ensure the department meets adopted plan review targets.  | ✓            |                      | Consultants are used for engineering review when particular complexity is involved.  |
| Plan reviewers receive at least 40 hours of training annually that cover a variety of topics including: administrative and legal aspects of code enforcement, and the technical requirements of the code. | ✓            |                      | Plan reviewers have state required continuing education credits, as well as ICC courses required to maintain their certifications.             |
| Plan checking staff holds appropriate ICC certification.  | ✓            |                      | Staff have the state required certifications, which are required for work in Oregon and include significant overlap with the ICC requirements. |
| <b>Building Inspections</b>   |              |                      |  |
| Inspection requests are accepted until 6:00 a.m. on the day inspections are to be completed.  | ✓            |                      | Anything before 7am on the same day is accepted.   |
| Inspection requests are handled through an automated voice-activated inspection request system (IVR) or online inspection request system that is linked to the permit information system.                 | ✓            |                      | An IVR system is used to schedule inspections.   |
| Inspection requests are responded to by a Building Inspector within one workday of the request for inspection.  | ✓            |                      | The goal is to conduct inspections within one day, and fewer than 1% of inspections take longer than the next day.                             |
| Evening and weekend inspections are available (in emergency situations) to customers for an additional fee.   | ✓            |                      | Early morning or after-hours inspections are offered by request, for an additional fee.  |
| Inspectors allocate 85% to 90% of their available work hours to field work conducting building inspections.   | ✓            |                      | Inspectors spend about 75-80% of their working time in the field.  |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment   |
|--|--------------|----------------------|---|
| <p>The inspection workload is reasonable; the workload on average is not excessive compromising inspection quality, nor too little resulting in unproductive use of inspectors. On average, building inspectors approximate 12 to 15 inspection stops per inspector per day.</p>   | ✓            | ✓                    | <p>Most inspectors average 10-15 address stops per day. The busiest inspector averages 16 per day. Three inspectors have more than 15 stops on at least 30% of their days, and 23% of all days have more than 15 stops.</p> |
| <p>Building Inspectors use automated input devices to record inspection results and to access/display inspection history while in the field.</p>   | ✓            |                      | <p>Inspectors use tablets in the field with Accela access.</p>  |
| <p>Building Inspectors receive at least 40 hours of training annually that cover a variety of topics including: administrative and legal aspects of code enforcement, and the technical requirements of the code.</p>  | ✓            |                      | <p>Inspectors get the continuing education hours required to maintain certification with the Oregon Building Code Division.</p>   |
| <p>The Building, Permitting and Inspections Division has implemented an inspection quality control program that includes such aspects as supervisory “ride-along” with inspectors to observe their inspection procedures, periodic supervisory visits to major jobs to review the results of inspections and visit with contractors to discuss inspectors’ customer service demeanor, etc.</p> | ✓            |                      | <p>The quality control program includes some ride-along observations and conversations with contractors who are the Division’s customers.</p>   |
| <p>The Building, Permitting and Inspections Division has adopted and utilizes re-inspection fees for “inspection not ready” including a fee for each time obvious corrections previously noticed in writing have not been corrected upon re-inspection.</p>  | ✓            |                      | <p>The City uses “investigation fees” rather than re-inspection fees, and these are based on an hourly rate.</p>  |
| <b>Entitlement Applications</b>  |              |                      |   |
| <p>The Building &amp; Safety Division provides zoning clearance for simple building permit plan checks.</p>  | ✓            |                      | <p>All zoning applications are processed through the building division.</p>   |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment   |
|---|--------------|----------------------|---|
| Planning staff has written procedures or procedures manual for application acceptance, processing, report writing, conditions, resolutions, minutes and filing.   | ✓            | ✓                    | The Division has some SOP's in their shared drive, but no formally compiled manual which comprehensively outlines the process.                                      |
| Authority for staff approval of minor land entitlement permits is delegated in the Zoning Ordinance to a clearly identified authority, such as a Zoning Administrator.  | ✓            |                      | Applications are classified into Type 1, Type 2, and Type 3, and these each have their own decision-making authority levels.  |
| An up-to-date zoning ordinance is available that is easy for staff to interpret and understand, includes an index to make sections of the ordinance easy to locate, and is consistent with the general plan.  | ✓            |                      | The zoning ordinance is available online, and it is a useful tool for planners. They are able to use it consistently and search for what they need.                 |
| Zoning ordinance interpretations are memorialized in an up-to-date, easy to use document.   | ✓            |                      | Zoning ordinance interpretations are saved and searchable in Laserfiche.  |
| The Department notifies the applicant of the name of the case manager assigned to the processing of their land entitlement permit application including the telephone number, fax number, and e-mail address of the project planner within five (5) workdays after the application has been assigned to the case manager. | ✓            |                      | Applicants are introduced to their case manager either at the counter when they submit their application (Type 1), or at the pre-application conference (Type 2/3). |
| The cycle time for the processing of current planning permits meets metrics.  |              | ✓                    | Processing cycle times are not routinely measured or reported upon.   |
| The Department has a formal written process in place to close cases when no activity has occurred with the case for 90 calendar days.   | ✓            | ✓                    | The division will prioritize cases which are nearing the State's 120-day deadline but does not have a formal process in place to close old cases.                   |
| The current planning costs of the Planning Department are recovered through fees.   | ✓            | ✓                    | The Department does collect application fees, but do not charge their time to specific projects and do not attempt full cost recovery.                              |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment   |
|--|--------------|----------------------|---|
| Permit applications are processed using a concurrent process. Permit applications are distributed simultaneously to all of the departments/divisions for plan review.  | ✓            | ✓                    | Land use applications are processed concurrently but building permit applications follow a more sequential process.   |
| Applicants for permit applications, or their representatives, are invited to meet with the case manager and other necessary staff to discuss their application if it will be deemed incomplete at 30-days. The case manager informs the applicant face-to-face about basic problems, if any, with the application, preliminary environmental findings, basic conditions that might be imposed, and timing for processing of the application. | ✓            |                      | The Division maintains contact with applicants. If an application remains incomplete, the applicant receives a letter outlining reasons for incompleteness. Staff may also call them, if they are an inexperienced applicant. |
| Design review guidelines are maintained to assure the quality of the development product and to provide guidance to the applicant and to staff. These include design guidelines for single family homes, multi-family homes, and commercial.   | ✓            |                      | Design review guidelines are in place, and they are maintained and kept up-to-date.   |
| The standard conditions of approval used in the review of planning permits are documented in an online library of conditions.  | ✓            | ✓                    | The standard conditions are included in a template that staff use to develop written opinion/decision documents. They are not contained in an online library, however.  |
| Staff reports are clear and concise and recommendations are based upon goals of the General Plan, requirements and guidelines in the Zoning Ordinance, and/or adopted City policy.   | ✓            |                      | Staff reports are clear and focused, and they discuss findings under each of the applicable review criteria, which include relevant policies and code sections.   |

## 4 FINANCE & INFORMATION SERVICES

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment  |
|---|--------------|----------------------|--|
| <b>Information Services</b>   |              |                      |  |
| The City uses a firewall and antivirus software to protect servers from malicious intrusion   | ✓            |                      | The City employs a firewall and antivirus software to protect its servers  |
| Security standards are in place to monitor the system for unauthorized intrusion  |              | ✓                    | Interviews reveal that there isn't appropriate software monitoring IT logs and thus a hacker could penetrate the system and the City might not know about it.  |
| GIS staff provide proactive assistance to all departments to help them benefit from spatial analysis of GIS data                              | ✓            | ✓                    | GIS staff perform this function, but there could be a more proactive system in place to ensure department heads are knowledgeable about, and take advantage of, GIS technology for spatial analysis of data. This ensures better decision-making abilities within department operations.   |
| An information technology steering committee is in place to provide input on IT policies, standards, application development priorities, etc. |              | ✓                    | The City has a GIS steering committee, but not an IT steering committee in place.  |
| There is sufficient on-site support staff to support the City's IT needs  | ✓            | ✓                    | Staff respond to approximately 4,700 IT service tickets annually. Depending on the time requirements to service and complete a ticket, the City's current IT staffing levels are questionable as to their adequacy. Current time frames for responses to tickets are 4 hours for urgent matters, 8 hours for priority matters, and 4 days for regular matters. Staff burnout is a concern. |

|   |          |          |   |
|---|----------|----------|---|
| <p>The IT department conducts annual assessments to identify technology needs</p>   | <p>✓</p> |          | <p>IT does not have a steering committee directly, but rather there is an informal process with staff to discuss IT needs.</p>  |
| <p>The IT division uses appropriate performance measures and benchmarks to evaluate major programs and service delivery</p> | <p>✓</p> | <p>✓</p> | <p>Some performance measures are in place and the Steering Committee regularly meets to discuss IT goals; however, more specific measures could be implemented to better gauge and monitor success</p>  |
| <p>The IT division conducts annual customer surveys to identify service level and technology satisfaction of users</p>      | <p>✓</p> |          | <p>These surveys are sent out daily, which is excellent as it provides for timely feedback.</p>   |
| <p>The ratio of IT division staff as a percentage of citywide staff is 2% to 3%</p>   |          | <p>✓</p> | <p>FY19 staffing in IT is 5, which is 1.74% of total FTE levels (286.3 FTEs). These numbers exclude GIS staff.</p>  |
| <p>IT division expenditures as a percentage of the overall city budget is 2% to 3%</p>                                      | <p>✓</p> |          | <p>FY19 IT operating budget (excluding GIS expenses) is \$1,856,888, which is 2.78% of total operating budget of \$66,757,897.</p>  |
| <p>IT actively employs an internal phishing campaign with clickthrough rates of less than 5%</p>                            | <p>✓</p> | <p>✓</p> | <p>The city uses an internal phishing campaign (excellent), but the clickthrough rate is reported to be at 50%. A clickthrough rate at this high percentage indicates that employees either do not take seriously the threat of malicious software infecting the city’s servers or they are unaware of those dangers/risks. Cybersecurity awareness in general is a vital area for municipal governments considering the many recent threats of server hijacking against local governments.</p> |

|  |   |   |   |
|--|---|---|---|
| There is an IT master plan, including disaster recovery, in place  | ✓ | ✓ | The City just completed their first IT strategic plan; however, specific steps for IT disaster recovery are not included in the plan.                             |
| City employees receive ongoing training in online security procedures  | ✓ |   | Interviews reveal regular training for City employees with online security  |
| The IT division uses IT helpdesk tracking software to ensure timely response to needs and to identify areas in which overall improvements can be made  | ✓ |   | IT utilizes a helpdesk tracking system to help them manage service requests and ensure timely response to calls for service                                       |
| The City has an integrated ERP system to reduce risk that separate computer systems won't effectively communicate with each other  | ✓ | ✓ | The city has an integrated system for finance and HR; however, asset management and work order tracking are separate  |
| IT staff training costs are approximately 2% of total IT payroll   | ✓ |   | IT training expenses of \$20,712 represent 2.6% of total IT salaries & benefits   |
| IT enforces password security including periodic changes to password   | ✓ |   | IT has a password security policy and requires periodic changes to passwords  |
| <b>Budget/CIP</b>  |   |   |   |
| A budget calendar is established and communicated with all necessary employees   | ✓ |   | The 2020 budget calendar is thorough and includes information on lead person to handle certain functions, start dates, due dates, and appropriate notes           |
| There are detailed procedures in place for preparing, adopting, monitoring, and amending the budget  | ✓ |   | Detailed procedures are in place for all phases of budget development   |
| The City has a multi-year capital improvement plan that includes annual capital expenses by year through estimated construction completion and includes projected operating costs for future budgets | ✓ |   | The CIP includes six years of data including project name, project description, project location, funding source, and budgeted amounts for each year of a project |

**Contracting & Purchasing**

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| Purchasing thresholds and policies are established | ✓ | Purchasing policies and thresholds are established, identifying specific processes to follow if a purchase ranges from \$1 - \$10,000; \$10,001 to \$100,000; or is more than \$100,000. Ranges up to \$20,000, \$20,001 - \$100,000 and \$100,000 and up are in place for personal and professional services. |
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| The City uses electronic purchase requisitions and purchase orders to streamline the procurement process and ensure compliance with policies | ✓ | The city’s practices include electronic purchase requisitions and electronic purchase orders enabling effective determination of policy compliance |
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| The City uses a P-card/credit card program that provides financial incentives to the city and there is a policy in place for the cards’ use. | ✓ | The City has a P-card program and policy. P-cards are audited quarterly as time permits. |
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| The organization proactively researches and seeks buying discounts | ✓ | ✓ | Time does not permit this function to be done thoroughly. The City is able to take advantage of State buying discounts and will research buying discounts when time permits. Additional staffing to perform this function could save the city money. |
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**Financial Operations**

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| Finance staff are cross trained for critical processes | ✓ | While staff are cross trained, there aren’t any mandated job rotations that occur (internal control) and with limited staffing, there is added risk that a backup won’t be available in an emergency. Finance Department funding cuts could be critical to the effectiveness of operations |
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| Financial staff receive annual training and professional development | ✓ | Money is budgeted for annual training and professional development |
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| Written policies and procedures, including workflow mapping, are in place for critical financial processes | ✓ | Policies and procedures are generally adequate.  |
| The budget receives the GFOA Distinguished Budget Presentation award.                                      | ✓ | The city regularly receives this award   |
| Monthly budget-to-actual reports are prepared and provided to departments and elected officials            | ✓ | The City provides monthly budget-to-actual reports on the City's drive for everyone to access  |
| The City uses long-term financial forecasting including annual contingency funding                         | ✓ | The City averages 4.2% contingency funding across general fund departments. The City employs long-term financial forecasting (10 years) that includes estimates for various reserves (emergency, cash, and service level), revenues, and expenditures. The City provides this data in numeric format and with visual displays with trendlines. |
| The City has general fund reserves that are at least 16.67% of annual expenditures                         | ✓ | The City's financial policies require a 2 month reserve – or 16.67% of annual expenditures. Current GF reserves are at \$13,390,375, or 20% of total operating budgeted expenditures.  |
| All disbursements are supported by adequate documentation  | ✓ | Risk factor of further budget reductions since only one employee performs this function  |
| Invoices are reviewed and approved prior to payment  | ✓ | All invoices are reviewed and approved prior to payment; however, the City only has one person performing the AP function so any funding cuts to finance could be critical toward their ability to safeguard public funds  |
| Accounts payables are processed in sufficient time to take advantage of discounts/not pay penalties        | ✓ | Risk factor of further budget reductions since only one employee performs this function  |

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| <p>All changes to payroll require prior written authorization, can only be completed by limited personnel (software restrictions), and all changes are reviewed by someone else to ensure accuracy</p> | <p>✓</p> | <p>This process exists; however, there is only one employee handling payroll functions so for internal control purposes, any cuts to funding would be critical and put the city at significant risk for fraud, waste, or abuse</p>   |
| <p>The Finance Department performs regular analytics on spending to ensure compliance with policies and for internal control purposes</p>  | <p>✓</p> | <p>The City has been unable to perform regular analytics due to manpower shortages</p>   |
| <p>The City’s finance department handles centralized grant management</p>  | <p>✓</p> | <p>The City does not currently centralize its grant management system, relying on individual departments to manage their own grants without external review or monitoring to ensure compliance. Additional staffing resources could help the City establish centralized grants management.</p> |
| <p>Deposits are made daily</p>   | <p>✓</p> | <p>The organization makes daily bank deposits</p>  |
| <p>The organization conducts annual fraud risk assessments and at least once every three years conducts a complete internal control assessment from an independent expert</p>                          | <p>✓</p> | <p>The City does not currently conduct an annual occupational fraud risk assessment, which could leave the City vulnerable to outdated or possibly ineffective internal controls (which could cost the City significant money if fraud, waste, or abuse were to occur in the future)</p>       |
| <p>The City centralizes its contract management processes</p>  | <p>✓</p> | <p>While ultimately the City has decentralized management of contracts, the City has a centralized contract monitoring system in place allowing for better oversight of City contracts to help ensure compliance with legal requirements.</p>  |

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| <p>Budgets and CAFR reports are provided online for public review</p>  | <p>✓</p> | <p>Several years of CAFR and budget documents are available on the City’s website for public review and inspection</p>  |
| <p>The City has an established fund reserve policy identifying minimum GF reserve levels and steps to take if those reserves are not met</p> | <p>✓</p> | <p>The City’s fund reserves practices are thorough and the City uses long-range financial planning to estimate fund reserves and fund reserve percentages for up to 10 years in the future</p>  |
| <p>Bank reconciliations occur monthly</p>  | <p>✓</p> | <p>Bank reconciliations occur monthly. Reductions in staffing could hinder the city’s ability to accomplish this task timely, which would affect the city’s ability to comply with UCC §4-406</p>   |
| <p>The City accepts online payments for services</p>   | <p>✓</p> | <p>The City accepts online payments including utility billing, court, permitting, and others. Business licensing cannot currently be renewed online due to software restrictions (should ensure all payments can be made online). On-line payments reduce the risk of cash/check mishandling and provide an easy way for customers to complete transactions</p> |
| <p>The City regularly conducts management audits of purchases to verify the item purchased is/was used only for official city purposes</p>   | <p>✓</p> | <p>Regular management audits or purchases provides a significant deterrent toward fraud, waste, or abuse. This is an important internal control that the City does not currently have the staffing capacity to complete</p>   |

## 5 LIBRARY

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment   |
|--|--------------|----------------------|---|
| <b>Administration</b>  |              |                      |   |
| The Library has a multi-year strategic plan.   | √            |                      | The Library developed a 5 year plan in 2015 – ‘Tomorrowland: The Future Belongs to Dreamers and Doers’.   |
| The Library has developed measurable goals and objectives to track their performance against the strategic plan. |              | √                    | There are 3 goals and 9 objectives, only some of which are measurable.  |
| The Library has a set of performance measures to track their progress toward established goals.                  | √            |                      | The Library extensively monitors performance consistent with the measures tracked by the Oregon State Library.  |
| Cardholders as a percent of population exceed 65%.   |              | √                    | At 48% Tigard falls moderately below the target.  |
| Annual circulation per cardholder exceeds 12 per year  | √            |                      | At over 36 items per cardholder, Tigard patrons actively use library resources. These counts do not include electronically circulated items.                  |
| Proportion of collection replaced per year exceeds 5%.   | √            |                      | New physical items were 12% of the collection last year. Again, this does not include e-resources.  |
| There are no more than 3 organizational levels under the director of the library.                                | √            |                      | While there are various titles reflecting experience and compensation at the line level, Senior/Librarian/Assistant/Library Assistant have many common roles. |
| Services coordinated with other service providers in the City (e.g., recreation services).                       | √            |                      | Some coordination with recreation and with local non-profits with opportunities to increase these efforts.  |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment   |
|---|--------------|----------------------|---|
| Historical resources are coordinated with local groups.   | √            |                      | The Library has a 'historical room'.  |
| The Library participates in regional consortia for materials and programs.  | √            |                      | The Tigard Library is a member of the Washington County Cooperative Library Services (WCCLS) which shares collections and program successes.  |
| Collections of non-book materials, including archival/cultural materials, audio-visual materials, games (computer and board games), Braille materials, etc. | √            |                      | Extensive non-book physical and virtual collections.  |
| Grants are sought and secured for new technology and programs or to assist with the delivery of existing programs and services.                             |              | √                    | No major grants at this time.   |
| The Library leverages community resources (private, not-for-profit, Friends of the Library, etc.) to supplement City funds?                                 | √            |                      | The Library is supported by a Foundation and Friends organization. There are, however, opportunities to increase this support.  |
| <b>Staff receive annual training on new developments in library services</b>  |              |                      |   |
| <b>Service Delivery</b>   |              |                      |   |
| The Library is open at least 60 hours per week.   | √            |                      | At 69 hours per week, the Tigard Library is accessible to patrons.  |
| The Library is open and available to the public during non-business hours and days.   | √            |                      | The Library is open 7 days each week and until 9pm on weeknights. However, the Library should evaluate how useful some later evening hours are for patrons (visits drop off significantly after about 8pm). |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment   |
|---|--------------|----------------------|---|
| Reference questions are offered online or on the phone.   | √            |                      | Reference questions can be asked via the phone, email or chat online (Answerland).  |
| The Library conducts a regular survey of users' satisfaction with the services provided.  | √            |                      | The Library develops quarterly surveys of patrons which focus on specific topics (e.g., summer reading interests).  |
| The library tracks the usage of materials (including renewals and wait lists) by volume, time, content type, and media type.                            | √            |                      | All professional Library staff have collection development responsibilities and measure interest and patron usage,  |
| The Library processes and catalogs materials within 3 days of receipt.  | √            |                      | Target generally met; for new materials having a master contract with Ingram's facilitates for this.  |
| Periodic inspections of materials are made to ensure that shelving is accurate.   | √            |                      | Daily shelf reading by most staff, including more senior staff.   |
| Programs designed to reach numerous target audiences (children, adults, seniors, etc.). Program performance, quality and community feedback is tracked. | √            |                      | The Library offers programs for children, young adults and adults on a near daily basis.  |
| New programs are developed annually to prevent declines in interest and/or quality.   | √            |                      | Staff meetings on a weekly and other frequency basis to evaluate the success of programs, how to modify or eliminate other programs.                                      |
| Outreach efforts exist to get to audiences who cannot get to the library (e.g., homebound services)?  | √            |                      | Outreach efforts are targeted toward schools as well as the homebound. However, there may be opportunities to support specific segments of the community (e.g., seniors). |
| A centralized volunteer program is in place to augment and support staff efforts.   | √            |                      | A volunteer coordinator recruits, trains and provides oversight to volunteer support in the Library. She works with the City's general volunteer efforts.                 |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment   |
|---|--------------|----------------------|---|
| Volunteers are utilized widely in the Library including readers' and technical services.        | √            |                      | Approximately 170 volunteers support the Library each month, totaling over 15,000 hours in the last fiscal year). The roles are varied in circulation, readers' and technical services. |
| <b>Technology</b>   |              |                      |   |
| The Library has extensive investments in electronic media.                                      | √            |                      | The Library is substantially invested in electronic media (e.g., e-books and e-databases). Three (3) automated circulation checkouts are also available for patron use.                 |
| Patron computer workstations exist for internet use and for other uses (e.g., word processing). | √            |                      | The State Library Report for 2017–18 lists 79.  |
| Computer workstations have wait times managed.  | √            |                      | Two hours of continuous use, per policy.  |
| The library has a long-term technology plan.  |              | √                    | The Library is part of the City's technology planning.  |
| A refreshment program is in place to replace computer systems.                                  |              | √                    | No formal replacement plan.   |
| Information system support is provided to users and staff.                                      | √            |                      | Support to staff; patron classes.   |
| A central webmaster is designated to manage the content of the Library's website                |              | √                    | The Library shares social media content among several staff with risks to consistency and quality.  |
| The Library's information systems are coordinated within the City's IT planning efforts.        |              | √                    | The Library is part of the City's technology planning with impacts on workstation refreshing targets.   |
| <b>Marketing</b>  |              |                      |   |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment   |
|--|--------------|----------------------|---|
| The Library has developed a consistent brand for its communications and marketing efforts.                 |              | √                    | Marketing materials (both print and online – web and social media) are not branded with a consistent look. Multiple people are involved in social media and web presence, |
| The Library utilizes social media extensively for outreach.  | √            |                      | Yes, but issues relating to content contributions.  |
| The Library’s web page and use of social media is coordinated with the City’s efforts.                     | √            |                      | But limited to the web style and social media policies on content.  |
| Web and social media content is developed with a consistent look and feel throughout the Library’s website |              | √                    | Loosely coordinated among several staff.  |

## 6 POLICE

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Improvement Opportunity  |
|--|--------------|----------------------|--|
| <b>Administration</b>  |              |                      |  |
| The Department’s command structure has a clear chain of command for effective decision making and separation of roles. | ✓            |                      | The department has an effective command structure. There is a clear separation of roles. Major tasks are assigned to different command staff members. There is no overlap of tasks. An administrative Lieutenant position was not replaced and those tasks were absorbed by other command staff.   |
| The department uses cost reduction strategies.   | N/A          |                      | This is still under review. The department hires minimum overtime needed to maintain appropriate staffing. Training is planned to avoid the need for overtime. Minimum staffing is lower during periods of normally low call loads. All expenses are approved by more than one level of authority. |
| There is appropriate span of control for command supervision.  | ✓            |                      | There are no one over one spans of control. Where there are limited spans of control there are other tasks assigned.   |
| Sworn members are not assigned to complete major tasks that could be done less expensively with non-sworn personnel.   | ✓            |                      | There are no major tasks that are being completed by sworn members that should be done by non-sworn.   |
| The department appropriately manages its overtime budget.  | N/A          |                      | This is still under review. Police departments typically expend 5% to 10% of their total employee budget on overtime.  |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Improvement Opportunity   |
|--|--------------|----------------------|---|
| <b>Patrol</b>  |              |                      |   |
| Patrol Staffing Levels   |              | ✓                    | CAD data has been reviewed and though overall proactive time is 54%, between 10am and 2pm the department appears to be understaffed to meet community generated calls for service. There were 19,364 community generated calls for service in 2018. |
| There is an appropriate level of supervision.  | ✓            |                      | There is a patrol supervision ratio of approximately 1 Sergeant to every 5 officers.  |
| A sergeant responds to every use of force or arrest.   | ✓            |                      | Sergeants respond to every use of force incidents and all events are reviewed.  |
| Patrol zones/beats are designed to provide quick response and incorporate call load and geographic boundaries. |              | N/A                  | This still under review. Patrol zones (districts) are designed along geographic boundaries and historic call load.  |
| The department uses electronic field reporting software.   | ✓            |                      | Allowing officers to complete routine reports in the field and avoid returning to the department decreases call response times and increases officer time in the field.   |
| The department is involved in community engagement/community policing activities.                              | ✓            |                      | The department is involved in several community policing activities such as Coffee with a Cop, Open Houses, Community Events and School events.   |
| Officers are involved in collateral duties that are not covered by full time positions.                        | ✓            |                      | Officers have collateral duties such as the Washington County Tac team and training.  |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Improvement Opportunity   |
|--|--------------|----------------------|---|
| <b>Detectives</b>  |              |                      |   |
| The caseload for detectives is appropriate.                                  |              | ✓                    | <p>Detective caseloads are low, there were 99 cases assigned in the Commercial Crimes Unit 2017 between 3 detectives (There are 4 detectives, but one is assigned full time to the DEA). This represents about 33 cases per detective per year or 3 a month. It should be noted that detectives have other duties as well. This is low case load.</p> <p>The Criminal Investigations Unit detectives were assigned 140 cases in 2017 between 5 detectives. This represents about 28 cases per detective per year or 2 a month. It should be noted that detectives have other duties as well. This is low case load.</p> |
| The detective unit uses case solvability factors to assign or suspend cases. | ✓            |                      | This is the current practice of the detective unit.   |
| The detectives use case management software to update case status.           | ✓            |                      | Case statuses are updated verbally and the supervisor is made aware of updates and they are tracked in case management software.  |
| There is restricted and limited access to the property room.                 | ✓            |                      | Only a limited number of personnel should have access to the property room and evidence.  |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Improvement Opportunity   |
|---|--------------|----------------------|---|
| The property room is organized and high value items (drugs, cash and guns) are stored in separate double secured area within the property room. | ✓            |                      | Evidence is stored appropriately and to best practice. Some large items are stored in secondary storage, this is due to facilities issues and limited size of the property room(s). All items are documented, barcoded and entered into the property management software. |
| <b>Administrative Staff</b>   |              |                      |   |
| Administrative staff is cross trained so that critical functions can be covered during vacations and unexpected absences.                       | ✓            |                      | Some of the administrative assistant’s tasks could be handled on a limited basis by other staff.  |
| Account Payable functions are effective.  | ✓            |                      | These functions are handled centrally, but the department supplies appropriate documentation.   |
| Tasks assigned to administrative staff are completed within required deadlines.   | ✓            |                      | The staff is able to meet all required deadlines, record requests, permits, and case discovery.   |
| <b>Dispatch/RMS</b>   |              |                      |   |
| The dispatch center is staffed appropriately for call volume.   | ✓            |                      | The Tigard Police Department is part of County Regional dispatch system. There are no reported concerns.  |
| RMS   | ✓            |                      | The department was part of a region wide RMS that was hosted by the Portland Police Bureau. That system had several issues and Tigard PD switched to a new RMS (Mark43). The system has improved functionality.   |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Improvement Opportunity  |
|--|--------------|----------------------|--|
| <b>Equipment</b>   |              |                      |  |
| <p>The department uses body worn cameras and/or in car cameras.</p>                |              | <p>✓</p>             | <p>The department uses Panasonic in car camera systems in about 75% of their vehicles. Traffic, SROs and K9 utilize body worn cameras.</p> <p>The department has researched using body worn cameras but has not moved to purchase or use them. Body worn cameras are quickly becoming best practice as they help in prosecution of cases and exoneration of officers. They can also reduce police liability.</p>   |
| <p>Patrol officers are issued patrol rifles</p>                                    | <p>✓</p>     |                      | <p>Officers are currently carrying patrol rifles. Though shotguns were the standard years ago, they have three limitations that patrol rifles don't have- Limited accuracy at distance, buckshot rounds are effective at close range but spread over distance increasing chances of stray pellets hitting something other than the intended target. Slug rounds are more accurate but can over penetrate. Rifles are more accurate and specific police rounds can eliminate over penetration issues.</p> |
| <p>The department patrol fleet is sized appropriate for the normal operations.</p> | <p>N/A</p>   |                      | <p>This is still under review. Recommended average age of 2 to 4 years. When a fleet is aged it lacks updated safety equipment and maintenance costs increase. Vehicle warranties generally end at 5 years and 120,000 miles.</p>  |

| Best Practice/Operational Target                           | Meets Target | Does Not Meet Target | Improvement Opportunity  |
|--|--------------|----------------------|--|
| The detective fleet is appropriate for normal operations.  | N/A          |                      | This is still under review. Detective and administrative vehicles are normally kept for longer periods of time because they are not driven significant miles per year. Recommended average age of 3 to 4 years. When a fleet is aged it lacks updated safety equipment and maintenance costs increase. |
| Administrative fleet is appropriate for normal operations. | N/A          |                      | This is still under review. Administrative vehicles are normally kept for longer periods of time because they are not driven significant miles per year. Recommended average age of 3 to 4 years. When a fleet is aged it lacks updated safety equipment and maintenance costs increase.               |

## 7 PUBLIC WORKS

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment   |
|---|--------------|----------------------|---|
| <b>Administration</b>   |              |                      |   |
| <p>The department maintains and publishes a clearly written, multi-year (five years at a minimum) strategic plan to provide vision and direction for the department’s effort. The plan clearly delineates the department’s goals, and objectives and strategies for achieving them.</p> | ✓            | ✓                    | <p>Individual master plans for each of the infrastructure systems streets, water, sewer, wastewater, and parks – are in place. These plans should be updated every 5 years. Their purpose is primarily technical rather than strategic, and their focus is at the system level, rather than the department level.</p> |
| <p>The Public Works Department generates goals, objectives, and performance measures monitoring reports on a quarterly basis to convey the department’s performance to the City Manager.</p>  |              | ✓                    | <p>The budget contains some metrics, but not with a level of detail or relevance that is sufficient to drive decision-making based on strategic goals. There is room for improvement in the availability of data and the use of performance standards.</p>  |
| <p>An effective asset management system has been installed that includes an inventory of the assets to be maintained and details on components and maintenance.</p>   | ✓            | ✓                    | <p>Maintstar has been installed as the City’s work order system, but its asset management capabilities are limited.</p>   |
| <p>Geographic based information on the infrastructure is accessible and linked to the asset management system.</p>  |              | ✓                    | <p>The GIS system has not yet been effectively linked to MaintStar.</p>   |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment  |
|--|--------------|----------------------|--|
| The organizational structure is efficient.   | ✓            | ✓                    | The organization is “flat” enough to be efficient – excessive hierarchy is not an issue and spans of control are mostly reasonable. The City Engineer’s span of control is wide; the position oversees a wide range of administrative, project management, and development review engineering functions. |
| A comprehensive multi-hazard emergency plan has been adopted, tested, and maintained.  | ✓            |                      | The City meets FEMA and ICS standards for emergency management, maintains inter-governmental agreements, and performs regular safety drills.   |
| <b>Park Maintenance</b>  |              |                      |  |
| Managerial responsibility for the maintenance of parks and landscaped areas has been clearly designated.   | ✓            |                      | A designated division is responsible for parks and landscaping maintenance.  |
| Park Maintenance has an asset inventory of the parks that it maintains such as square footage of turf by park type, etc.   | ✓            |                      | The parks group is able to provide a detailed report on parks including the type and classification of park and the acreage.   |
| Park Maintenance maintains and updates a system-wide park master plan that is supported by asset condition assessments and quantitative and measurable performance measures or criteria. | ✓            |                      | The City is developing a parks master plan which will be based on condition assessments and quantitative criteria.   |
| Park Maintenance tracks progress in achieving the system-wide master plan and communicates this progress.  |              | ✓                    | The master plan is not currently used as a progress measure, and the parks division does not report on progress or performance against the plan.   |
| A capital improvement program is in place for the park system.   | ✓            |                      | The parks system is included in the City’s CIP.  |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment  |
|--|--------------|----------------------|--|
| Levels of service have been developed that defines the frequency with which maintenance tasks are to be performed that vary by the demands placed on the park. | ✓            |                      | Maintenance standards and frequencies are established for each classification of parks.  |
| An annual maintenance calendar has been developed that identifies when seasonal tasks will be performed (e.g., turf will be fertilized in March and September, | ✓            | ✓                    | The Division's master spreadsheet is designed to show the hours to be spent on each task for each park, by month. It is not completed yet.   |
| A work reporting system is utilized to report actual time by task, by day, by park, and by employee on a weekly basis.   | ✓            | ✓                    | Work orders for parks maintenance activities are tracked and show the park asset and employee, but do not capture data needed for activity costing such as time/materials/equipment. |
| The CMMS is utilized to track customer service requests and document response time.  | ✓            | ✓                    | Most requests are tracked in Maintstar, but some are not recorded because they come in via email.  |
| Seasonal staff are used effectively to supplement personnel needs.   |              | ✓                    | Seasonal staff work a limited season rather than the full busy season (April-Nov). They also all report directly to the Parks Supervisor.  |
| <b>ENGINEERING (CAPITAL IMPROVEMENT PROGRAM)</b>   |              |                      |  |
| A five-year capital improvement program has been developed and adopted by the City Council.  | ✓            |                      | A six-year capital plan has been developed.  |
| The capital improvement program clearly identifies the goals, priorities, and expected outcomes of the program.  | ✓            |                      | Goals, priorities, and expected impacts are established for each of the systems included in the CIP.   |
| Capital project proposal packages are developed according to established criteria.   | ✓            |                      | The CIP is developed based on existing system master plans, as well as a quantitative scoring system from staff and citizen advisory committees.                                     |

| Best Practice/Operational Target   | Meets Target | Does Not Meet Target | Comment   |
|--|--------------|----------------------|---|
| Staffing requirements for at least the first year of the five-year capital improvement program have been identified based upon the use of cost of construction guidelines. | ✓            | ✓                    | The CIP includes a system infrastructure budget which accounts for staff related to new capital projects. Specific personnel figures are not shown, however, and it is unclear what basis is used to determine these costs. |
| Capital projects are scoped and cost estimates developed before the commencement of design.  | ✓            |                      | Project background and descriptions, as well as cost estimates, have been developed even for projects which are not yet funded.   |
| A project manager is assigned and given authority over the budget and schedule of the project from design, construction, inspection, and completion.                       | ✓            |                      | Project managers oversee the full life cycle of capital projects.   |
| An automated project management system has been acquired, and all of the engineering staff have been trained in and utilize the system.                                    |              | ✓                    | No project management system is in place. The Springbrook FMIS is used to manage projects along with several spreadsheets and custom report templates.  |
| The hours that engineering staff charge to design and inspection of capital improvement projects are tracked.  | ✓            | ✓                    | Engineer bill hours to capital improvement projects, but the City is still in the process of developing an empirical basis for the rates charged.   |
| When engineering design is provided for special revenue funds, internal service funds, or enterprise funds, the costs of design are charged to those funds.                | ✓            |                      | Hours are tracked for each project and charged to the appropriate project budget or fund.   |
| The customers receive quarterly project updates that contain status, schedule, budget update, and any potential issues.  | ✓            |                      | Regular updates are generated for each capital project including updates on their budget, schedule, scope, and any issues or holdups.   |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment   |
|---|--------------|----------------------|---|
| A project cost accounting system is utilized to enable comparisons of planned versus actual staff hours for the design and inspection of capital projects.  |              | ✓                    | Staff enter their time in Springbrook but reporting and updating by project cannot be done through the system, so separate spreadsheets are used to generate reports and updates on project budgets. No PCA system is in place.   |
| Project managers have access to the automated financial management system to monitor the actual versus planned design, inspection, and construction costs for capital projects.   | ✓            | ✓                    | Springbrook is used as the primary management tool for capital projects and project managers have access. Springbrook is limited for project management functions, however, and project managers rely on separate reports created by the Management Analyst for project budget updates. |
| Quality control and evaluation mechanisms (e.g., final report) have been developed at the completion of capital improvement projects to enhance learning and correction of problems.  |              | ✓                    | The Division does not formally conduct lessons-learned assessments or rate contractors/vendors after projects.  |
| The Division has developed measures or benchmarks to establish goals for project quality, time, costs, and customer satisfaction. Specific metrics have been developed to measure performance against project goals such as percent of projects on budget and schedule, size and number of change orders, and other key industry metrics. |              | ✓                    | The division does not currently track or report on formal performance measures for the execution of capital projects.   |
| A change order contingency is set aside at the start of each capital project.   | ✓            |                      | The CIP document shows contingencies set aside before construction.   |
| A formal written change order process is in place that defines all forms and methods necessary to finalize change orders.   | ✓            |                      | The City’s contracts follow a standard format with language outlining the change order process and appropriate levels of authority.   |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment  |
|---|--------------|----------------------|--|
| Change order authority has been appropriately delegated for change orders up to the change order contingency.   | ✓            |                      | This authority is delegated to project managers, subject to established limits on dollar amounts.  |
| A pre-construction conference is conducted at the beginning of each capital project construction contract. The prime contractor, pertinent subcontractors, the project manager, and inspector attend this conference. | ✓            |                      | Each capital project construction begins with a pre-construction conference including the contractor, project manager and inspector.                     |
| <b>ENGINEERING (DEVELOPMENT REVIEW)</b>   |              |                      |  |
| An automated permit information system is utilized for engineering development review.  | ✓            |                      | The engineering development review group uses Accela to record intake, actions, comments, and decisions on engineering permit applications.              |
| Engineering permit processing checklists have been developed for the various types of submittals. These checklists are available on the Section’s web site.   |              | ✓                    | Design standards have been developed and posted on the website. Permit processing checklists are not.  |
| Engineering development review applications are checked at the counter upon submittal for initial completeness and rejected if missing basic items.   | ✓            |                      | Counter staff check applications upon submittal and reject those deemed incomplete.  |
| Cycle time objectives for the processing of the development review applications by the Division have been established for the various types of permits processed by the Section.                                      |              | ✓                    | While most staff and customers believe engineering permit processing turnaround times are good, cycle time objectives are not tracked and reported upon. |
| A monthly report is generated reporting actual vs. planned performance against these cycle time objectives  |              | ✓                    | The City does not formally track or generate routine reports on cycle time objectives.   |

| Best Practice/Operational Target  | Meets Target | Does Not Meet Target | Comment   |
|---|--------------|----------------------|---|
| Decision-making authority has been appropriately delegated to the staff of the Division for the approval of low exposure/low impact engineering applications and permits. |              | ✓                    | The principal engineer is the only P.E. in this section – all other staff are Engineering Technicians, so very little authority can be delegated. |
| The Division fully recovers the costs of its development review including direct and indirect costs.  | ✓            | ✓                    | Engineering time spent in permitting review is tracked and charged to projects, but a full analysis of cost recovery has not been conducted.      |
| GIS is readily available to engineering development review staff to facilitate the analysis permit applications.  | ✓            |                      | The City's GIS system is accessible to engineering staff in their development review functions.   |
| An inter-departmental development review committee is utilized to coordinate the review and consideration by staff of the development review permits applications.        | ✓            |                      | Lead staff from planning and engineering meet regularly to discuss land use applications and the permitting process.                              |

### 3 Employee Survey Summary

As part of the Matrix Consulting Group’s study for the City of Tigard, the project team distributed an anonymous survey to employees of the City in order to gauge their opinions on a variety of topics relevant to the study. The employee survey was publicized by the City in May of 2019. The analysis focuses on presenting key findings that assess employee impressions, thoughts, and opinions of the City of Tigard.

This survey generally asked three types of questions:

- **Respondent Demographic Questions:** Respondents were asked to respond to general demographic questions related to the current Department and duration of their employment with the City.
- **Multiple Choice Questions:** Respondents were presented with a number of multiple-choice questions, or statements where respondents indicated their level of agreement or disagreement with the statement, or provided an answer based on the choices provided.
- **Open-Ended Response Questions:** At the end of the survey, respondents were given space to provide additional thoughts and opinions about any of the topics covered within the survey relating to the City.

There was a total of 195 responses from City employees. Given the size of Tigard, the project team considers this to be a good rate of return.

#### 1. Summary of Key Findings

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

- There is a general satisfaction with teamwork and empowerment to make decisions using professional judgement, and respondents feel they are contributing to a common goal.
- Departments provide a high-level cost-effective service with satisfactory supervision and distribution of responsibilities.
- Departmental organizational structure promotes efficiency; however, staffing levels are not adequate.

- There are high performance expectations; however, performance issues may not be being dealt with sufficiently.
- Additional staffing, technology and communications are identified as areas of potential improvement by staff.
- Respondents identified staff, the community, and law enforcement as the City of Tigard’s greatest strengths.

City employees are generally satisfied with their employment with the City of Tigard and feel they offer cost-effective and high-quality services because of efficient Department structures. However, responses indicated staffing levels, lack of attention to performance issues, technology and communications as areas in need of improvement.

## 2. Survey Respondent Demographics

Respondents were asked to indicate the department of their current position within the City. There was a total of 186 respondents from 8 different departments.

| Department of Current Position   |            |               |
|----------------------------------|------------|---------------|
| Department                       | Count      | Percent       |
| Central Services                 | 19         | 10%           |
| City Management                  | 10         | 5%            |
| Community Development            | 18         | 9%            |
| Finance and Information Services | 13         | 7%            |
| Human Resources                  | 1          | 1%            |
| Library                          | 39         | 21%           |
| Police                           | 60         | 32%           |
| Public Works                     | 26         | 14%           |
| <b>Total</b>                     | <b>186</b> | <b>100.0%</b> |

The Police Department had the most (32%) responses to the survey. The Library (21%) and Public Works Department (14%) provided the second and third most responses to the survey. The table below shows the number of years respondents have worked for the Tigard.

| Number of Years Working for Tigard |       |         |
|------------------------------------|-------|---------|
| Respondent Answer                  | Count | Percent |
| 0 to 4 Years                       | 63    | 34%     |
| 5 to 10 Years                      | 34    | 18%     |

| <b>Respondent Answer</b> | <b>Count</b> | <b>Percent</b> |
|--------------------------|--------------|----------------|
| 11 to 20 Years           | 66           | 36%            |
| More than 20 Years       | 22           | 12%            |
| <b>Total</b>             | <b>185</b>   | <b>100.0%</b>  |

Most respondents (36%) have worked for the City of Tigard between 10 to 20 years, with many (34%) having only worked for the city between 0 to 4 years. Some respondents (18%) have worked for between 5 to 10 years, while the remaining respondents (12%) have worked for 20 or more years. The table below shows the number of Full-Time (FT), Part-Time (PT), and Seasonal/On Call (SO) employees. There was a total of 182 responses with 13 choosing to not provide an answer.

| <b>Employment Category</b> |              |                |
|----------------------------|--------------|----------------|
| <b>Respondent Answer</b>   | <b>Count</b> | <b>Percent</b> |
| Full-Time                  | 161          | 89%            |
| Part-Time                  | 17           | 9%             |
| Seasonal / On - Call       | 4            | 2%             |
| <b>Total</b>               | <b>185</b>   | <b>100.0%</b>  |

An overwhelming majority (89%) of respondents to the survey are Full-Time Employees with the City. Only some (11%) of the respondents are either Part-Time, Seasonal, or On-Call.

### **3. Multiple Choice Questions**

The survey consisted of sections where respondents were asked to indicate their level of agreement or disagreement with statements about the Department’s services. The response options were “Strongly Agree” (SA), “Somewhat Agree” (A), “Somewhat Disagree” (D), and “Strongly Disagree” (SD), and “No Answer” (N/A). Respondents were also given the option to select “N/A” indicating that they wish to not provide a response to the statement. The table below summarizes employee responses to statements on their experience with the organization:

#### **3.1 There is A General Satisfaction with Teamwork and Empowerment to Make Decisions Using Professional Judgement, and Respondents Feel and Understand They are Contributing to A Common Goal.**

The first section of multiple-choice questions asked respondents to indicate their level of satisfaction with several statements pertaining to satisfaction with the organization and their employment. The table below shows the number of respondents who selected each level of agreement or disagreement:

|   |  | Employee Organizational Rating |     |     |     |     |       |
|---|--|--------------------------------|-----|-----|-----|-----|-------|
| # | Statement  | SA                             | A   | D   | SD  | N/A | Count |
| 1 | There is good teamwork among the various Departments within the overall City organization. | 11%                            | 52% | 21% | 15% | 5%  | 185   |
| 2 | I have the technology I need to do my job efficiently and effectively.                     | 34%                            | 42% | 16% | 7%  | 5%  | 184   |
| 3 | I am empowered to make decisions within my professional judgment.                          | 45%                            | 43% | 8%  | 4%  | 0%  | 185   |
| 4 | I am kept informed of what is happening in the City.                                       | 36%                            | 48% | 10% | 5%  | 0%  | 182   |
| 5 | My Department and the other City departments work towards the same strategic goal(s).      | 13%                            | 45% | 25% | 13% | 5%  | 183   |
| 6 | I understand how my job aligns with the City of Tigard's overall goals.                    | 28%                            | 46% | 11% | 3%  | 3%  | 184   |
| 7 | The City of Tigard is a good place to work.  | 42%                            | 40% | 14% | 3%  | 1%  | 183   |
| 8 | I feel that I can make a career with 80 the City of Tigard.                                | 43%                            | 36% | 11% | 5%  | 4%  | 184   |

- Respondents Are Generally Satisfied With the Organization’s Teamwork and Feel They Have the Means to Perform Their Duties and Feel Empowered to Make Decisions Using Professional Judgement:** A majority (63%) agreed with Statement #1, that there is good teamwork among the various Departments within the City, with some (36%) having some level of disagreement. A large majority (76%) also agreed with Statement #2, that respondents have access to technology to do their job efficiently. A strong majority (88%) had some level of agreement with Statement #3, that respondents feel empowered to make decisions within their professional judgement.
- Respondents Indicate an Understanding of their Contribution to the City’s Goals and Feel They Are Well Informed:** A strong majority (84%) agree with Statement #4 and feel that they are kept informed of what is happening in the City. A majority (58%) also agree with Statement #5, that City departments work towards the same strategic goals, however some (38%) disagree and feel that Departments do not work towards the same strategic goal. A majority (74%) agree with Statement #6, that respondents understand how their job aligns with the City’s overall goals.
- Tigard is A Good Place to Work and Make A Career:** A strong majority (82%) agree with Statement #7, that Tigard is a good place to work and a majority (79%) of respondent’s feel they can make a career with the City.

Respondents agree that the City of Tigard is a good place to work and make a career and are generally satisfied with the Organization’s teamwork, generally feeling they understand that they are contributing to the City’s overall goals.

**3.2 A Large Majority of Respondents Feel They Are Busy, While Some Can Keep Up and Others Feel They Can Never Catch Up.**

The second section of multiple-choice questions asked respondents to select the best answer that most accurately reflect their workload. The options presented were “I am always busy and can never catch up,” “I am often busy but can usually keep up,” “I have about the right balance of work and available time,” “I could take on more work given my available time.” The table below shows respondents answer to the statement:

| Employee Workload   |            |             |
|---|------------|-------------|
| Response Option   | Count      | Percentage  |
| I am always busy and can never catch up                   | 69         | 37%         |
| I am often busy but can usually keep up                   | 93         | 51%         |
| I have about the right balance of work and available time | 17         | 9%          |
| I could take on more work given my available time         | 5          | 3%          |
| <b>Total</b>  | <b>184</b> | <b>100%</b> |

A majority (51%) of respondents indicated that they are often busy and can usually keep up, while many (37%) feel they are always busy and can never keep up. Some (9%) respondents have the right balance of work and available time, while few (3%) feel they can take on more work given their available time.

**3.3 Respondents Indicate Their Departments Provide A High-Level Cost-Effective Service with Satisfactory Supervision and Distribution of Responsibilities.**

The third section of multiple-choice questions asked respondents to indicate their level of satisfaction with several statements pertaining to satisfaction with the organization and their employment. The table below shows the number of respondents who selected each level of agreement or disagreement:

| Employee Organizational Rating |  |     |     |    |    |     |       |
|--------------------------------|--|-----|-----|----|----|-----|-------|
| #                              | Statement  | SA  | A   | D  | SD | N/A | Count |
| 1                              | My Department provides a high level of service to the residents of Tigard. | 71% | 23% | 4% | 1% | 1%  | 190   |

| # | Statement  | SA  | A   | D   | SD | N/A | Count |
|---|--|-----|-----|-----|----|-----|-------|
| 2 | My Department places a high priority on high-quality work.                               | 60% | 33% | 4%  | 2% | 0%  | 177   |
| 3 | My Department places a high priority on cost-effective methods of providing services.    | 48% | 40% | 8%  | 2% | 2%  | 180   |
| 4 | My immediate supervisor does an effective job of coaching and mentoring me.              | 48% | 32% | 8%  | 7% | 4%  | 179   |
| 5 | We do a good job in my Department of coordinating the work to be done between employees. | 38% | 46% | 10% | 4% | 2%  | 179   |
| 6 | In my Department, we do a good job of planning ahead and scheduling our work.            | 33% | 45% | 15% | 5% | 2%  | 177   |

- Respondents Feel Their Department Provides A High Level of Service and Places Priority on Quality:** An overwhelming majority (94%) of respondents indicated they agree with Statement #1, that their Department provides a high level of service to the residents of Tigard. A strong majority (93%) of respondents agreed with Statement #2, that their Department places a high priority on high-quality work.
- Respondents Place A High Priority on Cost-Effectiveness and Their Supervisor Does an Effective Job of Coaching and Mentoring:** A strong majority (88%) of respondents agree with Statement #3, that their Department places a high priority on cost-effective methods of providing services. A majority (80%) agree with Statement #4, that their immediate supervisor does an effective job of coaching and mentoring.
- Departments Do A Good Job Coordinating Work and Distributing It Ahead of Time:** A strong majority (84%) have some level of agreement with Statement #5, that their Department does a good job of coordinating work to be done between employees. Most (78%) have some level of agreement with Statement #6, that their Department does a good job of planning ahead and scheduling work, however some (20%) have some level of disagreement, indicating they feel their Department does not do a good job of planning ahead.

**3.4 Departmental Structure, Policies, Procedures and Strategic Goals Are Clear, Efficient and Effective, However, Staffing Levels Need Improvement.**

| Employee Organizational Rating |  |     |     |     |     |     |       |
|--------------------------------|--|-----|-----|-----|-----|-----|-------|
| #                              | Statement  | SA  | A   | D   | SD  | N/A | Count |
| 7                              | The organizational structure of my Department promotes the efficient delivery of services. | 36% | 46% | 15% | 3%  | 1%  | 177   |
| 8                              | Staffing levels in my Department are adequate for the work to be performed.                | 12% | 28% | 31% | 27% | 2%  | 178   |

| #  | Statement   | SA  | A   | D   | SD | N/A | Count |
|----|---|-----|-----|-----|----|-----|-------|
| 9  | Our internal policies and procedures are effective at helping me perform my job.            | 24% | 56% | 12% | 5% | 3%  | 178   |
| 10 | I am encouraged by my managers and supervisors to identify better ways to provide services. | 42% | 38% | 12% | 5% | 2%  | 178   |
| 11 | Managers and supervisors in my Department have a clearly-defined strategic direction.       | 34% | 44% | 12% | 6% | 4%  | 177   |

- Departmental Organizational Structure Promotes Efficiency, However, Staffing Levels Are Not Adequate:** A strong majority (82%) have some level of agreement with Statement #7, that the organizational structure of their Department promotes the efficient delivery of services, while a few (18%) have some level of disagreement. Most (58%) respondents indicated having some level of disagreement with Statement #8, indicating that staffing levels in their Department are not adequate for the work to be performed, however, some (40%) feel staffing levels are adequate.
- Internal Policies, Procedures and Strategic Direction Are Clear and Help Respondents Perform Their Job:** A strong majority (80%) have some level of agreement with Statement #9, that internal policies and procedures are effective at helping respondents perform their job. A strong majority also have some level of agreement with Statement #10, that they feel encouraged by management to identify better ways to provide service. Most (78%) respondents agree with Statement #11, that management in their Department has a clearly defined strategic direction, with few (18%) disagreeing.

**3.5 There Are High Performance Expectations and Staff Does A Good Job of Communicating, However, Performance Issues Are Not Dealt with Appropriately.**

| Employee Organizational Rating |  |     |     |     |     |     |       |
|--------------------------------|--|-----|-----|-----|-----|-----|-------|
| #                              | Statement  | SA  | A   | D   | SD  | N/A | Count |
| 12                             | We have high performance expectations in my area.  | 54% | 33% | 8%  | 4%  | 1%  | 178   |
| 13                             | Performance issues in my Department are dealt with appropriately.  | 28% | 30% | 24% | 10% | 8%  | 175   |
| 14                             | Managers and supervisors in my Department do a good job of communicating important information to me in a timely manner. | 38% | 44% | 13% | 3%  | 1%  | 178   |
| 15                             | My Department effectively manages workload so that all individuals are highly utilized.                                  | 23% | 50% | 18% | 7%  | 2%  | 175   |
| 16                             | My Department explores new and innovative ways to reduce costs.  | 29% | 51% | 14% | 2%  | 4%  | 178   |

- **There Is High Performance Expectations, However, Performance Issues Are Not Dealt with Appropriately:** An overwhelming majority (87%) have some level of agreement with Statement #12, that respondents have high performance expectations in their area. Most respondents showed some level of agreement with Statement #13, while some (34%) disagreed, indicating performance issues are not dealt with appropriately.
- **Departments Do A Good Job of Communicating Important Information and Workloads Are Distributed So That Staff Are Highly Supervised:** A strong majority (82%) had some level of agreement with Statement #14, that management does a good job of communicating important information in a timely manner. A majority (73%) of respondents agreed with Statement #15, that their Department effectively manages workloads so that all individuals are highly supervised, however, a quarter (25%) of respondents disagree, indicating they feel workloads are not distributed and individuals are not highly utilized.
- **Departments Do A Good Job of Exploring New and Innovative Ways to Reduce Costs:** A strong majority (80%) have some level of agreement with Statement #16, that their Department explores new and innovative ways to reduce cost, with very few (16%) disagreeing, feeling Departments do not explore innovative ways to reduce costs.

#### 4. Open Response Questions

The final section of the survey asked respondents to identify strengths and possible areas of improvements in a written open-ended response format. The following points outline the most common responses and themes identified and an analysis of the responses provided by participants.

##### 4.1 Additional Staffing, Technology and Communications Are Identified As Areas of Operation Where Improvements May Increase Efficiency.

The first portion asked respondents what they felt are the are operational improvements that would increase efficiency or effectiveness of service delivery. A total of 113 responses were received. Responses were categorized based on topic categories; those which were brought up multiple times are shown below:

**Number of Survey Responses by Category  
(sorted from most to fewest responses)**

| Operational Improvement Areas | Count | Percent |
|-------------------------------|-------|---------|
| Additional Staffing           | 21    | 25%     |
| Technology                    | 18    | 21%     |
| Communications                | 16    | 19%     |
| Training                      | 14    | 17%     |
| Policies and Procedures       | 8     | 10%     |
| Facilities & Infrastructure   | 7     | 8%      |

The most common response themes among these answers indicate an increase in staff (21 responses), Technology (18 responses), and Communications (16 responses) as the areas of operations where respondents identified improvements may lead to increased efficiency. This aligns with the earlier answers where respondents indicated a need for more staffing.

#### **4.2 Respondents Identified Staff, the Community, and Law Enforcement as the City of Tigard’s Greatest Strengths.**

The second portion asked respondents what they felt are the are the greatest strengths of the City of Tigard. A total of 125 responses were received. Responses were categorized based on topic categories; those which were brought up multiple times are shown below:

**Number of Survey Responses by Category  
(sorted from most to fewest responses)**

| Areas of Strength | Count | Percent |
|-------------------|-------|---------|
| Staff             | 46    | 41%     |
| Community         | 38    | 34%     |
| Law Enforcement   | 12    | 11%     |
| Diversity         | 8     | 7%      |
| Culture           | 5     | 4%      |

The most common response themes among these answers indicate that respondents believe City Staff (46 responses), Community (38 responses), and Law Enforcement (12 responses) are the greatest strength of the City of Tigard.

#### **4.3 Respondents Identified Communication, Staffing and Budgeting as Areas of Improvement.**

The third portion asked respondents what they felt are the are the greatest opportunities for improvement in the City of Tigard. A total of 113 responses were received. Responses

were categorized based on topic categories; those which were brought up multiple times are shown below:

**Number of Survey Responses by Category  
(sorted from most to fewest responses)**

| Areas of Improvement | Count | Percent |
|----------------------|-------|---------|
| Communication        | 24    | 23%     |
| Staffing             | 19    | 18%     |
| Budgeting            | 18    | 17%     |
| Facilities           | 17    | 17%     |
| Training             | 16    | 16%     |
| Technology           | 9     | 9%      |

The most common response themes among these answers indicate that respondents believe Communication (24 responses), Staffing (19 responses), and Budgeting (18 responses) are areas of improvement for the City of Tigard. This aligns with earlier answers indicating a need for staffing and better communication.

#### **4.4 Additional Comments**

Respondents were given the opportunity to provide additional comments at the end of the survey in the form of free responses. A total of 36 responses were received in the additional comments section.

Some of the additional comments provided indicate a general satisfaction with employment by the City of Tigard. Some concerns raised are consistent with the survey where respondents indicated a need for better interdepartmental communication and a need for increased staffing.

## 4 Community Survey Summary

As part of the Matrix Consulting Group’s study for the City of Tigard, the project team distributed an anonymous survey to members of the community in order to gauge their opinions on a variety of topics relevant to the study. The community survey was publicized by the City in May of 2019. The analysis focuses on presenting key findings that assess community impressions, thoughts, and opinions of the City of Tigard’s services.

This survey generally asked three types of questions:

- **Respondent Demographic Questions:** Respondents were asked to respond to general demographic questions including length of residency and age.
- **Multiple Choice Questions:** Respondents were presented with a number of multiple-choice questions, or statements where respondents indicated their level of agreement or disagreement with the statement, or provided an answer based on the choices provided.
- **Open-Ended Response Questions:** At the end of the survey, respondents were given space to provide additional thoughts and opinions about any of the topics covered within the survey relating to the City of Tigard.

There was a total of 124 responses from members of the community.

### 1. Summary of Key Findings

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

- Respondents are generally satisfied with Tigard’s services, identifying Library and Parks as the areas they are most satisfied with.
- Services provided by the City are a good value.
- Service levels for the City are generally appropriate with some areas identified for expanded services.
- Geography, quality of life and community are the three greatest strengths of the City from the respondent’s perspective.

These survey results indicate that respondents are generally satisfied with the services that are provided by the City of Tigard, however, there are some areas that are in need

of improvement. Survey respondents generally find their interactions with the City to be satisfactory and feel that the services being provided are at a good or excellent level and are good value for tax dollars.

## 2. Survey Respondent Demographics

This section of the analysis provides information regarding survey demographics, such as; number of respondents living in Tigard, number of years lived in Tigard, and the age group of the respondents. There was a total of 124 respondents.

**Table 1: Respondents Living in Tigard**

| Respondent Answer | Count      | Percent       |
|-------------------|------------|---------------|
| Yes               | 117        | 94%           |
| No                | 7          | 6%            |
| <b>Total</b>      | <b>124</b> | <b>100.0%</b> |

**Table 2: Number of Years Lived in Tigard**

| Respondent Answer   | Count      | Percent       |
|---------------------|------------|---------------|
| Less than 5 Years   | 24         | 20%           |
| 5 Years to 10 Years | 17         | 14%           |
| More than 10 Years  | 77         | 66%           |
| <b>Total</b>        | <b>118</b> | <b>100.0%</b> |

**Table 3: Age Groups**

| Respondent Age Range | Count      | Percent       |
|----------------------|------------|---------------|
| Under 21 Years       | 1          | 1%            |
| 21 to 35 Years       | 21         | 17%           |
| 36 to 50 Years       | 44         | 36%           |
| 51 to 65 Years       | 32         | 26%           |
| 66 to 75 Years       | 23         | 19%           |
| 76+ Years            | 2          | 2%            |
| <b>Total</b>         | <b>123</b> | <b>100.0%</b> |

An overwhelming majority (94%) of respondents to the survey indicated that they live in Tigard, with most (66%) of those respondents having lived in the City for over 10 years. The average age of survey respondents is between the ages of 36 and 65 with less than 3% of respondents under 21 or over 76 years of age.

### 3. Multiple Choice Questions

The bulk of the survey consisted of sections where respondents were asked to indicate their opinions on City services. Each question provided the respondents with a number of answer options. Respondents were also given the option to select “N/A,” indicating either No Opinion, Not Applicable, or No Answer.

#### 3.1 Most Respondents Have Reported Interactions with Library, Parks and Police in the Past Two Years.

The first section of multiple-choice questions asked respondents to indicate the City services with which they have had contact with or utilized in the last two years. Respondents were allowed to select multiple responses as they may have had interactions with several departments in the last two years. The table below shows the number of respondents which interacted with or utilized each service type within the last two years:

**Table 4: City Services Utilized**

| <b>Services</b>                    | <b>Count</b> | <b>Percent</b> |
|------------------------------------|--------------|----------------|
| Building (Permits and Inspections) | 25           | 22%            |
| City Manager’s Office              | 24           | 21%            |
| Design & Communications            | 15           | 13%            |
| Engineering                        | 12           | 10%            |
| Finance                            | 10           | 9%             |
| Fleet Management                   | 1            | 1%             |
| Human Resources                    | 9            | 8%             |
| Information Technology             | 3            | 3%             |
| Library                            | 88           | 76%            |
| Municipal Court                    | 2            | 2%             |
| Planning and Zoning                | 17           | 15%            |
| Parks and Grounds                  | 69           | 59%            |
| Police                             | 42           | 36%            |
| Property Management                | 2            | 2%             |
| Public Works                       | 44           | 39%            |
| Recreation                         | 49           | 42%            |
| Other (Passport)                   | 1            | 1%             |
| Other (Schools)                    | 5            | 4%             |
| Other (Tax Collector)              | 3            | 3%             |

Approximately 76% of respondents reported having some interaction with the Library in the past 2 years. The next highest department with greatest amount of interaction was Parks and Grounds at 59%.

### 3.2 Respondents are Generally Satisfied with Tigard’s Services, Identifying Library and Parks as the Most Satisfactory.

The second section of multiple-choice questions asked respondents to indicate their level of satisfaction with the overall quality of services. The response options included “Excellent” (E), “Good” (G), “Fair” (F), “Poor” (P), and “No Answer” (N/A). The following table shows the results by service type and level of satisfaction with service:

**Table 5: Satisfaction of Service Provided**

| <b>Services</b>                       | <b>E</b> | <b>G</b> | <b>F</b> | <b>P</b> | <b>N/A</b> | <b>Count</b> |
|---------------------------------------|----------|----------|----------|----------|------------|--------------|
| Building (Permitting and Inspections) | 5%       | 14%      | 9%       | 8%       | 64%        | 93           |
| City Manager's Office                 | 8%       | 9%       | 7%       | 9%       | 67%        | 87           |
| Design & Communications               | 5%       | 8%       | 6%       | 6%       | 75%        | 88           |
| Engineering                           | 2%       | 6%       | 8%       | 7%       | 77%        | 88           |
| Finance                               | 5%       | 6%       | 5%       | 10%      | 74%        | 88           |
| Human Resources                       | 3%       | 3%       | 3%       | 6%       | 84%        | 86           |
| Library                               | 50%      | 28%      | 3%       | 6%       | 12%        | 94           |
| Municipal Court                       | 3%       | 1%       | 2%       | 6%       | 87%        | 87           |
| Planning & Zoning                     | 10%      | 8%       | 3%       | 7%       | 71%        | 87           |
| Parks and Grounds                     | 25%      | 38%      | 6%       | 12%      | 18%        | 94           |
| Police                                | 26%      | 16%      | 8%       | 13%      | 37%        | 92           |
| Public Works                          | 12%      | 23%      | 8%       | 11%      | 46%        | 91           |
| Recreation                            | 21%      | 27%      | 4%       | 10%      | 38%        | 92           |

As a majority of responses in this table were “No Answer,” the project team excluded the “No Answer” responses and recalculated the percentages to show a more accurate distribution of service ratings. The following table shows the updated calculation:

**Table 6: Satisfaction of Service Provided Excluding No Answer**

| <b>Services</b>                       | <b>E</b> | <b>G</b> | <b>F</b> | <b>P</b> | <b>Count</b> |
|---------------------------------------|----------|----------|----------|----------|--------------|
| Building (Permitting and Inspections) | 15%      | 39%      | 24%      | 21%      | 33           |
| City Manager's Office                 | 24%      | 28%      | 21%      | 28%      | 29           |
| Design & Communications               | 18%      | 36%      | 23%      | 23%      | 22           |
| Engineering                           | 10%      | 25%      | 35%      | 30%      | 20           |
| Finance                               | 18%      | 23%      | 18%      | 41%      | 22           |
| Human Resources                       | 21%      | 21%      | 21%      | 36%      | 14           |

| Services          | E   | G   | F   | P   | Count |
|-------------------|-----|-----|-----|-----|-------|
| Library           | 57% | 33% | 4%  | 7%  | 83    |
| Municipal Court   | 27% | 9%  | 18% | 45% | 11    |
| Planning & Zoning | 36% | 28% | 12% | 24% | 25    |
| Parks and Grounds | 31% | 47% | 8%  | 14% | 77    |
| Police            | 41% | 26% | 12% | 21% | 58    |
| Public Works      | 22% | 43% | 14% | 20% | 49    |
| Recreation        | 33% | 44% | 7%  | 16% | 57    |

- Library, Recreation, and Parks and Grounds Services Have the Highest Level of Satisfaction:** A strong majority feel the overall quality of services for the Library (89%), Parks and Grounds (78%) and Recreation (77%) are Good or Excellent.
- Municipal Court and Finance Have the Lowest Level of Satisfaction:** Most respondents feel the Municipal Court (45%) and Finance (41%) provides poor overall quality of services.
- Opinion on the Satisfaction of Services for Building, City Manager and Design & Communications are Split:** A majority (52%) feel services provided by City Manager are Excellent or Good, while many (48%) feel the services are Fair or Poor. Most feel services by Building (55%) and Design & Communications (55%) are Excellent or Good, while many (45%) feel the services are Fair or Poor.

Respondents generally feel the services provided by the City are satisfactory with many respondents indicating services are “Excellent” or “Good,” while opinions on few services differ.

**3.3 Respondents Generally Feel That Services Are Good Value For Tax Dollars.**

The third section of multiple-choice questions asked respondents to rate the value of services representing good value for tax dollars. The response options included “Good Value” (GV), “Poor Value” (PV), and “No Opinion” (N/O). The table below shows the responses to the value for tax dollars of City service:

**Table 7: Value of Services**

| Services                | GV  | PV  | N/O | Count |
|-------------------------|-----|-----|-----|-------|
| Building                | 31% | 13% | 56% | 94    |
| City Manager's Office   | 23% | 18% | 59% | 93    |
| Design & Communications | 19% | 23% | 56% | 92    |

| Services          | GV  | PV  | N/O | Count |
|-------------------|-----|-----|-----|-------|
| Engineering       | 19% | 14% | 67% | 94    |
| Finance           | 17% | 18% | 65% | 94    |
| Human Resources   | 14% | 13% | 73% | 93    |
| Library           | 72% | 18% | 10% | 98    |
| Municipal Court   | 21% | 10% | 69% | 93    |
| Planning & Zoning | 22% | 16% | 62% | 93    |
| Parks and Grounds | 62% | 26% | 12% | 95    |
| Police            | 57% | 20% | 23% | 96    |
| Public Works      | 44% | 21% | 35% | 94    |
| Recreation        | 41% | 26% | 33% | 96    |

As a majority of responses in this table were “No Opinion,” the project team excluded the “No Opinion” responses and recalculated the percentages to show a more accurate distribution of service ratings. The following table shows the updated calculation:

**Table 8: Value of Services Excluding No Opinion**

| Services                | GV  | PV  | Count |
|-------------------------|-----|-----|-------|
| Building                | 71% | 29% | 41    |
| City Manager's Office   | 55% | 45% | 38    |
| Design & Communications | 46% | 54% | 39    |
| Engineering             | 58% | 42% | 31    |
| Finance                 | 48% | 52% | 33    |
| Human Resources         | 52% | 48% | 25    |
| Library                 | 81% | 19% | 88    |
| Municipal Court         | 68% | 32% | 28    |
| Planning & Zoning       | 57% | 43% | 35    |
| Parks and Grounds       | 70% | 30% | 84    |
| Police                  | 74% | 26% | 74    |
| Public Works            | 67% | 33% | 61    |
| Recreation              | 61% | 39% | 64    |

- **Library, Police and Building Represent the Best Value for Tax Dollars:** A majority of respondents feel the Library (81%), Police (74%) and Building (71%) represent good value for money.
- **Parks and Grounds, Municipal Court and Public Works are Good Value for Tax Dollar:** A majority of respondents indicated Parks and Grounds (70%), Municipal Court (68%) and Public Works (67%) represent good value for tax dollar.

- **Opinion on the Value for Tax Dollar for City Manager and Human Resources is Split:** Most (55%) respondents feel services by the City Manager represent good value for tax dollar, however 45% feel it is poor value. Opinion on Human Resources is split with 52% feeling the services represent good value while 48% feel services are poor value for tax dollar.
- **Finance and Design & Communication Represent Poor Value for Money:** Most (52%) of respondents feel services provided by Finance represents poor value for tax dollar. Most (54%) of respondents feel Design & Communications represents poor value for money, however, 46% disagree.

Respondents generally feel that the services provided by the City of Tigard are a good value for tax dollars, such as Library and Parks and Grounds; whereas, other services such as Finance and Design & Communication ranked much lower in terms of value.

**3.4 Service Levels For The City Are Generally Appropriate.**

The fourth section of multiple-choice questions asked respondents to determine whether the amount of services being provided by the City is at an appropriate level. The Response options included “Too Many Services Are Provided – Services Should Be Reduced” (TM), “Too Few Services – Additional Services Should Be Provided” (TF), and “Current Services Are Appropriate” (CSA). The following table shows the survey responses to the amount of services being provided:

**Table 9: Level of Services Provided**

| <b>Services</b>         | <b>TM</b> | <b>TF</b> | <b>CSA</b> | <b>Count</b> |
|-------------------------|-----------|-----------|------------|--------------|
| Building                | 4%        | 21%       | 75%        | 76           |
| City Manager's Office   | 4%        | 17%       | 79%        | 69           |
| Design & Communications | 9%        | 20%       | 71%        | 69           |
| Engineering             | 1%        | 23%       | 76%        | 69           |
| Finance                 | 9%        | 16%       | 75%        | 67           |
| Human Resources         | 6%        | 14%       | 80%        | 67           |
| Library                 | 16%       | 21%       | 63%        | 86           |
| Municipal Court         | 0%        | 15%       | 85%        | 68           |
| Planning and Zoning     | 3%        | 21%       | 76%        | 68           |
| Parks and Grounds       | 20%       | 38%       | 42%        | 80           |
| Police                  | 7%        | 44%       | 49%        | 83           |
| Property Management     | 2%        | 15%       | 83%        | 65           |
| Public Works            | 6%        | 29%       | 65%        | 72           |
| Recreation              | 23%       | 26%       | 51%        | 78           |

- **A Majority of Services Provided are at an Appropriate Level of Service:** Twelve out of the fourteen services (86% of all services) receive a 50% or higher under the category of current service levels being appropriate.
- **Opinion on Police Services Are Split:** 49% of respondents feel that the current service levels for police are appropriate. To obtain a deeper understanding of this percentage, the project team evaluated the satisfaction with service level based only on the subset of respondents whom actually interacted with Police in the last 2 years. Of the 42 respondents, whom interacted with Police, the majority (55%) indicated that too few services were provided.
- **Opinion On Parks and Grounds Service Levels Are Split:** The plurality of respondents at 42% indicated that current service levels are appropriate. Similar to Police services, the project team evaluated these results in the context of those respondents who have had interactions with Parks and Grounds services. Of the 69 respondents whom interacted with Parks and Grounds, only 39% indicated that current service levels are appropriate.

Respondents identified several service areas they feel could provide additional services; including, Police and Parks; however, the overall consensus shows that service levels for the majority of City service areas are appropriate at the current service levels.

**3.5 Respondent Are Generally Satisfied With The City’s Transparency and Responsiveness, However, Feel Improvements Can Be Made in Infrastructure.**

The fifth section of multiple-choice questions asked respondents to indicate their level of agreement with a number of statements about City services. The responses included “Strongly Agree” (SA), “Agree” (A), “Disagree” (D), and “Strongly Disagree” (SD), and “No Opinion” (N/O). The following table shows the percentage of responses for each statement:

**Table 10: Community Ratings**

| # | Statement   | SA  | A   | D   | SD  | N/O | Count |
|---|---|-----|-----|-----|-----|-----|-------|
| 1 | In general, I think the City effectively spends the revenues allocated to the City to provide municipal services. | 13% | 40% | 12% | 27% | 7%  | 89    |
| 2 | I believe that the municipal services I receive are a good value.   | 13% | 40% | 18% | 19% | 10% | 89    |
| 3 | The City is responsive in addressing concerns about municipal services.   | 16% | 35% | 23% | 9%  | 14% | 87    |

| #  | Statement   | SA  | A   | D   | SD  | N/O | Count |
|----|---|-----|-----|-----|-----|-----|-------|
| 4  | The City does a good job in welcoming resident involvement.                                     | 19% | 28% | 17% | 12% | 14% | 88    |
| 5  | The City does a good job maintaining public infrastructure.                                     | 16% | 35% | 23% | 9%  | 14% | 88    |
| 6  | I am satisfied with the level of transparency regarding how the City spends funds.              | 16% | 35% | 23% | 9%  | 14% | 89    |
| 7  | I am satisfied with the City's compliance with public records accessibility requirements.       | 19% | 28% | 17% | 12% | 14% | 88    |
| 8  | I believe that there is a good overall quality of life in Tigard.                               | 15% | 31% | 15% | 12% | 27% | 89    |
| 9  | The City does a good job planning for the future.   | 19% | 28% | 17% | 12% | 14% | 88    |
| 10 | The City does a good job keeping residents informed of what is happening with local government. | 15% | 31% | 15% | 12% | 27% | 88    |
| 11 | The City has developed a strong mission for the future of Tigard.                               | 15% | 31% | 15% | 12% | 27% | 88    |

- Respondents Feel the City Effectively Spends Revenue to Provide Services and Service Received are of A Good Value:** Most respondents agree (53%) with Statement #1 and #2 and feel that the City effectively spends its revenues to provide services and that services received are a good value.
- Respondents Generally Agree that the City is Responsive in Addressing Concerns and Maintaining Public Infrastructure:** The same majority of respondents (51%) agree with Statement #3 and Statement #5, in feeling that the City is able to respond to any concerns regarding municipal services including updating and maintaining public infrastructure.
- Opinion is Split on the City Doing A Good Job Welcoming Residents with Involvement:** Some (47%) respondents agree with Statement #4, and feel the City does a good job in welcoming resident involvement, however, 29% disagree.
- The City is Transparent and Residents Feel Informed:** Most (51%) respondents agree with Statement #6 and feel the level of transparency regarding how the City spends funds is satisfactory. Many (46%) agree with Statement #10 and feel informed with what is happening in local government. Many (47%) agree with Statement #7, and are satisfied with the City's public records accessibility, but some (29%) disagree and feel improvements can be made.

- **The Overall Quality of Life in Tigard is Good:** Respondents agree (46%) with Statement #8, indicating they feel the quality of life in Tigard is good, while few (27%) disagree and (27%) have no opinion.
- **Opinion on Whether the City Does A Good Job Planning and Developing A Strong Mission for the Future is Split:** Some (47%) agree with Statement #9, and feel the City does a good job planning for the future. Similarly, some (46%) agree with Statement #11, and feel the City has developed a strong mission for the future.

Respondents indicated a level of general satisfaction with transparency and responsiveness of the City of Tigard. The survey responses indicated that the City can improve by maintaining infrastructure and welcoming resident involvement in the public process.

Respondents were then asked to provide any additional thoughts on the statements in the previous sections. Some of the additional comments provided by respondents are in line with previous answers received throughout the survey. Respondents indicated a need for more infrastructure improvements because of increases in traffic, including sidewalks and roads. Some respondents indicated satisfaction from services provided by the Police and a need for more clarity in communicating the City’s financial position.

### 3.6 Opinion On The Perception Of Service Levels Provided Is Split.

This section of multiple-choice questions asked respondents to indicate their perception of the levels of service provided by the City. The table below shows the number of responses:

**Table 11: Levels of Services**

| <b>Response</b>         | <b>Count</b> | <b>Percent</b> |
|-------------------------|--------------|----------------|
| Getting Much Better     | 5            | 6%             |
| Getting Somewhat Better | 18           | 20%            |
| Staying About the Same  | 34           | 38%            |
| Getting Somewhat Worse  | 11           | 12%            |
| Getting Much Worse      | 16           | 18%            |
| No Opinion              | 5            | 6%             |
| <b>Total</b>            | <b>89</b>    | <b>100.0%</b>  |

The most common response (38%) indicates respondents feel the service levels of the City are staying about the same. Some (26%) respondents indicated that services are

getting somewhat or much better, while 30% of respondents feel that services are getting worse or somewhat worse.

#### 4. Open Response Questions

The final section of the survey asked respondents about their opinion on City services in a written open-ended response format. The following points outline the most common responses and themes identified and an analysis of the responses provided by participants.

##### 4.1 Respondents Identify Infrastructure and Housing Subsidies as Services or Service Levels That Should be Reduced.

The first open ended response portion asked respondents if they feel any services or service levels should be reduced. A total of 27 responses were received. Responses were categorized based on topic categories; those which were brought up multiple times are shown below:

**Table 12: Number of Survey Responses by Category  
(sorted from most to fewest responses)**

| <b>Service / Service Levels</b> | <b>Count</b> | <b>Percent</b> |
|---------------------------------|--------------|----------------|
| Infrastructure                  | 8            | 30%            |
| Housing Subsidies               | 6            | 22%            |
| Employee Benefits               | 5            | 19%            |
| Sanctuary City                  | 4            | 15%            |
| Programs                        | 2            | 7%             |
| Staffing                        | 1            | 4%             |
| Police                          | 1            | 4%             |
| <b>Total</b>                    | <b>27</b>    | <b>100.0%</b>  |

The most common response themes among these answers indicate respondents feel areas involving Infrastructure (8 responses), including, urban renewal and public art pieces, have services or service levels that should be reduced. The second most common answer indicates respondents feel that Housing Subsidies (6 responses) should be reduced.

##### 4.2 Respondents Indicated Public Works and Parks and Recreation as Areas of Existing Services That Should be Provided or Improved.

The second portion asked respondents what services they feel should be provided, and if the service is already provided, should it be at a higher level. A total of 49 responses

were received. Responses were categorized based on topic categories; those which were brought up multiple times are shown below:

**Table 13: Number of Survey Responses by Category  
(sorted from most to fewest responses)**

| <b>Areas of Improvement</b> | <b>Count</b> | <b>Percent</b> |
|-----------------------------|--------------|----------------|
| Public Works                | 12           | 24%            |
| Parks and Recreation        | 10           | 20%            |
| Transportation              | 9            | 18%            |
| Police                      | 8            | 16%            |
| Homeless                    | 6            | 12%            |
| Education                   | 3            | 6%             |
| Development                 | 1            | 2%             |
| <b>Total</b>                | <b>49</b>    | <b>100.0%</b>  |

The most common response themes among these answers indicate that respondents believe that Public Works (12 responses) services, including street and road improvements, is the service area in need of the most improvement. The second most common response shows that respondents believe Parks and Recreation (10 responses) services can be improved upon.

#### **4.3 Geography, Quality of Life and Community are the Three Greatest Strengths of the City.**

The third portion asked respondents what they felt are the City of Tigard's three greatest strengths. A total of 55 responses were received. Responses were categorized based on topic categories; those which were brought up multiple times are shown below:

**Table 14: Number of Survey Responses by Category  
(sorted from most to fewest responses)**

| <b>Areas of Strength</b> | <b>Count</b> | <b>Percent</b> |
|--------------------------|--------------|----------------|
| Geography                | 17           | 31%            |
| Quality of Life          | 14           | 25%            |
| Community                | 12           | 22%            |
| Public Safety            | 5            | 9%             |
| Transparency             | 4            | 7%             |
| Main Street              | 3            | 5%             |
| <b>Total</b>             | <b>55</b>    | <b>100.0%</b>  |

Respondents indicated Geography (17 responses) as the greatest strength of the City of Tigard, including the natural landscape, parks and freeway accessibility. Quality of Life

(14 responses), including affordability and educated, was indicated to be the second greatest strength of the City. The Community (12 responses) as it relates to residents and interactions with other residents is ranked as the third greatest strength of Tigard.

#### 4.4 Respondents Identified Parks, Traffic and Taxes as the Three Greatest Areas of Improvement.

The fourth portion of the open response section asked respondents to identify the three greatest improvement opportunities for the City of Tigard. A total of 57 responses were received. Responses were categorized based on topic categories:

**Table 15: Number of Survey Responses by Category  
(sorted from most to fewest responses)**

| <b>Improvement Opportunities</b> | <b>Count</b> | <b>Percent</b> |
|----------------------------------|--------------|----------------|
| Parks                            | 13           | 23%            |
| Traffic                          | 11           | 19%            |
| Tax Cuts                         | 10           | 18%            |
| Development                      | 7            | 12%            |
| Sanctuary                        | 6            | 11%            |
| Public Safety                    | 6            | 11%            |
| Transportation                   | 4            | 7%             |
| <b>Total</b>                     | <b>57</b>    | <b>100.0%</b>  |

Community survey respondents indicated Parks (13 responses) as the largest area of improvement. Respondents pointed to a need for additional programming services and maintenance of park facilities. Respondents indicated Traffic (11 responses) as another area of improvement, including infrastructure improvements and reduction of light rail usage. Survey respondents identified Tax Cuts (10 responses) as another area of improvement for the City, such as a reduction of taxes.

#### 4.5 Additional Comments

Respondents were given the opportunity to provide additional comments at the end of the survey in the form of free responses to provide any additional information or context to survey responses. A total of 33 responses were received in the additional comments section. The additional comments provided by respondents included discussion regarding the sanctuary city status of Tigard and the desire for lower taxes.