

## **The Breakthrough Initiatives and Teams:**

### **INITIATIVE**

#### **Employee Compensation and Benefit**

Goal: *Develop policy for long-term compensation and benefit changes*

Possibilities include, but not limited to:

- Review City employee health benefits changes
- Review/establish “cost control” strategies/programs associated with health benefits
- Eliminate/phase out longevity pay
- Study options related to creating a TERS II plan for new employees
- Review policies and practices associated with application of additional rates (management discretion or “other factors” 1.12.640)
- Review unrepresented employee compensation policy (PMP 330)
- Establish standardized performance assessment system
- Review compensation policy for “subject matter experts” in the organization
- Review “best practices” for municipal organizations related to total compensation

### **TEAM**

#### Chair:

Steve Marcotte, Finance Director

#### Members:

Co-Chair Pat Pabst, Retirement  
Beth Brooks, Public Works  
Chief Eileen Lewis, Fire  
Randy Lewis, Government Relations  
Rich McCrea, Police  
Donna Stenger, Tacoma Economic Development  
Carol Mathewson, General Services  
Vicki Sullivan, Municipal Court  
Jane Evancho, Tacoma Public Utilities  
Dana Toulson, Tacoma Public Utilities  
Bob Burton, Business Information Systems

#### Resource Group:

Content Expert/Internal	– Mary Brown, Human Resources
Organizational Development/Facilitator	– Mary Morrison, Human Resources
Private Sector Credible Source	– Bev Losey, Brown and Brown
Attorney	- Cheryl Carlson and Elizabeth Pauli

## **INITIATIVE**

### **Organizational Restructuring/Consolidation**

Goal: *Design new City organizational structure (General Government)*

Possibilities include, but not limited to:

- Eliminate unnecessary layers of management, reduce management positions as necessary
- Examine ways we assign responsibility for work, decision making, communications/information sharing, work processes, and cross departmental collaborations towards eliminating “silos”
- Look for permanent program and services elimination options
- Review allocation of costs of internal services to departments
- Look for opportunities for service consolidation and other service delivery methodologies:
  - Review/determine feasibility/advisability of combining electrical staff
  - Review Fire suppression/EMS staffing methodology for efficiencies and savings
  - Assess feasibility of consolidating business units’ Information Technology staff within Business Information Systems structure
- Review “best practices” for municipal organizations related to organizational structure and allocation of costs

## **TEAM**

### Chair:

Rod Kerslake, Hearing Examiner

### Members:

Co-Chair John Briehl, Human Rights and Human Services

Lilly Aguilar, Human Resources

Leslie Rowen, General Services

Mike Fitzgerald, Fire

Michelle Lewis-Hodges, Business Information Systems

Gwen Kopetzky, City Manager’s Office

Chief Donald Ramsdell, Police

Pam Richards, Finance

Craig Sivley, Public Works

Susan Odencrantz, Library

**Organizational Restructuring/Consolidation Team (continued)**

Resource Group:

Organization Development/Facilitator	- Mary Morrison, Human Resources
Professional Consultation/Content Expert	- Outside Consultant
Content Expert/Internal	- Jon Lendosky, Fire
Attorney	- Cathy Parker (tentative)

## **INITIATIVE**

### **Vehicles and Equipment**

Goal: *Improve the efficiency and cost effectiveness of providing fleet maintenance services and purchase of City's equipment and vehicles*

Possibilities include, but not limited to:

- Explore alternative cost-effective ways to provide vehicle and equipment services, i.e., outsourcing and competitive contracting
- Seek opportunities to contract with other agencies for vehicle/equipment maintenance services
- Review possibility of consolidating City fleet service garages
- Review allocation of costs of fleet maintenance and vehicle and equipment purchase services to internal customers
- Review “best practices” for municipal organizations related to fleet operations

## **TEAM**

### Chair:

Ryan Petty, Tacoma Economic Development Director

### Members:

Co-Chair Sherri Crawford, Office of Management, Budget and Analysis

Bill Pugh, Public Works

David Otto, Business Information Systems

Catherine Mitchell, General Services

Gary Steinhoff, Fire

Jim Howatson, Police

### Resource Group:

Content Experts/Internal

- Steve Hennessey, General Services

- Rich Stearns, Fire

Organization Development/Facilitator

- Joe Hagala

Private Sector Credible Source

- \_\_\_\_\_

Professional Consultation/Content Expert

- Outside Consultant

TPU, Fleet Services

- Frank Castro

Attorney

- Steve Victor

## **INITIATIVES**

### **Risk Management**

Goal: *Reduce overall liability costs and workers' compensation claims and their average cost to improve risk management outcomes*

Possibilities include, but not limited to:

- Design a comprehensive, proactive risk management plan to control/reduce City's liability costs
- Study risk management control options related to the City's regulatory compliance responsibilities

### **TEAM**

Chair:

Woodrow Jones, Jr., Human Resources Director

Members:

Co-Chair Elizabeth Pauli, Legal  
Mike Combs, Public Assembly Facilities  
Rick Brush, General Services  
Joe Delaney, Finance  
Tom Strickland, Police  
Karen Larkin, Public Works  
Jon Chaffey, Fire  
Ken Turner, TPU

Resource Group:

Content Expert/Internal	- Debbie Dahlstrom, Human Resources
Organization Development/Facilitator	- Carol Wolfe, TEDD
Private Sector Credible Source	- Dan DeLorenzo, Brown and Brown
Attorney	- Elizabeth Pauli