

Pierce County, Washington
2017 BUDGET



Pierce County, Washington
2017 Budget

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Pierce County Budget and Finance Department

2017 BUDGET



Agenda

- Budget Development
- General Fund Budget
- Total County Budget

Performance Management

Strategic Plan Framework:

Vision – A livable Pierce County where people choose to live, work, and play.

Mission – Pierce County delivers essential, customer-focused government services with innovation and passion.

Values

1. Innovation – Thinking outside the box; trying better ways to accomplish a goal.
2. Integrity – Open, ethical, honest, and fair in all we do and words and deeds match up.
3. Public Service – Focus on providing customer service and action as good stewards of public resources.
4. Respect – Show regard or consideration for someone’s rights or opinion, a variety of cultures/lifestyles.
5. Teamwork – Cooperative effort by a group or team.



a livable
Pierce County
where people choose to ...

live

work

play

Pierce County delivers essential, customer-focused government services with innovation and passion.

County Balanced Scorecard
Strategic Objectives

| | |
|-------------------------|--|
| Public Service | Increase Customer Satisfaction Increase Partnerships |
| Financial Stewardship | Improve Resource Allocation Decisions Leverage Resources to Increase Capacity |
| Service Delivery | Improve Strategic Planning Improve Service Delivery Increase Use of Tools |
| Organizational Capacity | Strengthen Employee Safety & Wellness Programs Increase Employee Engagement |

Pierce County

■ Integrity ■ Teamwork ■ Respect ■ Innovation ■ Public Service

Performance Management

County Balanced Scorecard:

| Perspective | Strategic Objectives |
|---|---|
| <p>Public Service - Understand our customers' and stakeholders' needs and expectations and enthusiastically deliver essential County services.</p> | <ul style="list-style-type: none"> • Increase Customer Satisfaction • Increase Partnerships |
| <p>Financial Stewardship - Prioritize, align and manage all of the County's financial resources to achieve the County's vision in an efficient, effective, and sustainable manner.</p> | <ul style="list-style-type: none"> • Improve Resource Allocation Decisions • Leverage Resources to Increase Capacity |
| <p>Service Delivery - Identify and optimize processes, tools, and teams to deliver high quality and efficient services.</p> | <ul style="list-style-type: none"> • Improve Strategic Planning • Improve Service Delivery • Increase Use of Tools |
| <p>Organizational Capacity - Attract, deploy, develop, retain, and equip a diverse and talented workforce to continually deliver innovative and responsive services.</p> | <ul style="list-style-type: none"> • Strengthen Employee Safety & Wellness Programs • Increase Employee Engagement |

Performance Management

Achievements in 2016:

County Balanced Scorecard (CBS) Board – Established the CBS Board with representation from the Executive’s Office, County Performance Audit Committee, Budget and Finance, Communications, Human Resources, Information Technology, and Public Works. The CBS Board:

1. Supports the Executive in implementing and maintaining the Balanced Scorecard.
2. Supports departments in submitting annual performance measures that align with the Balanced Scorecard and annual budget.
3. Reviews departmental data and performance measure results.
4. Supports departments with training on how to identify and write better performance measures.
5. Supports departments with training on the Scorecard technology.
6. Communicates Balanced Scorecard and department performance measures.

Enhanced Performance Measurement Reporting

- Annual department presentations to the CBS Board
- Tier 1 and Tier 2 performance measures, targets, and prior year results reported in the 2017 Budget Book



Performance Management

Increase Customer Satisfaction

Tier 1 Example

Summary The County Executive has directed all departments to survey their internal and external customers so that department leadership can better understand the satisfaction level of their customers. The County Executive has also directed the Communications Department to work with all departments to ensure they have the tools they need to conduct surveying to seek customer feedback in a uniform and consistent manner.

Intended Result Departments gather and analyze their data, develop recommendations for improvements, and implement approved recommendations.

External and internal customers served by Pierce County are positively satisfied.

Performance Measure Percent overall satisfaction in a customer satisfaction survey using specific questions at/near time service is provided

- Timely – Service(s) provided in timeframe identified
- Respectful – Staff treated me with respect
- Issue addressed – Expectation met
- Overall satisfaction – I am satisfied with the service I received

Target: 75% overall satisfaction level



As of 2016, the County continues to score higher than the target percentage for Customer Satisfaction.

| 2013 Actual | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Target |
|-------------|-------------|-------------|-------------|-------------|
| 92.5% | 85.5% | 90.5% | 93.3% | 75% |

- Initiatives**
- Develop survey tool recommendations
 - Develop and implement survey standards, including selecting a survey tool
 - Department develop and implement improvement using their data

Performance Management

Tier 2 Example

| PERFORMANCE MEASURES | | | | | |
|--|----------------|----------------|----------------|----------------|--|
| | 2014 Actual | 2015 Actual | 2016 Target | 2017 Target | Initiative |
| Objective: Improve Service Delivery | | | | | |
| Percent complete of Physical Inspection & Appraisals by May 31 of each year (1/6 of Pierce County) | 71.8% | 61.8% | 75.0% | 75.0% | Continually improve a systematic program of revaluation that includes annual statistical modeling of all taxable property within the County and physical inspections of taxable real property. |
| Objective: Improve Resource Allocation Decisions | | | | | |
| Insure total operating costs do not exceed 1% of property tax billings | 0.85% | 0.85% | < 1% | < 1% | Implement efficiencies and quality improvement in all of our business processes while keeping costs at a minimum. |
| Objective: Increase Use of Tools | | | | | |
| Percent increase over prior year: | | | | | Promote the availability of electronic services. |
| - Electronic Personal Property Filings | 20.2% | 9.5% | 5.0% | 5.0% | |
| - Electronic Tax Payments | 45.3% | 37.9% | 5.0% | 5.0% | |

2017 Highlights

- **Public Safety/Legal & Judicial**

- Adds five Deputy Sheriff's and increases overtime budget for Corrections Bureau.
- Electronic monitoring services for the pre-trial services program.
- Supports South Sound 911 dispatch services.
- Additional Guardian Ad Litem position.
- Two positions in the Prosecuting Attorney's Office for pro-active property crime cases.
- Provides funding to meet State Supreme Court defense caseload standards.

- **Behavioral Health**

- Implementation of the 1/10th of 1% Sales Tax to fund mental health and chemical dependency services in the County.
 - Adds one Community Engagement Coordinator and contractual services for 7 Behavioral Health Co-Responders to work directly with Sheriff Deputies.
 - Provides State funding for treatment services.
 - Adds four positions to support mental health programs.

- **Support for Economic Growth**

- Funding to foster growth of aerospace and agricultural sectors.
- Resources to support building permit applications.

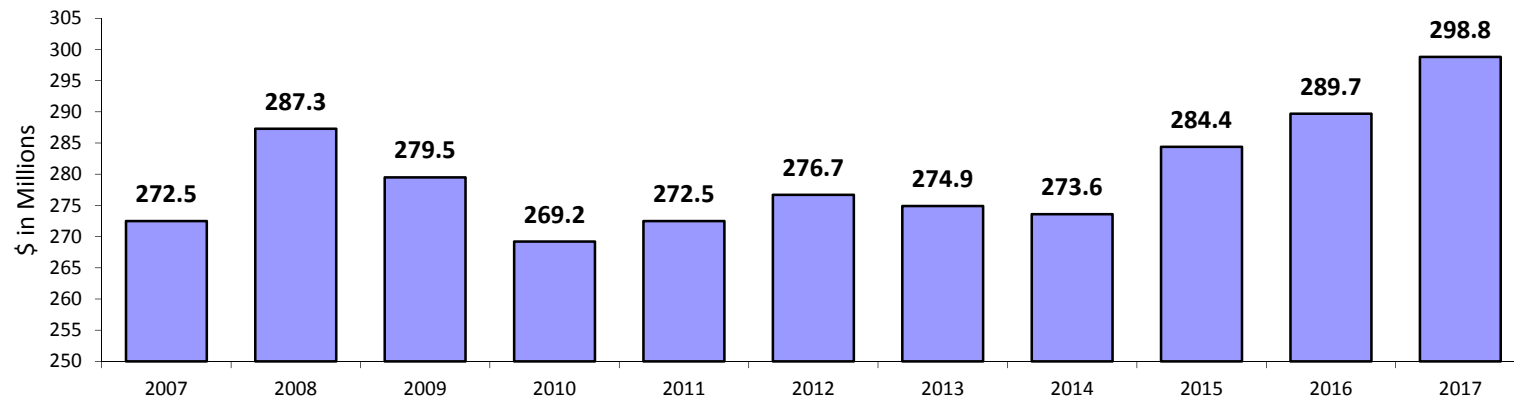
- **Other Areas**

- Increased funding for property abatement.
- Funding of deferred maintenance on County buildings.
- Continued expansion and upgrade of information technology systems.
- Increase in resources provided for parks to meet increased use of the facilities.
- 2.125 percent average COLA.

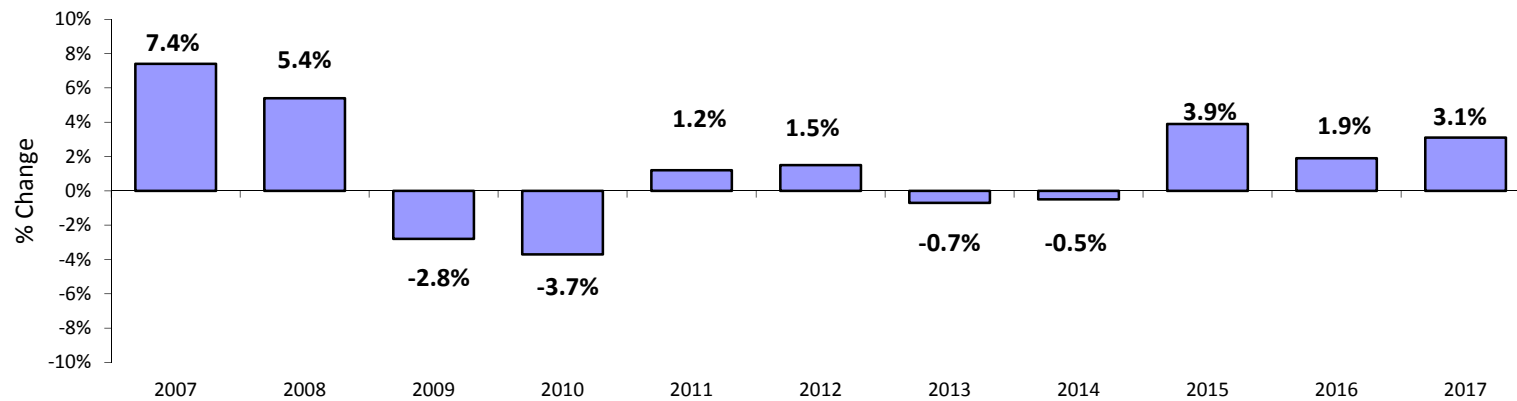
General Fund Budget

General Fund Budget

General Fund



General Fund Percent Change

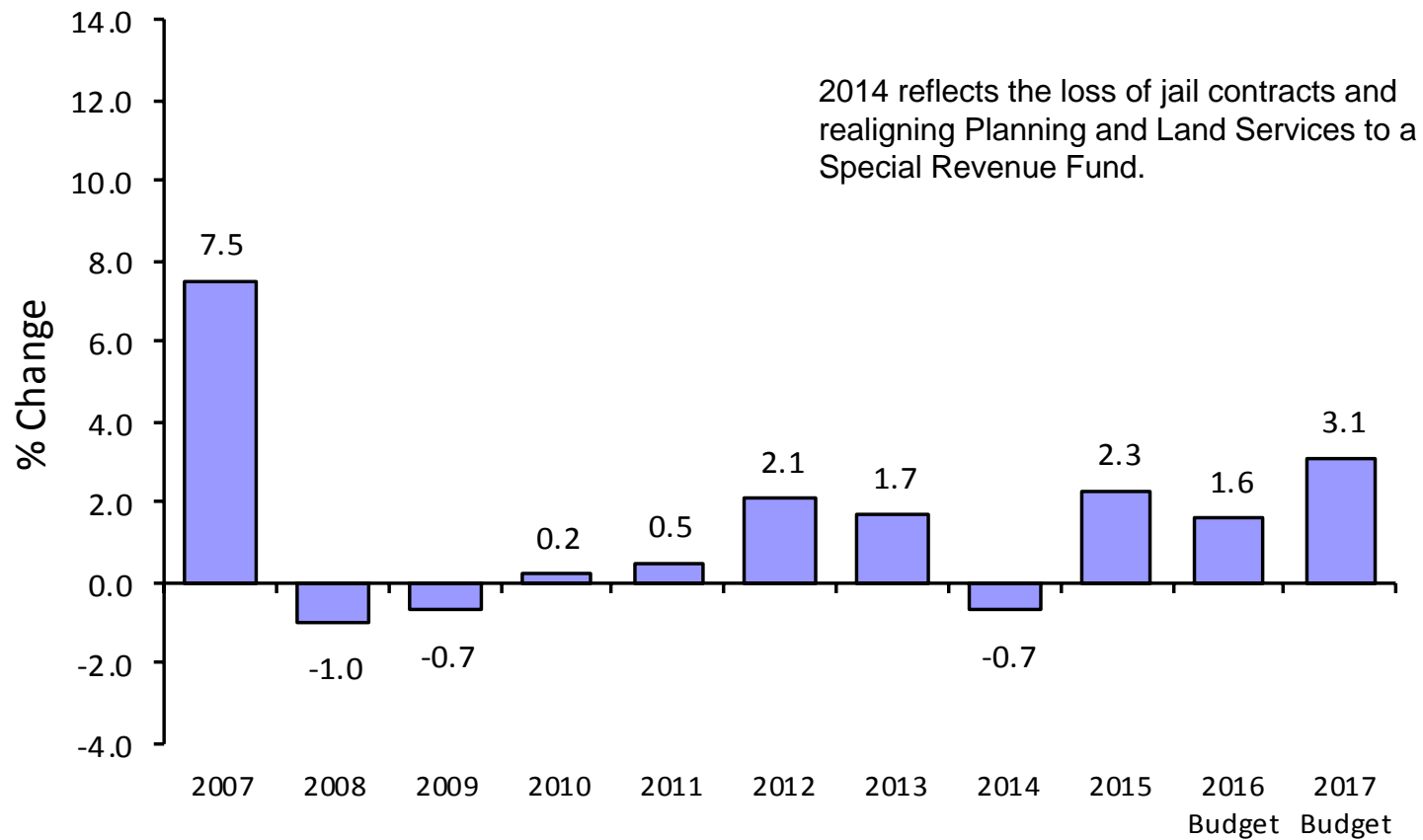


General Fund Revenue Highlights

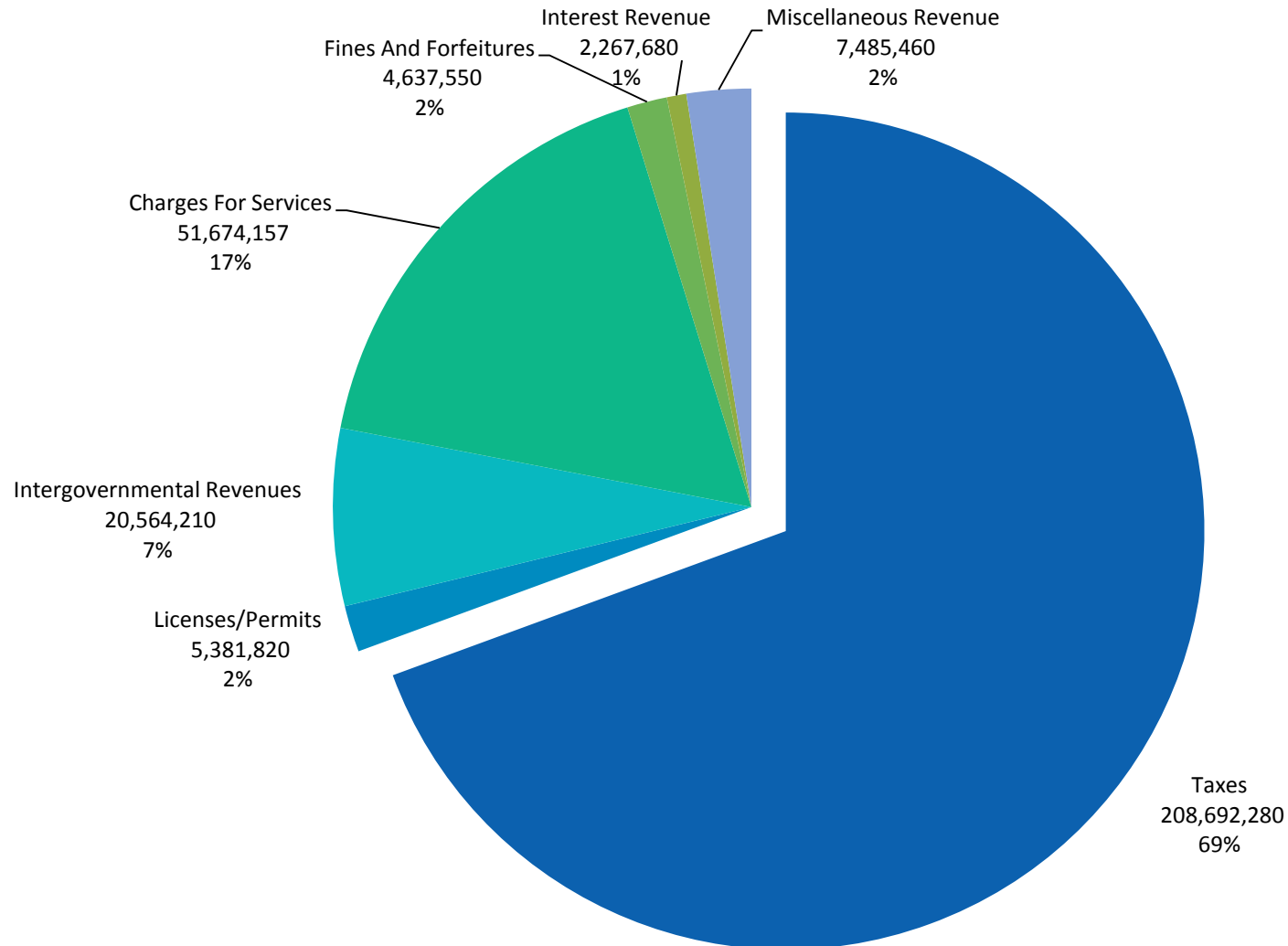
- Property Tax Revenue
 - 2016 Budget - \$135.2 million
 - 2017 Budget - \$137.3 million, 1.5% higher

- Sales Tax Revenue
 - 2016 Budget - \$67.6 million
 - 2017 Budget - \$70.5 million, 4.3% higher than 2016 Budget

Change in General Fund Revenues



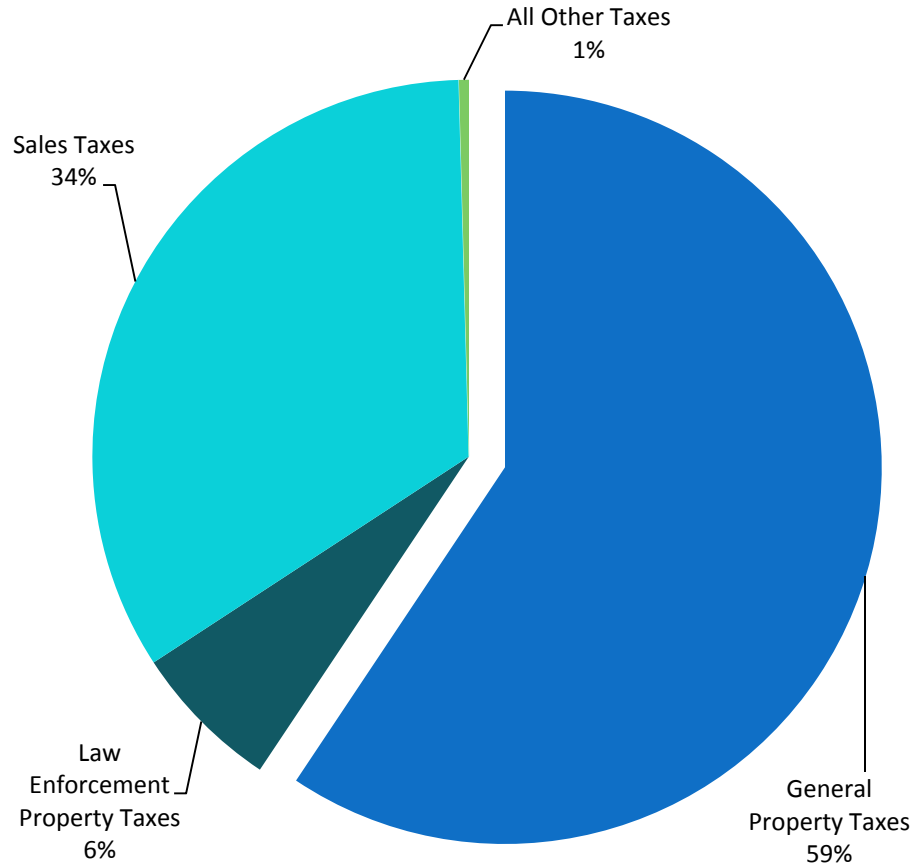
General Fund Revenue



General Fund Revenue Comparison

| | 2016 Budget | 2017 Budget | Percent Change |
|------------------------------|-----------------------|-----------------------|----------------|
| Property Taxes | \$ 135,230,910 | \$ 137,295,260 | 1.5% |
| Sales Taxes | 67,596,230 | 70,506,120 | 4.3 |
| Other Taxes | 673,500 | 890,900 | 32.3 |
| Licenses and Permits | 5,249,890 | 5,381,820 | 2.5 |
| Intergovernmental Revenue | 20,437,225 | 20,564,210 | 0.6 |
| Charges for Services | 46,620,826 | 51,674,157 | 10.8 |
| Fines and Forfeitures | 4,890,970 | 4,637,550 | (5.2) |
| Interest Revenue | 2,131,410 | 2,267,680 | 6.4 |
| Other Miscellaneous Revenue | 6,803,650 | 7,485,460 | 10.0 |
| Use/(Source) of Fund Balance | 93,764 | (1,929,700) | 100.0 |
| Total Revenues | \$ 289,728,375 | \$ 298,773,457 | 3.1% |

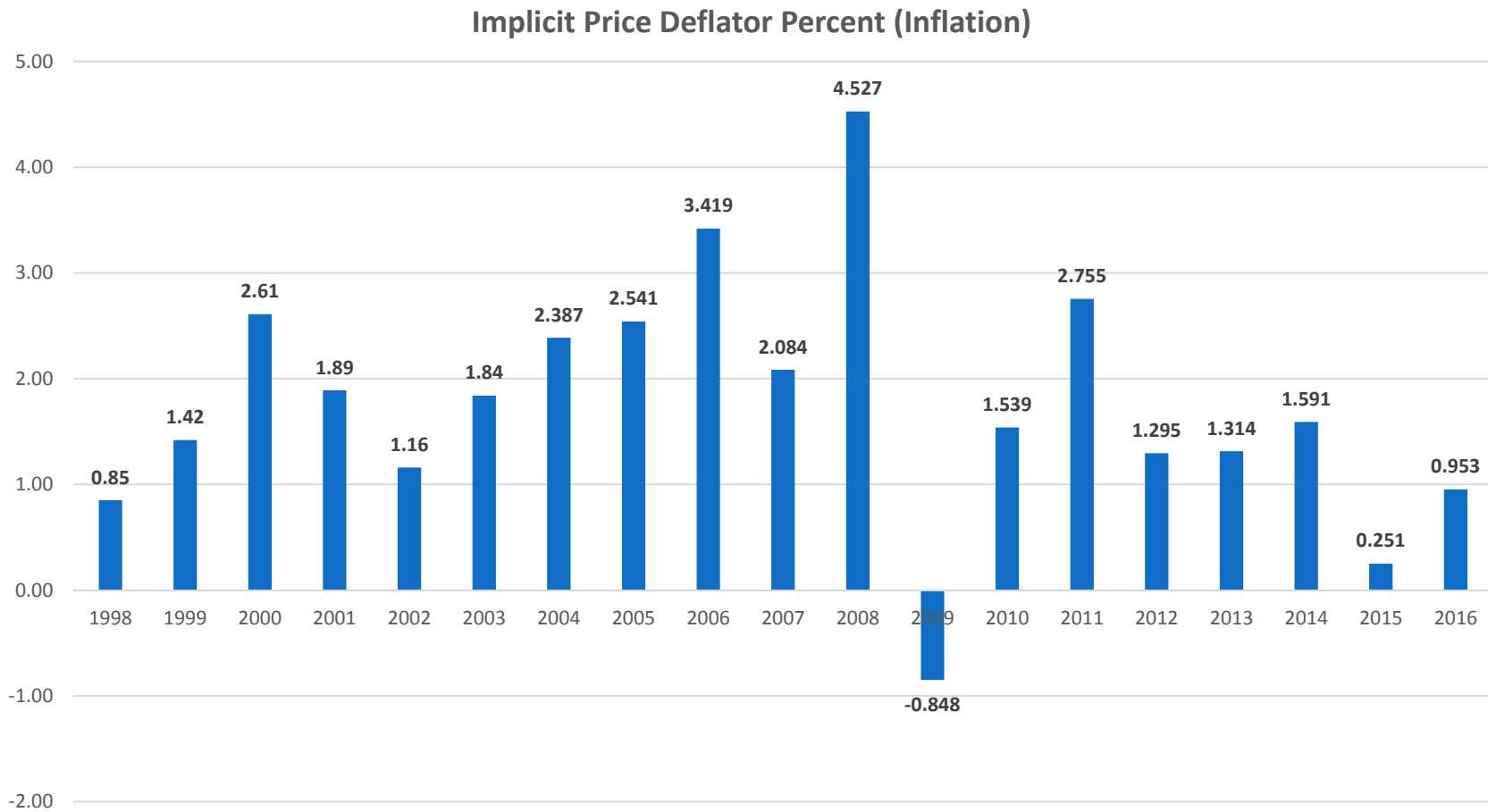
2017 Estimated General Fund Tax Revenues



General Fund Tax Revenue

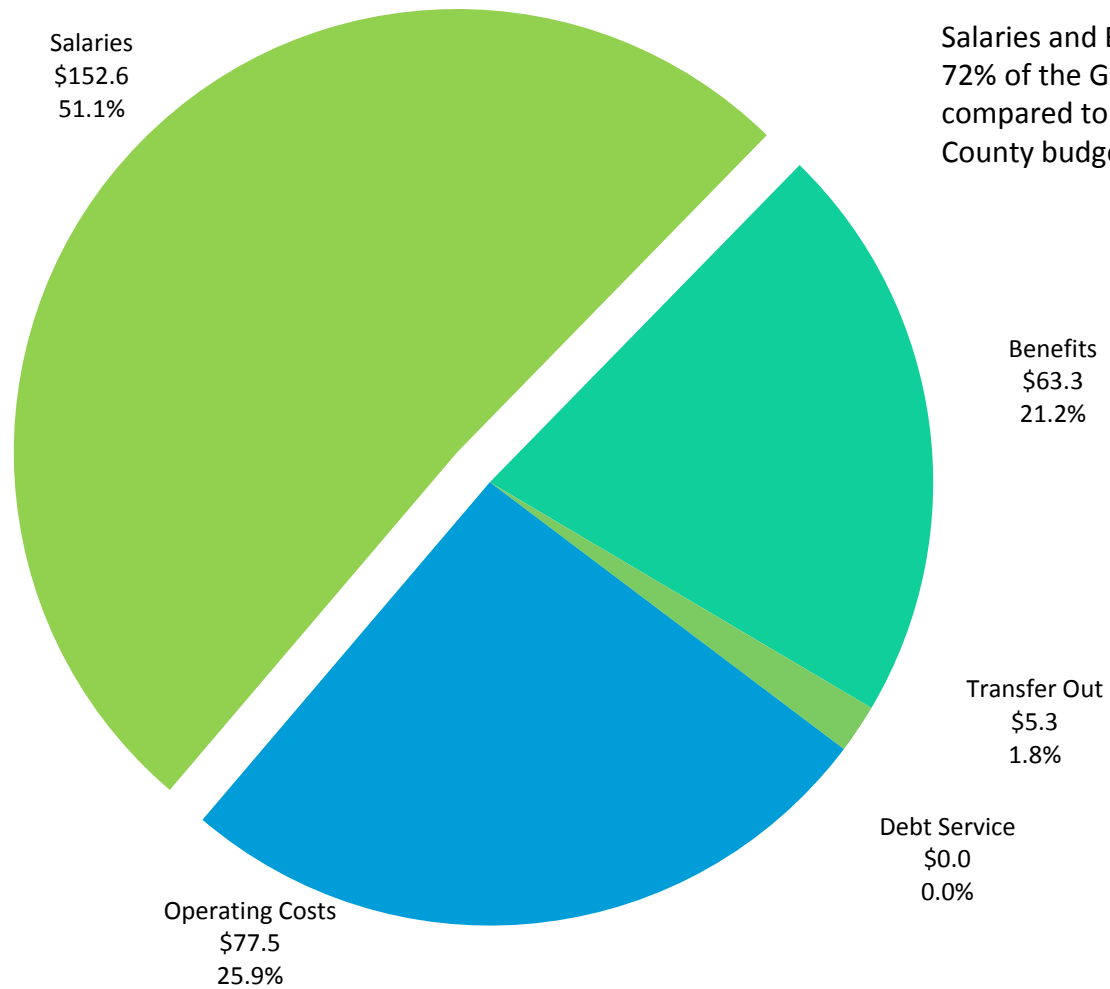
| | 2008 | 2017 |
|--------------------------------|-------|-------|
| General Property Taxes | 58.6% | 59.4% |
| Law Enforcement Property Taxes | 6.4% | 6.4% |
| Sales Taxes | 33.8% | 33.8% |
| All Other Taxes | 1.2% | 0.4% |

Implicit Price Deflator (Inflation)



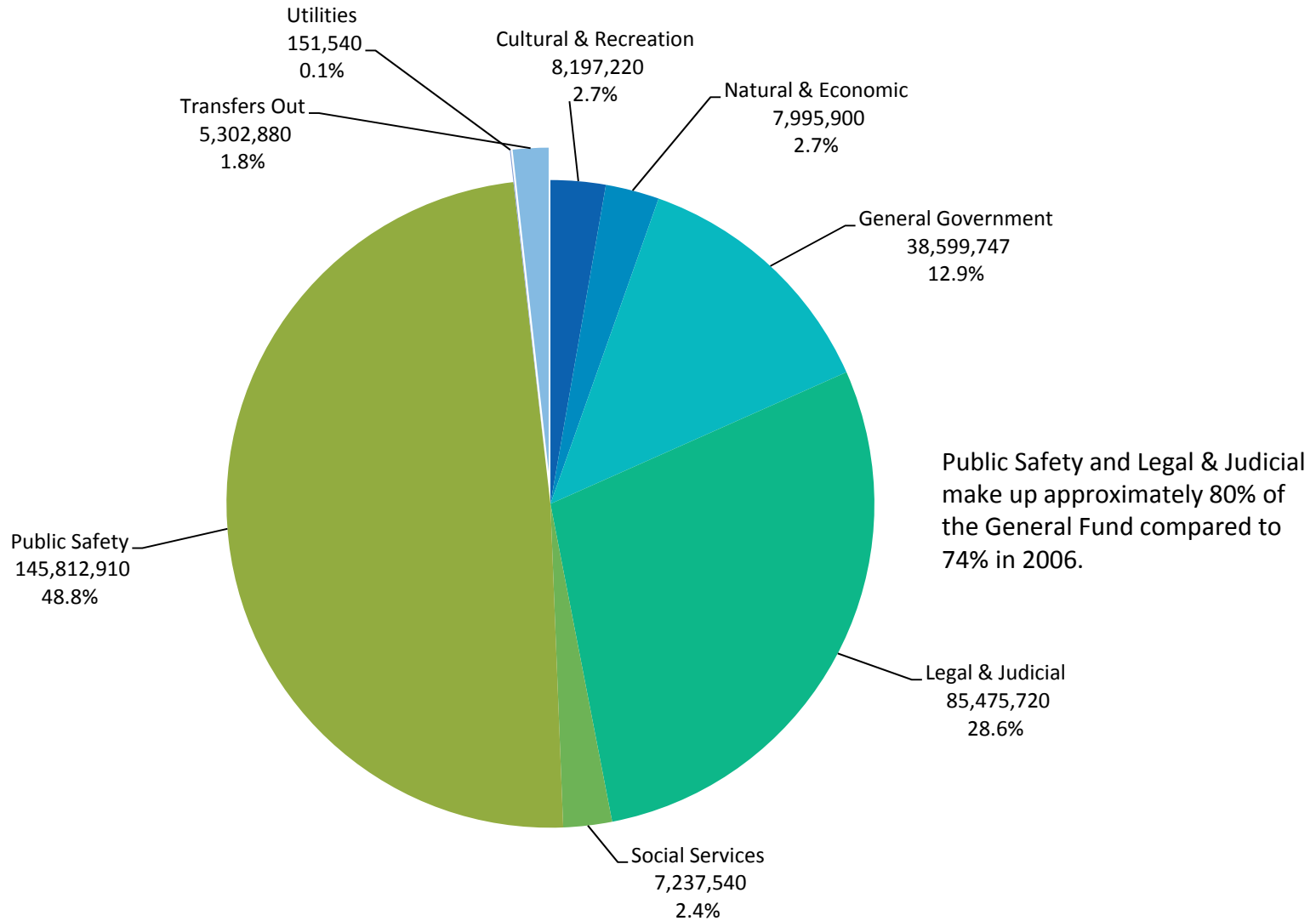
2017 General Fund Expenditures

Summarized by Object Classification

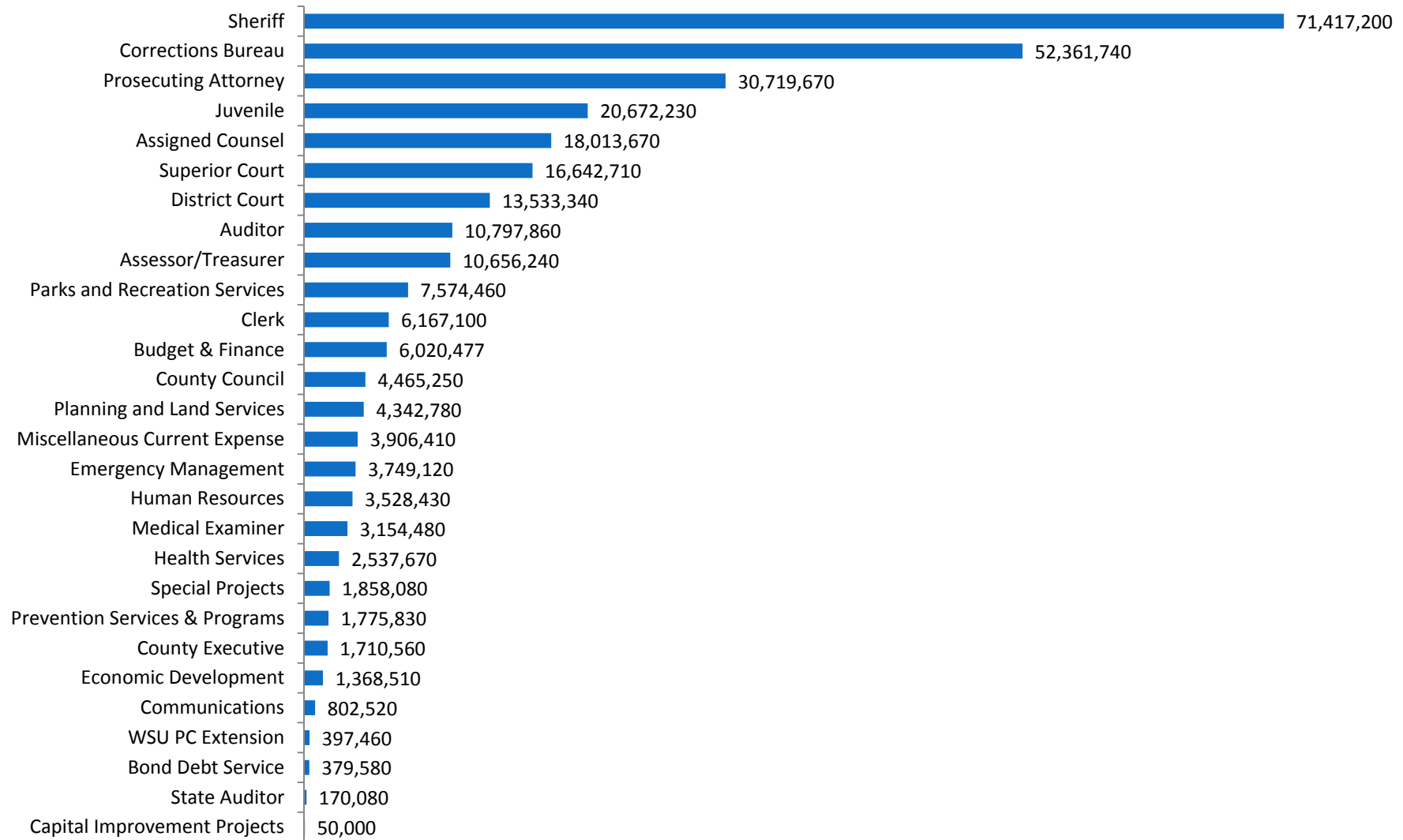


Salaries and Benefits make up 72% of the General Fund budget compared to 43% of the total County budget.

General Fund Expenditures by Functional Grouping

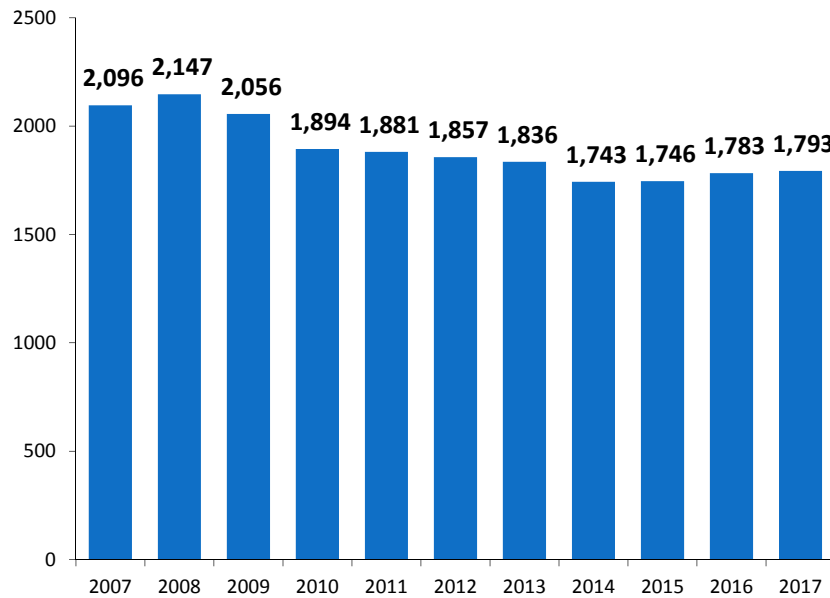


General Fund Expenditures by Department



General Fund Staffing Summary

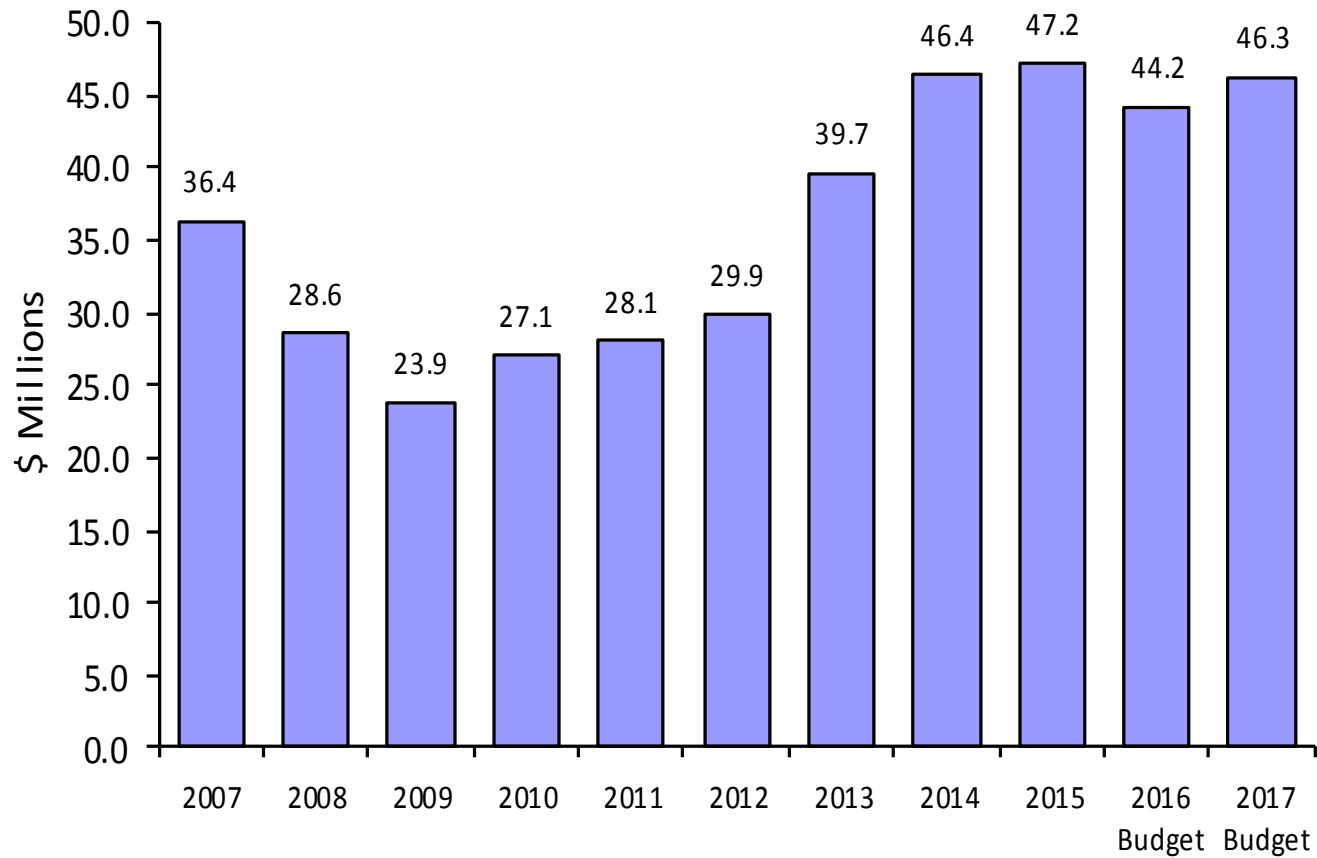
General Fund FTEs



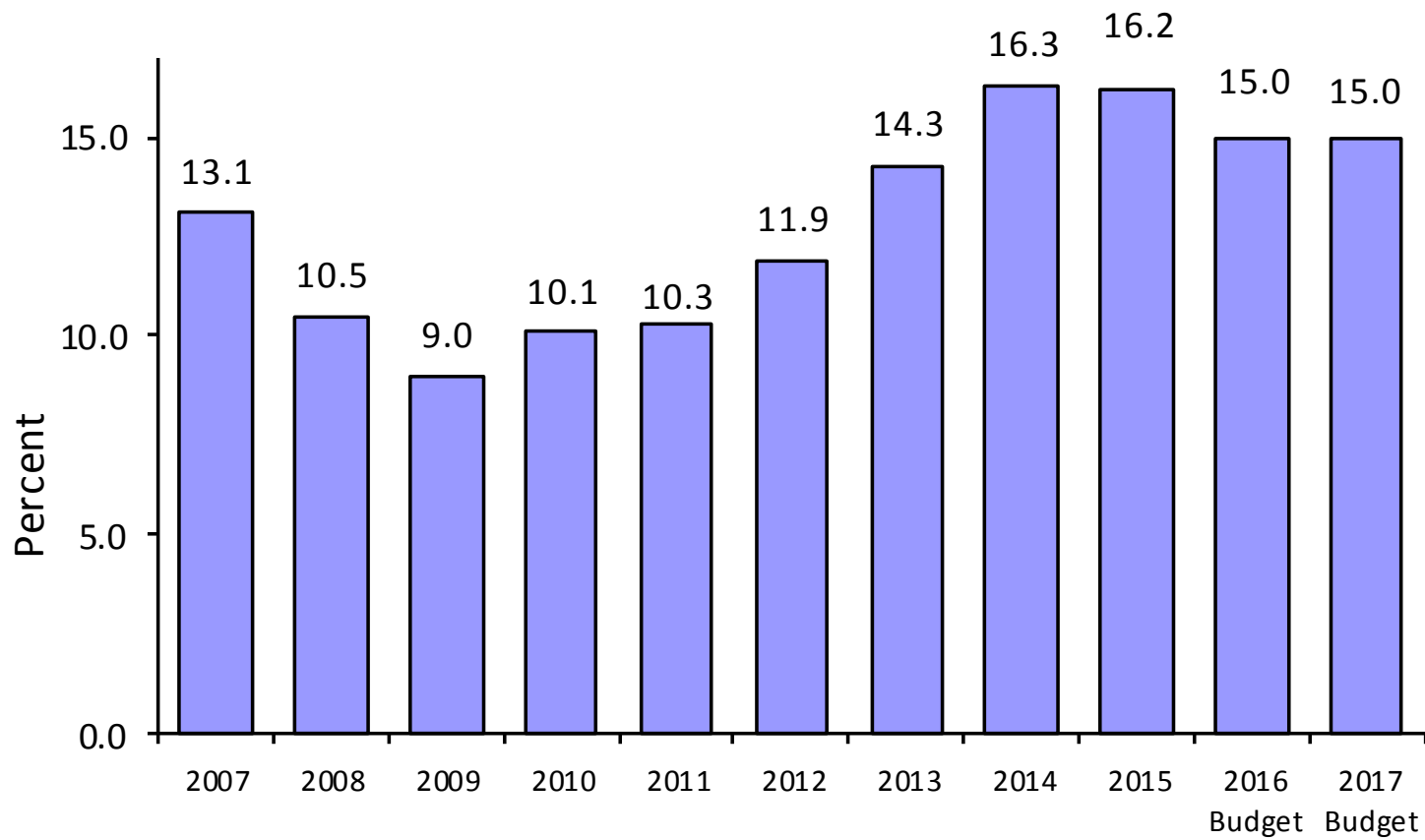
General Fund Net Changes in FTE

| | 2016 FTE | 2017 FTE | Change |
|--------------------------------|-----------------|-----------------|-------------|
| Assessor/Treasurer | 74.20 | 74.20 | - |
| Assigned Counsel | 98.00 | 99.00 | 1.00 |
| Auditor | 47.80 | 48.05 | 0.25 |
| Budget & Finance | 40.36 | 41.36 | 1.00 |
| Clerk of the Superior Court | 51.00 | 51.00 | - |
| Communications | 3.88 | 4.88 | 1.00 |
| Corrections | 320.90 | 320.90 | - |
| County Council | 28.60 | 28.60 | - |
| County Executive | 9.50 | 9.50 | - |
| District Court | 103.00 | 100.50 | (2.50) |
| Economic Development | 7.70 | 6.88 | (0.82) |
| Emergency Management | 28.00 | 28.00 | - |
| Human Resources | 22.80 | 23.80 | 1.00 |
| Juvenile | 153.02 | 151.40 | (1.62) |
| Medical Examiner | 17.00 | 17.00 | - |
| Parks & Recreation Services | 44.47 | 45.19 | 0.72 |
| Planning & Land Services | 29.43 | 29.20 | (0.23) |
| Prevention Services & Programs | 0.66 | 0.73 | 0.07 |
| Prosecuting Attorney | 209.00 | 212.00 | 3.00 |
| Sheriff | 384.00 | 390.00 | 6.00 |
| Special Projects | 7.81 | 7.31 | (0.50) |
| Superior Court | 101.38 | 103.00 | 1.62 |
| Total General Fund | 1,782.51 | 1,792.50 | 9.99 |

Unassigned General Fund Balance



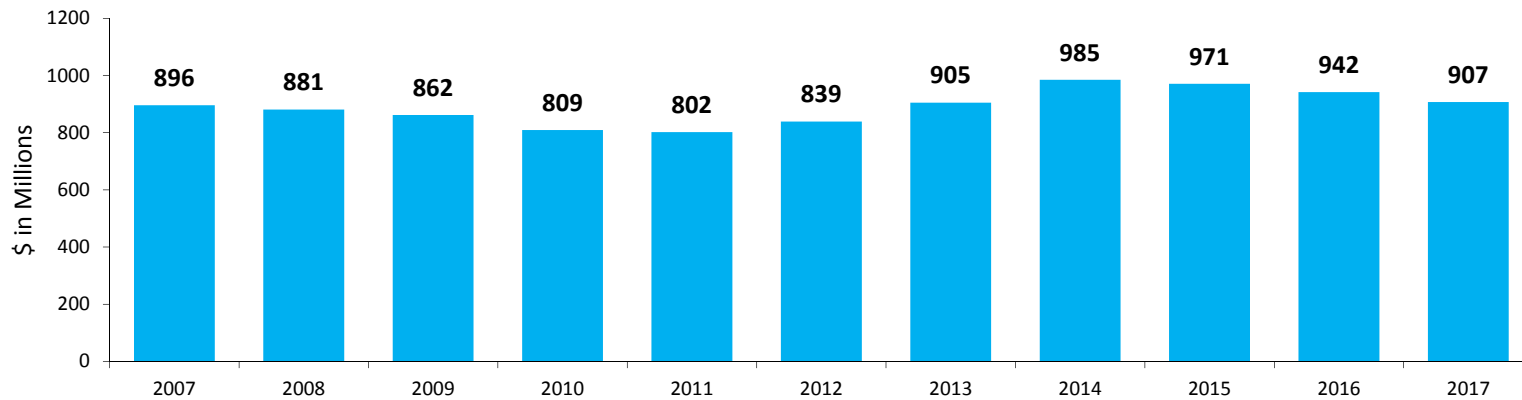
Unassigned General Fund Balance As a Percent of the General Fund Budget



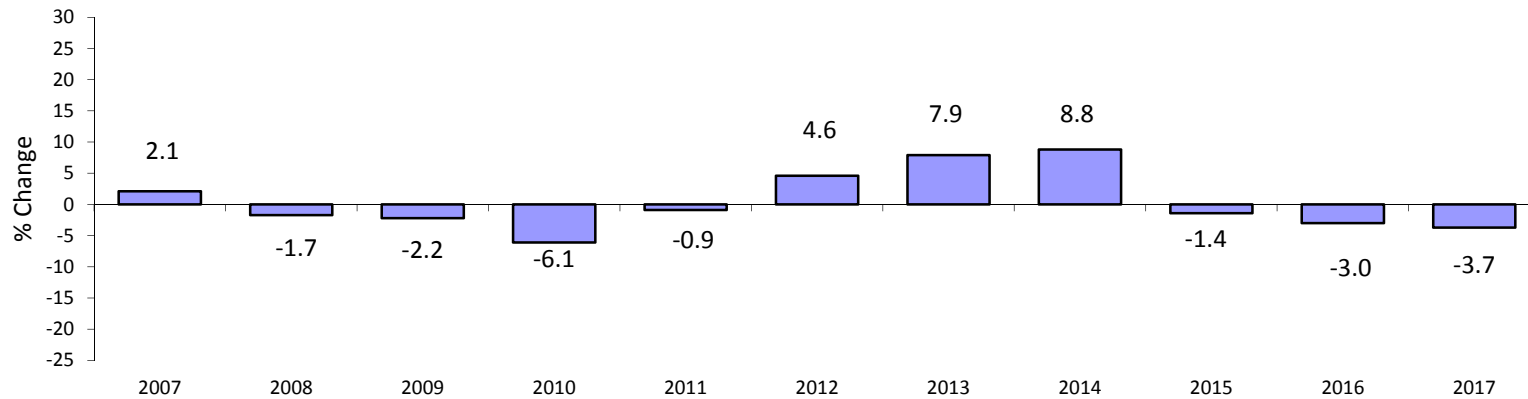
Total County Budget

Total County Budget

Total Budget

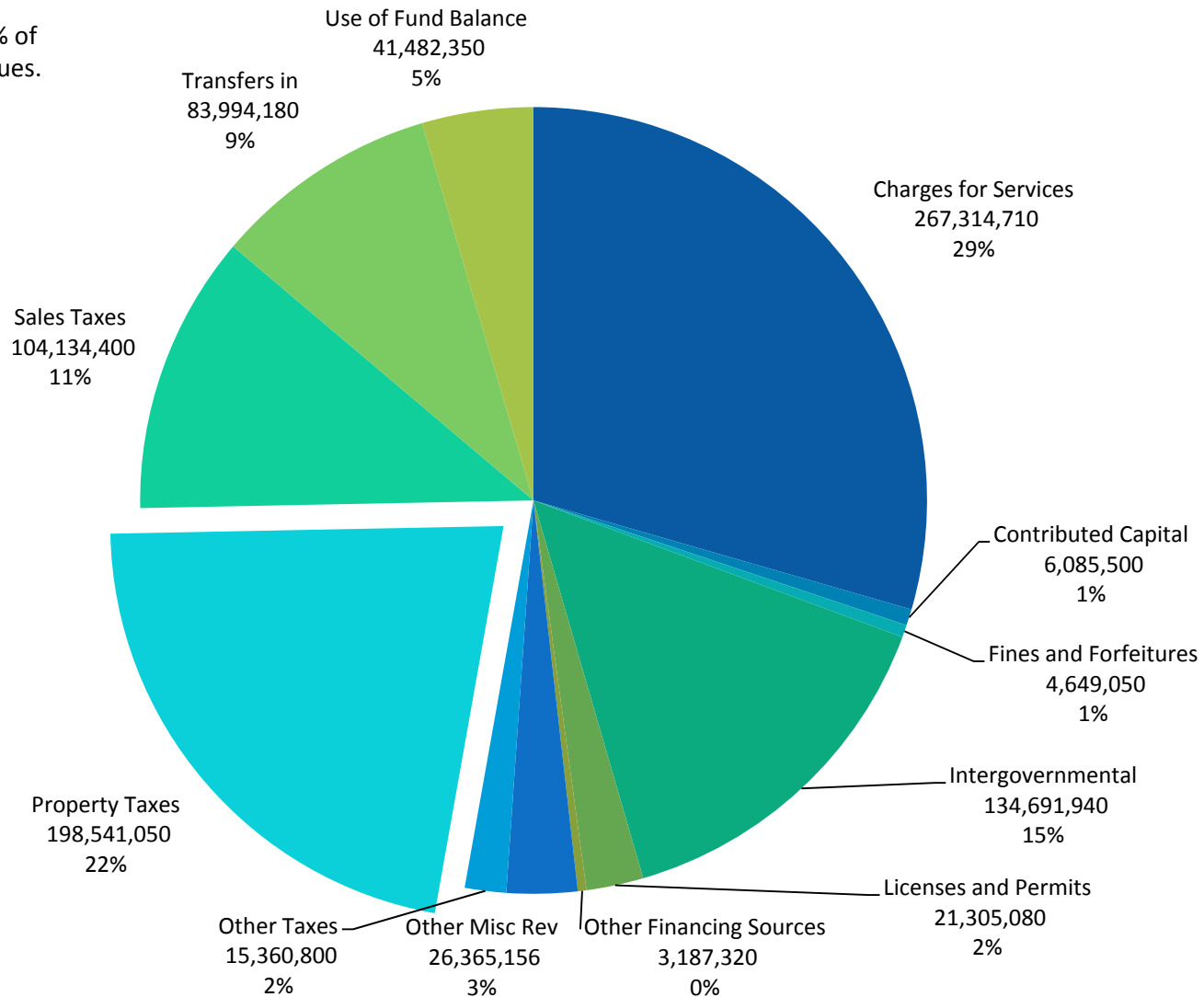


Total Budget Percent Change

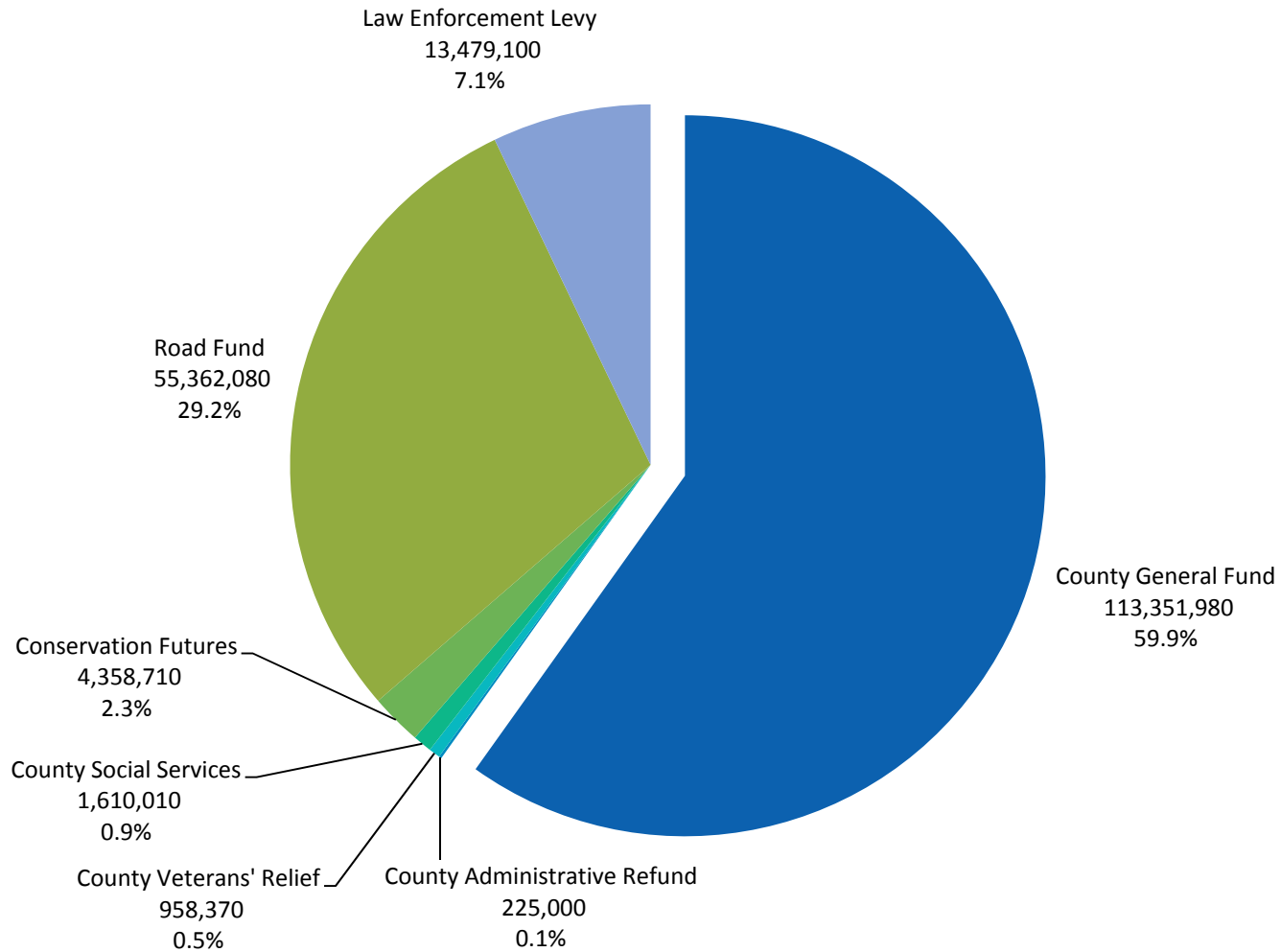


Total County Revenue

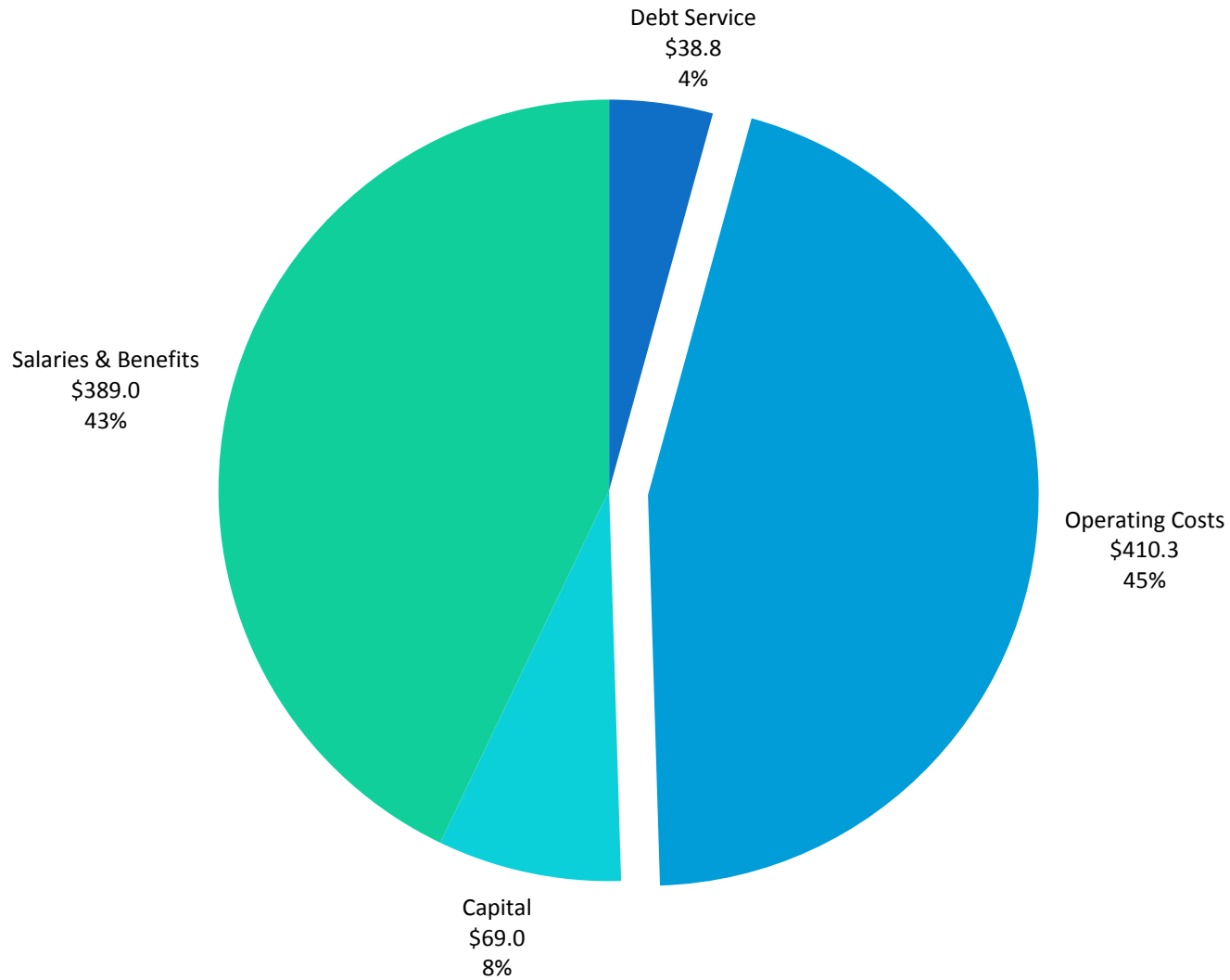
Taxes make up 34% of total County revenues.



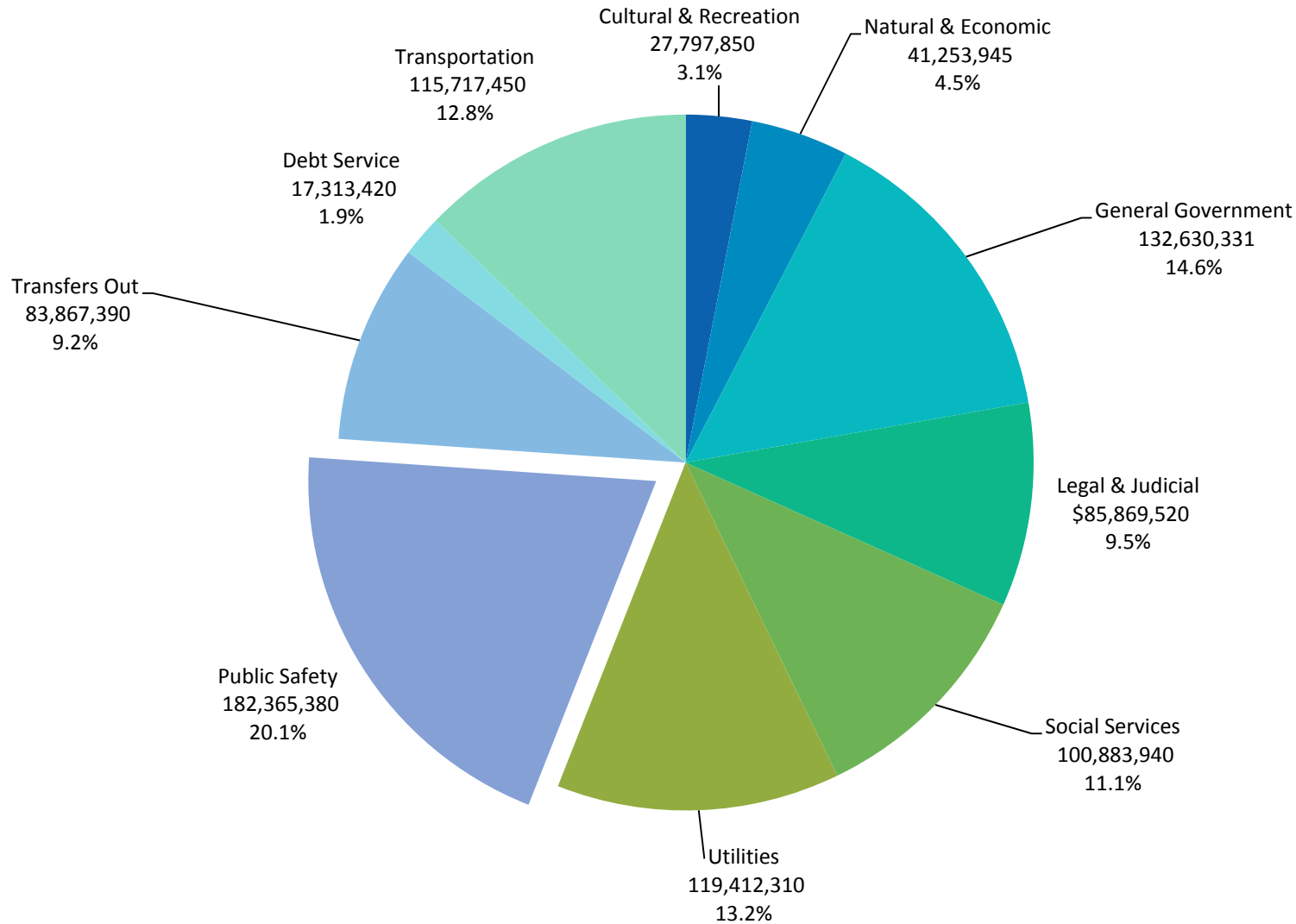
Property Tax Levies



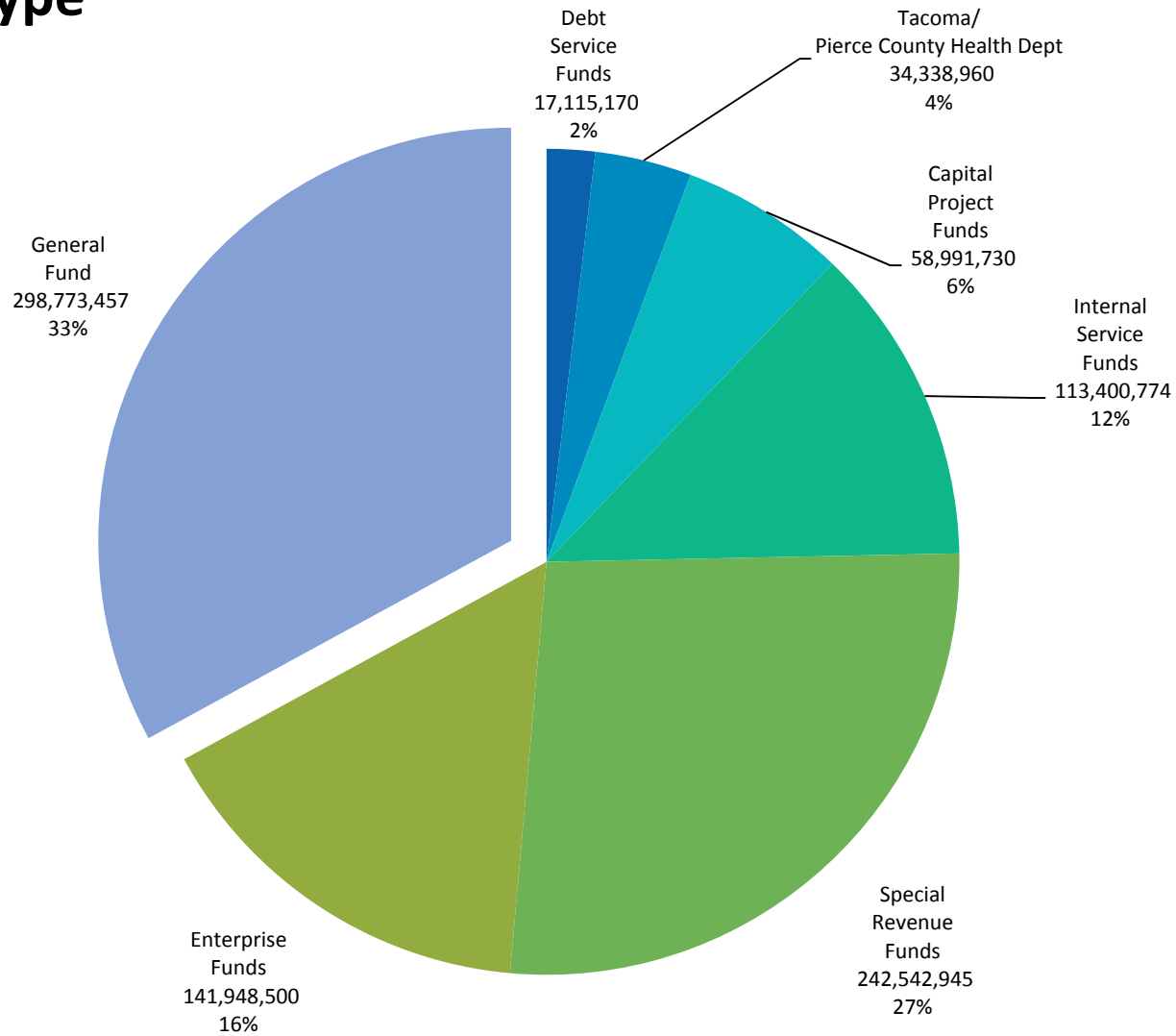
Total County Expenditures by Object Classification



Total County Expenditures by Functional Grouping

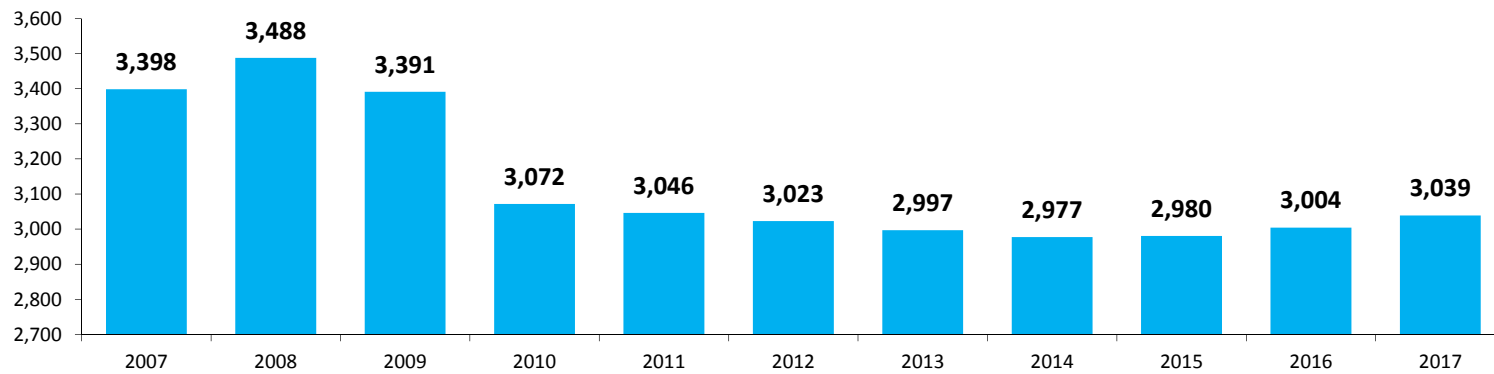


Total County Expenditures by Fund Type



Total County Staffing

Total FTEs



Percent Change in County-wide Staffing

