

General Government

The General Government section includes the budgets for the County Executive, who has county-wide responsibility for day-to-day operations; the County Council, which is the County's policy making body; and the departments of the Assessor/Treasurer and Auditor, who are elected officials under the Executive. It also includes several other departmental budgets whose activities are of a general government nature.

Major Accomplishments in 2003

More than 10,000 new residents made their home in Pierce County in 2003. There are many reasons why. The **Executive's Office** offers the following assessment. First, Pierce County is defying today's tough economic conditions and is outperforming other regions throughout the state. The Milken Institute in its latest Best Performing Cities Index, a measure of where jobs are being created, economies are growing and businesses are thriving, placed the greater Tacoma area, which covers all of Pierce County, at number 58 out of 296 in the nation. That's a strong improvement from last year's position of 102. Of the five largest counties in the State, only Pierce County added new jobs in the past year. Another reason is the fact Pierce County is building parks while others are closing theirs. In the next five years, \$35 million dollars worth of parks will be constructed, a bigger investment than the previous 50 years combined. A third reason is affordable housing. If the trend continues, permits for new homes will reach an all time high in 2003, approximately 3,400. A fourth reason is Pierce County Responds, one of the most successful programs in our county's history. It has shut down and clean-up numerous illegal dump sites. Now, a new "junk car" ordinance has been added that is helping citizens remove unwanted vehicles all over the county. A fifth reason is the continuing progress of Sound Transit. From May 1 to June 30 of 2003, 28,769 passengers per day rode busses and commuter rail, an 18% increase over the year before. As a result, more trains are being added and transit stops are being opened in South Tacoma and Lakewood. In addition, ridership on the new Tacoma Link light rail is exceeding expectations. There are many more reasons ranging from the revitalization of downtown Tacoma to the restoration and preservation of our natural habitat. Together, they make Pierce County a great place to work and live.

The **Department of Communications** was established in 2001 and completed its third year with several national awards under its belt. The National Association of Counties and the City-County Communications and Marketing Association recognized Pierce County's redesigned Website and the 9.11 Day of Remembrance with their top awards in 2003. Several other projects and services were also singled out for recognition.

A growing number of cable TV programs were produced with topics ranging from the history of Pierce County to low-income transportation programs. Webcasting of County Council meetings was also initiated in 2003 under a partnership with the Boys and Girls Clubs of South Puget Sound. Other accomplishments included the pioneering of a special website used to solicit design proposals for the Chambers Creek Golf Course and Pierce County's Low Impact Development exhibit at the Puyallup Fair that set an attendance record. In addition to providing information to the public through news releases and public outreach and education, the Department of Communications is working with Facilities Management to mark the Pierce County campus and provide direction. New pylons were erected in 2003 that help citizens find the information they need by identifying the services provided in county buildings

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The **Auditor's Office** consists of three uniquely different divisions: Licensing, Recording and Elections. Goals and objections for each of these divisions are predicated on carrying out the laws

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and court rulings that impact this office. In the Licensing Division during 2003 plate replacements was added to internet services. In light of the Washington State Supreme Court's ruling which upheld the I-776 repeal, the licensing division successfully and efficiently implemented the revisions mandated by the court ruling. Under the same ruling, the State has reduced the gross weight licensing fees on small trucks. Several improvements were implemented with the newly installed recording system. In the Recording Division the continuation of the restoration and scanning project has enabled us to archive 78 grantee/grantor books and various types of maps. The books are used daily to look up recorded documents ranging from the early 1900's through the 1980's. The information from the records has been downloaded on computers for the public and staff making retrieval much more convenient. This effort is providing preservation of Pierce County historical records while using technology to enhance customer service. Real Estate recording is at an all time high due to low interest rates. In 2003 our department recorded as many as 2700 documents in one day! This number is up substantially from previous years where the record number of transactions was nearer to 1000. The issuance of Passports provided in our Business area continues to increase as the process is fast and convenient, with an estimated additional 6000 passports this year. In the Elections Division we successfully carried out 6 elections in 2003. In order to comply with the Help America Vote Act (HAVA) of 2002 an Elections Advisory Commission was formed and has been reviewing new voting equipment. Election staff has been working on other mandates required by HAVA including working with the Secretary of States Office in the development of a statewide voter registration system. Several laws were passed in the 2003 legislative session requiring immediate implementation for the elections division. These laws were successfully operationalized. In 2003 Voter Outreach had several successful activities including the installing of over 4,000 long time Pierce County voters into our Voter Hall of Fame. Several local young adults were utilized in our college outreach program who registered over 1200 voters over the course of the summer. In 2003 the Auditors staff provided consistent and professional service while being flexible in responding to multiple changes in state and local laws.

This year the **Assessor/Treasurer** Office has seen a continuation of the commitment to streamline the office through computerization and implementation of staff performance measures. The new Computer Aided Mass Appraisal system (CAMA) and tax Administration systems were successfully implemented in 2003. These systems work together to provide more consistent and accurate valuation processing, maximizing productivity and ultimately saving taxpayer dollars. Performance measure tools have increased accountability, competency and efficiency throughout the office. Property tax education, awareness and outreach continue to be a priority. In 2003, the "Not A Penny More" program was honored with the 2003 Achievement Award by the National Association of Counties as well as the 2003 Excellent Award from the National Association of County Information Officers. The Assessor/Treasurer has kept his commitment to all taxpayers paying only their fair share, not a penny more but not a penny less. The Assessor/Treasurer continues to partner with the people and for the people encouraging economic growth and improvement all across Pierce County.

Pierce County is self insured, utilizing a **Self Insurance Fund** and **Worker's Compensation Fund**. Pierce County did not experience any single loss in excess of \$126,817 in 2003. Of the 26 civil cases set for trial in 2003, Pierce County was dismissed as defendant in nine cases, and settled nine cases for reasonable amounts. The remaining cases have been continued for trial in 2004. In accordance with WISHA, Risk Management staff established a program to comply with the State's Ergonomics Rule. The process involved analysis and review of all County job functions to determine if a particular job met the State's "Caution Zone Job" criteria. Once the analysis was completed, RM staff provided ergonomic awareness education to over 2,000 County employees. The department was able to save thousands of dollars by conducting training and preparing written material in-house versus hiring outside consultants to comply with this unfunded mandate. The department was successful in purchasing General Liability insurance at a reasonable rate. Insurer providers advised coverage was available for Pierce County due to our excellent experience rating and well established department, whereas other public entities were not as fortunate.

The **Personnel** Department continued to improve technology enhancing customer service and increasing department capacity. The Human Resource Management System (HRMS) was enhanced by automating manual processes; improving web access, including a classification and salary plan search; and enhancing the web-based employment application process. The Employment and Compensation Division completed the second phase of the Classification and Compensation study for non-represented employees. The final report includes a salary study, internal equity review and recommendations for updating the County's classification

General Government

and compensation system. The Civil Service Division analyzed the recruitment/selection process utilizing the Recruitment and Selection Systems Process Improvement Team. A customer survey was completed and system improvements will be implemented in 2004. Three promotional examinations and 12 open recruitments/examinations were conducted. Training/Organizational Development partnered with other jurisdictions establishing a multi-jurisdictional agreement for cooperative efforts in training and development. As a result a Field Staff Conference was presented in October for 215 employees from 12 jurisdictions. A survey was completed resulting in the first County-wide Training and Development Plan. Labor Relations assisted departments in drafting and implementing disciplinary actions; handled 18 grievances; and negotiated/settled 15 Collective Bargaining Agreements. Equal Employment Opportunity (EEO) services increased with Americans with Disabilities Act reasonable accommodations, completing 39 ADA assessments. Ten informal and ten formal EEO investigations were completed.

For the sixteenth consecutive year, the **Budget & Finance** Department, Budget Division, received the Distinguished Budget Presentation Award from the Government Finance Officer's Association (GFOA) for the County's annual budget document. The Accounting Division received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2002 Comprehensive Annual Financial Report (CAFR) for the 19th consecutive year. The Revenue Division successfully implemented a new property tax administration system. The Purchasing Division competitively let 10 small public works projects in 2003 utilizing the small works roster process that historically would have been done by a formal bid. This saved the County over \$10,000 in the Purchasing Division alone. Savings in other offices were even greater due to a reduction in the use of detailed engineering documents required in formal bids but not required for the small public works bidding. **General Service's** processed 3,500 printing orders with a total of over 14 million pieces printed and pre-sorted over 960,000 pieces of mail saving over \$68,000 in postage. **Fleet Rental** saved an estimated \$70,000 in 2003 by switching Sheriff pursuit vehicles from premium unleaded gasoline to regular gasoline.

DEPARTMENT BUDGETS

Department Name	2003 Budget	2004 Budget	Absolute Change	Percent Change
Assessor/Treasurer	\$ 10,126,020	\$ 9,621,630	\$ (504,390)	(5.0) %
Auditor	5,856,250	6,129,930	273,680	4.7
Budget & Finance	4,278,750	4,351,970	73,220	1.7
Communications	553,090	595,130	42,040	7.6
County Council	3,143,920	3,222,140	78,220	2.5
County Executive	948,000	969,010	21,010	2.2
Fleet Rental	3,838,980	3,724,720	(114,260)	(3.0)
General Services	2,729,610	2,821,480	91,870	3.4
Miscellaneous Current Expense	6,825,300	5,069,280	(1,756,020)	(25.7)
Personnel	2,475,420	2,785,850	310,430	12.5
Self Insurance Fund	8,367,590	8,221,350	(146,240)	(1.7)
State Auditor	160,600	194,410	33,810	21.1
Workers Compensation	2,350,700	2,785,060	434,360	18.5
Total General Government	\$ 51,654,230	\$ 50,491,960	\$ (1,162,270)	(2.3) %

General Government

Assessor/Treasurer *General Fund*

The mission of the Assessor-Treasurer's Office is to insure the equitable valuation of real and personal property, and accurate billing of taxes used to fund essential government services.

Departmental Summary:

The office is organized into four separate business process areas.

The **Tax Administration Division** is responsible for the certification of values and the annual levy rates for various taxing districts. This division handles taxpayer inquiries, all exemptions including senior and disabled citizens, real property and ULID foreclosures, current use open space parcels, personal property, mobile home files, GIS support for projects and applications, and adjustments of taxes and billing.

The **Appraisal Division** maintains parcel records on residential and commercial properties and mobile homes. This division determines all property values; annually inspects new construction and one-sixth of real properties to verify assessed values; assists citizens with inquiries and reviews of assessments; and responds to property valuation appeals to the County Board of Equalization and the State Board of Tax Appeals.

The **Statistical Division** is responsible for establishing land rates and adjustments using advanced market modeling and statistical analysis techniques. Real Estate transactions are analyzed to determine annual neighborhood land and building adjustments in order to maintain uniform and equitable assessment levels across groups of properties. Cost and depreciation tables are updated and maintained for use in the cost approach to value. Reports and publications are produced to summarize the annual revaluation, state ratio report for the Department of Revenue, annual sales trends and sales ratios. These reports assist the residential appraisers with prioritizing workloads and provide information to county organizations, staff and property owners.

The **Management Staff** identifies and interprets the vision, direction, and performance standards of the office, manages customer service issues for taxpayers and interacts with businesses and government groups. Management is responsible for monitoring overall performance and productivity of the Assessor/Treasurer's Office, provides operational support, project management, application development, as well as preparation and submittal of the annual budget and maintaining the Assessor/Treasurer's website, records management and the personnel and payroll functions. Management establishes the mission driven budget objectives, approves expenditures, and identifies operational improvements to increase efficiency and save tax dollars.

Budget Highlights:

The 2004 Assessor/Treasurer's proposed budget is 5.0% below 2003, and reflects:

- a) Normal inflationary increases; and
- b) The full impact of 8 fewer positions (September 2003) resulting from C.A.T.S. software system efficiencies.

Performance Measures

- | | |
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| <p>1) The costs to assess property, bill, and collect taxes in the Assessor-Treasurer's Office will be maintained at less than 1 ½ cents of every tax dollar billed. (Goal H)</p> <p>2) Continue to improve and expand website with a target of increasing visits by 10%. (Goal G, H)</p> <p>3) Reduce appraiser overtime by 10% from fiscal 2003. (Goal H)</p> <p>4) In order to increase equity across the county for residential properties, we will maintain a</p> | <p>ratio of real property assessed value to fair market valued of at least 90%. (Goal H)</p> <p>5) Improve the accuracy and completeness of Personal Property affidavits to 85% through Personal Property tax workshops and utilization of electronic technology. (Goal G, H)</p> |
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FUNDING SOURCES

	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
General Fund Support	\$ 9,336,869	\$ 9,681,512	\$ 9,988,110	\$ 9,483,700	\$ (504,410)	(5.1) %
Grants/Intergovernmental	43,766	47,196	47,280	47,300	20	—
Fees/Charges	97,133	107,017	90,630	90,630	—	—
Total	\$ 9,477,768	\$ 9,835,725	\$10,126,020	\$ 9,621,630	\$ (504,390)	(5.0) %

PROGRAM EXPENDITURES

	2003 FTE	2004 FTE	2003 Budget	2004 Budget	Absolute Change	Percent Change
Administration	13.50	13.50	\$ 4,312,560	\$ 3,933,730	\$ (378,830)	(8.8) %
ULID Foreclosures	0.20	0.20	35,590	29,070	(6,520)	(18.3)
Residential Appraisal	41.00	41.00	3,197,690	3,164,630	(33,060)	(1.0)
Geographic Services	6.00	6.00	424,760	426,700	1,940	0.5
Accounts Management	26.60	26.60	1,911,050	1,832,310	(78,740)	(4.1)
Appeals	3.00	3.00	244,370	235,190	(9,180)	(3.8)
Total	90.30	90.30	\$10,126,020	\$ 9,621,630	\$ (504,390)	(5.0) %

Assessor/Treasurer

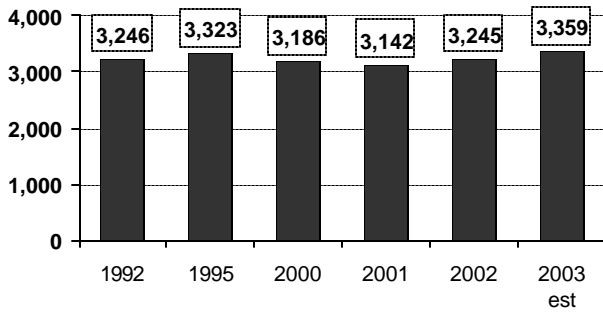
STAFFING SUMMARY						
	1999 FTE	2000 FTE	2001 FTE	2002 FTE	2003 FTE	2004 FTE
Assessor – Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Assessor – Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Officer	1.00	1.00	1.00	1.00	2.00	2.00
Appraiser	34.00	34.00	34.00	33.00	33.00	33.00
Project Analyst	2.00	2.00	2.00	1.00	1.00	1.00
Asst to Assessor Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
GIS Specialist	2.00	2.00	2.00	2.00	2.00	2.00
Dept Info Tech Spec	6.00	6.00	6.00	6.00	6.00	6.00
Accounting Assistant	2.00	2.00	2.00	1.00	1.00	1.00
Office Assistant	30.80	28.80	30.30	32.30	28.30	28.30
Levy Specialist	2.00	2.00	2.00	1.00	1.00	1.00
Segregator Technician	7.00	7.00	7.00	7.00	5.00	5.00
GIS Cartographer	—	—	—	4.00	4.00	4.00
Administrative Assistant	—	—	1.00	1.00	1.00	1.00
Appraisal Assistant	—	—	—	2.00	2.00	2.00
Data Control Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Chief Appraiser	1.00	1.00	1.00	1.00	—	—
Records Specialist	—	1.00	1.00	1.00	—	—
Administration Office Mgr	—	—	1.00	1.00	—	—
Property Appraiser Analyst	1.00	1.00	1.00	—	—	—
Cartographer	4.00	5.00	5.00	—	—	—
Data System Manager	1.00	1.00	—	—	—	—
Confidential Secretary	—	1.00	—	—	—	—
Total	97.80	98.80	100.30	98.30	90.30	90.30

WORKLOAD SERVICE DATA

	Unit of Measure	1999 Actual	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Estimate
Real Property Valuations	Parcel	269,313	272,196	273,841	277,367	278,867	280,367
Real Property Physical Insp.	Parcel	40,403	51,951	47,077	44,925	50,000	53,000
Personal Property Valuations	Parcel	20,712	21,583	21,377	23,291	24,278	24,278
Mobile Home Valuations	Parcel	21,860	21,023	19,894	18,316	18,104	18,000
New Construction/Improvements	Parcel	9,291	12,210	9,587	12,013	10,150	9,000
Appeals	Parcel	1,991	2,740	2,022	809	1,000	1,000
Current Use Open Space	Parcel	4,552	4,649	4,652	4,660	4,675	4,670
Segregations-Completed	Each	817	784	769	832	602	700
Strike-off, Supplements/Refunds	Document	14,747	17,768	15,387	20,095	18,754	18,000
Public Service	Customers	132,612	116,895	109,242	119,173	119,364	120,000
Website - Internet Parcel	Hits	--	--	2,888,672	3,916,360	5,091,268	6,618,648
Website - Internet TaxPayer Info	Hits	--	--	2,959,884	4,383,434	5,698,464	7,408,003
Website - Internet GIS Maps	Hits	--	--	130,875	838,454	1,089,990	1,416,987
ATLAS Phone Line	Calls	53,441	39,865	41,807	63,393	45,000	35,000
Cashier Transactions	Transaction	10,869	13,078	13,131	15,619	16,218	15,000
Customer Service -Walk-ins	Visits	--	--	--	45,941	46,370	40,000
Mailed Tax Statement (incl ULID)	Statements	247,334	382,989	394,171	300,845	305,269	300,000
Taxes Assessed	Millions of \$	592	629	670	699	700	720
Sr. Citizen/Disabled Exemptions	Parcel	14,405	13,859	13,601	13,647	14,129	14,000
Foreclosure (Real Prop. & ULID)	Parcel	2,731	2,768	2,836	2,718	2,569	2,500
Name and Address Chgs w/ETN	Number	67,149	73,258	63,408	63,418	68,273	60,000

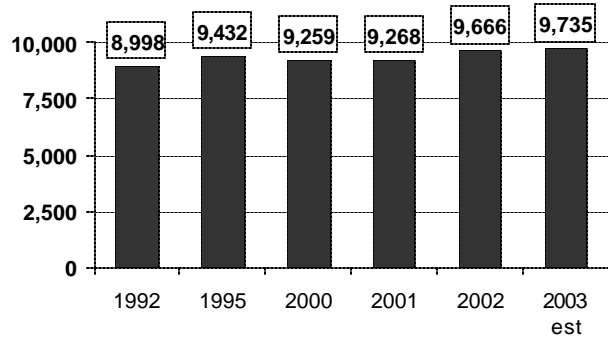
BUDGET RATIOS

Parcels per Department Staff *



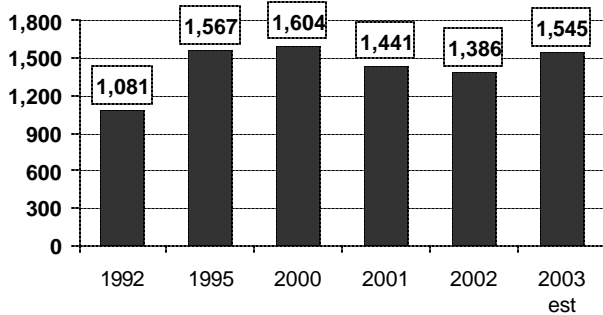
From 1992 to 2003 the number of parcels per department staff increased 3%.

Parcels per Appraiser



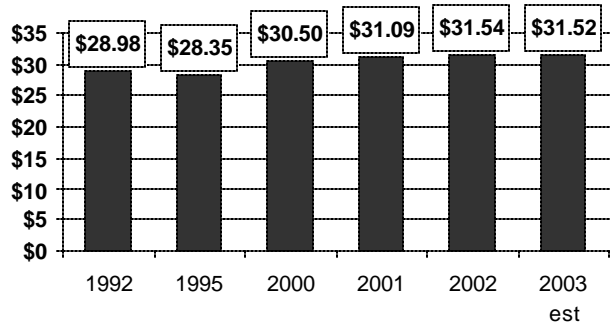
From 1992 to 2003 the number of parcels per appraiser increased 8%.

Inspections and Appeals per Appraiser



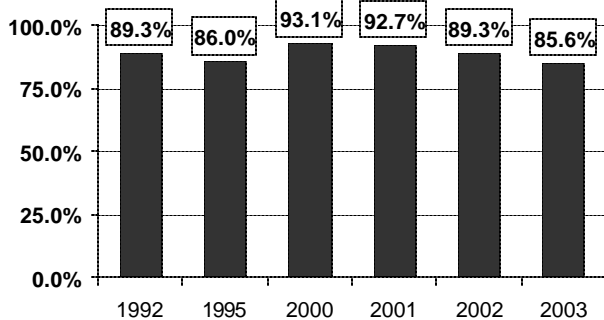
From 1992 to 2003 the number of inspections and appeals per appraiser increased 43%.

Operating Cost per Parcel *



From 1992 to 2003 the operating cost per parcel increased 9% after adjusting for inflation.

Real Property Assessed Value to Fair Market Value



From 1992 to 2003 the ratio of the assessed value of all real property to the fair market value of all real property decreased 4%.

* This budget ratio includes the staff doing Treasury work as well as the staff doing Assessor work.

Auditor

General Fund

The mission of the Pierce County Auditor's Office is to provide prompt, quality public service to the people of Pierce County by meeting the challenges of the future in technology, communication and ever-changing local, state and federal laws and mandates in Elections, Licensing and Recording.

Departmental Summary:

The Auditor's office conducts elections for all taxing districts and performs a variety of licensing and recording functions. The office is organized into three divisions.

The Recording Division records documents, plats and surveys and maintains UCC filings, Federal tax liens and miscellaneous liens. The Excise Section collects taxes due upon the sale of real property and mobile homes. This division is also responsible for issuance of the various business licenses, passport applications and returns.

The Vehicle/Vessel Division is responsible for the renewal of vehicle and vessel license tabs, title transfers, issuance of license plates and various other permits for vehicles and vessels, as well as monitoring the licensing subagents.

The Elections Division conducts elections for all taxing districts in Pierce County, maintains voter registration files, verifies signatures on initiatives, referendums and petitions, processes absentee ballot requests, produces voter pamphlets for each election, and assists with redistricting requirements.

Budget Highlights:

The 2004 Auditor's budget is 4.7% above the current year. This budget reflects:

- a) 2004 election expenses;
- b) On-going staff and services, adjusted for inflation;
- c) Fee increases for several licenses and permits; and
- d) Several capital equipment purchases, including touch screen voting devices.

Performance Measures

- 1) Implement the National Election Reform Legislation which will include, but not be limited to: new handicap accessible voting machines in all polling places, adaptation to a new statewide voter registration system, new standards for first time voters, new and expanded voter education programs, and training for all personnel related to elections, board workers, election clerks, specialists, etc. (Goal G)
- 2) Increase Licensing Services in an under-represented area of the County by adding an additional sub agency in the Fife area (currently the closest location for Licensing Services is in King County). (Goal B)
- 3) Increase the number of Passports issued by our office from 450 to 500 per month through several efforts such as advertising, customer brochures, and office space efficiencies. (Goal B, G)
- 4) Implement the internet subscription model for the Recording Division. (Goal G, E)

Auditor

FUNDING SOURCES

	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
General Fund Support	\$ (2,457,172)	\$ (2,818,574)	\$ (2,664,120)	\$ (2,579,850)	\$ 84,270	(3.2) %
Fees/Charges	8,257,479	9,066,591	8,520,370	8,709,780	189,410	2.2
Total	\$ 5,800,307	\$ 6,248,017	\$ 5,856,250	\$ 6,129,930	\$ 273,680	4.7 %

PROGRAM EXPENDITURES

	2003 FTE	2004 FTE	2003 Budget	2004 Budget	Absolute Change	Percent Change
Elections	—	0.35	\$ 1,817,650	\$ 1,993,930	\$ 176,280	9.7 %
Voter Registration	10.50	10.30	903,580	931,840	28,260	3.1
Recording	16.07	16.02	1,528,670	1,541,630	12,960	0.8
Licensing	16.43	16.33	1,275,550	1,431,460	155,910	12.2
Voter Pamphlet	—	—	330,800	231,070	(99,730)	(30.1)
Total	43.00	43.00	\$ 5,856,250	\$ 6,129,930	\$ 273,680	4.7 %

STAFFING SUMMARY

	1999 FTE	2000 FTE	2001 FTE	2002 FTE	2003 FTE	2004 FTE
Auditor	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Auditor	1.00	1.00	1.00	1.00	1.00	1.00
Asst to Auditor	1.00	1.00	1.00	1.00	1.00	1.00
Admin Program Mgr	1.00	2.00	2.00	2.00	2.00	3.00
Elections Manager	—	—	1.00	1.00	1.00	1.00
Election Specialist	3.00	3.00	2.00	2.00	4.00	4.00
Dept Info Tech Spec	1.00	1.00	1.00	1.00	1.00	1.00
Elections Clerk	7.00	5.00	6.00	6.00	4.00	4.00
License Clerk	2.00	2.00	2.00	3.00	4.00	4.00
Real Estate Excise Tx Clk	2.00	2.00	2.00	2.00	2.00	2.00
Recording Cashier	2.00	2.00	1.00	4.00	4.00	4.00
Recording Technician	8.00	9.00	10.00	7.00	7.00	7.00
Vehicle License Tech	7.00	8.00	7.00	7.00	7.00	7.00
Vehicle License Supv	2.00	2.00	2.00	2.00	2.00	2.00
Clerical Aide	—	—	1.00	1.00	1.00	1.00
Recording Manager	—	—	—	—	1.00	—
Confidential Secretary	1.00	1.00	1.00	1.00	—	—
Recording Supervisor	1.00	1.00	1.00	1.00	—	—
Total	40.00	41.00	42.00	43.00	43.00	43.00

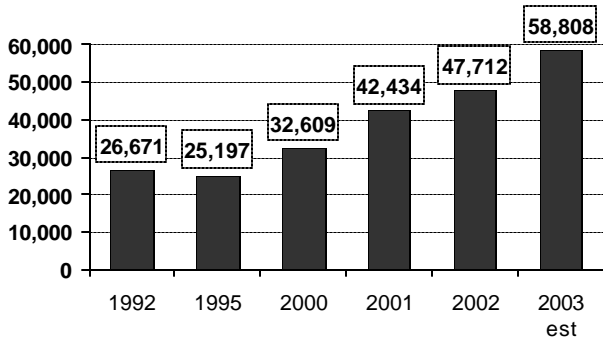
Auditor

WORKLOAD SERVICE DATA

	Unit of Measure	1999 Actual	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Estimate
Documents recorded/processed	Recordings	473,888	391,302	500,724	620,250	764,500	700,000
Excise tax affidavits processed	Affidavits	31,733	30,491	31,434	37,377	37,400	37,000
Marriage lic issued/returned	Licenses	10,881	10,959	10,967	10,431	10,800	10,900
Total Vehicle/vessel transact.	Each	757,388	847,380	835,554	887,483	935,000	950,000
Vehicle/vessel - by County staff	Each	251,148	282,110	270,219	277,114	299,200	304,000
Business licenses issued	Licenses	1,067	1,174	1,123	1,142	1,140	1,145
Registered voters	Each	325,079	360,457	351,206	348,565	360,000	380,000
Elections conducted	Election	4	6	4	7	6	6
Passports	Affidavits	-	1,129	3,596	6,177	6,500	6,600

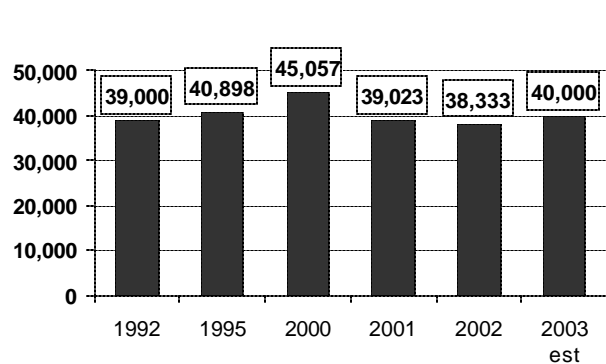
BUDGET RATIOS

Recordings per Division Staff



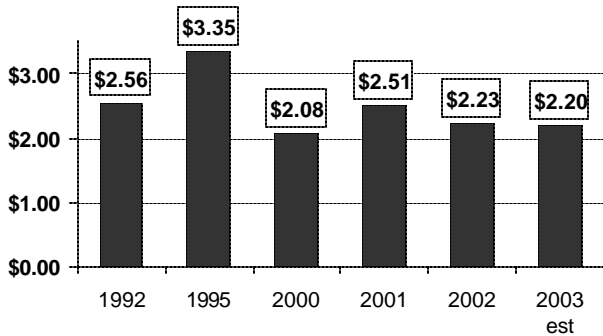
From 1992 to 2003 the number of recordings per Recording Division staff assigned to do these increased 120%.

Voters per Division Staff



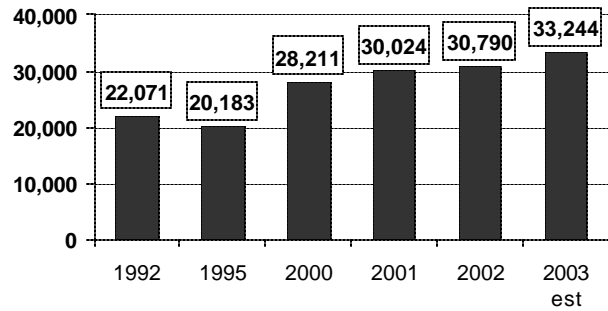
From 1992 to 2003 the number of registered voters per Elections Division staff increased 3%.

Registration Cost per Registered Voter



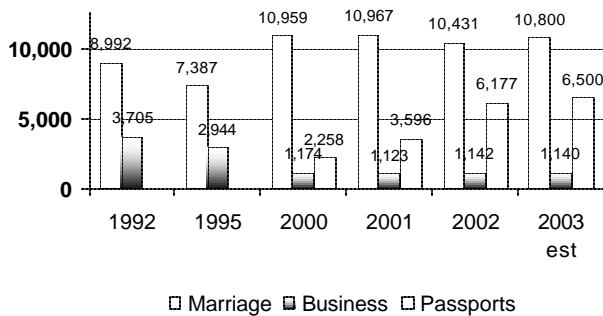
From 1992 to 2003, the cost per registered voter for voter registration expenditures decreased 14% after adjusting for inflation.

Vehicle and Vessel Licenses per Division Staff



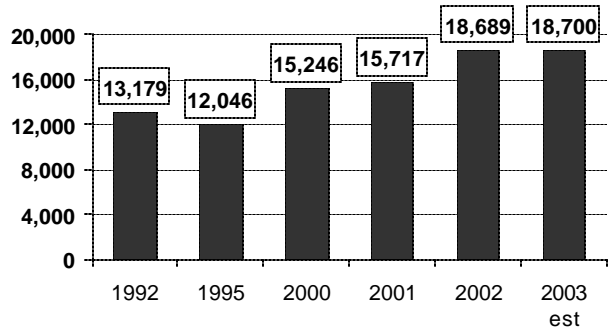
From 1992 to 2003 the number of vehicle and vessel licenses issued per Licensing Division staff increased 51%.

Other Licenses per Division Staff



From 1992 to 2003 the number of marriage licenses per staff increased 20% while business licenses per staff decreased 69%. Passports began in 2000.

Excise Tax Affidavits per Division Staff



From 1992 to 2003 the number of excise tax affidavits processed per Recording Division staff assigned to do these increased 42%.

Budget and Finance

General Fund

It is the mission of the Budget and Finance Department to assure the integrity and accuracy of all financial operations and records of the County; and to assist departments with the procurement of goods and services, the collection of revenues, and the budgeting and processing of all appropriate expenditures.

Departmental Summary: The Budget and Finance Department is responsible for financial planning, management of revenues and expenditures, preparation of financial reports, and other related fiscal operations of Pierce County government. The department also serves as treasurer to numerous outside taxing districts. To facilitate effective management of these responsibilities, the department is organized into five divisions: Revenue, Budget and Grant Management, Accounting, Purchasing, and Administration (which includes the internal auditor and fiscal analysis units).

Budget Highlights: The 2004 budget for the Budget and Finance Department reflects a 1.7% increase. This budget includes the same level of staffing and services (adjusted for inflation), and the movement of another group of employees (8) to an 8 hour day basis.

Performance Measures

- | | |
|---|---|
| <p>1) Evaluate the current Accounts Receivable System deficiencies, and select an approach to address these deficiencies. <i>(Goal H)</i></p> <p>2) Successfully install a new computerized debt service management system by July 1, 2004. <i>(Goal H)</i></p> | <p>3) Obtain both the Distinguished Budget Presentation Award for our Budget Document and the Excellence in Reporting Award for our Comprehensive Annual Financial Report from the Government Finance Officers Association. <i>(Goal H)</i></p> |
|---|---|

FUNDING SOURCES

	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
General Fund Support	\$ 3,768,369	\$ 3,958,563	\$ 4,069,350	\$ 4,161,180	\$ 91,830	2.3 %
Grants/Intergovernmental	28,605	18,566	3,000	2,500	(500)	(16.7)
Fees/Charges	310,691	194,338	206,400	188,290	(18,110)	(8.8)
Total	\$ 4,107,665	\$ 4,171,467	\$ 4,278,750	\$ 4,351,970	\$ 73,220	1.7 %

PROGRAM EXPENDITURES

	2003 FTE	2004 FTE	2003 Budget	2004 Budget	Absolute Change	Percent Change
Administration	5.80	5.80	\$ 736,970	\$ 751,350	\$ 14,380	2.0 %
Treasury Services	12.00	12.00	1,236,550	1,255,030	18,480	1.5
Payables, Payroll & Gen Acctg	14.00	14.00	1,277,350	1,300,310	22,960	1.8
Budget & Grant Administration	3.80	3.80	337,460	342,730	5,270	1.6
Purchasing & Contract Admin	3.80	3.80	341,170	347,060	5,890	1.7
Internal Audit/Mgmt Services	3.80	3.80	349,250	355,490	6,240	1.8
Total	43.20	43.20	\$ 4,278,750	\$ 4,351,970	\$ 73,220	1.7 %

Budget & Finance

STAFFING SUMMARY

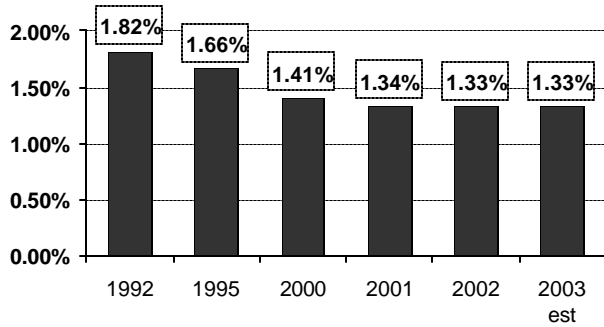
	1999 FTE	2000 FTE	2001 FTE	2002 FTE	2003 FTE	2004 FTE
Director of Budget & Finance	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00	1.00	1.00
Purchasing Agent	0.80	0.80	0.80	0.80	0.80	0.80
Revenue & Investment Mgr	1.00	1.00	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00	1.00	1.00
Asst to Director	0.85	0.85	0.85	0.85	0.80	0.80
Accountant	5.00	5.00	5.00	5.00	5.00	5.00
Internal Auditor	2.00	2.00	2.00	2.00	2.00	2.00
Administrative Analyst	—	1.00	1.00	1.00	1.00	1.00
Budget Analyst	2.00	2.00	2.00	2.00	2.00	2.00
Payroll Systems Coord	1.00	1.00	1.00	1.00	1.00	1.00
Dept Info Tech Spec	1.00	2.00	3.00	3.00	3.00	3.00
Cash Management Officer	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Assistant	11.70	12.80	11.80	11.80	11.80	11.80
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Senior Buyer	—	—	—	1.00	1.00	1.00
Buyer	1.00	1.00	1.00	1.00	1.00	1.00
Contracts Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Aide	—	1.00	1.00	1.00	0.80	0.80
Field Agent	2.00	2.00	2.00	2.00	2.00	2.00
Office Assistant	7.50	5.50	5.50	4.00	4.00	4.00
Total	41.85	43.95	43.95	43.45	43.20	43.20

WORKLOAD SERVICE DATA

	Unit of Measure	1999 Actual	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Estimate
RFPs, RFQs, and bids processed	Documents	147	133	123	127	150	120
Process and file requisitions	Requisition	8,090	9,057	4,252	3,392	3,000	3,200
Issue purchase orders	PO's	7,999	9,134	4,347	3,419	3,070	3,250
Investment purchases	Documents	1,336	1,410	1,414	1,478	1,400	1,400
General receipts processed	Receipts	13,619	14,372	14,584	14,608	14,500	14,500
Accounts Receivable payments	Receipts	11,674	12,537	13,273	14,668	14,400	14,400
Property taxes processed	Receipts	517,117	523,640	528,667	538,175	540,000	542,000
Monthly sewer payments	Receipts	232,682	253,795	271,167	280,332	304,000	307,000
Warrants redeemed	Warrants	308,051	285,211	284,448	270,879	260,000	260,000
Budget transfers	Documents	946	937	1,175	882	1,100	950
Grant billings processing	Documents	216	278	215	173	158	165
Contracts/Amendments proc	Documents	1,641	1,685	1,804	2,065	1,820	2,000
Position Control Maintenance	Position #	7,623	8,218	7,869	3,409	3,800	3,850
Position - BARS Maintenance	Position ID #	-	-	-	1,332	1,550	1,800
Payroll warrants/advices issued	Warrants	91,111	96,558	102,021	98,707	92,400	92,400
Claim vouchers processed	Vouchers	80,903	83,487	85,588	81,953	71,000	71,000
Interfund transfer processed	Documents	2,863	2,775	3,076	2,916	3,000	3,000
General journal entries proc	Documents	2,125	2,221	2,379	2,242	2,300	2,300
Claim warrants issued	Warrants	78,641	77,819	79,272	78,230	68,000	68,000
Disbursement vouchers proc	Document	1,686	1,685	1,679	1,553	1,550	1,550
Schedule 16 grants reconciled	# of grants	240	300	303	289	295	302

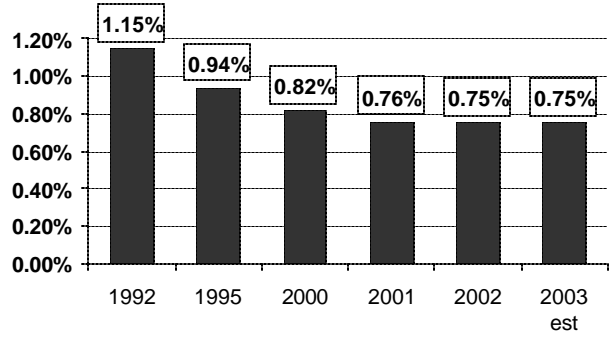
BUDGET RATIOS

Percent of Total County Employees



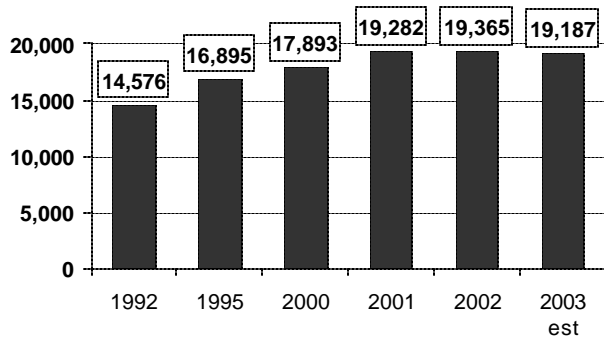
From 1992 to 2003 B&F employees as a percent of all County employees decreased 27%.

Percent of Total County Expenditures



From 1992 to 2003 B&F expenditures as a percent of total County expenditures decreased 35%.

Financial Transactions per Staff



From 1992 to 2003 the number of financial transactions processed annually per B&F employee increased 32%.

Communications

General Fund

Departmental Summary: The Communications Department administers the internal and external County communication programs and assists with department communication activities, providing for countywide coordination and consistency.

Budget Highlights: The Communications Department budget for 2004 is 7.6% above the current year. This will provide for the same staffing and program levels as budgeted in 2003, with increased information service charges based upon recent usage.

Performance Measures

- 1) Produce five County Line newsletters for county employees. (Goal G)
- 2) Produce four public outreach videos for cablecast on KRCC. (Goal G)
- 3) Complete Phase One (parking lot restoration of Nollmeyer Lane improvements. (Goal K)

FUNDING SOURCES

	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
General Fund Support	\$ 491,360	\$ 531,433	\$ 552,790	\$ 594,830	\$ 42,040	7.6 %
Fees/Charges	3,104	8,852	300	300	—	—
Total	\$ 494,464	\$ 540,285	\$ 553,090	\$ 595,130	\$ 42,040	7.6 %

PROGRAM EXPENDITURES

	2003 FTE	2004 FTE	2003 Budget	2004 Budget	Absolute Change	Percent Change
Communication Service	5.00	5.00	\$ 509,340	\$ 549,910	\$ 40,570	8.0 %
Education Services	—	—	13,250	16,970	3,720	28.1
Media & Publications	—	—	30,500	28,250	(2,250)	(7.4)
Total	5.00	5.00	\$ 553,090	\$ 595,130	\$ 42,040	7.6 %

STAFFING SUMMARY

	1999 FTE	2000 FTE	2001 FTE	2002 FTE	2003 FTE	2004 FTE
Dir – Communications	—	—	1.00	1.00	1.00	1.00
Assistant to Executive	—	—	2.00	2.00	2.00	2.00
Communications Coord	—	—	—	1.00	1.00	1.00
Public Information Spec	—	—	1.00	1.00	1.00	1.00
Administrative Aide	—	—	1.00	—	—	—
Total	—	—	5.00	5.00	5.00	5.00

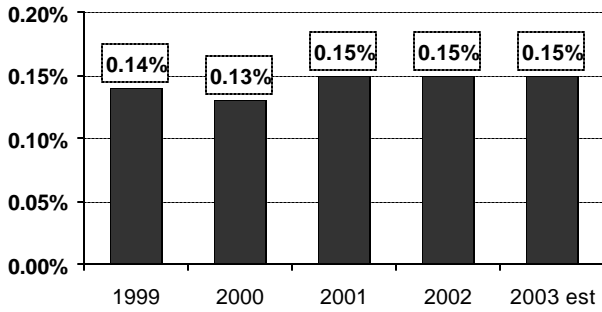
Communications

WORKLOAD SERVICE DATA

	Unit of Measure	1999 Actual	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Estimate
Press conferences held	Conference	13	7	7	2	2	2
Video & PSA projects	Video	15	22	22	15	15	15
Design projects	Project	15	25	25	18	35	40
News releases	Each	133	202	202	241	275	275
Public education campaigns developed	Each	N/A	N/A	N/A	2	6	6

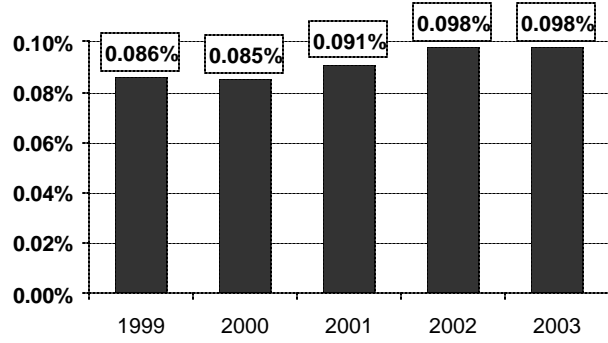
BUDGET RATIOS

Percent of Total County Employees



From 1999 to 2003 Communications Department employees as a percent of all County employees increased 7%.

Percent of Total County Expenditures



From 1999 to 2003 Communications Department expenditures as a percent of total County expenditures increased 14%.

Communications

County Council

General Fund

Departmental Summary:

The County Council is the legislative branch of Pierce County government, and is the policy-determining body of the County, as provided by the County Charter. The Council has all powers of the County not otherwise reserved to the people, the Executive, or general law. The Council may adopt comprehensive plans and regulations affecting the present and future development of the County. After the redistricting in 2002, the Pierce County Council members and the districts they represent are:

Shawn Bunney	District #1	Eastern and southern Pierce County, including Buckley, Wilkeson, Carbonado, Bonney Lake, Sumner, Edgewood, Milton, South Prairie, Orting, and Graham
Calvin Goings	District #2	Browns Point, Dash Point, Fife, Puyallup, Summit-Waller Road area, northern & eastern parts of Tacoma, and the tideflats
Kevin Wimsett	District #3	South Hill area of Puyallup, Ashford, Elbe, Eatonville, Elk Plain, Frederickson, the western part of Graham, and eastern and southern parts of Spanaway
Harold Moss	District #4	Ruston, most of northern and central Tacoma, including the Downtown corridor and the Tacoma Hilltop area, and a small portion of South Tacoma
Barbara Gelman	District #5	Most of South Tacoma, a portion of East Tacoma, Parkland, a part of Midland, and Spanaway
Dick Muri	District #6	Western Pierce County, including Lakewood, Steilacoom, Dupont, Roy, Fort Lewis Army Base, McChord Air Force Base, and Anderson, McNeil, and Ketron Islands
Terry Lee	District #7	Gig Harbor and Key Peninsulas; Gig Harbor, Fircrest, University Place, and Fox Island

Budget Highlights:

The 2004 budget for the County Council is 2.5% above the 2003 level, and provides inflation adjusted monies for on-going staff and operating costs.

FUNDING SOURCES						
	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
General Fund Support	\$ 2,898,575	\$ 3,022,348	\$ 3,143,070	\$ 3,222,140	\$ 79,070	2.5 %
Fees/Charges	846	448	850	—	(850)	(100.0)
Total	\$ 2,899,421	\$ 3,022,796	\$ 3,143,920	\$ 3,222,140	\$ 78,220	2.5 %

County Council

EXPENDITURES

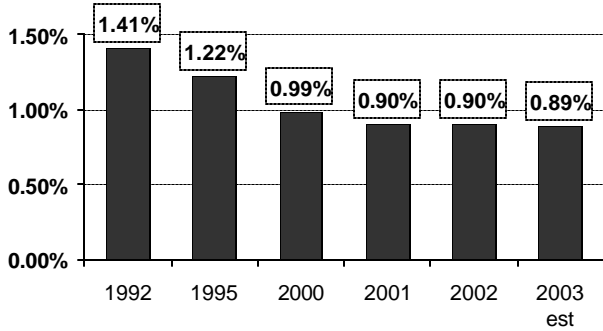
	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
Salaries & Wages	\$ 1,852,162	\$ 2,017,954	\$ 2,102,450	\$ 2,123,490	\$ 21,040	1.0 %
Personnel Benefits	385,610	399,152	420,830	452,850	32,020	7.6
Supplies	57,083	42,776	45,850	43,650	(2,200)	(4.8)
Other Services & Charges	604,566	562,914	574,790	595,650	20,860	3.6
Capital Outlays	—	—	—	6,500	6,500	∞
Total	\$ 2,899,421	\$ 3,022,796	\$ 3,143,920	\$ 3,222,140	\$ 78,220	2.5 %

STAFFING SUMMARY

	1999 FTE	2000 FTE	2001 FTE	2002 FTE	2003 FTE	2004 FTE
Councilmember	7.00	7.00	7.00	7.00	7.00	7.00
Council Legal	1.00	1.00	1.00	2.00	2.00	2.00
Council Res & Policy Admin	—	1.00	1.00	1.00	1.00	1.00
Council Research	5.00	4.00	3.00	2.00	2.00	2.00
Clerk to the Council	1.00	1.00	1.00	1.00	1.00	1.00
Council Admin	6.00	6.00	6.50	6.50	6.00	6.00
Council Deputy Clerk	2.00	2.00	2.00	2.00	2.00	2.00
Council Legal Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Councilmember Asst	7.00	7.00	7.00	7.00	7.00	7.00
Council Administrator	1.00	1.00	—	—	—	—
Total	31.00	31.00	29.50	29.50	29.00	29.00

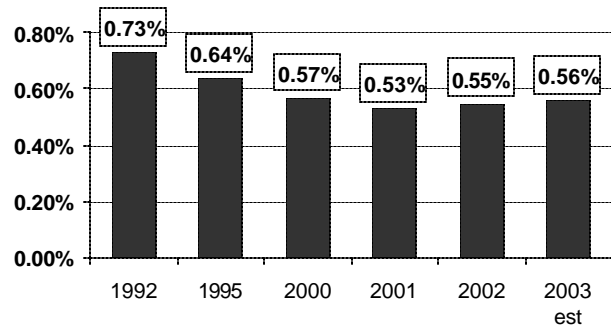
BUDGET RATIOS

Percent of Total County Employees



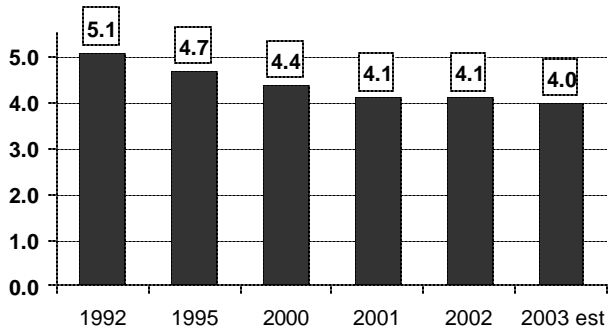
From 1992 to 2003 County Council employees (including elected officials) as a percent of all County employees decreased 37%.

Percent of Total County Expenditures



From 1992 to 2003 County Council expenditures as a percent of total County expenditures decreased 23%.

Council Staff per 100,000 Residents



From 1992 to 2003 the number of County Council staff (including elected officials) per 100,000 County residents decreased 22%.

County Executive

General Fund

The mission of the County Executive is to provide quality leadership and direction to executive branch staff; effectively facilitate and manage activities related to the support, enforcement and implementation of Pierce County policy; respond to and meet mandates imposed by Federal and State law; and to promote opportunities for open and enhanced communication between Pierce County residents and their government.

Departmental Summary:

The Pierce County Charter establishes the position of County Executive to serve as the Chief Executive Officer of the County. Accordingly, the Executive's office is responsible for the supervision and management of the executive branch of county government. More specifically, these duties and responsibilities include supervision and management of all County administrative operations including, but not limited to, staffing, expenditures, and procedures; provide strategic direction for the resolution of complex or sensitive county issues; execution, enforcement and support of Pierce County policy and state/federal statutes.

In addition, the Executive prepares and presents statements of the governmental affairs of the County; prepares and presents to the County Council budgets and budget messages setting forth proposals for County operations during the succeeding fiscal year; prepares comprehensive plans including, but not limited to, capital improvement and economic development plans. The office also executes all claims, deeds, contracts and other instruments on behalf of the County; conducts reviews and evaluations and presents reports to the County Council on the performance of every County administrative office, department, board and commissions.

Budget Highlights:

The Executive's department budget total for 2004 is 2.2% above the 2003 level. The budget simply reflects existing staff and operating costs, adjusted for inflation.

Performance Measures

- | | |
|--|---|
| <p>1) Pierce County will obtain the ROD (Record of Decision) from the Federal Government, which is part of the approval process, to move forward with building the Cross-Base Highway. ^(Goal A)</p> <p>2) Pierce County will promote the Livable Communities Fair, scheduled for April 3, 2004, as a vehicle for delivering important</p> | <p>educational information regarding community issues and resource availability. ^(Goal D)</p> <p>3) Pierce County will continue to improve the quality of life for the residents of Pierce County through the Pierce County Responds program, which focuses on illegal dumping, and fully implementing the newly created nuisance vehicle ordinance. ^(Goal I)</p> |
|--|---|

FUNDING SOURCES

	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
General Fund Support	\$ 920,400	\$ 884,021	\$ 947,800	\$ 968,810	\$ 21,010	2.2 %
Fees/Charges	229	8,167	200	200	—	—
Total	\$ 920,629	\$ 892,188	\$ 948,000	\$ 969,010	\$ 21,010	2.2 %

County Executive

EXPENDITURES

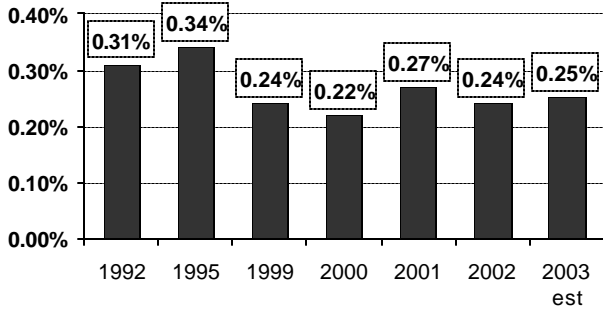
	2001	2002	2003	2004	Absolute	Percent
	Actual	Actual	Budget	Budget	Change	Change
Salaries & Wages	\$ 596,992	\$ 582,189	\$ 587,610	\$ 608,900	\$ 21,290	3.6 %
Personnel Benefits	111,227	107,557	111,760	122,430	10,670	9.5
Supplies	44,450	17,198	26,440	25,000	(1,440)	(5.4)
Other Services & Charges	161,577	178,861	215,610	205,480	(10,130)	(4.7)
Intergovernmental Services	6,383	6,383	6,580	7,200	620	9.4
Total	\$ 920,629	\$ 892,188	\$ 948,000	\$ 969,010	\$ 21,010	2.2 %

STAFFING SUMMARY

	1999	2000	2001	2002	2003	2004
	FTE	FTE	FTE	FTE	FTE	FTE
Executive	1.00	1.00	1.00	1.00	1.00	1.00
Chief of Staff	—	—	1.00	1.00	1.00	1.00
Special Asst to the Exec	—	—	—	1.00	1.00	1.00
Executive Aide	—	—	1.00	1.00	1.00	1.00
Executive Secretary	—	—	2.00	2.00	2.00	2.00
Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00
Executive Counsel	1.00	1.00	1.00	—	—	—
Executive Analyst	0.75	0.75	0.75	—	—	—
Deputy County Executive	1.00	1.00	—	—	—	—
Executive Assistant	1.00	1.00	—	—	—	—
Total	6.75	6.75	8.75	8.00	8.00	8.00

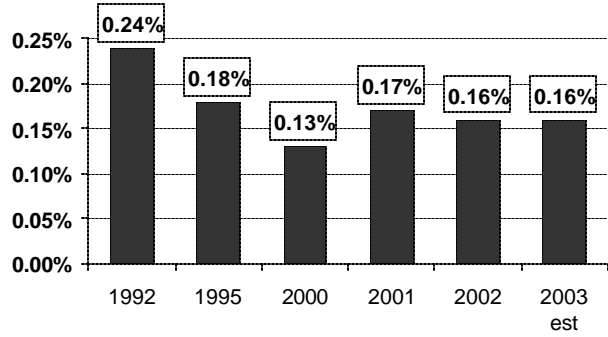
BUDGET RATIOS

Percent of Total County Employees



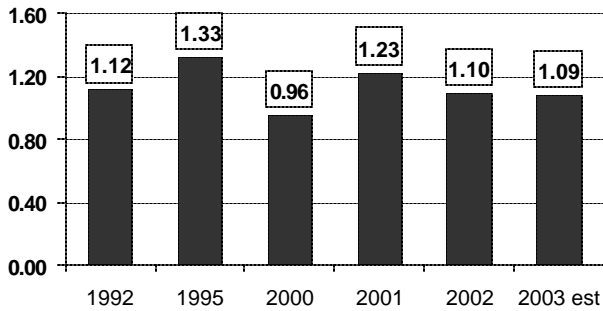
From 1992 to 2003 Executive Office employees as a percent of all County employees decreased 20%.

Percent of Total County Expenditures



From 1992 to 2003 Executive Office expenditures as a percent of total County expenditures decreased 33%.

Executive Staff per 100,000 Residents



From 1992 to 2003 the number of Executive Office staff (including elected officials) per 100,000 County residents decreased 3%.

Fleet Rental

Internal Service Fund

Provide safe, cost effective and accessible vehicular transportation for Pierce County employees in the performance of their job.

Departmental Summary: The Fleet Rental Fund finances the operation, repair, and replacement of all County automobiles. Revenues are generated through user fees paid by departments utilizing fleet services. Fleet Rental also leases a small number of vehicles to the Tacoma/ Pierce County Health Department.

Fleet rental staff oversees the acquisition and preparation of all new fleet vehicles as well as disposes of surplus vehicles through public auction.

Most maintenance services and repairs for county-owned automobiles are completed at the garage located at 2406 Pacific Avenue in Tacoma. To maximize efficiency, certain routine maintenance procedures for vehicles assigned to outlying locations (such as Sheriff precincts) are provided by outside vendors under contract with the County.

Budget Highlights: The 2004 Fleet Rental Fund budget is 3.0% less than the 2003 budget. This is primarily due to the fact that the 2004 budget includes slightly fewer vehicle replacements (-\$141,300) than was the case last year.

Performance Measures

- 1) Maintain an average vehicle operating cost (including depreciation) of no more than \$.45 per mile for Fleet Rental Fund vehicles. (Goal H)

FUNDING SOURCES

	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
Est Use of Begin Fund Balance	\$ —	\$ —	\$ 125,000	\$ 345,220	\$ 220,220	176.2 %
Charges for Services	20,363	25,362	14,830	15,000	170	1.1
Miscellaneous Revenue	3,077,057	3,195,633	3,298,350	3,214,500	(83,850)	(2.5)
Other Financing Sources	633,852	169,085	400,800	150,000	(250,800)	(62.6)
Total	\$ 3,731,272	\$ 3,390,080	\$ 3,838,980	\$ 3,724,720	\$ (114,260)	(3.0) %

PROGRAM EXPENDITURES

	2003 FTE	2004 FTE	2003 Budget	2004 Budget	Absolute Change	Percent Change
Operations and Maintenance	3.40	3.40	1,531,680	1,558,720	27,040	1.8 %
Capital Expenses	—	—	2,307,300	2,166,000	(141,300)	(6.1)
Total	3.40	3.40	\$ 3,838,980	\$ 3,724,720	\$ (114,260)	(3.0) %

Fleet Rental

STAFFING SUMMARY

	1999 FTE	2000 FTE	2001 FTE	2002 FTE	2003 FTE	2004 FTE
Asst to Director of B&F	0.15	0.15	0.15	0.15	0.20	0.20
Mechanic, Lead	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Svc Attendant	—	—	—	—	1.00	1.00
Administrative Aide	—	—	—	—	0.20	0.20
Accounting Assistant	1.00	1.00	1.00	1.00	—	—
Total	3.15	3.15	3.15	3.15	3.40	3.40

WORKLOAD SERVICE DATA

	Unit of Measure	1999 Actual	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Estimate
Avg billable hours per mechanic	Hours/Day	5.7	6.1	6.8	6.4	6.2	6.4
Repairs/work orders received	Number	4,924	4,588	5,395	5,501	5,500	5,500
Sheriff vehicles in fleet	Vehicles	366	365	386	390	401	405
Other vehicles in fleet	Vehicles	216	214	218	213	218	220
Total vehicle miles driven	Miles	6,633,758	6,732,949	7,224,182	7,371,648	7,500,000	7,750,000

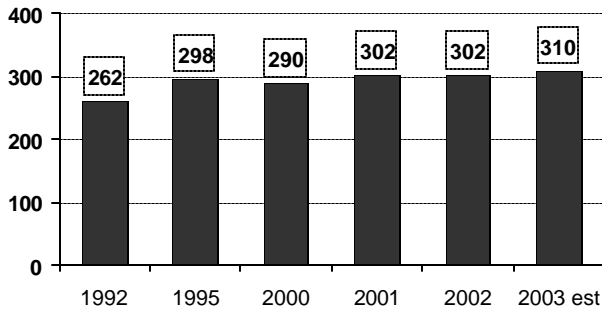
Fleet Rental

EQUIPMENT PURCHASES

Department	Qty	Equipment Description	2004 Budget
Replacement Equipment (funded by replacement reserve)			
Fire Prevention Bureau - DEM	1	Full-size Sedan	25,000
Corrections	1	Mini-van (passenger)	22,500
Juvenile Court	1	Full-size Van (passenger)	20,000
Medical Examiner	2	Mini-van (cargo)	45,000
General Services	1	Mini-van (cargo)	22,500
Planning and Land Services	3	One Full-size, Two Compact Pickups	57,000
Public Works	2	Station Wagon and SUV	41,000
Radio Communications	1	Full-size SUV	25,000
Sheriff	2	Mid-size Sedan	34,000
	48	Full-size Pursuit	1,200,000
	1	Mini-van (cargo)	22,500
	10	Full-size Sport Utility Vehicle	300,000
Surface Water Management	1	Mini-van (passenger)	22,500
	1	Mid-size Sedan	17,000
Utilities	1	Mid-size Sedan	17,000
	76	Subtotal	1,871,000
New Vehicles			
Sheriff	3	Full-size Pursuit	75,000
Solid Waste	1	Full-size Van	20,000
	2	Subtotal	95,000
Other			
	10	Unplanned Replacements/Wrecked Vehicles	200,000
		Subtotal	200,000
	86	Total	\$ 2,166,000

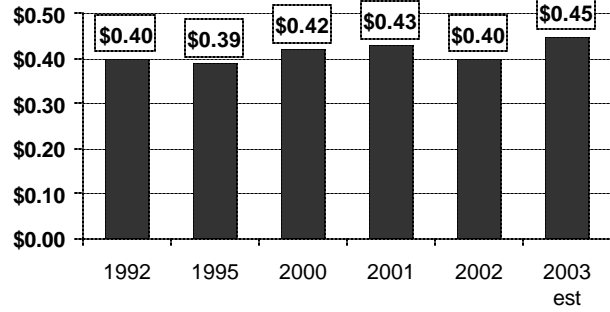
BUDGET RATIOS

Vehicles per Mechanic



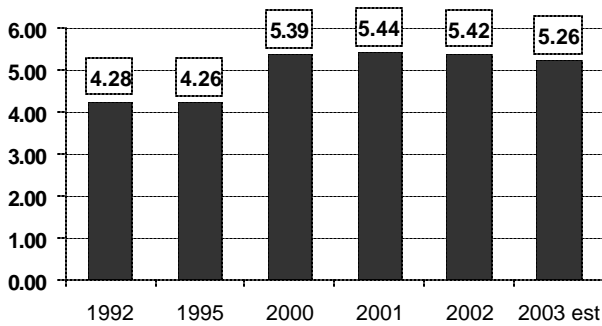
❖ From 1992 to 2003 the number of vehicles maintained by each mechanic increased 18%.

Operating Cost per Mile



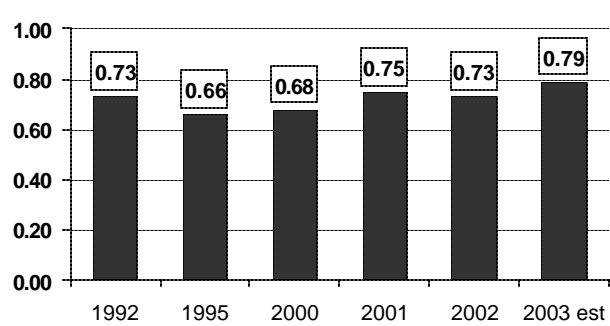
❖ From 1992 to 2003 the inflation adjusted operating cost per mile, including depreciation, increased 13%.

County Employees per Vehicle



❖ From 1992 to 2003 the number of County employees per vehicle increased 23%.

In-house Repairs per 1,000 Miles



❖ From 1992 to 2003 the number of in-house repairs and maintenance per 1,000 miles driven increased 8%.

General Services

Internal Service Fund

The mission of General Services is to provide cost effective printing, mailroom, courier, and records retention services for County departments and for other governmental entities.

Departmental Summary:

General Services provides mail and routing services and coordinates printing and records retention services for all County departments and for numerous other governmental entities.

The Mail Processing division handles all mail for the County, including presort, business reply, bulk mail, overnight, UPS and fax services.

The Printing Division maintains a central order desk to oversee printing orders for all departments and to manage contracts with outside vendors for high speed quick copy and offset printing services. Contractors provide graphic design, photo typesetting, desktop publishing, camera, printing, quick copy, and bindery services.

The Records Management program was established to insure that Pierce County's records are maintained, accessed, stored and destroyed in accordance with State law. A large center houses inactive records.

The Routing and Delivery system provides daily delivery services of interoffice routing, outgoing mail, supplies, printing and records to all County departments.

Budget Highlights:

The 2004 budget for the General Services Fund is 3.4% above the current year. This budget provides for normal inflationary increases, projects service levels to be basically the same as in fiscal 2003, and reflects a possible move of this division to the new "Corporate Express" facility.

Performance Measures

- 1) Process and complete 90% of all Quick Copy work in 3 working days or less, and 80% of all Offset Presswork orders in 10 working days or less. (Goal H)

FUNDING SOURCES						
	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
Charges for Services	\$ 2,458,861	\$ 2,706,304	\$ 2,729,610	\$ 2,821,480	\$ 91,870	3.4 %
Miscellaneous Revenue	—	501	—	—	—	—
Total	\$ 2,458,861	\$ 2,706,805	\$ 2,729,610	\$ 2,821,480	\$ 91,870	3.4 %

General Services

PROGRAM EXPENDITURES

	2003 FTE	2004 FTE	2003 Budget	2004 Budget	Absolute Change	Percent Change
Records Management	2.35	2.35	331,340	350,290	18,950	5.7 %
Printing/Copy Services	1.15	1.15	1,141,680	1,188,490	46,810	4.1
Routing & Delivery Services	3.35	3.35	209,560	222,950	13,390	6.4
Mail Processing Services	1.35	1.35	1,047,030	1,059,750	12,720	1.2
Total	8.20	8.20	\$ 2,729,610	\$ 2,821,480	\$ 91,870	3.4 %

STAFFING SUMMARY

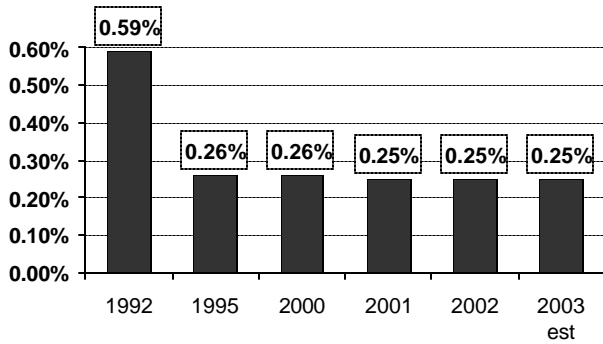
	1999 FTE	2000 FTE	2001 FTE	2002 FTE	2003 FTE	2004 FTE
Purchasing Agent	0.20	0.20	0.20	0.20	0.20	0.20
General Services Supervisor	—	1.00	1.00	1.00	1.00	1.00
Administrative Aide	1.00	1.00	1.00	1.00	1.00	1.00
Mail Services Clerk	2.00	1.00	1.00	1.00	1.00	1.00
Office Assistant	2.00	1.00	1.00	1.00	1.00	1.00
Records Center Assistant	—	1.00	1.00	1.00	1.00	1.00
Courier	2.00	3.00	3.00	3.00	3.00	3.00
Print Shop Supervisor	1.00	—	—	—	—	—
Total	8.20	8.20	8.20	8.20	8.20	8.20

WORKLOAD SERVICE DATA

	Unit of Measure	1999 Actual	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Estimate
Print Shop							
Quick Copy production	Impression	5,453,695	5,657,363	5,807,530	7,716,206	7,400,000	7,500,000
Offset printing production	Impression	10,068,030	12,130,984	8,853,732	8,676,483	12,000,000	13,000,000
Mail Processing							
Mail handled per year	Pieces	1,874,557	2,191,145	1,972,178	2,187,739	2,100,000	2,100,000
Records Management							
Number of boxes stored	Boxes	26,182	26,567	28,725	29,353	32,205	34,093
Number of files retrieved	Retrievals	10,135	9,016	12,357	14,317	14,000	14,500

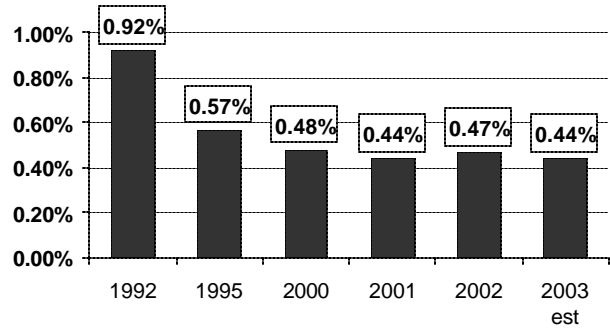
BUDGET RATIOS

Percent of Total County Employees



❖ From 1992 to 2003 General Services employees as a percent of all County employees decreased 58%.

Percent of Total County Expenditures



❖ From 1992 to 2003 General Services expenditures as a percent of total County expenditures decreased 52%.

General Services

Miscellaneous Current Expense

General Fund

Departmental Summary:

This account is used to budget unique items financed with General Fund monies, which usually require only a single line-item, and which do not appropriately fit into an existing department budget.

Budget Highlights:

The **major** activities (\$200,000 +) included in the 2004 budget are:

Severance Reserve for retirees unused sick and vacation leave payouts	\$400,000
Retirement Excess Compensation payment to State Pension System (for above)	350,000
Unemployment Compensation	290,000
G.I.S. Program	650,000
Rainier Communications Commission	510,000
Humane Society	535,620
Reservoir Trail	200,000

All the specific allocations are listed in the following two pages.

FUNDING SOURCES						
	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
General Fund Support	\$ 4,510,012	\$ 4,300,181	\$ 6,825,300	\$ 5,069,280	\$ (1,756,020)	(25.7) %

Miscellaneous Current Expense

EXPENDITURES						
	2001	2002	2003	2004	Absolute	Percent
	Actual	Actual	Budget	Budget	Change	Change
African American Museum	\$ —	\$ —	\$ —	\$ 40,000	\$ 40,000	∞
Aids Foundation	\$ 22,000	\$ 21,340	\$ 20,270	\$ 19,260	\$ (1,010)	(5.0) %
Alliance Against Dom Violence	25,000	7,000	33,000	39,500	6,500	19.7
Alliance for Youth	—	—	—	20,000	20,000	∞
American Leadership Forum	—	—	—	5,000	5,000	∞
Annex Undergrd Tank Removal	9,638	—	—	—	—	—
Arts & Cultural Services	188,000	182,360	183,240	197,240	14,000	7.6
Asian Pacific Cultural Center	2,500	—	—	10,000	10,000	∞
Baseball Exchange Pgm	5,000	4,850	4,610	4,380	(230)	(5.0)
Bates-Linquist Dental Clinic	—	—	—	10,000	10,000	∞
Boys & Girls Club	1,500	—	—	—	—	—
Breast Cancer Awareness Ctr	25,000	24,250	23,040	21,890	(1,150)	(5.0)
Broadway Center	15,000	14,550	13,820	25,130	11,310	81.8
C J Task Force Support	13,326	3,871	5,000	5,000	—	—
Centro Latino	50,000	46,541	71,080	43,780	(27,300)	(38.4)
Child Care Referral Prog	22,000	21,340	20,270	20,010	(260)	(1.3)
Children's Commission	37,057	—	—	—	—	—
Choices	300	300	300	750	450	150.0
City of Lakewood	—	—	—	45,000	45,000	∞
City of Roy	—	—	—	45,000	45,000	∞
Community Action-PC	—	5,000	—	—	—	—
Community Services Grant Match	50,000	50,000	75,000	50,000	(25,000)	(33.3)
Corporate Express Bldg	—	—	2,460,000	—	(2,460,000)	(100.0)
Council/Exec Archivist	—	—	20,000	7,520	(12,480)	(62.4)
County Code	5,802	—	15,000	15,000	—	—
Daffodil Festival	20,000	19,400	18,430	17,510	(920)	(5.0)
Debt Regist Costs	474	2,282	3,000	3,000	—	—
Debt Service	—	—	150,000	94,000	(56,000)	(37.3)
Domestic Violence Commission	28,000	83,420	59,250	61,750	2,500	4.2
DSHS Reimbursement	—	18,023	—	—	—	—
Dues & Memberships	—	—	1,100	1,100	—	—
DUI Task Force Pgm	9,000	8,730	8,730	8,730	—	—
Emergency Food Network	14,000	13,580	12,900	12,260	(640)	(5.0)
Ethics Commission	1,860	2,450	1,800	1,800	—	—
Ethnic Fest	20,000	—	10,000	9,500	(500)	(5.0)
Ethnics Minority Advisory Comm	—	—	3,000	3,000	—	—
Family Counseling Service	2,690	3,640	3,460	3,290	(170)	(4.9)
Federal Legislative Support	—	—	—	30,000	30,000	∞
Festival Federation	—	—	—	20,000	20,000	∞
Fife Senior Center	—	—	—	6,000	6,000	∞
Filing Fees	1,064	450	2,000	1,500	(500)	(25.0)
First Night	30,000	29,100	27,650	26,270	(1,380)	(5.0)
Frederickson Incorp Study	—	30,000	—	—	—	—
Friends of Lake Tapps	—	—	—	10,000	10,000	∞
GH HS Field Lights	—	—	—	100,000	100,000	∞
GIS Program	600,000	650,000	550,000	650,000	100,000	18.2
HS Admin-Indigent Burial	12,543	13,440	6,500	13,500	7,000	107.7
HS Admin-Snr Ctr Pgms	15,100	15,500	15,500	15,500	—	—
Humane Soc Spay/Nueter Pgm	—	—	25,000	—	(25,000)	(100.0)
Humane Society	478,652	500,000	517,500	535,620	18,120	3.5
Indigent Burials	56,451	46,066	50,000	51,000	1,000	2.0
Involuntary Commitment	98,000	98,000	98,000	98,000	—	—

Miscellaneous Current Expense

EXPENDITURES						
	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
IT Software Purchase	10,328	—	—	—	—	—
King Center Women's Shelter	20,000	—	—	—	—	—
Lake Tapps Preservation	—	5,872	—	—	—	—
Legal Services	10,000	—	—	—	—	—
Livable Communities Fair	—	500	—	10,000	10,000	∞
Lkwd Communities In Schools	5,000	—	—	—	—	—
MLK Jr Celebration	1,000	1,000	1,000	1,000	—	—
Nat Assn of Counties	10,904	11,220	11,530	11,860	330	2.9
OASI-Admin Cost	—	1,135	2,000	1,500	(500)	(25.0)
Other Tuberculosis Serv	5,929	—	5,000	5,000	—	—
P/S Bldg Design Span-Park	—	—	60,000	—	(60,000)	(100.0)
PC Alliance/Crestos Pgm	9,000	8,730	8,290	7,880	(410)	(4.9)
Peninsula School District	25,000	—	—	—	—	—
Pierce County Fair	20,000	20,000	20,000	20,000	—	—
Pierce County Law Library	50,000	50,000	55,000	55,000	—	—
Professional Services	6,009	—	30,000	6,000	(24,000)	(80.0)
Puget Sound Clean Air Agency	92,784	108,876	112,950	113,340	390	0.3
Rainier Communications Comm	469,375	484,999	490,000	510,000	20,000	4.1
Randle Boat Launch Dock	—	20,000	—	—	—	—
Reservoir Trail	—	—	—	200,000	200,000	∞
Retiree Excess Comp	173,485	362,039	250,000	344,000	94,000	37.6
Retirement Buy-Back	—	—	3,000	3,000	—	—
Safe Streets Program	80,420	81,100	77,050	73,200	(3,850)	(5.0)
Sal Army-So Hill Snr Ctr	25,000	20,000	—	—	—	—
Senior Centers	217,695	208,408	198,590	188,660	(9,930)	(5.0)
Severance Reserve	—	—	374,490	400,000	25,510	6.8
Sexual Assault Ctr of PC	11,000	10,670	10,140	9,630	(510)	(5.0)
Sister County Program	2,500	7,430	2,310	2,200	(110)	(4.8)
Small Business Incubator	—	250,000	60,000	—	(60,000)	(100.0)
SR-7 Improvements	—	—	—	100,000	100,000	∞
Suggestion Awards	8,612	4,629	5,400	5,400	—	—
Summit-Alliance for Youth	3,000	—	—	—	—	—
T. A. G.	5,000	4,850	4,610	4,380	(230)	(5.0)
TACID	26,251	27,480	26,110	24,800	(1,310)	(5.0)
Tacoma Arts Museum	200,000	—	—	—	—	—
Tacoma Urban League	—	—	—	40,000	40,000	∞
The Regional Partnership	—	—	—	10,000	10,000	∞
Training and Development	8,698	5,012	10,000	10,000	—	—
Transfer Out - Operations	258,000	19,200	—	—	—	—
Unemployment Compensation	224,334	182,755	290,000	290,000	—	—
Volunteer Luncheon	12,043	12,962	13,000	13,250	250	1.9
WA Assoc of Co Officials	81,033	82,576	85,200	86,000	800	0.9
Wash St Assoc of Counties	102,642	104,679	107,800	108,000	200	0.2
Wauna Post Office	—	—	—	10,000	10,000	∞
Wilkeson Arch	—	10,000	—	—	—	—
Workers Compensation	—	275,000	—	—	—	—
World Affairs Council	3,000	2,500	1,380	1,310	(70)	(5.1)
WSAC Timber Analyst Reimb	—	1,076	2,000	1,080	(920)	(46.0)
WSU-Coop Ext BMX Track	—	—	—	5,000	5,000	∞
950 Bldg HVAC Study	4,090	—	—	—	—	—
950 Bldg Loan Repayment	458,913	—	—	—	—	—
955 Bldg Appraisal	9,010	—	—	—	—	—
Total	\$ 4,510,012	\$ 4,300,181	\$ 6,825,300	\$ 5,069,280	\$ 1,756,020	25.7 %

Miscellaneous Current Expense

Personnel

General Fund

The mission of Pierce County Personnel is to provide our customers with human resource services to effectively hire, develop and retain a quality workforce for Pierce County Government.

Departmental Summary:

The Personnel Department provides a wide range of human resource management functions for all County departments and administers a comprehensive merit-based personnel management system. Activities can be classified into six functional areas including General Administration, which maintains the personnel management system, manages the operations of the department and oversees compliance with legislated requirements including Equal Employment Opportunity.

The Employee Assistance Program provides consultation and referral service to employees to address a wide variety of problems or distractions which could reduce employee productivity, or which may cause an unsafe act or condition to exist in the workplace. The Employee Incentive and Recognition Program encourages teamwork and rewards Pierce County employees for service, initiative, innovation and excellence in the achievement of County goals.

Employment and Compensation increases public awareness and participation in Pierce County employment through advertising, targeted recruitment programs and employment services, and administers the classification and compensation plan. Administrative Support administers employee benefit programs, conducts new employee orientations, and provides clerical support for the department.

Organizational Development and Training provides programs to include employees in the organization's decision making process, update educational and proficiency levels, improve productivity, and strengthen internal communications. The Wellness Program promotes activities that are designed to enhance employee health and wellness.

Labor Relations is responsible for collective bargaining and compliance with agreements, advises departments in disciplinary matters and interprets and applies labor laws.

The Civil Service Division is responsible for administration of personnel policies and practices in areas of open-competitive and promotional testing, conducting investigations and hearings for complaints and disciplinary actions, position classification, and any other matter of general personnel administration for all Sheriff's Department employees.

Budget Highlights:

The Personnel Department budget reflects an increase of 12.5% over the 2003 appropriation. The budget will fund

- a) Existing staff and operating expenses (adjusted for inflation);
- b) The transfer of the Wellness Program from the Parks and Recreation Department to the Personnel Department; and
- c) A Personnel Specialist position formerly included in the New Jail Construction Transition budget.

Personnel

Performance Measures

- | | |
|---|---|
| <p>1) By December 31, 2004, pilot two on-line courses for employees using a multi-media format to test the feasibility of using e-learning for future course delivery. (Goal J)</p> <p>2) By December 31, 2004, develop and implement a diversity recruitment plan for Deputy Sheriff's. The long term goal is a Sheriff's Department workforce which reflects the demographics of the population of Pierce County. (Goal J, H)</p> <p>3) By December 31, 2004, implement an easy to use, interactive on-line employment application process for the public (internet) which will result in a 20% increase in the</p> | <p>number of applications received electronically versus other media. This should result in savings in future years for printing, postage costs, and staff time required for entry of applicant data. (Goal G, H, J)</p> <p>4) By December 31, 2004, promote employee participation in health and wellness activities through a series of 10 workshops on a variety of health-related topics. The objective is to increase by 10% the number of employees involved in activities which promote their health and wellness (based upon pre and post workshop surveys). (Goal J)</p> |
|---|---|

FUNDING SOURCES

	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
General Fund Support	\$ 1,818,604	\$ 2,016,881	\$ 2,121,940	\$ 2,409,470	\$ 287,530	13.6 %
Grants/Intergovernmental	—	2,400	6,770	7,770	1,000	14.8
Fees/Charges	336,691	329,690	346,710	368,610	21,900	6.3
Total	\$ 2,155,295	\$ 2,348,971	\$ 2,475,420	\$ 2,785,850	\$ 310,430	12.5 %

PROGRAM EXPENDITURES

	2003 FTE	2004 FTE	2003 Budget	2004 Budget	Absolute Change	Percent Change
Administration	4.00	4.00	\$ 466,730	\$ 481,830	\$ 15,100	3.2 %
Employee Incentive/Recog Pgm	—	—	20,100	20,600	500	2.5
Organizational Development	3.00	4.00	344,800	468,420	123,620	35.9
Support Services	4.60	4.60	352,030	381,210	29,180	8.3
Employment & Compensation	6.00	5.00	556,380	492,220	(64,160)	(11.5)
Labor Relations	4.00	4.00	404,560	451,750	47,190	11.7
County Employee Wellness Pgm	—	1.00	—	90,420	90,420	∞
Civil Service	3.00	4.00	330,820	399,400	68,580	20.7
Total	24.60	26.60	\$ 2,475,420	\$ 2,785,850	\$ 310,430	12.5 %

Personnel

STAFFING SUMMARY

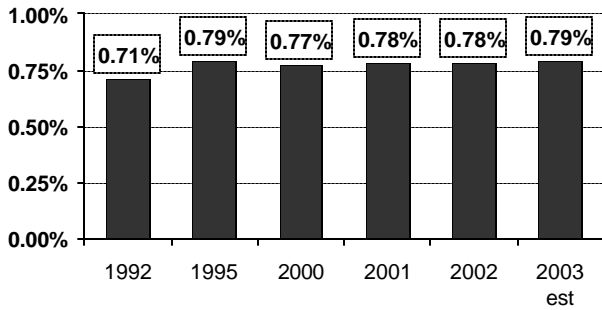
	1999 FTE	2000 FTE	2001 FTE	2002 FTE	2003 FTE	2004 FTE
Dir – Personnel	1.00	1.00	1.00	1.00	1.00	1.00
Asst Dir – Personnel	1.00	1.00	1.00	1.00	1.00	1.00
Labor Relations Manager	1.00	1.00	1.00	1.00	1.00	1.00
Organizational Devel Mgr	1.00	1.00	1.00	1.00	1.00	1.00
Chief Examiner	1.00	1.00	1.00	1.00	1.00	1.00
Labor Relations Analyst	3.00	3.00	3.00	3.00	3.00	3.00
EEO Training/Emp Dev Spec	—	—	—	—	1.00	1.00
EEO/ADA Specialist	—	—	—	—	1.00	1.00
Personnel Analyst	4.00	4.00	4.00	5.00	4.00	4.00
Training & Devel Spec	1.00	1.00	1.00	1.00	1.00	1.00
Dept Info Tech Spec	—	—	1.00	1.00	1.00	1.00
Benefits Specialist	—	—	1.00	1.00	1.00	1.00
Personnel Specialist	—	1.00	1.00	—	—	1.00
Confidential Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant	6.00	7.00	6.00	6.00	6.00	6.00
Wellness Coordinator	—	—	—	—	—	1.00
Clerical Aide	—	—	0.60	0.60	0.60	0.60
EEO Officer	1.00	1.00	1.00	1.00	—	—
Administrative Coord	1.00	1.00	—	—	—	—
Total	22.00	24.00	24.60	24.60	24.60	26.60

WORKLOAD SERVICE DATA

	Unit of Measure	1999 Actual	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Estimate
Community contacts/Job Fairs	Contacts	19	16	14	19	19	30
Job announcements listed	Each	140	199	160	153	165	160
Applicants for job openings	Applicants	4,903	6,117	6,131	6,774	7,000	7,200
Job Line activity	Contacts	9,644	8,713	9,053	5,448	11,627	8,709
Regular positions filled	Employees	251	500	355	259	260	350
Regular employee terminations	Employees	179	215	224	189	200	200
Reg. empl. termination rate	Percentage	6.46	7.01	7.14	5.99	6.29	6.35
Reg. County employees at 12/31	Employees	2,771	3,068	3,136	3,154	3,175	3,150
Extra hire positions filled	Employees	569	634	481	513	490	480
Employees served	W-2's	3,943	4,338	4,436	4,324	4,536	4,500
Personnel forms processed	Forms	16,862	15,206	19,602	16,150	16,536	16,096
Job audit/classification studies	Conducted	107	89	75	45	40	40
Employees trained	Employees	2,098	1,907	1,705	1,432	1,800	2,000
Equal Emplmt Opport complaints	Filed	5	9	2	3	5	5
Collective bargaining agree	Each	17	18	19	20	20	20
Grievances (Step 3)	Filed	21	20	8	13	15	15
Disciplinary actions assisted	Each	105	70	106	65	100	100
Arbitrations filed	Each	2	1	2	1	4	4
Wellness Newsletters Published	Issues	--	12	12	12	12	12
Health Screenings/Flu Shots	Participants	--	950	1,011	1,200	1,300	1,400

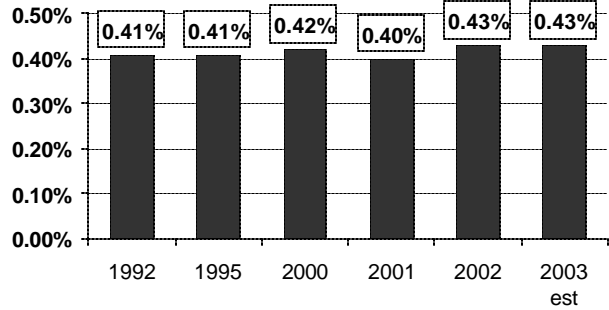
BUDGET RATIOS

Percent of Total County Employees



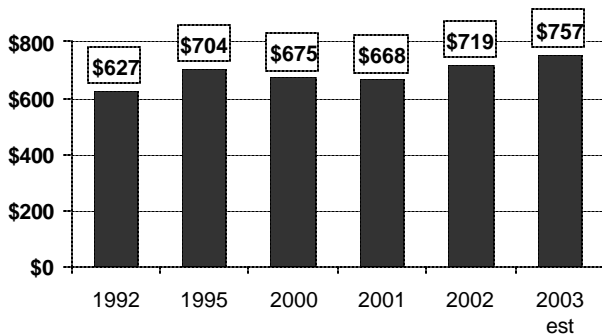
From 1992 to 2003 Personnel Department employees as a percent of all County regular employees increased 11%.

Percent of Total County Expenditures



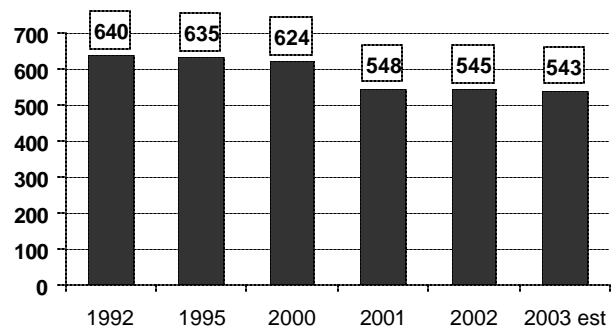
From 1992 to 2003 Personnel Department expenditures as a percent of all County expenditures increased 5%.

Expenditures per County Employee



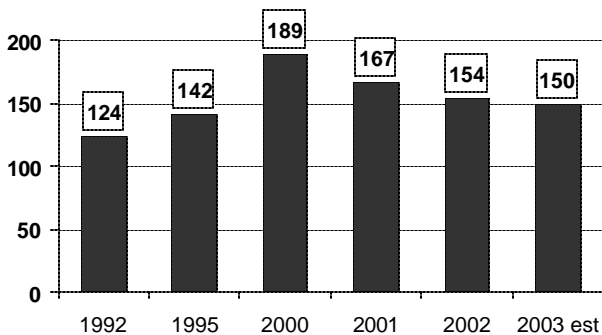
From 1992 to 2003 Personnel Department expenditures per County employee increased 21% after adjusting for inflation.

County Employees per Personnel Analyst/Specialist



From 1992 to 2003 the number of regular county employees per Personnel Analyst/Specialist decreased 15%. Analysts dedicated to Labor Relations and EEO are excluded from the calculation.

Positions Filled Per Office Assistant



From 1992 to 2003 the number of regular and extra hire positions filled per Office Assistant (OA) increased 21%. The OA dedicated to Organizational Development is excluded from the calculation.

Self Insurance Fund

Internal Service Fund

The mission of the Risk Management & Insurance Department is to protect the assets of Pierce County through the identification, transfer, assumption and reduction of risk exposures.

Departmental Summary:

The Self-Insurance Fund provides funding for the payment of all premiums for policies purchased on behalf of the County, as well as for the payment of all costs involved in the defense and/or settlement of all claims and lawsuits filed against the County.

The Risk Management & Insurance Department manages this fund, and in conjunction with the Prosecuting Attorney's Office, is responsible for the investigation and settlement or denial of all claims and lawsuits filed against Pierce County. The Department also initiates claims against parties responsible for the loss of or damage to County-owned property.

The Risk Manager reviews all contracts entered into by the County; determines whether it is more prudent to purchase insurance coverage or to self-insure; assists the County's broker of record with respect to employee benefits; serves in an advisory capacity as the Clerk of the Pierce County Law Enforcement Officers & Fire Fighters Disability Board and on the County's Accident Review Committee; and serves as coordinator of the Courthouse Security Standing Committee.

Budget Highlights:

The proposed Self-Insurance Fund budget for 2004 is 1.7% below the 2003 level. The budget reflects a "leveling-off" of lawsuit expenses, the purchase of general liability insurance, and a reduction in county indirect cost charges. We will be utilizing \$1,200,000 in prior fund balance to support the proposed budget.

Performance Measures

- 1) 90% of all submitted contracts, written agreements and certificates of insurance will be analyzed, approved or changes recommended within three working days of receipt. (Goal E)
- 2) In conjunction with the County's property insurance carrier, inspect ten Pierce County insured facilities for risk exposures. (Goal K)
- 3) Close 75% of all claims for damages within two months of receipt. (Goal G)

FUNDING SOURCES

	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
Est Use of Begin Fund Balance	\$ —	\$ —	\$ 336,950	\$ 1,200,000	\$ 863,050	256.1 %
Miscellaneous Revenue	6,612,209	7,118,344	8,030,640	7,021,350	(1,009,290)	(12.6)
Other Financing Sources	—	75,000	—	—	—	—
Total	\$ 6,612,209	\$ 7,193,344	\$ 8,367,590	\$ 8,221,350	\$ (146,240)	(1.7) %

Self Insurance Fund

PROGRAM EXPENDITURES

	2003 FTE	2004 FTE	2003 Budget	2004 Budget	Absolute Change	Percent Change
Administration	6.30	6.30	2,606,320	2,395,020	(211,300)	(8.1) %
Insurance Premiums	—	—	1,066,820	1,646,330	579,510	54.3
Claims Paymnts/Reserves	—	—	3,959,450	3,630,000	(329,450)	(8.3)
Outside Professional Svcs	—	—	735,000	550,000	(185,000)	(25.2)
Total	6.30	6.30	\$ 8,367,590	\$ 8,221,350	\$ (146,240)	(1.7) %

STAFFING SUMMARY

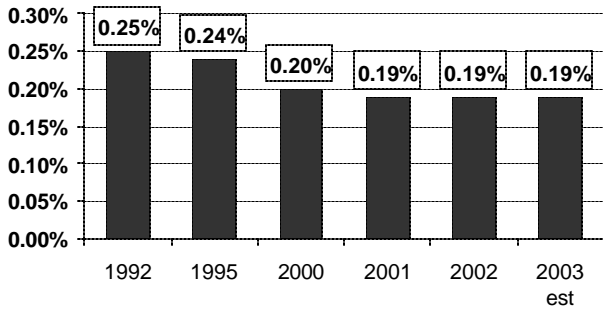
	1999 FTE	2000 FTE	2001 FTE	2002 FTE	2003 FTE	2004 FTE
Risk Manager	0.90	0.90	0.90	0.90	0.90	0.90
Asst Risk Manager	1.00	1.00	1.00	1.00	1.00	1.00
Risk Investigator	1.00	1.00	1.00	1.00	1.00	1.00
Claims and Safety Tech	0.50	0.50	0.50	0.50	0.50	0.50
Safety Officer	0.20	0.20	0.20	0.20	0.20	0.20
Administrative Assistant	—	—	—	0.90	0.90	0.90
Office Assistant	1.80	1.80	1.80	1.80	1.80	1.80
Confidential Secretary	0.90	0.90	0.90	—	—	—
Total	6.30	6.30	6.30	6.30	6.30	6.30

WORKLOAD SERVICE DATA

	Unit of Measure	1999 Actual	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Estimate
Claims - Automobile	Number	355	350	379	332	300	325
Claims - Non-automobile	Number	377	402	327	411	325	350
Lawsuits filed	Number	32	40	40	27	25	35
Lawsuits pending current/prior yr	Number	133	123	113	92	75	80
Subrogation collected	Dollars	\$ 67,662	\$ 37,623	\$ 70,716	\$ 107,056	\$ 60,000	\$ 60,000
Contracts and agrmts reviewed	Documents	1,645	1,685	2,167	1,870	2,300	2,400
Accident Review Board cases	Number	59	54	56	49	45	50
Incident Reports filed	Documents	372	473	323	335	250	300
Damage to Non-auto property	Cases	35	18	40	18	30	35

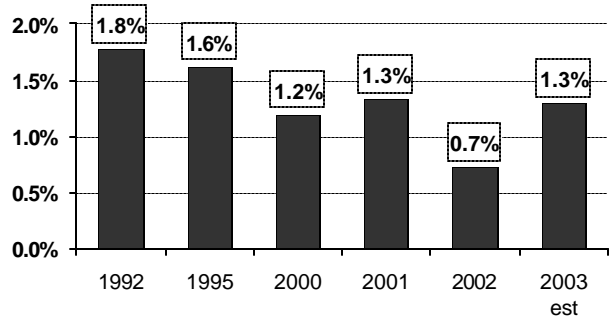
BUDGET RATIOS

Percent of Total County Employees



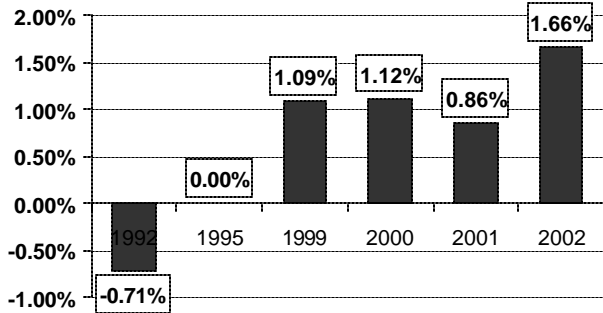
From 1992 to 2003 Self Insurance employees as a percent of all County employees decreased 24%.

Percent of Total County Expenditures



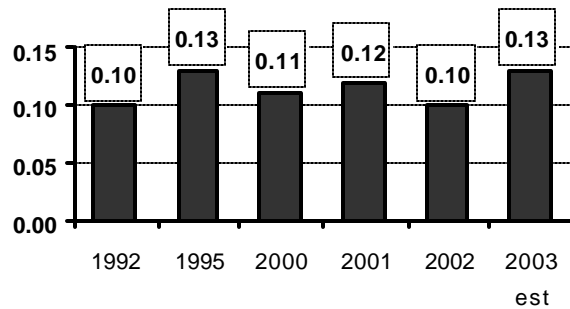
❖ From 1992 to 2003 Self Insurance expenditures as a percent of Total County expenditures decreased 28%.

Unreserved Retained Earning to Total County Expenditures



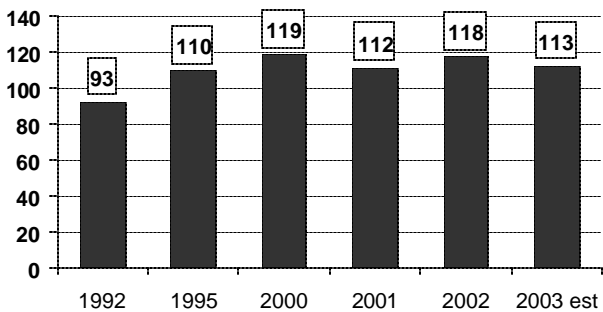
❖ From 1992 to 2002 the unreserved retained earnings balance of the fund as a percent of total County expenditures increased significantly.

Automobile Claims per County Employee



❖ From 1992 to 2003 the number of automobile claims per County employee increased 30%.

Total Claims per Self Insurance Staff



❖ From 1992 to 2003 the total number of claims per Self Insurance employee increased 22%.

Self Insurance Fund

State Auditor

General Fund

Departmental Summary:

The State Auditor's Office has the statutory responsibility to formulate, prescribe and install uniform accounting systems for local governments and to require the submission of annual financial reports. Examiners from the State Auditor's Office provide an annual audit of the financial statements, records, and related operations of Pierce County to determine compliance with generally accepted accounting standards and generally accepted governmental accounting principles; determine compliance with federal, state and local constitutions, laws, regulations, guidelines, and policies; report to the citizens of the state.

Budget Highlights:

The 2004 budget for the General Fund share of the annual State Audit is projected to increase by 21.1% over 2003. This increase is attributable to the fact that a larger percentage of the total county audit work in 2004 will be focused on General Fund departments (rotating cycle basis).

FUNDING SOURCES

	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
General Fund Support	\$ 139,617	\$ 173,892	\$ 160,600	\$ 194,410	\$ 33,810	21.1 %
Total	\$ 139,617	\$ 173,892	\$ 160,600	\$ 194,410	\$ 33,810	21.1 %

EXPENDITURES

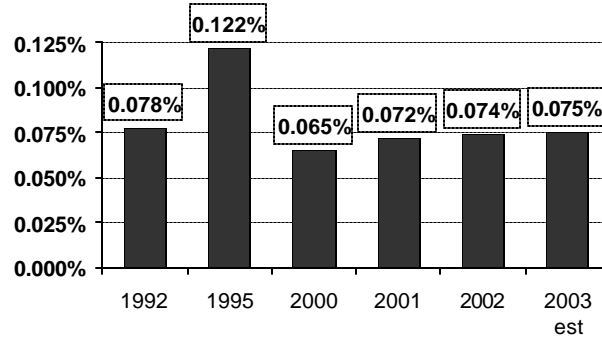
	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
Info Tech Acquisition Pgm	\$ —	\$ —	\$ —	\$ 80	\$ 80	∞ %
Info Tech Services	6,920	4,760	2,030	970	(1,060)	(52.2)
Mail Processing	1	—	—	—	—	—
Professional Services	131,546	167,942	157,350	192,100	34,750	22.1
Routing & Delivery	1,150	1,190	1,220	1,260	40	3.3
Total	\$ 139,617	\$ 173,892	\$ 160,600	\$ 194,410	\$ 33,810	21.1 %

WORKLOAD SERVICE DATA

	Unit of Measure	1999 Actual	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Estimate
Reimbursement rate per hour	Dollars	61.10	71.10	71.10	75.50	75.50	75.50
Total cost of County audit	Dollars	370,748	323,173	387,473	409,580	459,370	444,540
% of audit paid by General Fund	Percent	31.6	37.8	33.9	41.0	34.3	42.6

BUDGET RATIOS

Audit Costs as a Percent of Total County Expenditures



From 1992 to 2003 total State audit costs as a percent of total County expenditures decreased 4%.

Workers Compensation

Internal Service Fund

The mission of the Workers Compensation Division of the Risk Management Department is to provide a safe and healthy work environment for County employees in accordance with the State of Washington Industrial Safety & Health Act.

Departmental Summary:

The Workers Compensation Fund is administered by the Risk Manager to maintain an efficient self-insured workers compensation and industrial insurance program in accordance with the State of Washington Industrial Insurance Act. To achieve control over losses and to insure a safe work environment for employees, this division provides safety training such as Defensive Driving, First Aid, Traffic Control, Safety Program Orientation, Right-to-Know program, and other specialty areas. Other responsibilities of the division include interpretation of safety codes; investigation of accidents involving employee injury and/or county vehicles or equipment; inspections of facilities and equipment.

Budget Highlights:

The Workers Compensation Fund budget for 2004 is 18.5% above the 2003 level. This reflects our recent claims experience, which has increased considerably over earlier years. Our internally generated workers compensation rates will be increased and we will also be allocating \$394,000 in cash reserves to support this proposed budget.

Performance Measures

- 1) Keep the percentage of lost workdays below .2% of the days worked. *(Goal H)*
- 2) Risk Management staff will coordinate and conduct 100 safety inspections and 150 training sessions for all County departments. *(Goal H)*

FUNDING SOURCES						
	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Absolute Change	Percent Change
Est Use of Begin Fund Balance	\$ —	\$ —	\$ 244,400	\$ 393,760	\$ 149,360	61.1 %
Intergovernmental Revenue	13	—	300	300	—	—
Miscellaneous Revenue	1,873,673	2,017,860	2,106,000	2,391,000	285,000	13.5
Other Financing Sources	275,000	1,640,000	—	—	—	—
Total	\$ 2,148,686	\$ 3,657,860	\$ 2,350,700	\$ 2,785,060	\$ 434,360	18.5 %

Workers Compensation

PROGRAM EXPENDITURES

	2003 FTE	2004 FTE	2003 Budget	2004 Budget	Absolute Change	Percent Change
Administration	2.70	2.70	274,430	305,420	30,990	11.3 %
Claims Payments/Reserves	—	—	1,714,000	2,000,000	286,000	16.7
State Assessments	—	—	160,000	260,000	100,000	62.5
Insurance Premiums	—	—	102,460	108,000	5,540	5.4
Outside Professional Svcs	—	—	99,810	111,640	11,830	11.9
Total	2.70	2.70	\$ 2,350,700	\$ 2,785,060	\$ 434,360	18.5 %

STAFFING SUMMARY

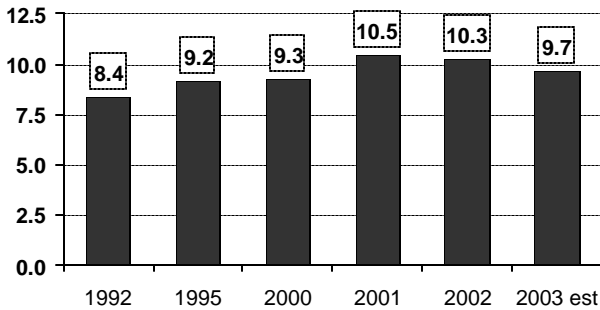
	1999 FTE	2000 FTE	2001 FTE	2002 FTE	2003 FTE	2004 FTE
Risk Manager	0.10	0.10	0.10	0.10	0.10	0.10
Claims & Safety Tech	0.50	0.50	0.50	0.50	0.50	0.50
Safety Officer	0.80	0.80	0.80	0.80	0.80	0.80
Administrative Assistant	—	—	—	0.10	0.10	0.10
Office Assistant	1.20	1.20	1.20	1.20	1.20	1.20
Confidential Secretary	0.10	0.10	0.10	—	—	—
Total	2.70	2.70	2.70	2.70	2.70	2.70

WORKLOAD SERVICE DATA

	Unit of Measure	1999 Actual	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Estimate
Employee safety meetings	Meetings	173	166	148	158	160	160
Safety Advisory Committee mtgs	Meetings	6	6	6	6	6	6
County-wide safety meetings	Meetings	12	12	12	12	12	12
Safety insp. of County facilities	Inspections	74	76	77	74	75	75
Workers Compensation claims	Claims	253	291	347	341	320	325
Employee days lost	Days	1,227	1,788	1,869	3,643	1,500	1,500

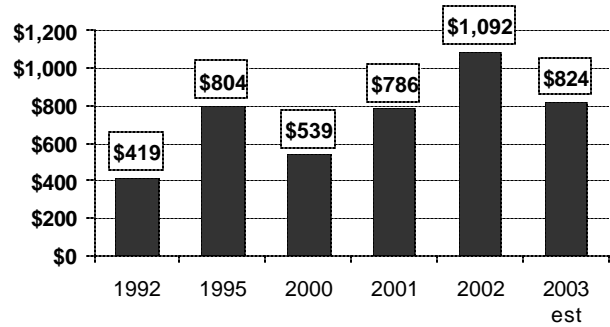
BUDGET RATIOS

Claims per 100 Employees



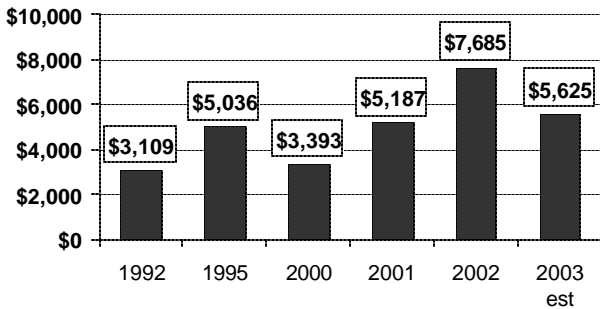
❖ From 1992 to 2003 the number of claims per 100 County employees increased 15%.

Expenditures per Employee



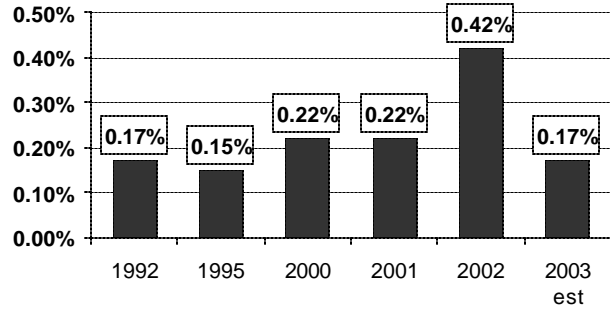
❖ From 1992 to 2003 the Workers Compensation Division expenditures per County employee, including reserve adjustments, increased 97% after adjusting for inflation.

Average Payment per Claim



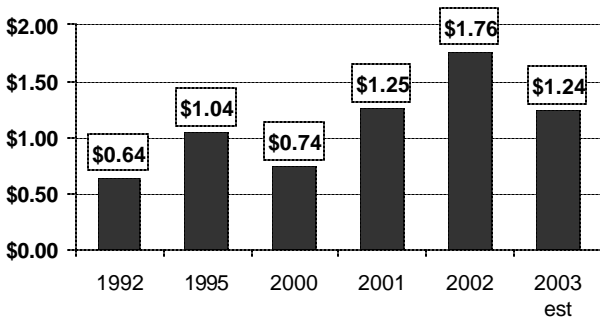
❖ From 1992 to 2003 the average payment per claim, including reserve adjustments, increased 81% after adjusting for inflation.

Percent of Working Days Lost



❖ From 1992 to 2003 the percent of working days lost due to workers compensation cases did not change.

Claim Payments per \$100 of Payroll



❖ From 1992 to 2003 the ratio of claim payments, including reserve adjustments, to payroll expense increased 94%.

Workers Compensation
