

Appendix

BUDGET PROCESS

Under the County Council/Executive form of government, the County must adhere to the following procedures in establishing the budget:

- At least 135 days prior to the end of the fiscal year, all agencies of the County government must submit to the Executive information that is necessary to prepare the annual budget. By Executive request, all departments submit preliminary budget information to the Budget and Finance office for initial departmental review. The Director and staff then evaluate the proposed budgets and present the information to the Executive's office for budget decisions.
- At least 100 days prior to the end of the fiscal year, the Executive must present to the Council a recommended budget which must include all appropriation ordinances and proposed tax and revenue ordinances that are necessary to raise sufficient revenues to balance the budget.
- The budget includes all fund balances, revenues and expenditures. It also is divided into categories, programs, projects or objects of expense; and shows the actual expenditures of the preceding fiscal year, the estimated expenditures of the current fiscal year and the requested appropriations for the next fiscal year. The expenditures included in the proposed budget shall not exceed the estimated revenues, including carry-over fund balances.
- Prior to the adoption of the budget, the Council must hold at least one public hearing to consider the budget presented by the Executive.
- At least 30 days prior to the end of the fiscal year, the Council must adopt the appropriation and property tax ordinances for the next fiscal year. The appropriation ordinances that are adopted by the Council shall not exceed the estimated revenues of the County for the next fiscal year for each fund, including available fund balances.
- **Budget Preparation Instructions:**

Prior to actual budget preparation, every department receives an instruction manual which incorporates the budget process calendar, special instructions, sample forms, time lines, and summaries of certain costs and/or rates which will impact each departmental budget. A letter from the County Executive accompanies the manual and discusses the general fiscal outlook for the upcoming year as well as the Executive's priorities, expectations, and approach to the preliminary budget.

In addition to the instruction manual, meetings are held with department directors and key personnel to discuss the budget preparation process.

2009 Budget Calendar

May 6, 2008

Budget materials available on the Intranet and ERS.

June 4 – July 9

Departments submit Budget Request materials to Budget/Finance.¹

June 16 – August 22

Budget review sessions are held with Departments and Budget & Finance.

Week of August 25

Preliminary Budget is balanced and Departments are notified.

September 2 - September 5

Department Managers meet with Executive to appeal Preliminary Budget, if necessary.

September 8

Executive's Budget is finalized.

September 9 – September 19

Executive's Budget is prepared and printed.

September 23

Executive's Budget is submitted to Council.

October

Council begins hearings on the Budget.

Late November

Council votes to adopt the Budget.

¹ budget submittal due dates are staggered with the majority being submitted over a 3 week period in June.

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BUDGETARY CONTROL

Budget Appropriation Control & Amendment Procedures

The County adopts annual budgets for its governmental funds. All appropriations lapse at year end, with the exception of Capital Project funds, where appropriations continue until project completion. Legal budgetary control is maintained at the department level in the General Fund, and at the fund level in all other funds. A budget increase or decrease to a fund (or to a department in the General Fund) must be approved by the County Council. However, budget transfers within a fund (or within a department in the General Fund) may be authorized by the County Executive.

The Pierce County Charter requires the Executive to submit to the Council a quarterly report showing the relationship between the budgeted income and expense and the actual income and expense to date. If it appears that the actual income is less than anticipated, the Council may reduce appropriations as necessary to keep expenditures within income. The Council may also modify the budget by appropriating contingency funds, revenues received in excess of budgeted revenues, or funds from any other legally available source in an emergency.

During the calendar year department directors monitor and evaluate their budget for proper control of expenses. The budget monitoring system enables departments to continually update revenue and expenditure projections and thereby better manage the variance and related impact. In addition, the Budget and Finance Department reviews budgeted and actual expenditures. Budget transfers and/or adjustments are then made when appropriate.

Encumbrances

Encumbrances are recorded when a commitment is made for the acquisition of goods and services in order to facilitate effective budgetary control. Encumbrances lapse at year end, and any subsequent expenditure must be absorbed in the next year's operating budget.

Budget Position Control

The Budget Position Control system interfaces with the Personnel/Payroll systems. It provides the ability to identify the occupancy status of any budget position and maintains control over the authority to employ.

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BASIS FOR BUDGETING

Governmental and Expendable Trust Funds

The annual budgets for the Governmental Fund types (General Fund, Special Revenue, Debt Service, Capital Projects) and Expendable Trust funds are prepared on the modified accrual basis. Revenues are recognized in the accounting period in which they become measurable and available. Revenues that are susceptible to accrual (such as interest earnings on investments, rents, interfund payments for services and payments from other governmental units) are recorded when earned. However, revenues that are derived from taxes, licenses and permits, fines, and forfeits are not susceptible to accrual and, therefore, are recognized as revenue only when cash is received. Expenditures are budgeted for the year in which the obligation is anticipated to be incurred, except that interest on general long-term debt is recorded only when due.

In the General Fund, a “bottom-line” appropriation total is approved for each department. For all other funds, a “bottom-line” appropriation total is approved for each fund.

Proprietary and Non-Expendable Trust Funds

The annual budgets for the Proprietary Funds (all enterprise and internal service funds) are prepared using the working capital format. All revenues are budgeted and recognized in the year in which they are earned, and all expenses (excluding depreciation, but including capital outlays) are budgeted and recognized in the year in which the obligation is incurred.

The only exceptions are the Sewer Utilities, Solid Waste and the Pierce County Ferry Services funds, whose budgets also reflect depreciation expenses.

Integration of Budget into Accounting System

The budget is formally integrated into the financial accounting system through budgetary general ledger control accounts is supported by a budgetary subsidiary ledger.

BASIS OF ACCOUNTING

The Comprehensive Annual Financial Report (CAFR) shows the status of the County’s finances on the basis of “generally accepted accounting principles” (GAAP). In most cases this conforms to the way the County prepares its budget. The only exceptions are as follows:

- Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget).
- Principle payments on long-term debt within the Enterprise Funds are applied to the outstanding liability in accordance with GAAP. These payments are included in the budget.
- Capital outlay within the Enterprise Funds are recorded as assets on a GAAP basis and expended on a Budget basis.
- Depreciation expense is recorded on a GAAP basis, but is not included in the budget.

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FORMAT OF BUDGET PAGES

The **Mission Statement** is a broad statement of the purpose for which the department or fund has been established.

The **Departmental Summary** provides a narrative description of major functions and responsibilities of the department or fund.

Budget Highlights outline significant changes in the departmental or fund budget from the prior year. The narrative identifies anticipated reallocation of resources, staffing changes and/or changes in revenue.

Performance Measures identify those specific objectives which the department will attempt to accomplish during the upcoming fiscal year. The Measures are stated in specific terms so that achievement or non-achievement of the Measure is easily discernible. Performance Measures reflect a new emphasis on the relationship between these objectives and the corresponding budget.

Funding Sources sections display summary revenue information for a department or fund. For General Fund departments, this section's purpose is to indicate the extent to which specific revenue sources related to the department's activity fully support that department's programs, or whether "general revenues" are needed to finance those expenditures. "Funding Sources" tables for funds other than the General Fund simply indicate the various revenue sources which finance that budget. The following picture narrates the information included in the table.

Revenue Description	Actual Revenue Earned in Prior Years		Authorized Revenue Budget for Each Year		Change in Revenue Budget Absolute Change	Percent Change in Budget from 2008 to 2009 Percent Change
	2006	2007	2008	2009		
	Actual	Actual	Budget	Budget		
Estimated Use of Fund Balance	\$2,726,348	\$2,726,349	\$2,726,350	\$1,762,545	(\$963,805)	(35.4)%
Intergovernmental Revenues	661,270	661,270	661,270	425,980	(235,290)	(35.6)
Licenses & Permits	86,410	86,410	86,410	68,567	(17,843)	(20.6)
Non-Business License & Permits	620,130	620,130	620,130	416,608	(203,522)	(32.8)
Taxes	30,150	30,150	30,150	13,471	(16,679)	(55.3)
TOTAL	\$4,124,308	\$4,124,309	\$4,124,310	\$2,687,171	(\$1,437,139)	(34.8)%

Expenditure Summary is displayed at either a Program Level or Object Level as defined in the following.

Program Level - displays budget information at a project, activity, or function level for each department or fund. The following picture narrates the information included in the table.

Expenditure Program Description	Full Time Employee Count for Each Year		Authorized Expenditure Budget for Each Year		Change in Expenditure Budget Absolute Change	Percent Change in Budget from 2008 to 2009 Percent Change
	2008	2009	2008	2009		
	FTE	FTE	Budget	Budget		
Administration	2.50	2.50	\$2,726,350	\$1,762,545	(\$963,805)	(35.4)%
Treasury Services	10.50	10.50	661,270	425,980	(\$235,290)	(35.6)
Payables, Payroll & General Acctg	15.00	15.00	86,410	68,567	(\$17,843)	(20.6)
Budget, Grant & Contract Coord.	3.50	3.50	620,130	416,608	(\$203,522)	(32.8)
Purchasing Services	4.00	4.00	30,150	13,471	(\$16,679)	(55.3)
TOTAL	35.50	35.50	\$4,124,310	\$2,687,171	(\$1,437,139)	(34.8)%

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Object Level - displays budget information at an object of expenditure level for each department or fund. See following table.

Expenditure Description	Actual Expenditures in Prior Years		Authorized Expenditure Budget for Each Year		Change in Expenditure Budget	Percent Change in Budget from 2008 to 2009
	2006	2007	2008	2009	Absolute Change	Percent Change
	Actual	Actual	Budget	Budget		
Salaries & Wages	\$444,332	\$366,400	\$395,560	\$410,550	\$14,990	0.4%
Personnel Benefits	103,875	81,036	86,770	85,450	(1,320)	(1.5)
Supplies	21,178	11,355	7,610	17,440	9,830	12.9
Other Services & Charges	143,861	141,454	148,840	138,890	(9,950)	(6.7)
TOTAL	\$713,246	\$600,245	\$638,780	\$652,330	\$13,550	0.2%

Special Analysis is prepared in certain instances to clarify or provide additional detail relating to revenues and/or expenditures of funds or departments. Typically, the analysis will summarize construction projects (i.e., Roads, Utilities), services or programs (i.e., Human Services), or type of activities (i.e., Sheriff).

Staffing Summary presents comparative personnel data for six-year period 2004-2009. The summary identifies the number of full-time equivalent (FTE) employees for each position classification within the department.

Workload Service Data reflects various workload figures and performance indices which quantify, to the extent possible, the demands placed upon the department or fund and the services which must be, or should be, provided. Where possible, unit cost figures are included in the data.

Budget Ratios

The 2009 Budget incorporates a series of Budget Ratios for most of our departments. These measures attempt to display, in quantitative terms, budget related trends such as the extent to which growth in the real (inflation adjusted) resources in each department has kept pace with service demands since 1998. We are not rendering a value judgment regarding the numbers or trends. Whether a particular trend change is viewed as favorable or appropriate is, in most cases, strictly a judgment to be rendered by the Executive and Council. A negative percentage change simply indicates mathematical direction since 1998, and not an unfavorable pattern. The ten year average is included in the narrative to help gauge variability in the measure, and whether or not the base comparison year (1998) was typical or atypical. **However, the measures do indicate trends, and can be the focus for policy level discussion regarding their implication.**

It is our belief that these measures represent a valuable tool to aid in decision making. However, it is appropriate to note the following deficiencies:

- there is no qualitative component in the analysis.
- there is no objective standard of performance.
- these are only selective measures of workload, and may cover only a portion of a department's full responsibilities.
- there is no "weighing component" to indicate which functions are most important, complex, or resource intensive.

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- ratios may not be appropriate if major functions have been added to (or deleted from) a department's responsibilities over the last several years.

1998 was chosen as the "base" year simply because it was far enough in the past to provide a good time perspective. The year 1998 should not be viewed as either a "good, bad, or average" year.

To the best of our ability and knowledge, the "raw" numbers have been adjusted to reflect:

- a) inflation
- b) shifts to a 7½ or 8 hour workday
- c) transfers of functional responsibilities

Appendix

GLOSSARY OF TERMS

The glossary provides the definitions of terms which are commonly used throughout the annual budget document.

Account Number: budgeted expenditures are divided into an account hierarchy using 21 digits/characters in accordance with the Washington State Auditor's budgeting accounting and reporting system (BARS). This accounting structure identifies the following:

Fund	Department	Program	Basub	Object
XXX	XXX	XXXX	XXXXX	XXXXXX

- A **fund** is an independent fiscal and accounting entity with a self-balancing set of accounts in which financial transactions relating to revenues, expenditures, assets, liabilities, or fund balances are recorded. Funds are established to account for the use of restricted revenue sources and to carry on specific activities or pursue specific objectives. Funds may be established by the state statute, county charter, or county ordinances. Also see Fund Structure.
- Operating funds have annual appropriations for ongoing, normal operations of the county. Non-operating/special purpose funds are generally for major capital purposes and appropriations may extend over several budget periods.
- A **department** serves a specific function as a distinct organizational unit within a given fund. The primary purpose of a department is management and budget accountability.
- A **program** is a specific or distinguishable unit of work or service performed. Programs are usually established within a fund or department to track revenues and expenditures of grants, contributions, or construction projects. Programs are also used to further define activities or functions within a basub.
- A **basub**, or basic account/subaccount code, is a numerical indicator assigned to revenues and expenditures. A revenue basub identifies the source and type of revenue. An expenditure basub identifies the activities and function of a group of services having a related purpose.
- An **object** is a specific, detailed expenditure classification used to identify a type of item purchased or service obtained.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows. The Enterprise Funds and Internal Service Funds use the accrual basis. Other Pierce County funds use a modified accrual basis under which expenditures, other than accrued interest on general long-term debt, are recorded when incurred. Revenues are recorded in the accounting period when measurable and available. Revenues such as interest earnings on investments, rents, interfund payments for services, and payments from other governmental units are measurable and are recorded when earned. However, revenues derived from taxes, licenses and permits, fines and forfeits are not always measurable and available, and are thus recognized only when the cash is received.

Annual Budget: A plan of financial operation for a given period which outlines the estimated expenditures to provide services or accomplish a purpose together with the estimated revenues which will finance those expenditures. The annual budget includes the estimated cost of operations, debt service, and capital outlay for all operating funds. Budgets must be balanced so that estimated total expenditures equal estimated total revenues. Once adopted by the pierce county council, the fund totals appropriated become maximum spending limits. Legal authority and requirements for Pierce County's operating budget are found in the revised code of Washington (RCW 35A.33).

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Appropriation: A legal authorization granted by the Pierce County Council to make expenditures and to incur obligations for specific purposes. For budgetary/operating funds these appropriations lapse at the end of each calendar year. For capital project funds the appropriations do not lapse but continue in force until fully expended or the purpose for which they were issued or established has been accomplished or abandoned.

Assessed Valuation: The fair market value of both real (land and buildings) and personal property as determined by the Pierce County Assessor/Treasurer's office for the purpose of establishing property taxes.

Assets: Tangible and intangible resources owned or held by the government which have probably future economic benefit, including cash, investments, receivables, inventories, equipment, fixtures, and buildings.

Bond: A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date(s)) along with periodic interest paid at a specified percentage of the bond issue to which it is related. Some common types of bonds include:

- **Revenue Bond.** This type of bond is backed only by the revenues from a specific enterprise or project such as a utility district.
- **Special Assessment Bond.** A special type of municipal bond used to finance a development project. Interest owed to lenders is paid by taxes levied on the property benefiting from the particular bond-funded project.
- **General Obligation (GO) Bond.** This type of bond is backed by the full faith, credit and taxing power of the government.

Budget Ratios: Quantitative measures, such as to the extent to which growth in real (inflation adjusted) resources has kept pace with service demands since 1998, used to show budget related trends.

Budgetary Control: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available resources.

Cash Basis: The method of accounting under which transactions are recognized only when cash changes hands.

Capital Improvement Plan (CIP): The long term, six-year plan for capital expenditures for public facilities and infrastructure (buildings, roads, major renovations, etc.). The CIP is a plan of work and proposed expenditures. Only expenditures and revenues proposed for the first year of a project are incorporated into the Annual Budget.

Cost Accounting: Method of accounting which identifies and records all costs incurred to carry out a particular activity or to deliver a particular service.

Deficit: (1) The excess of liabilities of a fund over its assets (see fund balance). (2) the excess of expenditures over revenues during a single accounting period; or, in the case of enterprise and internal service funds, the excess of expenses over revenues and non-operating revenues (expenses) during an accounting period.

Depreciation: (1) The portion of the cost of a fixed asset which is charged as an expense during a particular period or (2) the expiration in the service life of fixed assets attributable to wear and tear, deterioration, or obsolescence.

Encumbrances: Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. The encumbrance ceases when the obligation is paid or accrued.

Entity: The basic financial reporting unit, such as a fund.

Executive Goals: These goals guide the County in the development of appropriate policies and procedures, and form the basis of each year's Budget and Performance Measures.

Expenditure: The payment for goods and services. Expenditures are recorded when the cost of goods or a service is rendered or a liability is incurred.

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Expenses: Expenses represent the total cost of operations during a period, including depreciation and amortization.

Fiscal Year: A twelve-month period designated as the operating year by an entity. For Pierce County the fiscal year is the same as the calendar year.

Fund Balance: In general, the fund balance is the excess of an entity's assets over liabilities and includes those revenues not required for expenditure in the current budget year. Restricted fund balances are those revenues reserved for a specific future purpose. In enterprise and internal service funds the term "unrestricted net assets" is used to refer to the fund balance.

Fund Structure: The operating budget consists of six basic fund types, which are distinguished by the specific group of services associated with them, and which in total represent the primary operations of Pierce County, as follows:

- The **General Fund** accounts for all revenues and expenditures which are not accounted for in other funds and consists of those services commonly provided by county governments. The functions include public safety, the judicial system, offices of elected officials, general government services, health services, and parks and recreation.
- **Special Revenue Funds** account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or for major capital projects) that are legally restricted for a specific purpose. Examples of this fund type are roads, human services, and the county fair.
- **Debt Service Funds** account for the accumulation of resources for and the payment of general long-term and special assessment debt principal and interest. The appropriations authorized for these funds are determined by the payment schedules contained in the bond issues and cannot legally be altered by legislative action.
- **Capital Project Funds** account for financial resources to be used for the acquisition and/or construction of major capital facilities.
- **Enterprise Funds**, such as sewer utility, solid waste management, golf course and airport, are established for government operations that are financed and operated in a manner similar to business enterprises. The cost of providing the service to the general public is intended to be financed or recovered through user charges.
- **Internal Service Funds** are established for those operations which provide services to the operating funds of Pierce County on a cost reimbursement basis. This fund group consists of equipment rental and revolving, fleet rental, information services, general services, self-insurance, worker's compensation, facilities maintenance, and radio communications.

Grant: A contribution of assets (usually cash) by a governmental unit or other organization to another governmental unit. Typically, grants are made to local governments from the state or federal government for specified purposes.

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Interfund Services/Revenue: Interfund services are transactions between individual funds of Pierce County, as opposed to transactions between the County and private vendors or other governments. Internal service funds are the primary providers of interfund services and receive revenues from other County funds for these services.

Liability: Debt or other legal obligations arising out of transactions in the past which must be liquidated renewed or refunded at some future date.

Maturities: A specific time when an investment or a debt instrument becomes due.

Operating Revenue: Sources of revenue received during a fiscal year such as taxes, intergovernmental revenues, license and permit fees, fines and forfeits, charges for services, grants and contributions.

Operating Transfer In/Out: Authorized transfers from one fund to another fund, usually intended to subsidize operations of the receiving fund.

Other Funding Sources: Revenue sources other than operating revenues such as operating transfers from other departments, sale of fixed assets, interfund loans, bond proceeds, contributed capital, and estimated use of beginning fund balance.

Performance Measures: Measures are developed for each departmental budget. These measures are specific and quantifiable statements of what major items will be accomplished in this fiscal year. See Executive Goals.

Property Tax Levy: The amount of property tax allowable under state law which a county government may levy annually without approval by a vote of the county's registered voters. State law fixes the maximum levy in dollars per \$1,000 of assessed valuation and the annual rate at which total regular levy property taxes may increase.

Reserve: An account used to indicate that a portion of fund equity is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Resources: Total dollars available for appropriation, including estimated operating revenues, interfund transfers, and other financing sources such as the sale of fixed assets, contributed capital, and estimated use of beginning fund balance.

Workload Service Data: Specific quantitative measures of work performed or results achieved through an activity or program.

Appendix

PIERCE COUNTY BUDGET BOOK GLOSSARY OF ACRONYMS

ABCD	Access to Baby and Child Dentistry
ABMDI	American Board of Medicolegal Death Investigators
ACE	Adverse Childhood Experience
ACLU	American Civil Liberties Union
ADA	Americans with Disabilities Act
ADATSA	Alcoholism and Drug Addiction Treatment and Support Act
ADF	Average Daily Flow
ADP	Average Daily Population
ADS	Alternative Detention Services
AFIS	Automated Fingerprint Identification System
AIDS	Acquired Immune Deficiency Syndrome
ALI	Automatic Location Identification
ALOS	Average Length of Stay
ALTC	Aging and Long Term Care
ANI	Automatic Number Identification
ANT	Application Notification Technology
ARNP	Advanced Registered Nurse Practitioner
ARS	Alternative Response System
ART	Aggression Replacement Training
ASE	Automotive Service Excellence
ATLAS	Tax & Land Appraisal System
ATR	Access to Recovery
AUSA	Association of the United States Army
AVL	Automatic Vehicle Locator
B&F	Budget & Finance
BNSF	Burlington Northern Santa Fe Railroad
BRE	Business Retention and Expansion
CAFR	Comprehensive Annual Financial Report
CAMA	Computer Assisted Mass Appraisal
CASA	Court Appointed Special Advocate
CBP	Customs and Border Protection
CC	County/City
CCB	County/City Building
CD	Chemical Dependency
CDBG	Community Development Block Grant
CDC/CD	Community Development Corporation/Community Development

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CDET	Community Detention Program
CFP	Capital Facilities Plan
CGS	Center for Geriatric Services
CIP	Capital Improvement Plan
CIS	Community in Schools
CJ	Criminal Justice
CMF	Central Maintenance Facility
CO	Corrections Officer
COLA	Cost of Living Adjustment
COOP	Continuity of Operations Plan
CPS	Child Protection Services
CRP	County Road Project
CSA	Cisco Security Agent
CST	Community Support Team
CTC	Crisis Triage Center
CTED	Washington State Department Of Community, Trade & Economic Development
CTEP	Cooperative Trout Enhancement Program
CWSP	Coordinated Water System Plan
DAC	Department of Assigned Counsel
DASD	Direct Access Storage Device
DCIS	Planning and Land Services Permitting System
DD	Developmental Disabilities
DEA	Drug Enforcement Agency
DEM	Department of Emergency Management
DMORT	Disaster Mortuary Team
DNR	Department of Natural Resources
DOLFIN	Distributed Online Financials
DSHS	Washington State Department of Social and Health Services
DUI	Driving Under the Influence
DV	Domestic Violence
ECEAP	Early Childhood Education Assistance Program
ED	Early Development
EDD	Economic Development Department
EEO	Equal Employment Opportunity
EFNEP	Extension Family and Nutrition Education Program
EHDDI	Early Hearing Loss Detection, Diagnosis, and Intervention
EIS	Environmental Impact Statement
EMAP	Emergency Management Accreditation Program

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EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERC	Evening Reporting Center
ER&R	Equipment Rental and Revolving (Fund)
ERS	Electronic Reporting System
ESA	Endangered Species Act
ESG	Emergency Shelter Grant
ETN	Excise Tax Affidavit Number
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FFA	Future Farmers of America
FFT	Functional Family Therapy
FFV	Flexible Fuel Vehicles
FJC	Family Justice Center
FMLA	Family and Medical Leave Act
FPB	Fire Prevention Bureau
FRC	Family Resource Coordinator
FTE	Full Time Equivalent (staff)
GAAP	Generally Accepted Accounting Principals
GAL	Guardian Ad Litem
GASB	Governmental Accounting Standards Board
GAX	General Assistance Expedited (Medicaid)
GBT	Gravity Belt Thickener
GED	General Education Development
GFOA	Government Finance Officers Association
GH	Gig Harbor
GIS	Geographic Information System
GMA	Growth Management Act
GO	General Obligation
GOB	General Obligation Bond
GPD	Gallons per Day
GPS	Global Positioning System
HAVA	Help America Vote Act
HECM	Home Equity Conversion Mortgage
HHS	U.S. Department of Health and Human Services
HIDTA	High Intensity Drug Trafficking Area
HIV	Human Immunodeficiency Virus

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HP	Horsepower
HR	Human Resources
HS	Human Services
HUD	Housing and Urban Development
HVAC	Heating, Ventilation and Air Conditioning
IBM	International Business Machines Corporation
ICE	Immigration and Customs Enforcement
IED	Improvised Explosive Device
IPI	Implicit Price Deflator
IPV	Intimate Partner Violence
IT	Information Technology
ITA	Involuntary Treatment Act
ITD	Information Technology Division
ITIL	Information Technology Infrastructure Library
ITS	Information Technology Specialist
IVR	Interactive Voice Response
IVREP	Incarcerated Veterans' Re-Entry Project
JAG(G)	Justice Assistance Grant
JAMA	Journal of the American Medical Association
JDAI	Juvenile Detention Alternative Initiative
JMAC	Joint Municipal Action Committee
JTTF	Joint Terrorism Task Force
LASA	Lakewood Area Shelter Association
LBS	Pounds
LD	Lead
LESA	Law Enforcement Support Agency
LEP	Limited English Proficiency
LETPP	Law Enforcement Terror Prevention Program
LF	Lineal Foot
LFO	Legal Financial Obligation
LI	Low Income
LID	Low Impact Development
LIDAR	Light Detection and Ranging
LIHEAP	Low Income Home Energy Assistance Program
LINX	Legal Information Network Exchange
LOC	Line of Credit
LOS	Level of Service
LPN	Licensed Practical Nurse

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LTAC	Lodging Tax Advisory Committee
LTGO	Limited Tax and General Obligation Bonds
LUAC	Local Update of Census Addresses
ME	Medical Examiner
MGD	Million Gallons per Day
MH	Mental Health
MHP	Mental Health Professional
MHU	Mental Health Unit
MLK	Martin Luther King (Jr.)
MRSA	Methicillin Resistant Staphylococcus Aureaus
MSAG	Master Street Address Guide
MVET	Motor Vehicle Excise Tax
MW	Mega Watt
NACO	National Association of Counties
NAICS	North American Industry Classification System
NBMA	Northwest Biosolids Management Association
NIMS	National Incident Management System
NPD	Neighborhood Patrol Deputies
NPDES	National Pollutant Discharge Elimination System
NRP	National Response Plan
NW	North West
O&M	Operations & Maintenance
OA	Office Assistant
OASI	Old Age and Survivors Insurance
OD&T	Organizational Development & Training
OPD	Office of Public Defense
PA	Prosecuting Attorney
PACT	Parents and Children Together
PALS	Planning and Land Services
PC	Pierce County
PCVAC	Pierce County Veterans' Advisory Council
PC WARN	Pierce County Warn, Alert and Response Network
PCED	Pierce County Economic Development
PCJC	Pierce County Juvenile Court
PC-NET	Pierce County Neighborhood Emergency Teams
PCNS	PC & Network Services
PCVAC	Pierce County Veterans' Advisory Council
PERC	Public Employment Relations Commission

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PHM	Public Health Management
PHP	Prepaid Health Plan
PLU	Pacific Lutheran University
POPS	Purchase Order Payable System
PPC	Pediatric Pulmonary Centers
PPL	Parenting Plan Liaison
PPW	Pregnant and Parenting Women
PS	Puget Sound
PSA	Public Service Announcement
PSAP	Public Safety Answering Points
PSBH	Puget Sound Behavioral Health
PSEDS	Puget Sound Educational Service District
PSR	Public Service Requests
PSRC	Puget Sound Regional Council
PW	Public Works
PW&U	Public Works and Utilities
PWTR	Public Works Transportation
R&D	Research and Development
RAC	Resource Advisory Committee
RCV	Ranked Choice Voting
RCW	Revised Code of Washington
RE	Residential Equivalent
REET	Real Estate Excise Tax
RFP	Request for Proposal
RFQ	Request for Quote
RSN	Regional Support Network
SAR	Search and Rescue
SBIR	Small Business Innovation Research
SCADA	Supervisory Control and Data Acquisition
SCOMIS	Superior Court Management Information System
SCUBA	Self Contained Underwater Breathing Apparatus
SD	Software Development
SEPA	State Environmental Policy Act
SHB	Senate House Bill
SHIBA	State Health Insurance Benefits Advisor
SHSP	State Homeland Security Program
SIU	Special Investigations Unit
SNS	Strategic National Stockpile

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SR	State Route (number)
SRC	Sprinker Recreation Center
SRFB	State Salmon Recovery Funding Board
SRO	School Resource Officer
SRS	Schedule Retrieval System
STAR	Stop the Act of Recidivism (Program)
STD	Sexually Transmitted Diseases
SWAB	Surface Water Management Advisory Board
SWAT	Special Weapons and Tactics
SWM	Surface Water Management
TCPC	Teen Council of Pierce County
T/PC	Tacoma/Pierce County
TACID	Tacoma Area Coalition of Individuals with Disabilities
TAG	Tacoma Actor's Guild
TANF	Temporary Assistance for Needy Families
TB	Tuberculosis
TBD	To Be Determined
TCC	Tacoma Community College
TEU	Twenty-Foot Equivalent Container Units
TEW	Terrorism Early Warning
THOR	Transitional Housing Operating and Rent
TIA	Transportation Improvement Account
TIB	Transportation Improvement Board
TIP	Transportation Improvement Plan
TNET	Tahoma Narcotics Enforcement Team
TPA	Third Party Administrator
TPCHD	Tacoma Pierce County Health Department
TRS	Threat Response System
UASI	Urban Areas Security Initiative
UATA	Urban Arterial Trust Account
UCC	Uniform Commercial Code
ULID	Utility Local Improvement District
UP	(City of) University Place
UPS	United Parcel Services of America
US	United States
USA	United States of America
US&R	Urban Search & Rescue
USGA	United States Golf Association

Appendix

USGS	United States Geological Survey
UV	Ultra Violet
VA	Veterans' Administration
VIP	Veterans Incarcerated Program
VLS	Volunteer Legal Services
VOIP	Voice Over Internet Protocol
VM	Virtual Machine
WA	Washington
WACME	Washington Association of Coroners and Medical Examiners
WASBIRT	Washington Assessment, Screening, Brief Intervention, Referral and Treatment
WDFW	Washington State Department of Fish and Wildlife
WDVA	Washington State Department of Veterans' Affairs
WIR	Western Interstate Region
WMD	Weapons of Mass Destruction
WRIA	Water Resource Inventory Area
WSAC	Washington State Association of Counties
WSH	Western State Hospital
WSP	Washington State Patrol
WSU	Washington State University
WW	Wastewater
WWTP	Wastewater Treatment Plant
XML	Extensible Markup Language
YMCA	Young Men's Christian Association
YTD	Year-to-Date
YWCA	Young Women's Christian Association