



2009 PIERCE COUNTY PUBLIC WORKS AND UTILITIES PERFORMANCE MEASURES REPORT

*Our Accountability – Our Plan and Results
2009 Fourth Quarter Report*

The Pierce County Public Works and Utilities (PWU) Department provides basic public services county residents and visitors expect of a modern community. With nearly 800,000 residents, Pierce County constructs, maintains, and operates over 1500 miles of road, 400,000 rides a year on our ferries, over 400 regional storm ponds, 4 solid waste transfer stations and 1 composting station, 1 nationally acclaimed golf course, 2 airports, and over 600 miles of sewer utility pipe.

This report provides basic information about the services we provide and how well we are doing compared to our goals.

The following are the 12 performance measures relating to 7 PWU systems :

2009 PERFORMANCE MEASURES

Airport –

- Operating Revenues vs. Operating Expenses

Ferry –

- Operating Revenues vs. Operating Expenses

County Roads –

- Lane Miles by Pavement Condition
- Miles of Congested Arterials
- Actual Projects Advertised vs. Planned
- Projects Completing Construction vs. Planned

The primary focus of this report is to provide a summary at the end of each quarter of what is to be measured while also describing the performance goals, providing an analysis of what the graphs display, and outlining the next steps.

This report can also be seen on our Department web site at <http://www.co.pierce.wa.us/pc/abtus/ourorg/pwu/about/index.htm> and clicking on our performance measures link.

Sewer Utility –

- Cost per Million Gallons Collected and Treated
- Actual Projects Advertised vs. Planned
- Development Permits Reviewed On-Time

Solid Waste and Recycling –

- Recycling Pounds per Household

Surface Water Management -

- Actual Projects Advertised vs. Planned

Chambers Bay Golf Course

- Operating Revenues vs. Operating Expenses

Airport – Operating Revenues vs. Operating Expenses

Summary

Airport revenue provides for the operations, maintenance, and capital improvements of the Pierce County Airports – Thun Field and Tacoma Narrows Airport. The goal for airport operations is to be self-supporting through user fees and tenant charges.

The operating expenses associated with the airports include maintenance of airport systems and facilities, power and other utilities, and supplies and administration. The operating revenues come from leases and rental charges for land, hangars, tie-downs, and other facilities at the airports and a share of concessions.

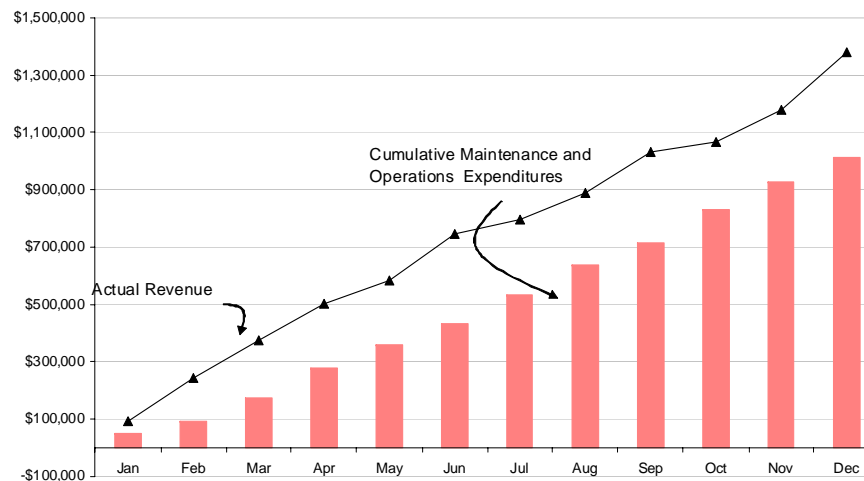
Performance Goal

The Airport Operating Revenues will cover all Operating Expenses (excluding depreciation).

Analysis

The data shows that the actual revenue is easily covering all of the operating expenses through the fourth quarter of 2009. There was a more than a \$200,000 surplus in 2009 which will be used to improve the operation of the airport and preserve the facilities and assets of the airports.

**Pierce County Airports
Thun Field and Tacoma Narrows**
2009 Cumulative Operating Revenues
Compared to Maintenance and Operations Expenditures



Data Note: Operating expenses do not include expenses such as improvements or preservation costs for runway maintenance or other physical assets associated with the Airport.

Next Steps

The plan is to continue to monitor the expenditures and revenues throughout 2010 and to adjust expenses as needed to ensure adequate fund balance.

Ferry - Operating Revenues vs. Operating Expenses

Summary

The Pierce County Ferry System provides a critical transportation service for Ketron and Anderson Islands, linking them to the mainland at the Town of Steilacoom.

The maintenance and operations cost associated with the ferry service includes vessel and terminal cleaning, and maintenance and the operation of the vessels, accomplished by a private contractor.

These maintenance and operations costs also include dry docking vessels for repairs, insurance, supplies, fuel, administration, and the depreciation of ferry assets.

Performance Goal

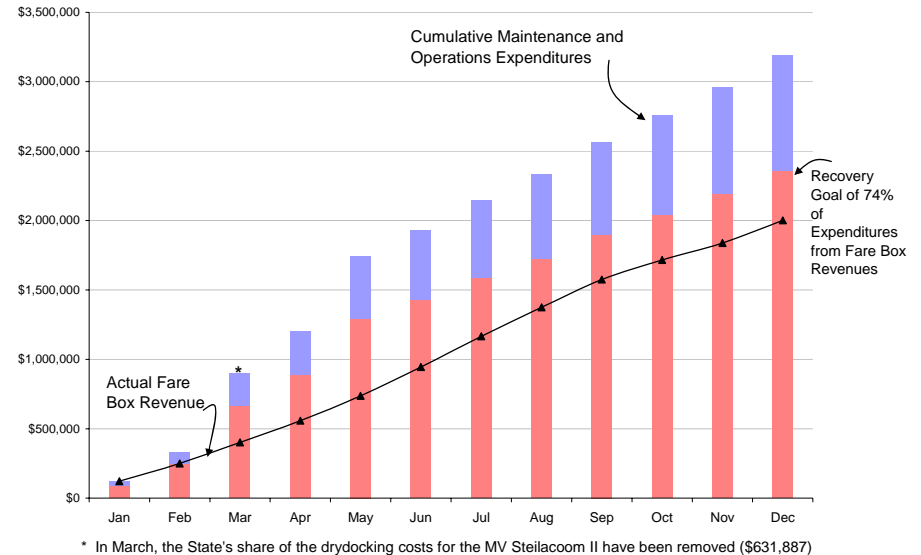
Operating revenue will cover at least 74% of the operating expenses (including some depreciation).

Analysis

In 2009, the data shows that due to unforeseen maintenance and operational expenditures on the Christine Anderson, the fares were recovering only 63% of the maintenance and operations costs. Since these higher costs were in part due to the State lease of the Steilacoom II, the lease rates were adjusted to recover some of these additional costs through August 2010.

Pierce County Ferries

2009 Cumulative Fare Box Revenue
Compared to Maintenance and Operations Expenditures



Next Steps

The plan is to monitor the expenditures and fares throughout 2010 to see how well the fares reach the stated goal. The fares will be re-evaluated in 2011, when the County is back to a normal operating condition with both of our vessels, in preparation for a 2012 budget proposal.

County Roads - Lane Miles by Pavement Condition

Summary

Adequate pavements on County Roads are essential to the safety and comfort of the traveling public as well as the economic well being of Pierce County.

The condition of pavements on County roads is measured every other year, assessing the depth of ruts and the severity and amount of pavement distress. Pavements are then rated as Good, Fair, or Poor.

Our agency goal is to maintain adequate pavements at the lowest life-cycle cost, which is achieved when 70% of the road miles are Good, 25% are Fair, and 5% are Poor.

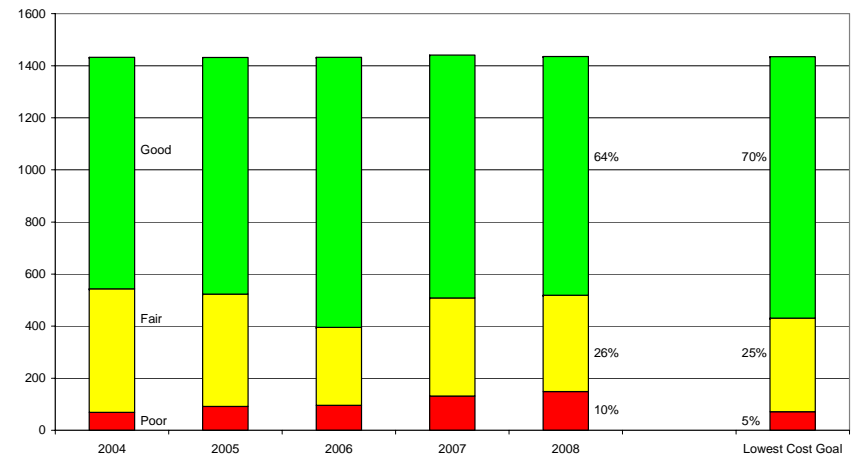
Performance Goal

Maintain 95% of the county road pavement in Good or Fair condition (i.e. Lowest Life-Cycle Cost).

Analysis

In 2008, good pavement condition was at 64%, below the goal of 70%. Fair pavement condition was at 26%, just above the 25% goal. Poor pavement jumped from 5% to 10% in 2008. In summary, recent pavement preservation efforts are not quite keeping up with the wear and tear that pavements experience. All planned paving projects for 2009 were completed.

Pierce County Roads
Arterial Lane Miles by Pavement Condition
2004-2008



Experts base the “lowest life-cycle” goals for the Pierce County Pavement Maintenance Program on industry standards. The goals are used to plan our preventative/preservation maintenance program. The result is lower maintenance costs over the life of the pavement.

Next Steps

The plan is to evaluate the pavement condition based on the 2009 data and propose additional resurfacing in 2010. The Department will also be focusing more repaving on intersections with improved chip sealing applications between these intersections. This is expected to improve pavement conditions on County Roads.

County Roads - Miles of Congested Arterials

Summary

Addressing congested County Arterials is critical to the economic well being of Pierce County and the quality of life provided for citizens who live and travel throughout the County. The Growth Management Act and county laws require that overly congested arterials be “corrected” within 6 years of the arterial “failing” the acceptable level of congestion on the arterial. In Pierce County, an arterial is defined as a major county roadway that connects to a freeway or another arterial and “corrected” is defined as a situation where a project to correct the overly-congested situation is under construction.

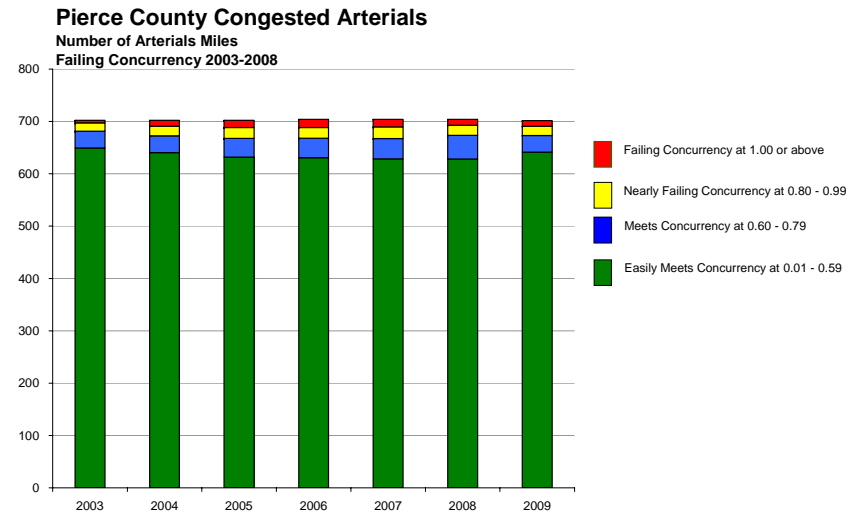
A county arterial is determined to be overly-congested when the average daily traffic flow is greater than the amount of traffic the arterial is able to serve (the average daily volume or “v”, is greater than the “service level threshold, or “s”). This v/s ratio is also known as the concurrency threshold. The goal is that all segments of overly-congested arterials are “corrected” within 6 years of failing concurrency.

Performance Goal

A project will be included in the Transportation Improvement Program (TIP) to mitigate all arterial segments failing concurrency.

Analysis

In 2009, 1.5% of County arterial road segment miles failed concurrency and 2.5% were close to failing. This is a slight improvement from 2008 because some concurrency projects have been started or completed. There are roadway segments which have failed concurrency where no funding is identified to correct the congestion.



The current method of measuring congestion began in 2003. The data above shows a trend of more miles of arterial becoming congested each year although that rate of growth is slowing.

Next Steps

In 2010, the plan is to implement larger congestion related projects under design, to ensure that these projects begin construction as planned. The County will need to address the 3 roadways which have failed concurrency and where funding is not available at this time to expand the roads.

County Roads - Actual Projects Advertised vs. Planned

Summary

The improvement of County roads is accomplished by construction contracts employing private sector contractors. To ensure that this work occurs in a timely manner and uses tax payer's money wisely, engineers carefully develop these construction contracts before advertising the project to contractors for bid.

One measure of contract delivery is the contract advertisement date milestone. We plan these advertisement dates throughout the year, then track quarterly progress toward meeting the plan.

Performance Goal

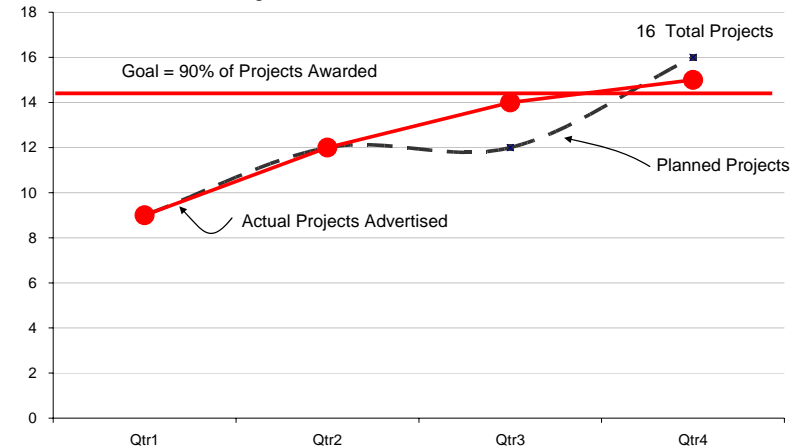
Design and advertise at least 90% of the projects planned to be advertised in the annual element of the Transportation Improvement Program (TIP).

Analysis

The graph above displays the number of cumulative planned and advertised transportation projects by quarter. At the end of the fourth quarter of 2009, all but one project which was planned to be advertised for construction was accomplished. This met the goal of advertising 90% of the planned projects for construction bids.

Transportation Improvement Projects

Cumulative Planned Projects vs. Actual Number of Projects Advertised
2009 Quarter 4 ending December 31



Next Steps

The plan is to advertise additional projects in subsequent quarters of 2010 as they become ready.

County Roads - Projects Completing Construction vs. Planned

Summary

The improvement of County roads is accomplished by construction contracts employing private sector contractors. These contractors are given specific amounts of time to accomplish the work when they are awarded the contract. To ensure that this work occurs in a timely manner and uses tax payer's money wisely, engineers oversee these construction contracts.

The completion of these contracts is measured by when the project is substantially completed and open to traffic. We compare this date within the quarter in which the project was planned to be completed.

Performance Goal

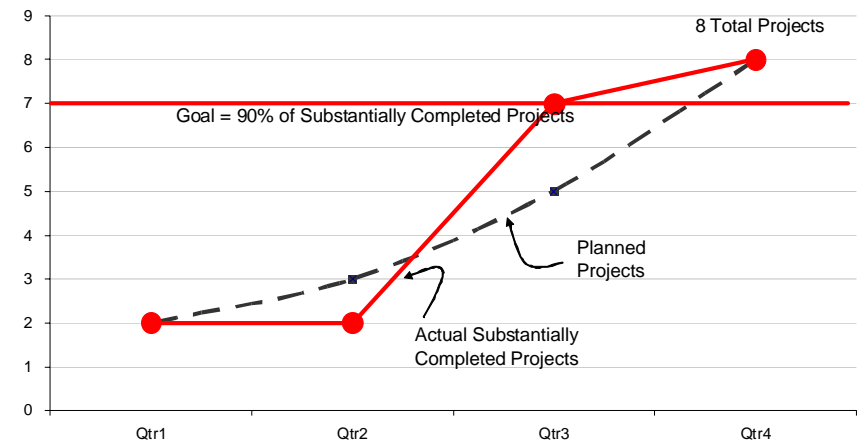
Complete construction on at least 90% of the projects planned to be completed.

Analysis

The graph displays the number of cumulative planned projects and current projects substantially completed by quarter. The plan of 8 projects substantially completed by the end of 2009 was accomplished.

Transportation Construction Projects

Cumulative Planned Projects vs. Actual Substantially Completed Projects
2009, Quarter 4 ending December 31



Next Steps

The plan was accomplished.

Sewer Utility - Cost per Million Gallons Collected and Treated

Summary

Keeping the cost of treating wastewater to a minimum, while meeting environmental requirements and providing a high quality service to residents, is important to the quality of life and economic well being of Pierce County.

This measure is the calculated average cost to treat one million gallons of wastewater, averaged over a five year period. The calculation includes all maintenance and operational costs to collect the wastewater from homes and businesses, conveyance to the plant, and the treatment of the wastewater before discharging it into the Puget Sound.

Performance Goal

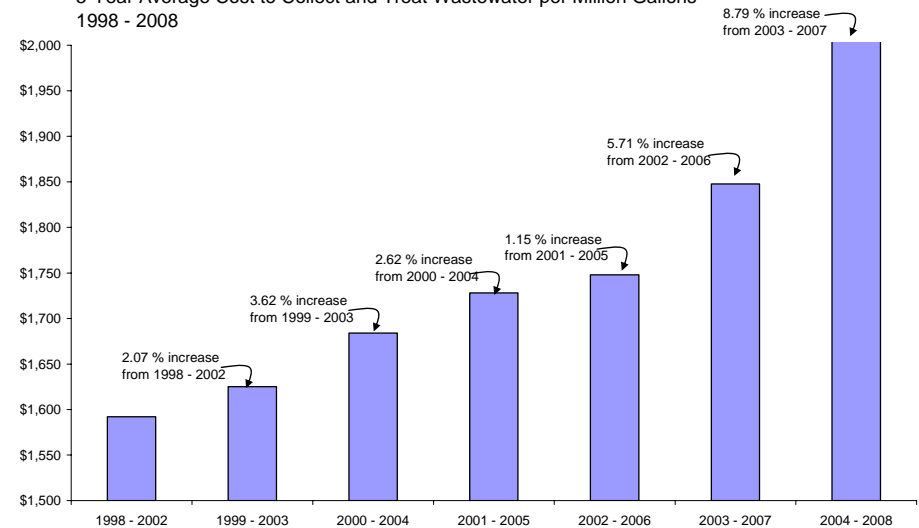
The 5 year (2003 – 2007) average cost per million gallons treated will increase by 3% or less over the previous (2002 - 2006) 5 year average.

Analysis

The data shows that the increase in the 5-year cost to collect and treat wastewater is 8.79% which is above the goal due to significant increases in the cost of energy and chemicals. Also in 2008 there was significant drop in the millions of gallons treated which affected this cost rate. It is expected that the maintenance and operations cost increases will continue above the rate of inflation in 2009 due to increasing energy costs and chemicals and the impact of fully operating the fertilizer manufacturing plant.

Pierce County Sewer Utility

5-Year Average Cost to Collect and Treat Wastewater per Million Gallons
1998 - 2008



Next Steps

The plan is to reduce expenditures where possible and finish developing a sophisticated asset management system to ensure the most cost effective delivery of services.

Sewer Utility - Actual Projects Advertised vs. Planned

Summary

The improvement of the County sewer system and replacement of portions of the system is accomplished by construction contracts employing private sector contractors. To ensure that this work occurs in a timely manner and uses tax payer's money wisely, engineers carefully develop these construction contracts before advertising the project for contractors to bid on them.

One measure of contract delivery is the contract advertisement date milestone. We plan these advertisement dates throughout the year, then track progress in meeting the plan.

Performance Goal

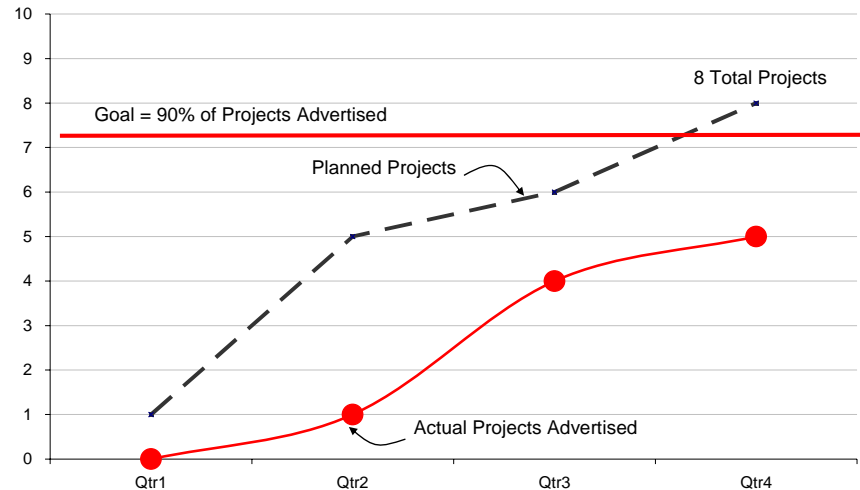
Design and advertise at least 90% of the number of projects planned to be awarded in the 2009 Capital Facilities Plan (CFP).

Analysis

The graph above displays the number of cumulative planned sewer utility projects and actual projects advertised by quarter. At the end of the fourth quarter the goal of 7 projects advertised was missed by two projects which were determined to be best combined with other projects which will be advertised in 2010 and 2011. The third project which was originally planned to be advertised in 2009 will be advertised in 2010.

Sewer Utilities

Cumulative Planned vs. Actual Number of Projects Advertised
2009 Quarter 4 ending December 31



Next Steps

The plan is to advertise one delayed project in 2010 when the design is completed. Two other projects will be combined into one larger contract so that the work is better coordinated.

Sewer Utility - Development Permits Reviewed On-Time

Summary

As urban development occurs in Pierce County new homes and businesses connect to the County sewer system. While new development pays the cost of connecting to the system, Sewer Utility engineers review the plans and actual construction of these facilities (these facilities eventually become the responsibility of the Sewer Utility to maintain and operate). Having these reviews accomplished in a timely manner is important to contractors and businesses to facilitate economic development in the County.

Performance Goal

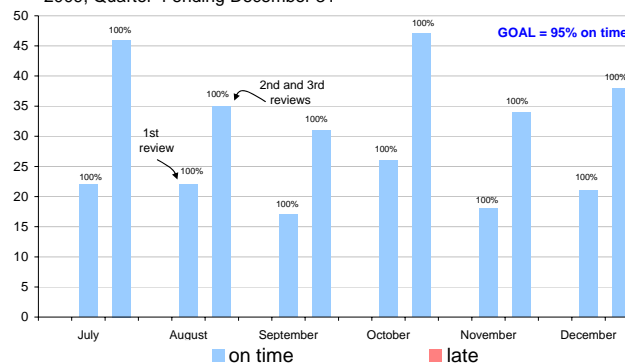
At least 95% of the 1st reviews will be completed within 15 calendar days after application submittal and at least 95% of the subsequent reviews will be accomplished within 10 days.

Analysis

The data indicates that development reviews were all accomplished on-time in each month of 2009. There has been a reduction in the number of development projects this year from the September 2008 high of 107 to 82 in March of 2009.

Pierce County Sewers

Number of Development Proposal Reviews Accomplished On-time vs. Late
2009, Quarter 4 ending December 31



Note: On-time is 15 days for 1st review and 10 days for 2nd and 3rd reviews.

This measure indicates the timeline of sewer permit reviews. The first time a plan is submitted, the Sewer Utility has 15 days to review the application. As the plans are corrected to meet Utility standards the plan is reviewed a 2nd and maybe a 3rd time in which the Department has a goal of responding within 10 days. The measure is for those reviews completed within the specified month. The percent of reviews accomplished within the goal of 10 or 15 day time frame is noted in blue.

Next Steps

Staffing has been addressed and improvement in the on-time review rate was achieved. Because of the variable nature of plan review workload, the plan is to continue monitoring performance and apply additional review resources as necessary. The department is also developing ways to streamline some permit applications for minor tenant improvements in existing buildings.

Solid Waste and Recycling- Recycling Pounds per Household

Summary

Recycling garbage that would otherwise end up in a landfill ultimately saves citizens money and minimizes impacts on the environment. A new single cart recycling system was implemented in 2005 with the goal of increasing recycling by 25% over 2004.

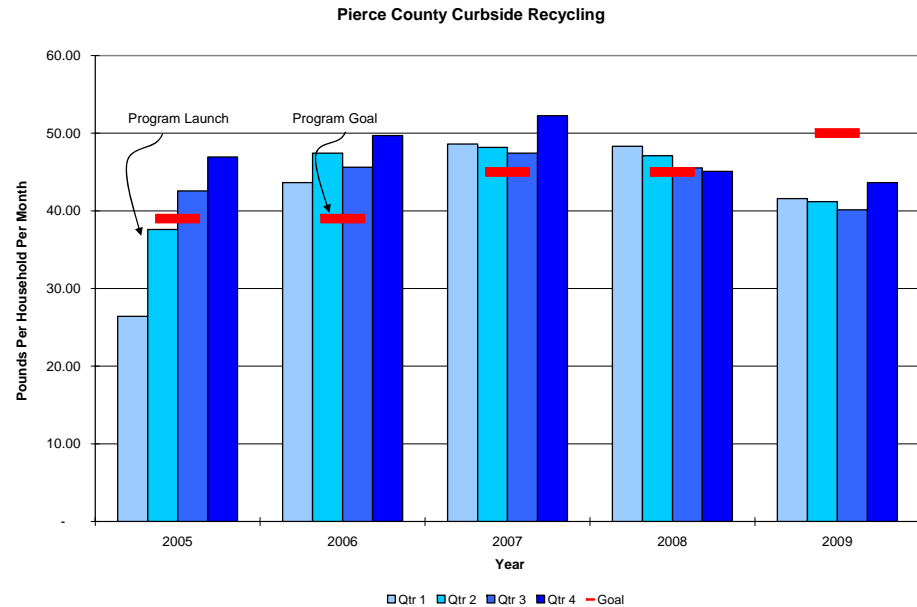
Recycling pounds per household is the measurement used to determine the effectiveness of recycling programs and is measured by private garbage haulers and reported to the County.

Performance Goal

The 2009 waste recycling pounds per household is increased to 50 pounds.

Analysis

In 2009, the recycling program data shows that the recycling has declined from the previous two years and is not meeting the goal that was increased to 50 pounds per household. This is most likely a result of a reduction in purchasing by consumers due to the poor economy. Statistics are indicating a reduction in waste disposed at landfills as well.



Next Steps

The plan is to continue outreach and education efforts to expand and sustain recycling and evaluate the possibilities of collecting additional materials. New programs are being developed in 2010 to improve recycling at schools and businesses. A new Solid Waste Plan has been adopted and a new disposal contract has been executed, both of which will contribute toward the goals of more recycling.

Surface Water Management - Actual Projects Advertised vs. Planned

Summary

Controlling flooding across Pierce County has large economic impacts, as does meeting water quality standards and protecting endangered and threatened species. Minimizing flooding, while improving water quality, is accomplished by the construction of ponds, pipes, pump stations, and improving natural drainage systems. To ensure that this work occurs in a timely manner and uses tax payer's money wisely, engineers carefully develop these construction contracts before advertising the projects to contractors to bid on.

One measure of contract delivery is the contract award date milestone. We plan these award dates throughout the year, then track progress in meeting the plan.

Performance Goal

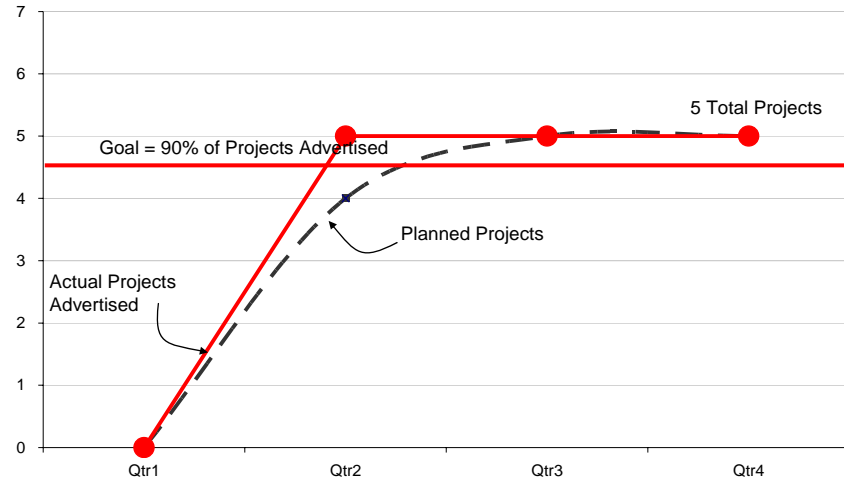
Design and advertise at least 90% of the projects planned to be advertised in the 2009 Capital Facilities Plan (CFP).

Analysis

The graph above displays the number of cumulative planned and advertised projects by quarter. All five projects planned to be advertised were accomplished by the second quarter.

Surface Water Management

Cumulative Planned vs. Actual Number of Projects Advertised
2009, Quarter 4 ending December 31



Next Steps

The plan was accomplished.

Chambers Bay Golf Course – Operating Revenues vs. Operating Expenses

Summary

Pierce County opened the Chambers Bay Golf Course in June 2007 and soon after was selected by the United State Golf Association to host the 2010 U.S. Amateur and 2015 U.S. Open Golf Championships. A successful Chambers Bay Golf Course is an important element of the County's Economic Development Action Agenda.

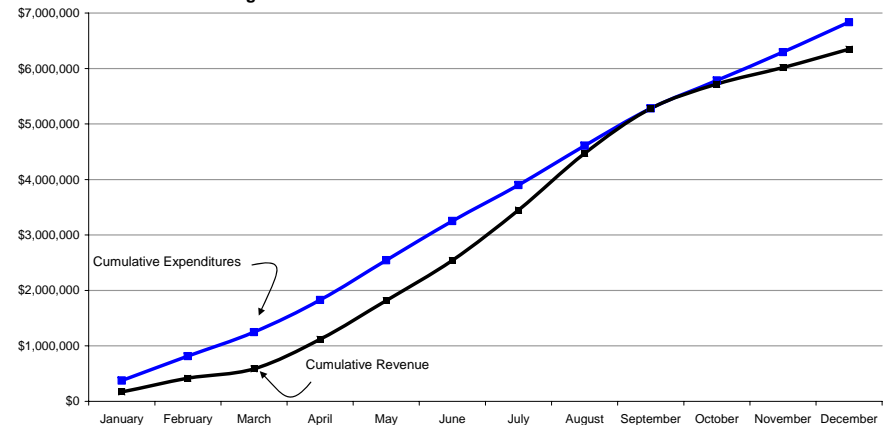
Performance Goal

The Golf Course Operating Revenues will cover all Operating Expenses (excluding depreciation).

Analysis

In 2009, the operating expenses were more than revenues. The expenses are always higher than revenues in the first few months of the year and the last few months of the year since the most profitable portion of the golf year is in the spring and summer. The poor economy has certainly impacted the amount of golf being played around the country (down 30%) and is also affecting the revenues at Chambers Bay. In 2009, average green fees per round actually went up at Chambers Bay.

**Chambers Bay Golf Course
Revenue vs. Expenditures
2009 Quarter 4 ending December 31**



Next Steps

The plan is to attempt to increase golf rounds and operating revenues by adjusting rates and discounts to maximize revenue, while reducing expenses where possible. The revenues and expenditures will be monitored carefully in 2010 to try and achieve the goal of revenues covering operating expenditures.