

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 2006

Economic development took center stage at the **Executive’s Office** in 2006. Pierce County saw an increase of nearly 10,000 jobs and the county’s economy continued at a steady pace with all indications of another positive year in 2007. Many factors go into making Pierce County an attractive place to work, live and run a business. Public safety is one. In 2006, Pierce County added more than 15 deputies, detectives and support staff to the Sheriff’s Department and increased service throughout the county. Parks, recreation and natural areas are also important factors. 2006 saw the dedication of new sections of the Foothills Trail, the grand opening of the Heritage Recreation Center and the purchase of hundreds of acres of land, most of which will remain undeveloped open space. A welcoming business environment is another contributor to a solid economy. In 2006, Pierce County Planning and Land Services worked with the building industry to streamline the permit process, reduce wait times and nearly eliminate the permit backlog; all during a time of record setting permit applications. Pierce County’s economic development efforts resulted in two major awards in 2006. Executive John W. Ladenburg was named the Economic Development Advocate of the year by Governor Christine Gregoire and his leadership was recognized by the Central Puget Sound Economic Development District for establishing the Prosperity Partnership.

In 2006, the **Auditor’s** office fully implemented the Help America Vote Act (HAVA). In conjunction with the consolidation of the Recording and Licensing Divisions, the new Pet Licensing program (previously outsourced) was fully integrated into Auditor’s Office operations, along with Animal Control function (only a year old) which was transitioned over from the Sheriff Department. This was a huge undertaking, the successes of which are visible in dramatically increased and improved animal services throughout the County. Other improvements include the installation of a QMatic customer management system to provide better and faster service to our customers. Staff conducted two successful Passport Fairs issuing 486 total passports.

The **Assessor/Treasurer’s** office has entered into a full scale document management and imaging contract, imaging over 525,000 documents to date. We look forward to further integrating technology that allows the Assessor/Treasurer’s office to streamline operations and provide better service to taxpayers through a paperless office, and continue to expand technologies and new aspects of the Computer Aided Mass Appraisal and Tax Administration systems. Ensuring consistency, equity and accuracy in property tax appraisals and administration remain priority goals for the Assessor/Treasurer. In a time of diminishing budgets, the Assessor-Treasurer’s office is consistently doing more with less while honoring their commitment to all taxpayers paying only their fair share, not a penny more but not a penny less.

In **Self Insurance** and **Workers’ Compensation** for 2006, in coordination with our Employee

Benefit’s broker, we entered into favorable negotiations with our medical insurance carriers, which resulted in an overall renewal rate of less than 5%, as compared to a requested 14% increase. This process translates into an approximate savings on premiums in excess of \$2,500,000. We further negotiated the Group Life

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General Government

Insurance rates enabling the County to provide an additional \$5,000 of Life Insurance and \$10,000 in Accidental Death Insurance for each employee at no additional cost to the County.

The **Risk Management Department** changed its Workers' Compensation Medical Bill Review vendor to a company utilizing an expanded Preferred Provider Network (PPO), which has resulted in a reduction of medical fees allowed by the Washington State Department of Labor and Industries. The new process started in June and as of October 31, 2006 an added net savings of \$39,675 under the State's Maximum Fee Schedule has been attained.

The **Human Resources** Department implemented the first phase of the Applicant Notification Technology (ANT) system which is designed to manage communications with applicants. The Employment Division showed a 70% increase over 2005, in the number of positions filled, with a 54% increase in applications received - 68% of these were received electronically. The 2006 non-represented compensation market study was conducted. Deputy Sheriff testing resumed in 2006 after a 3-year hold, as a result the Civil Service Division increased its recruitment and testing activities. New methods were implemented to address a labor market shortage and the reduced numbers of test candidates, including pre-test workshops, open-continuous testing, increased level of outreach recruitment activity, and a process for current Correctional Officers to test for Deputy Sheriff.

42 ADA reasonable accommodations were completed for County employees and 23 are currently in the review process. 28 EEO investigations were completed and five investigations are in progress. Labor Relations assisted departments in drafting and implementing 107 disciplinary actions, handled 19 grievances, completed negotiations with 15 bargaining units, and conducted 76 workplace investigations. Internal trainings are up 212% with a participant attendance increase of 150%. There were 51 external trainings/facilitations provided which generated \$26,000 in revenue.

For the nineteenth consecutive year, the Budget Division of the **Budget & Finance** Department received the Distinguished Budget Presentation Award from the Government Finance Officer's Association (GFOA) for the County's annual budget document and, for the twenty-second consecutive year, the Accounting Division received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2005 Comprehensive Annual Financial Report (CAFR). Also, improvements were made to the financial reports available to users of the DOLFIN application (Distributed On-Line Financials); DOLFIN was enhanced to include automated preparation and processing of interfund transfers; and, B&F accounting and technology staff had a key role in the successful implementation of a new sewer billing system and related interface to the County's financial system.

The Revenue Division issued \$31.8MM of limited tax general obligation bonds to refund the \$10.1MM outstanding limited tax general obligation revolving line of credit for parks construction and to provide \$21.7MM to purchase parks and open space property. The Division also issued \$27.4M of limited general obligation bonds to provide part of financing for the design and construction of the Public Works Central Maintenance Facility.

The Purchasing Division processed 47 Requests for Quotations (RFQs) in 2006, which is a 56% increase from 2005. This resulted in savings of approximately \$70,000 compared to the cost of issuing formal invitations to Bid. Significant progress was made towards digitally recording and storing County issued contracts; nearly 3,000 contracts have been scanned into the County's proprietary Distributed Online Financial system (DOLFIN) providing immediate access by any authorized County employee. This saves substantial copying time and efforts by the Purchasing staff.

General Services processed over 8,350 records requests; managed a records inventory exceeding 40,000 boxes; processed 3,000 print orders resulting in over 8,000,000 print pieces and over 17,250,000 quick copy pieces; processed over 2,245,000 pieces of mail; and, presorted over 1,000,000 pieces of mail for a postage savings of over \$82,000.

Fleet Rental continued to expand the number of hybrid and flexible fuel vehicles (FFV) in the inventory; at the end of 2006 there were 11 hybrids and 91 FFVs for a total of 102 alternative fuel vehicles, or 18% of the total Fleet.

General Government

DEPARTMENT BUDGETS

Department Name	2006 Budget	2007 Budget	Absolute Change	Percent Change
Assessor/Treasurer	\$ 10,585,010	\$ 10,989,110	\$ 404,100	3.8 %
Auditor	8,109,550	8,261,290	151,740	1.9
Budget and Finance	4,801,120	5,157,210	356,090	7.4
Communications	626,920	660,670	33,750	5.4
County Council	3,708,870	4,040,990	332,120	9.0
County Executive	1,037,920	1,130,050	92,130	8.9
Fleet Rental Fund	3,963,290	4,040,170	76,880	1.9
General Services Fund	3,094,120	3,263,620	169,500	5.5
Human Resources	3,292,260	3,582,480	290,220	8.8
Miscellaneous Current Expense	5,798,738	5,262,185	(536,553)	(9.3)
Self Insurance Fund	8,795,540	8,449,390	(346,150)	(3.9)
State Auditor	172,100	180,970	8,870	5.2
Workers Compensation Fund	3,064,600	3,121,120	56,520	1.8
Total General Government	\$ 57,050,038	\$ 58,139,255	\$ 1,089,217	1.9 %

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 performance measures, approves expenditures, and identifies operational improvements to increase efficiency and save tax dollars.

Budget Highlights:

The 2007 Assessor/Treasurer's proposed budget is 3.8% above 2006, and reflects:

- a) Normal inflationary increases for existing staff and operations;
- b) A large reduction in Information Technology charges due to the impact of the new C.A.M.A. system; and
- c) The transfer of a 50% office assistant position formerly budgeted in the Imaging Fund.

Performance Measures

- | | |
|---|---|
| <p>1) The Assessor-Treasurer’s Office cost to assess property, and to bill and collect taxes will be less than 1½ cents per tax dollar billed. ^(Goal H)</p> <p>2) In order to increase equity across the county for residential property owners, we will maintain a ratio of real property assessed value to fair market value of at least 90%. ^(Goal H)</p> <p>3) In order to streamline office technology and move toward a paperless office, we will</p> | <p>successfully complete the Digital Imaging project and issue a report on its post implementation effectiveness. ^(Goal H)</p> <p>4) Continue electronic service enhancements by providing electronic filing of Personal Property Affidavits; electronic filing of Excise Tax Affidavit forms; and electronic filing, scheduling and related correspondence regarding assessment appeal cases. ^(Goal H)</p> |
|---|---|

FUNDING SOURCES						
	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
General Fund Support	\$ 9,415,403	\$ 10,231,825	\$ 10,294,340	\$ 10,714,110	\$ 419,770	4.1 %
Grants/Intergovernmental	64,411	70,071	64,500	72,000	7,500	11.6
Fees/Charges	140,234	223,922	226,170	203,000	(23,170)	(10.2)
Total	\$ 9,620,048	\$ 10,525,818	\$ 10,585,010	\$ 10,989,110	\$ 404,100	3.8 %

PROGRAM EXPENDITURES						
	2006 FTE	2007 FTE	2006 Budget	2007 Budget	Absolute Change	Percent Change
Administration	9.20	9.70	\$ 3,347,500	\$ 3,271,180	\$ (76,320)	(2.3) %
ULID Foreclosures	0.20	0.20	31,420	29,720	(1,700)	(5.4)
Appraisals	42.00	42.00	3,293,840	3,676,670	382,830	11.6
Geographic Services	5.00	5.00	511,540	607,630	96,090	18.8
Operation/Technology	4.00	4.00	1,114,700	1,063,240	(51,460)	(4.6)
Accounts Management	28.40	28.40	2,053,850	2,097,630	43,780	2.1
Appeals	3.00	3.00	232,160	243,040	10,880	4.7
Total	91.80	92.30	\$ 10,585,010	\$ 10,989,110	\$ 404,100	3.8 %

STAFFING SUMMARY

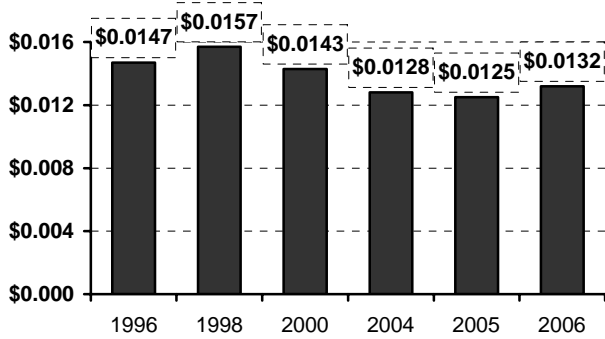
	2002 FTE	2003 FTE	2004 FTE	2005 FTE	2006 FTE	2007 FTE
Assessor/Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Assessor/Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Officer	1.00	2.00	2.00	2.00	2.00	2.00
Appraiser	33.00	33.00	33.00	32.00	35.00	37.00
Project Analyst	1.00	1.00	1.00	1.00	1.00	1.00
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	1.00	1.00
Dept Info Tech Spec	6.00	6.00	6.00	6.00	6.00	6.00
Accounting Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant	32.30	28.30	28.10	28.60	29.80	30.30
Levy Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Segregator Technician	7.00	5.00	5.00	3.00	3.00	3.00
GIS Cartographer	4.00	4.00	4.00	6.00	6.00	6.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Appraisal Assistant	2.00	2.00	2.00	3.00	2.00	—
Data Control Specialist	1.00	1.00	1.00	1.00	—	—
Chief Appraiser	1.00	—	—	—	—	—
Records Specialist	1.00	—	—	—	—	—
Administration Office Mgr	1.00	—	—	—	—	—
Total	98.30	90.30	90.10	90.60	91.80	92.30

WORKLOAD SERVICE DATA

	Unit of Measure	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Estimate	2007 Estimate
Real Property Valuations	Parcel	277,367	281,792	286,162	292,140	292,959	299,000
Real Property Physical Insp.	Parcel	44,925	56,283	54,327	53,896	55,000	55,000
Personal Property Valuations	Parcel	23,291	22,235	15,241	13,323	15,000	15,000
Mobile Home Valuations	Parcel	18,316	17,303	16,320	15,813	16,000	16,000
New Construction/Improvements	Parcel	12,013	7,222	9,399	11,760	11,390	13,000
Appeals	Parcel	809	798	878	1,705	1,731	1,800
Current Use Open Space	Parcel	4,660	4,736	4,890	5,002	4,800	5,020
Segregations-Completed	Each	832	768	966	947	950	950
Petition for Refunds Processed	Document	—	1,403	1,693	1,685	1,845	1,845
Public Service	Customers	119,173	118,328	110,967	106,100	115,000	115,000
Website - Internet Parcel	Hits	—	—	1,907,217	1,744,997	2,000,000	2,000,000
Website - Internet Taxpayer Info	Hits	4,383,434	4,392,288	2,542,483	3,434,324	3,770,000	3,770,000
Website - Internet GIS Maps	Hits	838,454	863,533	976,480	1,227,728	1,050,000	1,185,500
ATLAS Phone Line	Calls	63,393	14,455	28,469	27,853	27,000	27,500
Website Internet E-Check Payments	Transaction	—	—	831	1,785	1,850	2,500
Website Internet Credit Payments	Transaction	—	—	2,138	3,626	4,500	4,500
ATLAS IVR Payments	Transaction	—	—	1,314	1,108	1,350	1,250
Cashier Transactions	Transaction	15,619	23,718	27,034	27,131	27,500	28,500
Customer Service -Walk-ins	Visits	45,941	47,705	44,402	42,533	47,900	45,000
Mailed Tax Statement (incl ULID)	Statements	300,845	296,134	277,117	239,932	260,000	250,000
Mailed Valuation Notices	Statements	—	245,737	249,968	316,865	310,000	310,000
Taxes Assessed	Millions of \$	699	738	781	842	800	900
Sr. Citizen/Disabled Exemptions	Parcel	13,647	14,063	12,032	12,817	14,000	14,000
Foreclosure (Real Prop. & ULID)	Parcel	2,718	2,450	2,381	2,257	2,500	2,500
Actual Foreclosures at Auction (Real Prop. & ULID)	Parcel	76	53	84	56	63	60
Name and Address Chgs w/ETN	Number	63,418	60,960	67,320	51,471	63,500	63,500

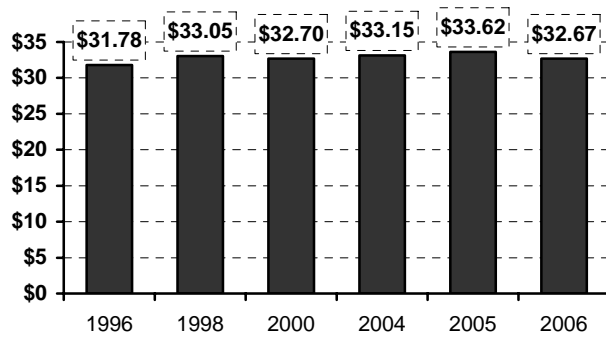
BUDGET RATIOS

Operating Cost per Tax Dollar Billed



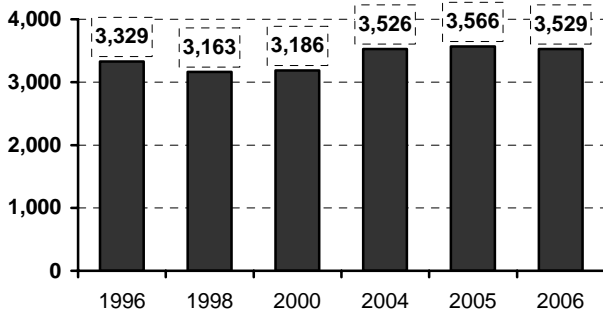
❖ From 1996 to 2006 the ratio of operating costs to assessed property taxes for all jurisdictions decreased 10%.

Operating Cost per Parcel



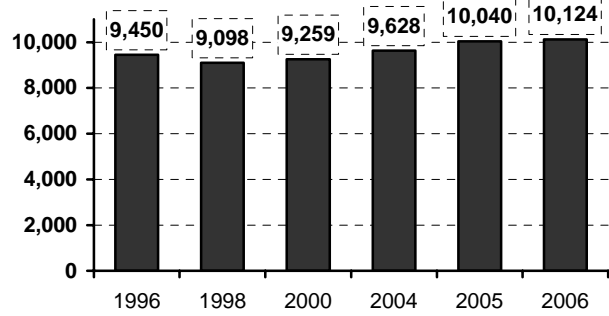
❖ From 1996 to 2006 the operating cost per parcel, including costs for Treasury functions, increased 3% after adjusting for inflation.

Parcels per Department Staff



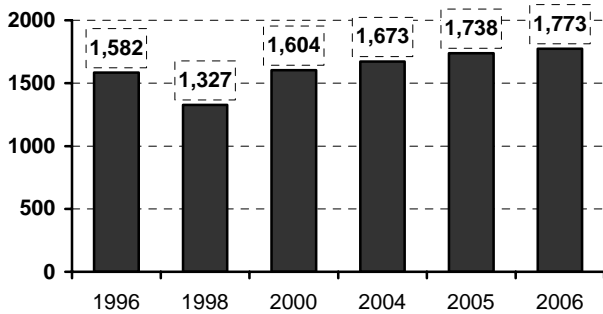
❖ From 1996 to 2006 the number of parcels per department staff, including those doing Treasury work increased 6%.

Parcels per Appraiser



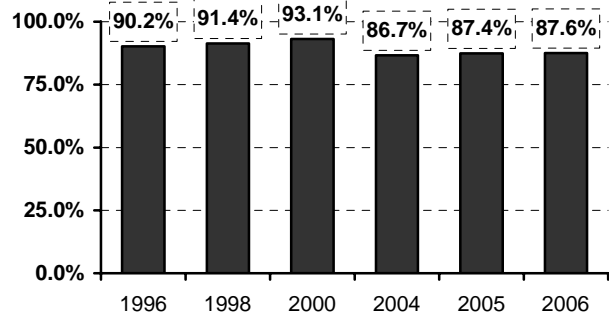
❖ From 1996 to 2006 the number of parcels per appraiser increased 7%.

Inspections and Appeals per Appraiser



❖ From 1996 to 2006 the number of inspections and appeals per appraiser increased 12%.

Real Property Assessed Value to Fair Market Value



❖ From 1996 to 2006 the ratio of the assessed value of all real property to the fair market value of all real property decreased by 3%.

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 2007 Auditor's budget is only 1.9% above the current year, due to the fact that fiscal 2007 will be a comparatively "light" year for elections. However this budget does include :

- a) Normal inflationary increases for staff and operating expenses;
- b) One additional animal license tech position; and
- c) A \$50,000 allocation for the new Election Center startup costs and upgrades.

Performance Measures

- 1) Successfully transition staff and equipment into a new Election Center Facility, while carrying out all elections and voter training and education mandates for 2007. (Goal K)
- 2) In collaboration with other County departments, the Pierce County Auditor's Office will increase the number of licenses issued for animal-related businesses by 25%. (Goal E)
- 3) Implement the automation of REET (Real Estate Excise Tax) transactions in partnership with the Department of Revenue. (Goals E, H, L)
- 4) Further the development of E-Recording with Title Companies and Lending Institutions, which should provide increased efficiencies and accuracy of recorded documents, and result in a 100% increase in such recordings in 2007 vs. 2006. (Goals L, H)

FUNDING SOURCES

	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
General Fund Support	\$ (3,171,918)	\$ (4,732,843)	\$ (2,541,610)	\$ (3,127,560)	\$ (585,950)	23.1 %
Grants/Intergovernmental	—	1,802,749	77,750	—	(77,750)	(100.0)
Fees/Charges	10,479,170	10,867,432	10,573,410	11,388,850	815,440	7.7
Total	\$ 7,307,252	\$ 7,937,338	\$ 8,109,550	\$ 8,261,290	\$ 151,740	1.9 %

PROGRAM EXPENDITURES

	2006 FTE	2007 FTE	2006 Budget	2007 Budget	Absolute Change	Percent Change
Animal Services	7.35	8.35	\$ 1,204,050	\$ 1,456,540	\$ 252,490	21.0 %
Elections	0.35	0.35	2,465,700	2,156,950	(308,750)	(12.5)
Voter Registration	12.50	12.50	1,170,400	1,284,940	114,540	9.8
Records Services	15.72	15.72	1,456,630	1,517,110	60,480	4.2
Licensing	15.08	15.08	1,388,900	1,480,400	91,500	6.6
Voter Pamphlet	—	—	423,870	365,350	(58,520)	(13.8)
Total	51.00	52.00	\$ 8,109,550	\$ 8,261,290	\$ 151,740	1.9 %

STAFFING SUMMARY

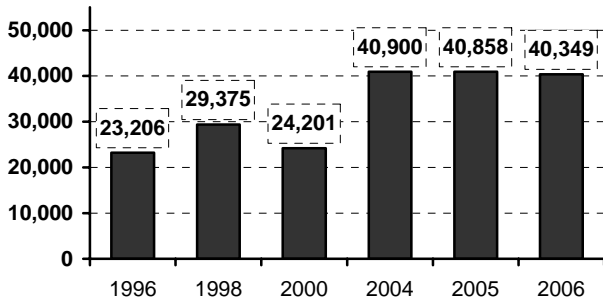
	2002 FTE	2003 FTE	2004 FTE	2005 FTE	2006 FTE	2007 FTE
Auditor	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Auditor	1.00	1.00	1.00	1.00	1.00	1.00
Recording/Licensing Mgr	—	—	—	—	1.00	1.00
Asst to Auditor	1.00	1.00	1.00	1.00	1.00	1.00
Fiscal Services Mgr	—	—	—	1.00	1.00	1.00
Admin Program Mgr	2.00	2.00	2.00	1.00	1.00	1.00
Elections Supervisor	—	—	—	—	1.00	1.00
Recording Supervisor	1.00	—	—	1.00	1.00	1.00
Elections Manager	1.00	1.00	1.00	1.00	1.00	1.00
Election Specialist	2.00	4.00	4.00	4.00	4.00	4.00
Dept Info Tech Spec	1.00	1.00	1.00	1.00	1.00	1.00
Recording/Licensing Tech	—	—	—	—	25.00	26.00
Elections Clerk	6.00	4.00	4.00	4.00	5.00	5.00
Animal Care/Control Officer	—	—	—	—	4.00	4.00
Vehicle License Supv	2.00	2.00	2.00	2.00	1.00	1.00
Clerical Aide	1.00	1.00	1.00	2.00	2.00	2.00
License Clerk	3.00	4.00	4.00	4.00	—	—
Real Estate Excise Tx Clk	2.00	2.00	1.00	2.00	—	—
Recording Cashier	4.00	4.00	3.00	3.00	—	—
Vehicle License Tech	7.00	7.00	7.00	7.00	—	—
Recording Technician	7.00	7.00	9.00	8.00	—	—
Recording Manager	—	1.00	1.00	1.00	—	—
Confidential Secretary	1.00	—	—	—	—	—
Total	43.00	43.00	43.00	45.00	51.00	52.00

WORKLOAD SERVICE DATA

	Unit of Measure	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Estimate	2007 Estimate
Documents recorded/processed	Recordings	620,250	778,240	617,880	680,586	625,000	625,000
Excise tax affidavits processed	Affidavits	37,377	38,251	39,293	43,468	42,000	39,000
Marriage lic issued/returned	Licenses	10,431	10,035	10,043	11,191	11,000	11,000
Total Vehicle/vessel transact.	Each	887,483	915,927	942,820	961,357	992,800	990,000
Vehicle/vessel - by County staff	Each	277,114	274,024	288,381	271,707	300,000	290,000
Business licenses issued	Licenses	1,142	978	1,296	1,597	1,350	1,500
Registered voters	Each	348,565	354,352	405,023	392,516	400,000	395,000
Elections conducted	Election	7	6	5	4	6	6
Passports	Affidavits	6,177	5,826	6,391	6,529	7,700	7,500

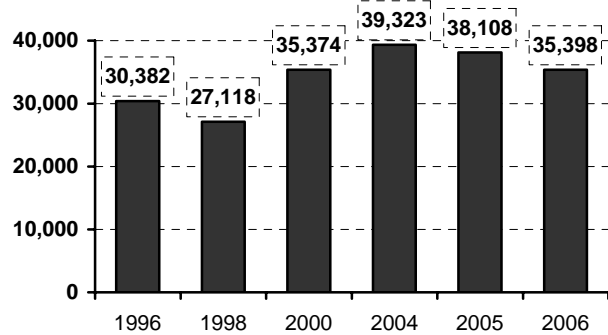
BUDGET RATIOS

Recordings per Employee



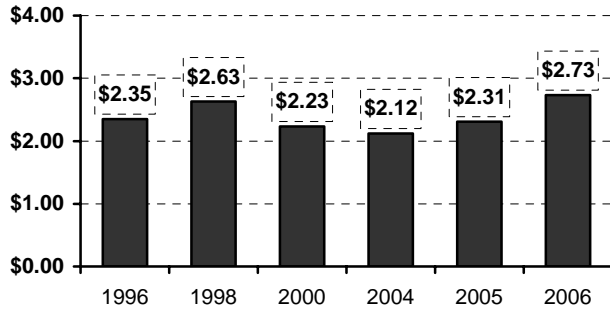
❖ From 1996 to 2006 the number of recordings per regular employee assigned to the Recording program increased 74%.

Voters per Employee



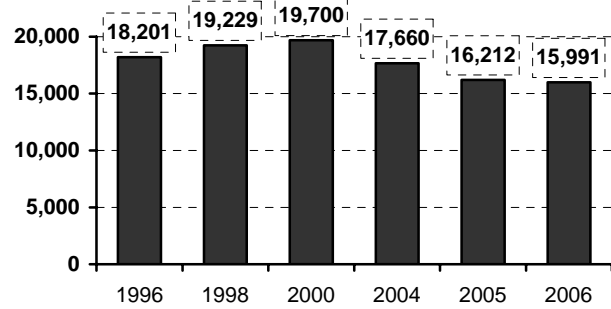
❖ From 1996 to 2006 the number of registered voters per regular employee assigned to the Voter Registration program increased 17%.

Registration Cost per Registered Voter



❖ From 1996 to 2006, the cost per registered voter for voter registration expenditures increased 16% after adjusting for inflation.

Vehicle and Vessel Licenses per Employee



❖ From 1996 to 2006 the number of vehicle and vessel licenses issued per regular employee assigned to the Licensing program decreased 12%.

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 2007 budget for the Budget and Finance Department reflects a 7.4% increase. This budget funds the existing level of staffing and services (adjusted for inflation), and the addition of a new budget analyst position (80%).

Performance Measures

- | | |
|---|--|
| <p>1) 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. <small>(Goal H)</small></p> <p>2) Implement electronic processing of Miscellaneous Receipts (T/C 73) and complete</p> | <p>the enhancements to Accounts Receivable features in DOLFIN by December 31, 2007. <small>(Goal H)</small></p> <p>3) Attain a market rate of return on the County's investment portfolio at least 50 basis points above the annual average rate achieved by the State Local Government Investment Pool. <small>(Goal H)</small></p> |
|---|--|

FUNDING SOURCES

	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
General Fund Support	\$ 4,188,271	\$ 4,374,385	\$ 4,633,460	\$ 4,965,200	\$ 331,740	7.2 %
Grants/Intergovernmental	2,012	2,636	2,000	2,000	—	—
Fees/Charges	150,790	181,018	165,660	190,010	24,350	14.7
Total	\$ 4,341,073	\$ 4,558,039	\$ 4,801,120	\$ 5,157,210	\$ 356,090	7.4 %

Budget and Finance

PROGRAM EXPENDITURES

	2006 FTE	2007 FTE	2006 Budget	2007 Budget	Absolute Change	Percent Change
Administration	7.80	7.80	\$ 944,920	\$ 1,017,060	\$ 72,140	7.6 %
Treasury Services	13.00	13.00	1,391,150	1,473,070	81,920	5.9
Payables, Payroll & Gen Acctg	12.00	12.00	1,317,180	1,388,410	71,230	5.4
Budget & Grant Administration	3.80	4.60	373,520	455,140	81,620	21.9
Purchasing & Contract Admin	3.80	3.80	384,140	406,570	22,430	5.8
Internal Audit/Mgmt Services	3.75	3.75	390,210	416,960	26,750	6.9
Total	44.15	44.95	\$ 4,801,120	\$ 5,157,210	\$ 356,090	7.4 %

STAFFING SUMMARY

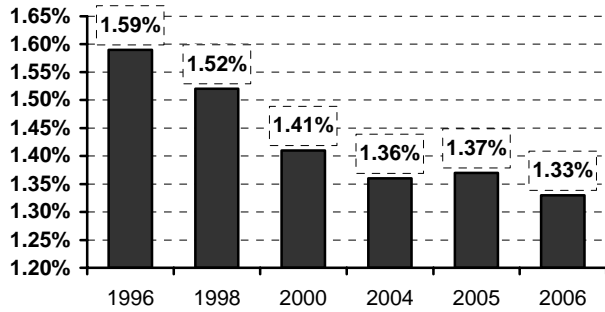
	2002 FTE	2003 FTE	2004 FTE	2005 FTE	2006 FTE	2007 FTE
Director of Budget & Finance	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00	1.00	1.00
Purchasing Agent	0.80	0.80	0.80	0.80	0.80	0.80
Revenue & Investment Mgr	1.00	1.00	1.00	1.00	1.00	1.00
Asst to Director of B&F	0.85	0.80	0.80	0.75	0.75	0.75
Budget Manager	1.00	1.00	1.00	1.00	1.00	1.00
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	1.00
Senior Budget Analyst	—	—	—	—	1.00	1.00
Budget Analyst	2.00	2.00	2.00	2.00	1.00	1.80
Payroll Systems Coord	1.00	1.00	1.00	1.00	1.00	1.00
Dept Info Tech Spec	3.00	3.00	3.00	4.00	5.00	5.00
Accounting Assistant	11.80	11.80	12.80	11.80	10.80	10.80
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Senior Buyer	1.00	1.00	1.00	1.00	1.00	1.00
Cash Management Officer	1.00	1.00	1.00	1.00	1.00	1.00
Buyer	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Aide	1.00	0.80	0.80	0.80	0.80	0.80
Field Agent	2.00	2.00	2.00	2.00	2.00	2.00
Contracts Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant	4.00	4.00	4.00	4.00	4.00	4.00
Total	43.45	43.20	44.20	44.15	44.15	44.95

WORKLOAD SERVICE DATA

	Unit of Measure	2003 Actual	2004 Actual	2005 Actual	2006 Estimate	2007 Estimate
RFPs, RFQs, and bids processed	Documents	132	143	189	180	185
Process and file requisitions	Requisition	3,320	2,593	2,079	2,200	2,300
Issue purchase orders	PO's	3,407	1,277	1,706	1,600	1,650
Investment purchases	Documents	1,399	1,381	1,508	1,600	1,600
General receipt trans processed	Receipts	16,248	18,893	18,843	19,000	19,000
Accounts Receivable payments	Receipts	14,062	14,781	13,836	14,300	14,300
Property taxes processed	Receipts	519,921	508,111	496,458	500,000	500,000
Monthly sewer payments	Receipts	294,331	311,746	334,636	344,000	350,000
Warrants redeemed	Warrants	255,158	256,855	249,593	250,000	250,000
Budget transfers	Documents	953	918	857	850	850
Grant billings processing	Documents	118	92	119	202	202
Contracts/Amendments proc	Documents	2,542	2,058	2,436	2,100	2,500
Position Control Maintenance	Position #	3,350	3,320	3,360	3,380	3,395
Position - BARS Maintenance	Position ID #	1,586	1,811	2,060	2,400	2,700
Payroll warrants/advices issued	Warrants	93,916	93,773	92,283	92,300	93,000
Claim vouchers processed	Vouchers	78,846	61,312	61,617	63,000	63,000
Interfund transfer processed	Documents	3,077	3,001	3,295	3,300	3,300
General journal entries proc	Documents	2,598	2,904	3,122	3,200	3,200
Claim warrants issued	Warrants	72,595	61,232	84,747	85,000	85,000
Disbursement vouchers proc	Document	1,421	1,327	1,372	1,360	1,360
Schedule 16 grants reconciled	# of grants	334	315	351	330	325
Property taxes refunds	Disbursement	2,738	6,404	6,780	6,800	6,800
Property tax credit reapplies	Reapplies	—	15,585	15,660	16,000	16,000

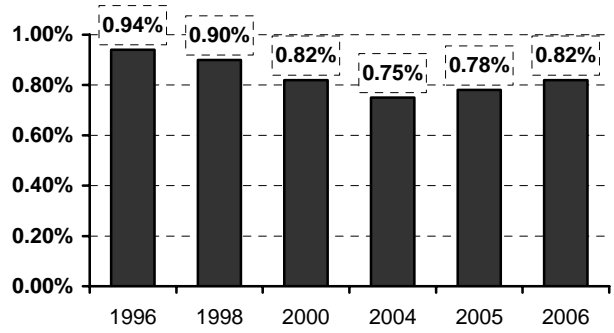
BUDGET RATIOS

Percent of Total County Employees



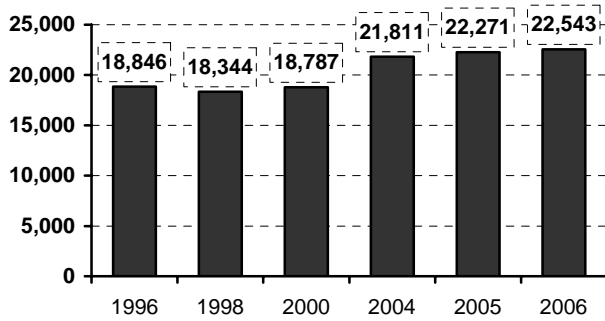
❖ From 1996 to 2006 B&F employees as a percent of all County employees decreased 16%.

Percent of Total County Expenditures



❖ From 1996 to 2006 B&F expenditures as a percent of total County expenditures decreased 13%.

Financial Transactions per Staff



❖ From 1996 to 2006 the number of financial transactions processed annually per B&F employee increased 20%.

Communications

General Fund

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

Budget Highlights: The Communications Department budget for 2007 is 5.4% above the current year and largely reflects existing staff and operations (adjusted for inflation).

Performance Measures

- 1) The Department of Communications will produce four pierce.wa.us newsletters for 3,100 county employees and 150 media and community members. (Goal G)
- 2) Communications will work with the Chambers Bay golf course architect, operator and Public Works & Utilities to create a marketing campaign for the grand opening in mid-2007. (Goal B)
- 3) Communications will create a Pierce County historical Website that will promote civic pride, tourism, and cultural preservation by portraying the rich and diverse history of our county's many communities in an engaging, interactive, and accessible online format. (Goals B, E, G)

FUNDING SOURCES

	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
General Fund Support	\$ 541,993	\$ 603,565	\$ 626,920	\$ 660,670	\$ 33,750	5.4 %
Fees/Charges	75	4	—	—	—	—
Total	\$ 542,068	\$ 603,569	\$ 626,920	\$ 660,670	\$ 33,750	5.4 %

EXPENDITURES

	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
Salaries & Wages	\$ 342,572	\$ 347,040	\$ 341,420	\$ 355,840	\$ 14,420	4.2 %
Personnel Benefits	72,696	76,815	80,480	97,710	17,230	21.4
Supplies	10,618	13,658	6,820	8,400	1,580	23.2
Other Services & Charges	109,482	166,056	198,200	198,720	520	0.3
Capital Outlays	6,700	—	—	—	—	—
Total	\$ 542,068	\$ 603,569	\$ 626,920	\$ 660,670	\$ 33,750	5.4 %

Communications

STAFFING SUMMARY

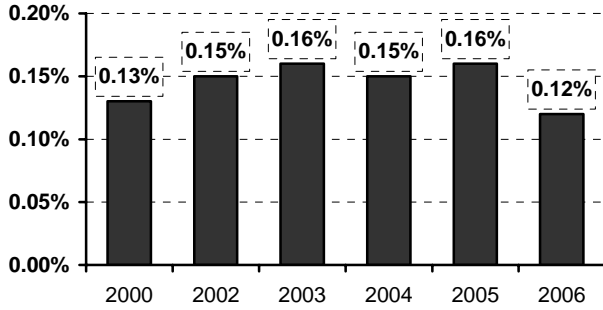
	2002 FTE	2003 FTE	2004 FTE	2005 FTE	2006 FTE	2007 FTE
Dir – Communications	1.00	1.00	1.00	1.00	1.00	1.00
Communications Specialist	—	—	1.00	1.00	1.00	1.00
Assistant to Executive	2.00	2.00	1.00	1.00	1.00	1.00
Communications Coord	1.00	1.00	1.00	1.00	1.00	1.00
Communications Assistant	—	—	1.00	1.00	—	—
Public Information Spec	1.00	1.00	—	—	—	—
Total	5.00	5.00	5.00	5.00	4.00	4.00

WORKLOAD SERVICE DATA

	Unit of Measure	2002 Actual	2003 Actual	2004 Actuals	2005 Actual	2006 Estimate	2007 Estimate
Design projects	Project	18	27	51	70	63	75
Public education campaigns	Each	2	3	7	7	5	6
Events	Each	N/A	7	5	8	5	4
Video & PSA projects	Video	15	15	125	108	125	125
News releases & county-wide e-mail	Each	241	404	778	779	750	825
Press conferences held	Conference	2	5	2	13	4	5

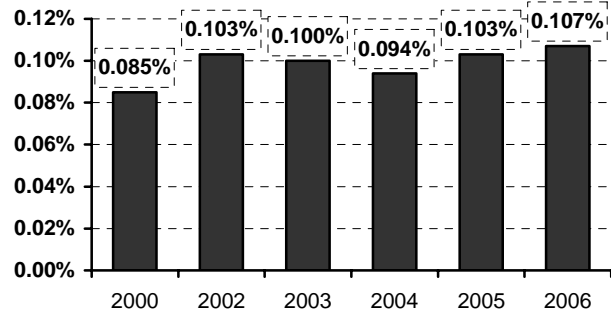
BUDGET RATIOS

Percent of Total County Employees



❖ From 2000 to 2006 Communications Department employees as a percent of all County employees decreased 8%.

Percent of Total County Expenditures



❖ From 2000 to 2006 Communications Department expenditures as a percent of total County expenditures increased 26%.

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
Roger Bush	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
Timothy M Farrell	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 2007 budget for the County Council is 9.0% above the 2006 level, and provides inflation adjusted financing for current staff and operating expenses, the full year costs for the two new positions added in mid 2006, and Councilmember salary adjustments.

FUNDING SOURCES						
	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
General Fund Support	\$ 3,229,151	\$ 3,297,205	\$ 3,708,570	\$ 3,980,990	\$ 272,420	7.3 %
Fees/Charges	488	724	300	—	(300)	(100.0)
Miscellaneous Revenue	—	—	—	60,000	60,000	∞
Total	\$ 3,229,639	\$ 3,297,929	\$ 3,708,870	\$ 4,040,990	\$ 332,120	9.0 %

County Council

EXPENDITURES

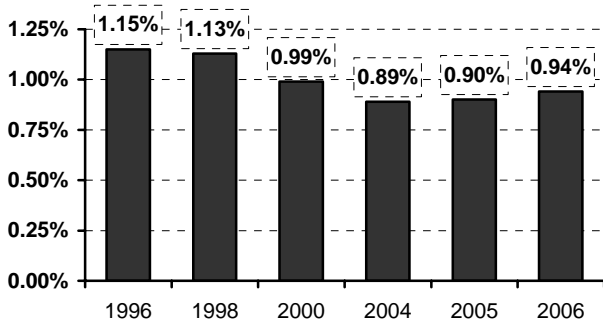
	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
Salaries & Wages	\$ 2,090,191	\$ 2,142,603	\$ 2,299,250	\$ 2,483,480	\$ 184,230	8.0 %
Personnel Benefits	455,824	497,761	582,560	717,160	134,600	23.1
Supplies	59,568	52,739	75,770	60,920	(14,850)	(19.6)
Other Services & Charges	624,056	604,826	751,290	779,430	28,140	3.7
Total	\$ 3,229,639	\$ 3,297,929	\$ 3,708,870	\$ 4,040,990	\$ 332,120	9.0 %

STAFFING SUMMARY

	2002 FTE	2003 FTE	2004 FTE	2005 FTE	2006 FTE	2007 FTE
Councilmember	7.00	7.00	7.00	7.00	7.00	7.00
Council Sr Legal Analyst	—	—	1.00	1.00	1.00	1.00
Council Sr Legislative Analyst	—	—	2.00	3.00	3.00	3.00
Council Legislative Analyst	—	—	—	—	2.00	2.00
Council Administrator	—	—	2.00	2.00	2.00	2.00
Clerk to the Council	1.00	1.00	—	1.00	1.00	1.00
Council Administrative	6.50	6.00	7.00	7.00	7.00	7.00
Council Deputy Clerk	2.00	2.00	2.00	1.00	1.00	1.00
Councilmember Assistant	7.00	7.00	7.00	7.00	7.00	7.00
Council Legislative	—	—	1.00	—	—	—
Council Legal	2.00	2.00	—	—	—	—
Council Res & Policy Admin	1.00	1.00	—	—	—	—
Council Research	2.00	2.00	—	—	—	—
Council Legal Clerk	1.00	1.00	—	—	—	—
Total	29.50	29.00	29.00	29.00	31.00	31.00

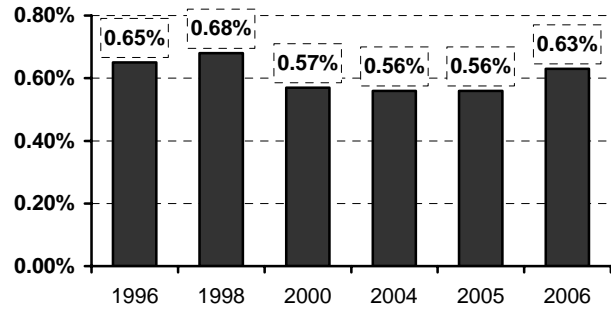
BUDGET RATIOS

Percent of Total County Employees



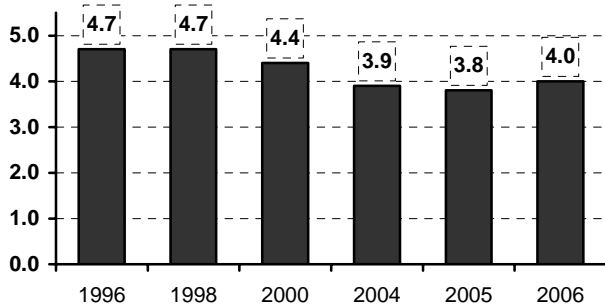
❖ From 1996 to 2006 County Council employees (including elected officials) as a percent of all County employees decreased 18%.

Percent of Total County Expenditures



❖ From 1996 to 2006 County Council expenditures as a percent of total County expenditures decreased 3%.

Council Staff per 100,000 Residents



❖ From 1996 to 2006 the number of County Council staff (including elected officials) per 100,000 County residents decreased 15%.

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 commission.

Budget Highlights:

The Executive's department budget total for 2007 is 8.9% above the 2006 level. The budget simply reflects existing staff and operating costs, modified for salary and inflationary increases.

Performance Measures

- | | |
|--|---|
| <p>1) Pierce County will work collaboratively with the Washington State Department of Transportation, local funding agencies and state and federal legislators and secure funding for at least a portion of the construction phase of State Route 704 (Cross Base Highway). (Goal A)</p> | <p>2) Pierce County will work with State and Federal sources and acquire funding for public enhancements to the Chambers Creek properties. (Goal G)</p> <p>3) Pierce County will reduce the amount of space leased by County Departments by 20% in order to save taxpayer money. (Goals K, L)</p> |
|--|---|

FUNDING SOURCES						
	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
General Fund Support	\$ 957,775	\$ 984,902	\$ 1,037,720	\$ 1,129,750	\$ 92,030	8.9 %
Fees/Charges	259	410	200	300	100	50.0
Total	\$ 958,034	\$ 985,312	\$ 1,037,920	\$ 1,130,050	\$ 92,130	8.9 %

County Executive

EXPENDITURES

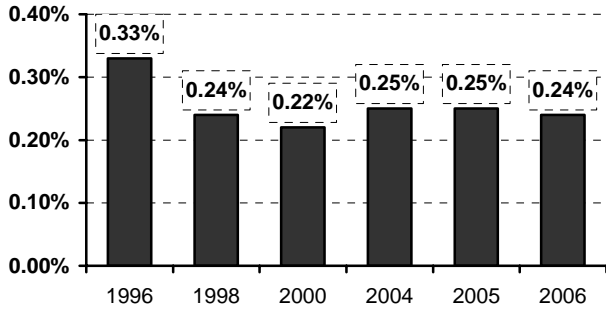
	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
Salaries & Wages	\$ 638,397	\$ 630,522	\$ 644,170	\$ 705,290	\$ 61,120	9.5 %
Personnel Benefits	129,908	136,795	151,700	179,780	28,080	18.5
Supplies	31,957	18,263	7,020	9,600	2,580	36.8
Other Services & Charges	151,389	192,724	227,700	227,640	(60)	—
Intergovernmental Services	6,383	7,008	7,330	7,740	410	5.6
Total	\$ 958,034	\$ 985,312	\$ 1,037,920	\$ 1,130,050	\$ 92,130	8.9 %

STAFFING SUMMARY

	2002 FTE	2003 FTE	2004 FTE	2005 FTE	2006 FTE	2007 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	1.00	1.00
Special Assistant to Executive	1.00	1.00	1.00	1.00	1.00	1.00
Executive Aide	1.00	1.00	1.00	1.00	1.00	1.00
Executive Secretary	2.00	2.00	2.00	2.00	2.00	2.00
Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00
Total	8.00	8.00	8.00	8.00	8.00	8.00

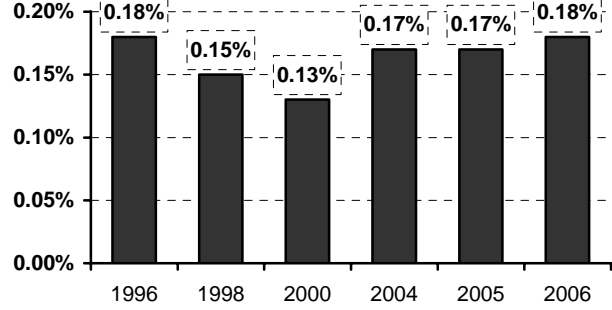
BUDGET RATIOS

Percent of Total County Employees



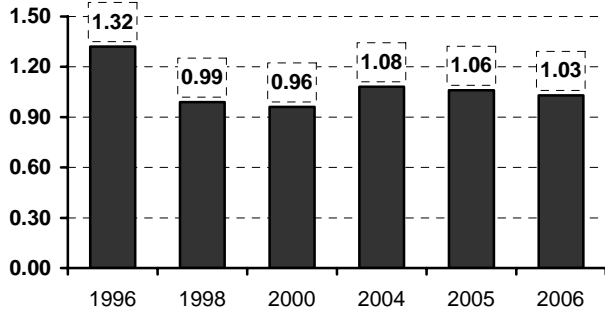
❖ From 1996 to 2006 Executive Office employees as a percent of all County employees decreased 27%.

Percent of Total County Expenditures



❖ From 1996 to 2006 Executive Office expenditures as a percent of total County expenditures was unchanged.

Executive Staff per 100,000 Residents



❖ From 1996 to 2006 the number of Executive Office staff (including elected officials) per 100,000 County residents decreased 22%.

Fleet Rental Fund

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 2007 Fleet Rental Fund reflects a 1.9% increase. This small increase is due to moderate inflationary increases in operating costs, and only a small increase in vehicle purchases expenses.

Performance Measures

- 1) Maintain an average vehicle operating cost (including depreciation) of no more than \$0.50 per mile for Fleet Rental Fund vehicles. (Goal H)

FUNDING SOURCES

	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
Est Use of Begin Fund Balance	\$ —	\$ —	\$ 994,790	\$ 428,670	\$ (566,120)	(56.9) %
Charges for Services	27,467	26,078	21,000	21,000	—	—
Miscellaneous Revenue	3,332,583	3,088,142	2,817,500	3,317,500	500,000	17.7
Other Financing Sources	(51,145)	121,762	130,000	273,000	143,000	110.0
Total	\$ 3,308,905	\$ 3,235,982	\$ 3,963,290	\$ 4,040,170	\$ 76,880	1.9 %

PROGRAM EXPENDITURES

	2006 FTE	2007 FTE	2006 Budget	2007 Budget	Absolute Change	Percent Change
Operations and Maintenance	3.45	3.45	1,991,590	2,047,010	55,420	2.8 %
Capital Expenses	—	—	1,971,700	1,993,160	21,460	1.1
Total	3.45	3.45	\$ 3,963,290	\$ 4,040,170	\$ 76,880	1.9 %

Fleet Rental Fund

STAFFING SUMMARY

	2002 FTE	2003 FTE	2004 FTE	2005 FTE	2006 FTE	2007 FTE
Asst to Director of B&F	0.15	0.20	0.20	0.25	0.25	0.25
Mechanic, Lead	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00	1.00	2.00	2.00
Administrative Aide	—	0.20	0.20	0.20	0.20	0.20
Equipment Svc Attendant	—	1.00	1.00	1.00	—	—
Accounting Assistant	1.00	—	—	—	—	—
Total	3.15	3.40	3.40	3.45	3.45	3.45

WORKLOAD SERVICE DATA

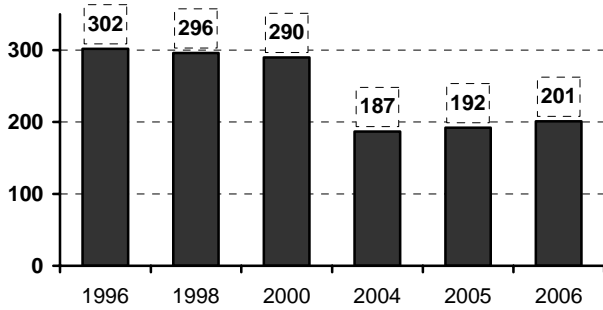
	Unit of Measure	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Estimate	2007 Estimate
Avg billable hours per mechanic	Hours/Day	6.4	5.8	5.9	5.3	5.0	5.2
Repairs/work orders received	Number	5,501	5,401	6,000	5,290	4,940	5,000
Sheriff vehicles in fleet	Vehicles	390	396	347	340	365	370
Other vehicles in fleet	Vehicles	213	210	213	236	238	240
Total vehicle miles driven	Miles	7,371,648	7,004,831	6,702,702	6,680,328	6,735,840	6,800,000

EQUIPMENT PURCHASES

Department	Qty	Equipment Description	2007 Budget
Replacement Equipment (funded by replacement reserve)			
Assessor	1	Mid-size Sedan (hybrid)	\$ 22,000
Auditor	1	Cargo Van	20,000
CAA	1	Mid-size Sedan (hybrid)	22,000
DAC	1	Mid-size Sedan (hybrid)	22,000
Fire Prevention	3	Full-size Sedans	75,000
General Services	2	Cargo Vans	40,000
Jail	1	Mid-size Sedan	17,500
Juvenile	1	Passenger Van	22,000
PALS	3	Full-size Pickup	60,000
	1	Passenger Van	22,000
	2	Station Wagons	40,000
PALS-Building Inspection	2	Full-size Pickup	40,000
Parks	1	Station Wagon	20,000
Pool	1	Mid-size Sedan (hybrid)	22,000
Probation	1	Passenger Van	22,000
Prosecuting Attorney	2	Mid-size Sedans (hybrids)	44,000
Public Works	2	Mid-size Sedans (hybrids)	44,000
Sheriff	13	Mid-size Sedans	220,000
	17	Full-size Pursuits	425,000
	4	Full-size SUVs	106,660
Solid Waste	1	Passenger Van	22,000
Utilities	1	Mid-size Sedan (hybrid)	22,000
	62	Subtotal	1,350,160
Additions to Fleet/Other Capital Expenses			
PALS	3	Full-size Pickup	75,000
Probation (Work Crew)	1	Passenger Van	20,000
Sheriff (unmarked detective sedans)	3	Mid-size Sedan	48,000
Sheriff (marked patrol vehicle)	2	Full-size Pursuit	50,000
		Unplanned Replacements/Wrecked Vehicles	350,000
		Sidewalk Replacement	100,000
		Subtotal	643,000
	71	Total	\$ 1,993,160

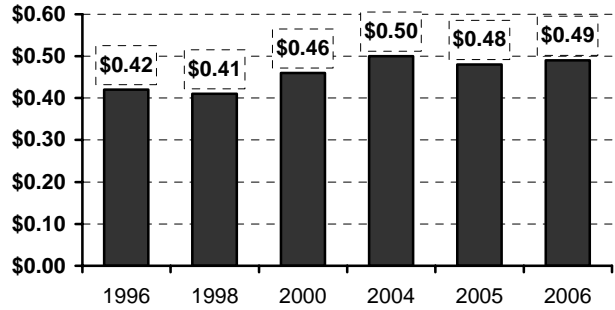
BUDGET RATIOS

Vehicles per Mechanic



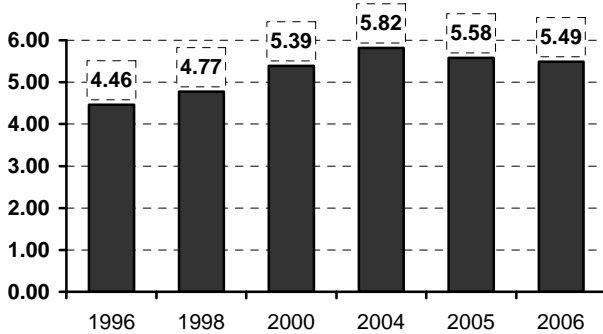
❖ From 1996 to 2006 the number of vehicles maintained by each mechanic decreased 33%. A third mechanic was hired in 2003.

Operating Cost per Mile



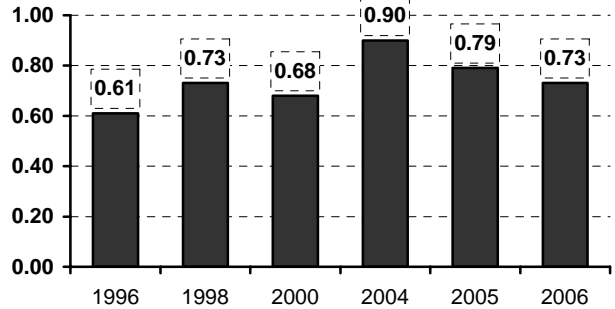
❖ From 1996 to 2006 the inflation-adjusted operating cost per mile, including fuel and depreciation, increased 17%.

County Employees per Vehicle



❖ From 1996 to 2006 the number of County employees per vehicle increased 23%.

In-house Repairs and Maintenance Work per 1,000 Miles



❖ From 1996 to 2006 the number of in-house repairs and maintenance per 1,000 miles driven increased 20%.

General Services Fund

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 inter-office routing, outgoing mail, supplies, printing and records to all County departments.

Budget Highlights:

The 2007 budget for the General Services Fund is 5.5% above the current year. This budget provides for:

- a) Normal inflationary increases;
- b) Workload levels at basically the same as in fiscal 2006;
- c) A new records coordinator position (60%); and
- d) The moving expenses and new shelving necessary for the relocation to the "Corporate Express" facility in early 2007.

Performance Measures

- 1) Process and complete 95% of all Quick Copy work in three working days or less, and 95% of all Offset Presswork orders in ten working days or less. (Goal H)

FUNDING SOURCES						
	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
Est Use of Begin Fund Balance	\$ —	\$ —	\$ 132,070	\$ 160,000	\$ 27,930	21.1 %
Charges for Services	2,849,703	2,856,494	2,962,050	3,103,620	141,570	4.8
Miscellaneous Revenue	149	—	—	—	—	—
Total	\$ 2,849,852	\$ 2,856,494	\$ 3,094,120	\$ 3,263,620	\$ 169,500	5.5 %

General Services Fund

PROGRAM EXPENDITURES

	2006 FTE	2007 FTE	2006 Budget	2007 Budget	Absolute Change	Percent Change
Records Management	2.35	2.95	571,880	601,220	29,340	5.1 %
Printing/Copy Services	1.15	1.15	1,184,210	1,246,000	61,790	5.2
Routing & Delivery Services	3.35	3.35	238,460	265,170	26,710	11.2
Mail Processing Services	1.35	1.35	1,099,570	1,151,230	51,660	4.7
Total	8.20	8.80	\$ 3,094,120	\$ 3,263,620	\$ 169,500	5.5 %

STAFFING SUMMARY

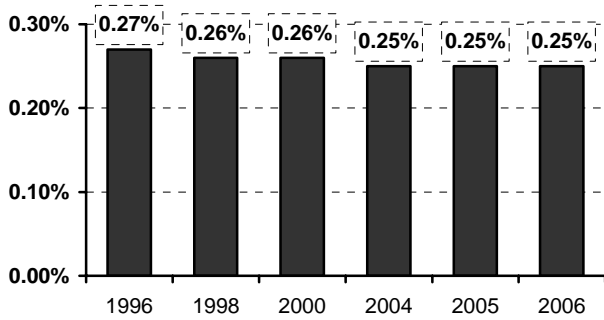
	2002 FTE	2003 FTE	2004 FTE	2005 FTE	2006 FTE	2007 FTE
Purchasing Agent	0.20	0.20	0.20	0.20	0.20	0.20
Records Coordinator	—	—	—	—	—	0.60
Administrative Aide	1.00	1.00	1.00	1.00	1.00	1.00
General Services Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Mail Services Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Records Center Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Courier	3.00	3.00	3.00	3.00	3.00	3.00
Total	8.20	8.20	8.20	8.20	8.20	8.80

WORKLOAD SERVICE DATA

	Unit of Measure	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Estimate	2007 Estimate
Print Shop							
Quick Copy production	Impression	7,716,206	6,688,698	8,102,207	6,136,722	8,400,000	8,000,000
Offset printing production	Impression	8,676,483	15,436,012	20,402,991	18,701,930	19,400,000	19,000,000
Mail Processing							
Mail handled per year	Pieces	2,187,739	2,318,032	1,855,080	2,373,270	2,000,000	2,100,000
Records Management							
Number of boxes stored	Boxes	29,353	32,185	35,412	38,120	40,500	44,120
Number of files retrieved	Retrievals	14,317	12,048	10,569	9,637	8,900	9,000

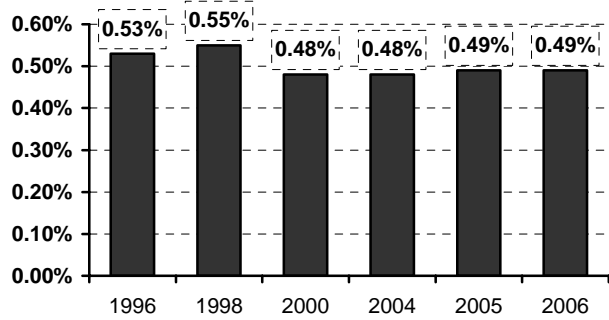
BUDGET RATIOS

Percent of Total County Employees



❖ From 1996 to 2006 General Services employees as a percent of all County employees decreased 7%.

Percent of Total County Expenditures



❖ From 1996 to 2006 General Services expenditures as a percent of total County expenditures decreased 8%.

General Services Fund

Human Resources

General Fund

The mission of Pierce County Human Resources 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 Human Resources 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 organizations 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 Human Resources Department budget reflects an increase of 8.8% over the 2006 appropriation. The budget will fund:

- a) Normal inflationary increases for staff and operating costs; and
- b) A new Human Resource Analyst position to deal with increasing workload responsibilities.

Performance Measures

- | | |
|---|---|
| <p>1) By December 31, 2007, reduce the staff time devoted to processing applications and communicating with applicants by 5% versus 2006, by increased use of electronic communications and our recruitment system software application. (Goals H, J).</p> <p>2) By December 31, 2007, provide the ADA process training, including the employer's responsibility, to 35% of the supervisors and managers. (Goals H, J)</p> <p>3) Continue implementation of the Recruitment Strategic Plan, which emphasizes recruiting</p> | <p>techniques to reach a more diverse applicant pool. This will result in a 20% increase of both women and persons of color in the applicant/candidate pools from 2006 to 2007 for the Sheriff's Department. (Goals G, H)</p> <p>4) Implement Phase II of a County-wide E-learning training system by December 31, 2007, to electronically track competency testing and completion of on-line courses. (Goals H, J)</p> |
|---|---|

FUNDING SOURCES

	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
General Fund Support	\$ 2,426,406	\$ 2,889,617	\$ 2,996,810	\$ 3,539,730	\$ 542,920	18.1 %
Grants/Intergovernmental	10,245	31,694	20,000	24,000	4,000	20.0
Fees/Charges	351,601	12,099	275,450	18,750	(256,700)	(93.2)
Total	\$ 2,788,252	\$ 2,933,410	\$ 3,292,260	\$ 3,582,480	\$ 290,220	8.8 %

PROGRAM EXPENDITURES

	2006 FTE	2007 FTE	2006 Budget	2007 Budget	Absolute Change	Percent Change
Administration	4.00	4.00	\$ 539,310	\$ 589,800	\$ 50,490	9.4 %
Employee Incentive/Recog Pgm	—	—	22,320	23,440	1,120	5.0
Organizational Development	5.00	5.00	612,330	635,760	23,430	3.8
Support Services	5.60	5.60	513,020	524,700	11,680	2.3
Employment & Compensation	6.00	7.00	636,470	790,170	153,700	24.1
Labor Relations	4.00	4.00	517,040	542,820	25,780	5.0
Civil Service	4.00	4.00	451,770	475,790	24,020	5.3
Total	28.60	29.60	\$ 3,292,260	\$ 3,582,480	\$ 290,220	8.8 %

Human Resources

STAFFING SUMMARY						
	2002 FTE	2003 FTE	2004 FTE	2005 FTE	2006 FTE	2007 FTE
Dir – Human Resources	1.00	1.00	1.00	1.00	1.00	1.00
Asst Dir – Human Resources	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
Labor Relations Manager	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	1.00	1.00	1.00
EEO/ADA Specialist	—	1.00	1.00	1.00	1.00	1.00
Human Resource Analyst	5.00	4.00	4.00	5.00	6.00	7.00
Training & Devel Spec	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Assistant	—	—	—	1.00	1.00	1.00
Benefits Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Dept Info Tech Spec	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	—	—	—	1.00	1.00	1.00
Office Assistant	6.00	6.00	6.00	5.80	6.60	6.60
Wellness Coordinator	—	—	1.00	1.00	1.00	1.00
Clerical Aide	0.60	0.60	0.60	0.80	—	—
Human Resource Specialist	—	—	1.00	—	—	—
Confidential Secretary	1.00	1.00	1.00	—	—	—
EEO Officer	1.00	—	—	—	—	—
Total	24.60	24.60	26.60	27.60	28.60	29.60

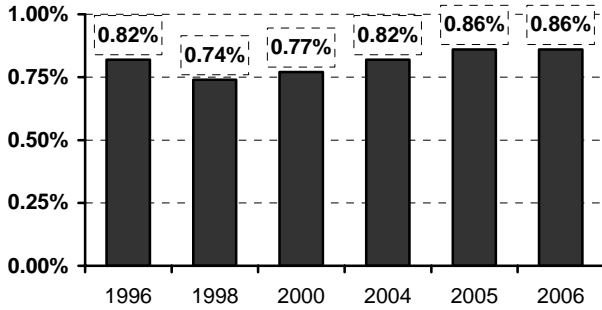
Human Resources

WORKLOAD SERVICE DATA

	Unit of Measure	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Estimate	2007 Estimate
Community Contacts/Job Fairs	Contacts	14	14	13	10	16	13
Job Announcements Listed	Each	160	144	155	187	160	200
Applicants for Job Openings	Applicants	6,131	6,031	5,082	6,862	6,000	8,000
On-Line Applications Received	Applications	—	—	—	2,566	3,000	5,000
Employment Assistance to the Public	Contacts	—	—	—	2,594	3,180	3,200
Regular Positions Filled	Employees	355	257	175	228	200	250
Regular Employee Terminations	Employees	224	223	215	215	215	230
Regular Employee Termination Rate	Percentage	7.14	7.02	6.79	6.78	N/A	N/A
Regular County Employees at 12/31	Employees	3,136	3,173	3,164	3,170	N/A	N/A
Extra Hire Positions Filled	Employees	481	491	541	473	500	500
Employees Served	W-2's	4,436	4,290	4,343	4,405	4,300	4,350
Personnel Forms Processed	Forms	19,602	14,719	14,550	13,318	14,704	14,088
Job Audits/Classification Studies	Conducted	75	50	67	63	53	55
Equal Employment Opportunity Complaints	Each	2	12	22	16	9	30
ADA Medical Requests/Process - Employees	Each	—	—	—	59	80	80
ADA Medical Requests/Process - Pre-employment	Each	—	—	—	2	4	0
Collective Bargaining Agreements	Each	19	21	21	22	22	23
Grievances (Step 3)	Filed	8	19	20	25	20	20
Arbitrations Filed	Each	2	6	3	3	5	5
Disciplinary Actions Assisted	Each	106	57	84	92	100	100
Hearings Represented (Unemployment/PERC, etc.)	Each	—	—	—	11	5	5
Civil Service Commission/Personnel Board Hearings	Each	—	—	—	6	5	2
Health Screenings/Flu Shots	Participants	1,011	1,400	—	1,500	1,200	1,200
Ergonomic Assessments	Each	—	—	—	359	225	250
Trainings/Participant Hours	Trainings/Hours	—	—	—	113/13562	200/1,600	250/1,800
Facilitations/Facilitator Hours	Facilitations/Hours	—	—	—	54/350	50/300	80/300
Events Coordinated/Participants	Events/Participants	—	—	—	6/680	3/200	4/400

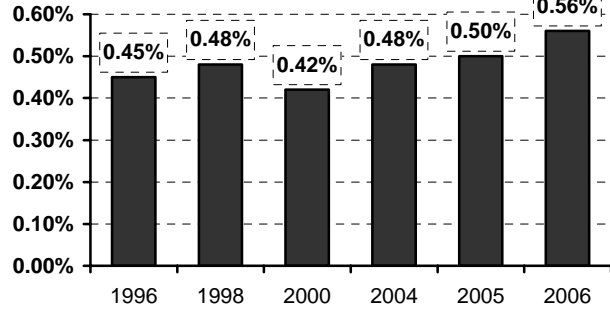
BUDGET RATIOS

Percent of Total County Employees



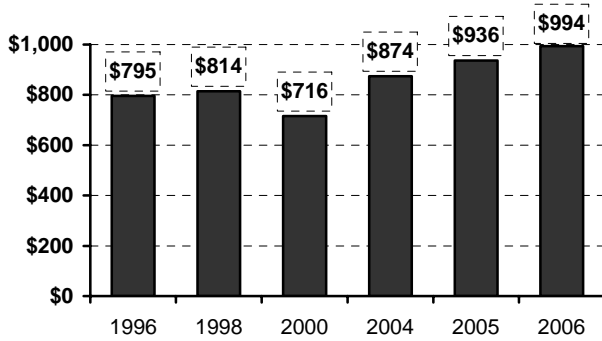
❖ From 1996 to 2006 Human Resources Department employees as a percent of all County regular employees increased 5%.

Percent of Total County Expenditures



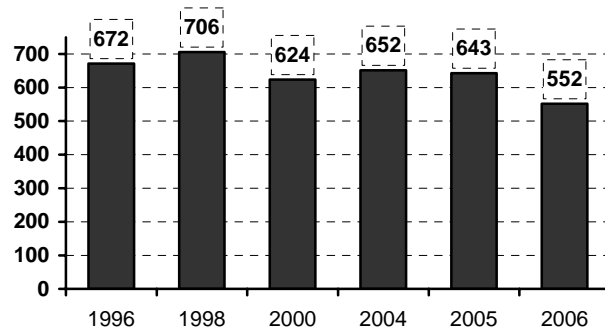
❖ From 1996 to 2006 Human Resources Department expenditures as a percent of all County expenditures increased 24%.

Expenditures per County Employee



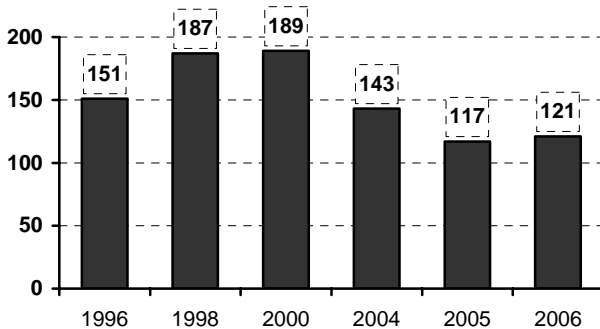
❖ From 1996 to 2006 Human Resources Department expenditures per County employee increased 25% after adjusting for inflation.

County Employees per Human Resource Analyst/Specialist



❖ From 1996 to 2006 the number of regular county employees per Human Resource Analyst/Specialist decreased 18%. Analysts/Specialists doing labor relations, EEO, ADA, and employee training and development work are not included.

Positions Filled Per Office Assistant



❖ From 1996 to 2006 the number of regular and extra hire positions filled per Office Assistant (OA) decreased 20%. The OA in Organizational Development and Training is excluded from the calculation.

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: Each specific allocation for 2007 is listed on the next several pages. Next year's total reflects a significant decrease (10%) from fiscal 2006.

FUNDING SOURCES						
	2004	2005	2006	2007	Absolute	Percent
	Actual	Actual	Budget	Budget	Change	Change
General Fund Support	\$ 5,515,840	\$ 5,015,839	\$ 5,798,738	\$ 5,262,185	\$ (536,553)	(9.3) %

Miscellaneous Current Expense

EXPENDITURES						
	2004	2005	2006	2007	Absolute	Percent
	Actual	Actual	Budget	Budget	Change	Change
Admin Support Expenses	\$ 1,000	\$ 55,000	\$ 50,000	\$ 44,000	\$ (6,000)	(12.0) %
Affordable Housing Task Force	—	15,000	—	—	—	—
African American Museum	41,021	38,000	—	—	—	—
Alliance Against Dom Violence	39,500	25,000	—	—	—	—
Alliance for Youth	20,000	20,000	20,000	30,000	10,000	50.0
Amer Leadershp Forum Capital	—	—	10,000	—	(10,000)	(100.0)
American Leadership Forum	5,000	5,000	5,000	5,000	—	—
Anderson Is Crime Task Force	—	10,000	17,500	16,000	(1,500)	(8.6)
Anderson Island Citizens Adv Bd	—	2,323	3,000	18,000	15,000	500.0
Anderson Island Pks & Rec	—	—	19,500	—	(19,500)	(100.0)
Anderson Is Comm Ctr	—	5,000	4,500	—	(4,500)	(100.0)
Anderson Island Assn	9,729	—	—	—	—	—
Artists in Residency	—	—	—	59,500	59,500	∞
Arts & Cultural Services	197,240	183,240	183,240	186,240	3,000	1.6
Asian Pacific Cultural Center	10,000	—	—	—	—	—
Audit Services	10,382	—	—	—	—	—
Baseball Exchange Pgm	4,380	4,160	3,950	7,850	3,900	98.7
Bates - Linquist Dental Clinic	10,000	10,000	10,000	8,000	(2,000)	(20.0)
Bond Call - Oper Trans	237,148	—	—	—	—	—
Boys & Girls Club	20,000	—	—	—	—	—
Boys & Girls Club - So Tacoma	—	—	—	20,000	20,000	∞
Breast Cancer Awareness Ctr	21,890	20,800	19,760	19,760	—	—
Bridging the Gap - Home Safe	—	10,000	—	—	—	—
Broadway Center	25,130	43,870	32,680	32,680	—	—
C J Task Force Support	1,551	898	4,000	3,000	(1,000)	(25.0)
Celebrate Spanwy St Festival	—	1,000	1,000	—	(1,000)	(100.0)
Centro Latino	43,778	41,590	39,510	39,510	—	—
Cheney Stadium	—	—	35,000	35,000	—	—
Cheney Std Const Admin	—	—	—	89,500	89,500	∞
Child Care Referral Prog	20,010	19,010	18,060	18,060	—	—
Choices	350	750	350	350	—	—
City of Auburn	7,500	—	5,000	—	(5,000)	(100.0)
City of Buckley	4,988	5,000	—	—	—	—
City of Dupont	—	—	4,800	—	(4,800)	(100.0)
City of Lakewood	45,000	—	—	—	—	—
City of Roy	45,000	7,810	—	3,000	3,000	∞
City of Tacoma	—	3,000	68,000	—	(68,000)	(100.0)
Class / Comp Study - Attorneys	—	4,600	31,100	—	(31,100)	(100.0)
Clover Pk Rotary - City of Lkwd	—	—	18,700	—	(18,700)	(100.0)
Colored Women's Club	—	—	5,000	10,000	5,000	100.0
Comm Hlth Care Lakewood	—	—	—	15,000	15,000	∞
Communities In Schools - Orting	4,982	14,097	10,000	—	(10,000)	(100.0)
Communities In Schools	—	—	4,000	—	(4,000)	(100.0)
Community Services Grant Match	50,000	75,000	50,000	50,000	—	—
Community Youth Programs	—	—	—	20,000	20,000	∞
Consultant - Services	12,849	—	—	—	—	—
Council / Exec Archivist	7,520	—	—	—	—	—
County Code	—	—	10,000	8,000	(2,000)	(20.0)
Daffodil Festival	17,510	16,630	15,800	15,800	—	—
Debt Issuance Costs	—	6	—	—	—	—
Debt Regist Costs	1,849	2,381	3,000	3,000	—	—
Debt Service - Interest	—	—	70,000	—	(70,000)	(100.0)
Domestic Violence Commission	57,879	44,420	44,420	44,420	—	—
DUI Task Force Pgm	8,730	8,290	7,880	7,880	—	—
DV Comm - Space Rental	3,871	19,843	20,650	20,650	—	—

Miscellaneous Current Expense

EXPENDITURES						
	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
DV Safe Home Our Sisters House	—	9,713	10,000	—	(10,000)	(100.0)
Dwntrn Merch Assoc - Tacoma	—	—	—	5,000	5,000	∞
E / S Neigh Council of Tac	—	—	—	5,000	5,000	∞
East PC DV Educ / Outreach Pgm	—	12,000	4,500	—	(4,500)	(100.0)
Eatonville Heritage Cel	—	—	—	5,000	5,000	∞
Eatonville Rural Hlth Collab	—	—	—	5,000	5,000	∞
Ed - Garfield Bus A - Celeb Span	—	—	—	4,000	4,000	∞
Elec Gates - 144Kpn / Pole Rd	—	—	25,000	25,000	—	—
Emergency Food Network	12,260	11,650	11,070	15,070	4,000	36.1
Ethics Commission	2,929	1,207	3,000	3,000	—	—
Ethnic Fest	9,500	39,230	25,000	20,000	(5,000)	(20.0)
Ethnics Minority Advisory Comm	—	—	2,500	2,500	—	—
Fair / Festival Trout Ponds	—	1,925	—	—	—	—
Family Counseling Service	3,290	3,130	2,970	2,970	—	—
Family Dependency Drug Ct	—	—	190,000	—	(190,000)	(100.0)
Family Justice Center	—	132,000	232,300	252,300	20,000	8.6
Family Justice Ctr - Special	—	—	—	2,800	2,800	∞
Farm to Market Vouchers	—	18,299	50,000	—	(50,000)	(100.0)
Federal Legislative Effort	30,000	29,979	25,000	25,000	—	—
Festival Federation - Metro Pk	20,000	(10,000)	—	—	—	—
Fife Chamber of Commerce	—	—	—	5,000	5,000	∞
Fife Senior Center	6,000	—	—	—	—	—
Filing Fees	513	882	1,000	1,000	—	—
Firearms Advisory Commission	—	—	20,000	—	(20,000)	(100.0)
First Night	26,270	13,330	—	—	—	—
Forever Green	—	—	—	15,000	15,000	∞
Fort Lewis / Ausa	—	25,000	50,000	—	(50,000)	(100.0)
Friends of Lake Tapps	10,000	—	15,000	40,000	25,000	166.7
Ft Steilacoom Park	—	15,000	—	—	—	—
Garfield St Econ Dev Proj	—	—	18,000	45,000	27,000	150.0
Gas Station Pk - Tacoma	8,500	—	—	—	—	—
GH Boys & Girls Club	—	85,000	—	—	—	—
GH Boys & Girl / Snr Ctr Cap Match	—	—	160,000	—	(160,000)	(100.0)
GH HS Field Lights	100,000	—	—	—	—	—
GIS Program	750,000	900,000	625,000	350,000	(275,000)	(44.0)
Government Relations	—	9,291	15,000	15,000	—	—
Graham Busn Assoc	—	—	—	5,000	5,000	∞
Helping Hands	—	—	—	5,000	5,000	∞
Home Park Snr Picnic Area	—	2,503	—	—	—	—
Homeless Housing Admin Trnsfr	—	—	40,000	—	(40,000)	(100.0)
HS Admin - Indigent Burial	14,440	—	—	—	—	—
HS Admin - Snr Ctr Pgms	17,172	20,456	20,000	20,000	—	—
Humane Society	535,620	20,418	—	—	—	—
Indigent Burials	44,742	33,452	50,000	45,000	(5,000)	(10.0)
Involuntary Commitment	98,000	98,000	98,000	98,000	—	—
J.M.A.C. Summit	—	—	—	10,000	10,000	∞
Key Pen Children's Home Soc	—	—	—	20,000	20,000	∞
Key Pen Resource Center	—	—	—	20,000	20,000	∞
Key Peninsula Comm Council	2,500	2,500	2,500	2,500	—	—
Key Penn Comm Services	—	—	27,500	—	(27,500)	(100.0)
Lake Tapps Preservation	356	14,347	—	—	—	—
Lakewood Shelter Association	—	—	—	4,000	4,000	∞
LI Housing Admin Transfr	—	50,000	50,000	55,000	5,000	10.0
Livable Communities Fair	10,869	—	10,000	—	(10,000)	(100.0)
Lk Tapp Comm Entrance Signs	—	—	2,000	—	(2,000)	(100.0)

Miscellaneous Current Expense

EXPENDITURES						
	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
McChord Air Force Association	—	—	—	3,500	3,500	∞
McChord Museum	—	—	—	10,000	10,000	∞
Mid - County Comm Ctr	—	13,500	17,000	5,000	(12,000)	(70.6)
Midland Wetland Mapping	—	13,545	—	—	—	—
MLK Jr Celebration	1,000	1,000	1,000	1,000	—	—
My Servicemind Snr Ctr	—	3,000	—	—	—	—
N End PW Proj - City Tacoma	—	—	—	25,000	25,000	∞
Narrows Busn Dist - Tacoma	—	—	—	16,000	16,000	∞
Nat Assn of Counties	11,857	12,189	12,710	13,870	1,160	9.1
Neighborhood Empow Prg	—	—	—	20,000	20,000	∞
Nisqually River Foundation	—	—	—	5,000	5,000	∞
North Pierce Coalition	—	—	—	5,000	5,000	∞
Northeast Tacoma Council	—	—	—	5,000	5,000	∞
NW Youth Leaders	—	10,000	10,000	12,000	2,000	20.0
OASI - Admin Cost	1,383	1,790	1,500	1,800	300	20.0
Opportunity Ctr Orting	2,500	—	—	—	—	—
Other Professional Services	20,000	—	9,875	20,000	10,125	102.5
Other Tuberculosis Serv	6,645	3,380	5,000	5,000	—	—
P / S Bldg Design Span - Park	59,790	—	—	—	—	—
Pacific Harbors Council	—	—	33,000	—	(33,000)	(100.0)
Pacific NW Kiwanis Club	—	—	—	5,000	5,000	∞
Pacific NW Nat Sec Forum	—	—	—	3,000	3,000	∞
Paidion Youth Center	—	3,000	8,500	—	(8,500)	(100.0)
PALS - Key Peninsula Comm Pln	—	—	—	15,000	15,000	∞
Parkland Community Assn	—	—	5,000	8,000	3,000	60.0
Parkland Street Fair	—	—	1,000	—	(1,000)	(100.0)
PC Aids Foundation	19,260	18,289	17,390	17,390	—	—
PC Alliance / Crestos Pgm	7,880	7,490	7,120	7,120	—	—
PC Dem - Cert Training	—	—	9,000	—	(9,000)	(100.0)
PC Fair - Frontier Pk Imprv	—	25,000	—	—	—	—
PC Sheriff - Derelict Boats	—	—	—	7,500	7,500	∞
Pierce Co Fair - Capital	—	—	—	5,000	5,000	∞
Pierce County Fair	20,000	20,000	20,000	20,000	—	—
Pierce County Law Library	55,000	55,000	55,000	55,000	—	—
Pipeline Rd / 144 St East Trail	—	30,000	—	—	—	—
Portland Ave Impr - Econ Dev	—	—	17,000	15,000	(2,000)	(11.8)
Prarie Ridge Drop In Ctr	19,541	7,867	—	—	—	—
Ptnrs F / Pks - Ft Steil Restrm	—	24,078	—	—	—	—
Puget Sound Clean Air Agency	113,340	114,683	119,250	134,300	15,050	12.6
Puyallup Cham of Commerce	—	—	—	5,000	5,000	∞
Puyallup Main St Assn	—	—	5,000	5,000	—	—
Rainier Communications Comm	552,409	569,237	596,050	639,790	43,740	7.3
Reading Fdn Wa St - Tac Pub Lib	—	2,000	—	—	—	—
Reservoir Trail	200,000	200,000	—	—	—	—
Retiree Excess Comp	188,495	633,680	375,000	272,670	(102,330)	(27.3)
Retirement Buy - Back	—	—	3,000	3,000	—	—
Rotary of Lakewood	—	10,000	—	—	—	—
Ruston - Pt Defiance Busn Dist	—	3,000	5,000	5,000	—	—
Safe Streets Program	73,200	94,539	161,060	145,060	(16,000)	(9.9)
Sal Army - So Hill Snr Ctr	—	—	—	5,000	5,000	∞
Schools - Out to Lights Out	—	—	97,525	201,025	103,500	106.1
Security / Fencing Tacoma	—	—	—	25,000	25,000	∞
Senior Centers	197,660	186,229	180,270	300,000	119,730	66.4
Senr Farmers Makt Nutr Pgm	—	—	5,000	—	(5,000)	(100.0)
Severance Reserve	—	—	400,000	400,000	—	—

Miscellaneous Current Expense

EXPENDITURES						
	2004	2005	2006	2007	Absolute	Percent
	Actual	Actual	Budget	Budget	Change	Change
Sexual Assault Ctr of PC	9,630	9,150	8,690	8,690	—	—
Sister Cities	—	—	5,000	—	(5,000)	(100.0)
Sister County Program	2,200	—	—	—	—	—
Slayden Rd - City of Tacoma	—	—	—	50,000	50,000	∞
Small Business Incubator	—	10,000	25,000	105,000	80,000	320.0
So Hill Street Lighting	—	—	90,000	—	(90,000)	(100.0)
Spanaway Skate Pk Lights	—	55,000	—	—	—	—
Spanaway Street Lighting	—	—	15,000	—	(15,000)	(100.0)
Speed Feedbk Signs - Spwy Lp Rd	—	—	20,000	—	(20,000)	(100.0)
Sr-7 Improvements	100,000	8,732	—	—	—	—
St Lighting - 159 Pac Ave to B	—	—	5,000	—	(5,000)	(100.0)
St Lights -Ghm,Elk Pl,Fred,Spwy	—	—	80,000	—	(80,000)	(100.0)
St Lights - Prk,Fred,Spwy,Et Al	—	—	19,268	65,000	45,732	237.3
Steilacoom Hist Museum Assn	—	23,994	—	17,000	17,000	∞
Suggestion Awards	9,093	—	—	—	—	—
Summit - Waller Comm Signs	—	—	2,000	2,000	—	—
Sumner School Dist	4,000	—	10,000	—	(10,000)	(100.0)
Sumner - Bonney Lk Pks & Rec	4,997	6,000	25,000	—	(25,000)	(100.0)
T. A. G.	4,380	—	3,950	3,950	—	—
Tac - PC Chamber of Commerce	—	—	3,000	2,500	(500)	(16.7)
Tac - PC Health Dept	—	—	—	5,000	5,000	∞
Tac - PC Habitat for Humanity	—	—	25,000	25,000	—	—
TACID	24,800	23,560	22,380	22,380	—	—
Tacoma Historical Society	—	—	1,000	4,500	3,500	350.0
Tacoma Little Theatre	—	10,000	34,000	5,000	(29,000)	(85.3)
Tacoma Musical Playhouse	—	—	5,000	30,000	25,000	500.0
Tacoma Urban League	55,000	35,000	—	—	—	—
Tall Ships	—	10,000	8,000	—	(8,000)	(100.0)
Taste of Tacoma Security	—	—	3,000	—	(3,000)	(100.0)
The Regional Partnership	10,000	10,000	10,000	—	(10,000)	(100.0)
Tillicum Snr Ctr	—	3,000	3,000	5,000	2,000	66.7
Town of Eatonville	—	—	56,000	—	(56,000)	(100.0)
Town of Steilacoom	—	25,000	—	25,000	25,000	∞
Town of Wilkeson	—	—	5,000	—	(5,000)	(100.0)
Tpl - Swan Creek Library	—	2,000	—	—	—	—
Traff Calm / Sp Feedback Signs	—	—	—	25,000	25,000	∞
Training and Development	4,085	2,113	6,000	6,000	—	—
Transfer Out - Operations	50,000	—	—	50,000	50,000	∞
Unemployment Compensation	177,923	68,279	160,000	150,000	(10,000)	(6.3)
Upper Tacoma Busn Assoc	—	2,000	—	—	—	—
Use Tax / Leasehd Tax Audit	18,553	(15,236)	—	—	—	—
Volunteer Luncheon	13,482	14,213	14,600	14,800	200	1.4
W End Builds - City of Tacoma	—	—	—	30,500	30,500	∞
WA Assoc of Co Officials	83,044	83,046	83,070	89,890	6,820	8.2
Wa Law Enforcement Memorial	—	75,000	—	—	—	—
Waller Road Park	—	—	135,000	—	(135,000)	(100.0)
Wash St Assoc of Counties	105,096	105,100	105,130	107,000	1,870	1.8
WIR Conference	—	13,848	—	—	—	—
World Affairs Council	1,310	1,310	1,310	1,310	—	—
WSAC Timber Analyst Reimb	1,076	1,290	1,350	1,300	(50)	(3.7)
Youth Assessmt Resource Ctr	—	110,000	—	—	—	—
Youth Resources	—	4,914	—	5,000	5,000	∞
Youth WKFC Dev Initiative	—	5,000	—	—	—	—
901 Building (Hess)	598,463	—	—	—	—	—
Total	\$ 5,515,840	\$ 5,015,839	\$ 5,798,738	\$ 5,262,185	\$ (536,553)	(9.3) %

Miscellaneous Current Expense

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 2007 is 3.9% below the 2006 level, mostly due to a modification in the methodology for charging Prosecutor's Civil Division expenses to their fund. The budget reflects moderate increases in:

- a) Lawsuit expenses;
- b) General liability, property, and special policy insurance coverages;
- c) County indirect costs; and
- d) Staff expense due to moving to an eight hour day.

We will be utilizing \$1,164,150 in prior fund balance to support the proposed budget.

Performance Measures

- | | |
|--|--|
| <p>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. <small>(Goal E)</small></p> | <p>2) In conjunction with the County's property insurance carrier, inspect four Pierce County insured facilities for risk exposures. <small>(Goal K)</small></p> <p>3) Close 70% of all claims for damages within sixty days of receipt. <small>(Goal G)</small></p> |
|--|--|

FUNDING SOURCES

	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
Est Use of Begin Fund Balance	\$ —	\$ —	\$ 1,591,990	\$ 1,164,150	\$ (427,840)	(26.9) %
Miscellaneous Revenue	7,046,064	7,203,900	7,203,550	7,285,240	81,690	1.1
Total	\$ 7,046,064	\$ 7,203,900	\$ 8,795,540	\$ 8,449,390	\$ (346,150)	(3.9) %

Self Insurance Fund

PROGRAM EXPENDITURES

	2006 FTE	2007 FTE	2006 Budget	2007 Budget	Absolute Change	Percent Change
Administration	6.30	6.30	2,652,720	1,932,420	(720,300)	(27.2) %
Insurance Premiums	—	—	1,697,820	1,719,970	22,150	1.3
Claims Paymnts/Reserves	—	—	3,920,000	4,272,000	352,000	9.0
Outside Professional Svcs	—	—	525,000	525,000	—	—
Total	6.30	6.30	\$ 8,795,540	\$ 8,449,390	\$ (346,150)	(3.9) %

STAFFING SUMMARY

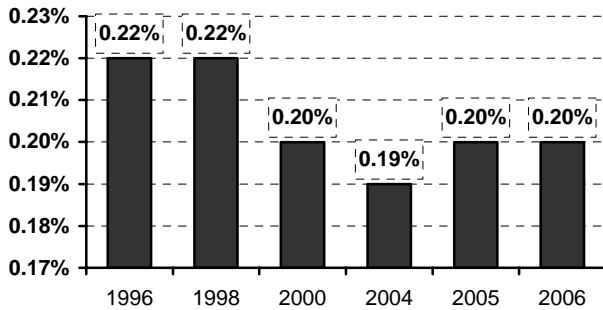
	2002 FTE	2003 FTE	2004 FTE	2005 FTE	2006 FTE	2007 FTE
Risk Manager	0.90	0.90	0.90	0.90	0.90	0.90
Asst Risk Manager	1.00	1.00	1.00	1.00	1.00	1.00
Risk Investigator	1.00	1.00	1.00	1.00	1.00	1.00
Claims and Safety Tech	0.50	0.50	0.50	0.50	0.50	0.50
Safety Officer	0.20	0.20	0.20	0.20	0.20	0.20
Administrative Assistant	0.90	0.90	0.90	0.90	0.90	0.90
Office Assistant	1.80	1.80	1.80	1.80	1.80	1.80
Total	6.30	6.30	6.30	6.30	6.30	6.30

WORKLOAD SERVICE DATA

	Unit of Measure	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Estimate	2007 Estimate
Claims - Automobile	Number	332	371	352	318	340	315
Claims - Non-automobile	Number	411	287	260	266	240	275
Lawsuits filed	Number	27	23	38	55	30	40
Lawsuits pending current/prior yr	Number	92	76	85	89	85	90
Subrogation collected	Dollars	\$ 107,056	\$ 45,825	\$ 92,942	\$ 38,930	\$ 75,000	\$ 70,000
Contracts and agrmts reviewed	Documents	1,870	2,437	2,344	2,647	3,100	3,300
Accident Review Board cases	Number	49	36	41	31	30	40
Incident Reports filed	Documents	335	250	218	240	220	250
Damage to Non-auto property	Cases	18	28	29	42	27	31

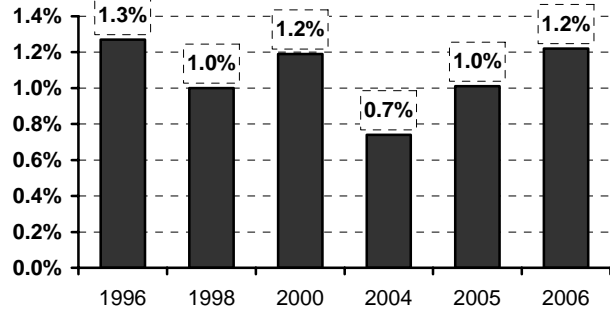
BUDGET RATIOS

Percent of Total County Employees



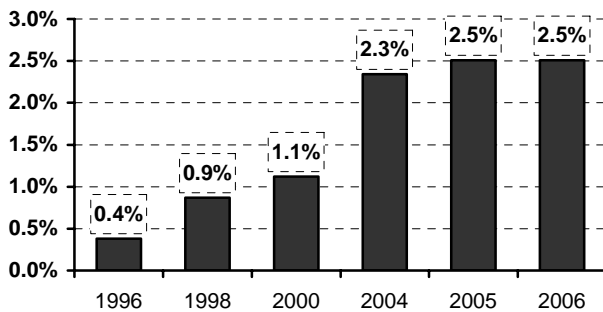
❖ From 1996 to 2006 Self Insurance employees as a percent of all County employees decreased 9%.

Percent of Total County Expenditures



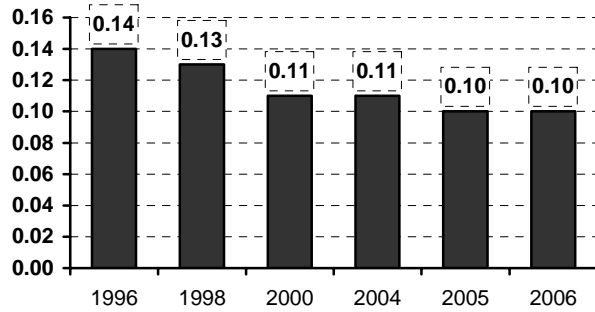
❖ From 1996 to 2006 Self Insurance expenditures as a percent of Total County expenditures decreased 8%.

Unreserved Retained Earning to Total County Expenditures



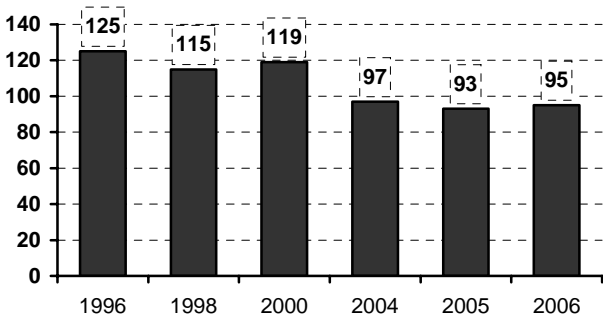
❖ From 1996 to 2006 the unreserved retained earnings balance of the fund as a percent of total County expenditures increased 525%.

Automobile Claims per County Employee



❖ From 1996 to 2006 the number of automobile claims per County employee decreased 29%.

Total Claims per Self Insurance Staff



❖ From 1996 to 2006 the total number of claims per Self Insurance employee decreased 24%.

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 2007 budget for the General Fund share of the annual State Audit is projected to increase by 5.2% from 2006. This increase simply reflects the estimated growth in the total cost of the audit, with a slight percentage increase in the General Fund's share.

FUNDING SOURCES

	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
General Fund Support	\$ 194,410	\$ 151,926	\$ 172,100	\$ 180,970	\$ 8,870	5.2 %
Total	\$ 194,410	\$ 151,926	\$ 172,100	\$ 180,970	\$ 8,870	5.2 %

EXPENDITURES

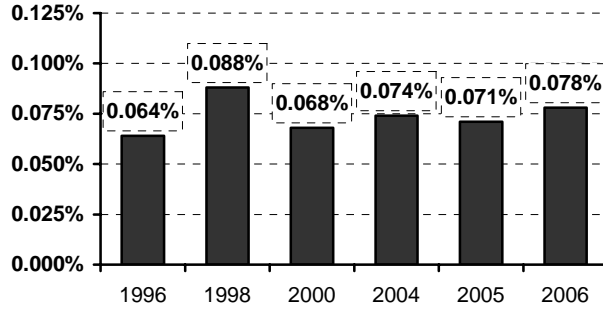
	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
Info Tech Acquisition Pgm	\$ 80	\$ 80	\$ 70	\$ 60	\$ (10)	(14.3) %
Info Tech Services	970	1,330	1,680	2,040	360	21.4
Mail Processing	2	—	—	—	—	—
Professional Services	192,098	149,216	169,000	177,450	8,450	5.0
Routing & Delivery	1,260	1,300	1,350	1,420	70	5.2
Total	\$ 194,410	\$ 151,926	\$ 172,100	\$ 180,970	\$ 8,870	5.2 %

WORKLOAD SERVICE DATA

	Unit of Measure	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Estimate	2007 Estimate
Reimbursement rate per hour	Dollars	75.50	75.50	75.50	75.50	78.50	78.50
Total cost of County audit	Dollars	409,580	453,424	427,740	410,580	468,390	487,620
% of audit paid by General Fund	Percent	41.0	26.2	44.9	35.6	36.1	36.4

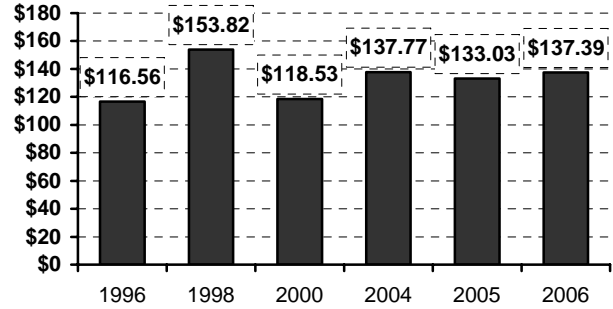
BUDGET RATIOS

Audit Costs as a Percent of Total County Expenditures



❖ From 1996 to 2006 total State audit costs as a percent of total County expenditures increased 22%.

Audit Costs Per County Employee



❖ From 1996 to 2006 total State audit costs per County employee increased 18% after adjusting for inflation.

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 2007 is only slightly above the 2006 level. This budget reflects our recent claims experience, which has increased over earlier years. The budget also includes moving staff to an eight hour day. Our internally generated workers compensation rates have been increased and we will also be allocating \$555,710 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						
	2004 Actual	2005 Actual	2006 Budget	2007 Budget	Absolute Change	Percent Change
Est Use of Begin Fund Balance	\$ —	\$ —	\$ 696,350	\$ 555,710	\$ (140,640)	(20.2) %
Intergovernmental Revenue	—	—	100	100	—	—
Miscellaneous Revenue	2,266,993	2,353,975	2,368,150	2,565,310	197,160	8.3
Other Financing Sources	400,000	—	—	—	—	—
Total	\$ 2,666,993	\$ 2,353,975	\$ 3,064,600	\$ 3,121,120	\$ 56,520	1.8 %

Workers Compensation

PROGRAM EXPENDITURES

	2006	2007	2006	2007	Absolute	Percent
	FTE	FTE	Budget	Budget	Change	Change
Administration	2.70	2.70	297,520	346,730	49,210	16.5 %
Claims Payments/Reserves	—	—	2,170,000	2,125,000	(45,000)	(2.1)
State Assessments	—	—	380,000	422,000	42,000	11.1
Insurance Premiums	—	—	95,600	102,000	6,400	6.7
Outside Professional Svcs	—	—	121,480	125,390	3,910	3.2
Total	2.70	2.70	\$ 3,064,600	\$ 3,121,120	\$ 56,520	1.8 %

STAFFING SUMMARY

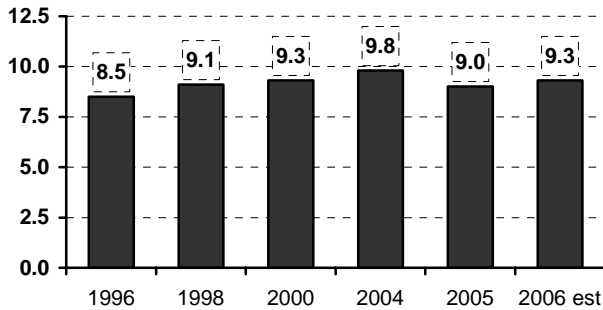
	2002	2003	2004	2005	2006	2007
	FTE	FTE	FTE	FTE	FTE	FTE
Risk Manager	0.10	0.10	0.10	0.10	0.10	0.10
Claims & Safety Tech	0.50	0.50	0.50	0.50	0.50	0.50
Safety Officer	0.80	0.80	0.80	0.80	0.80	0.80
Administrative Assistant	0.10	0.10	0.10	0.10	0.10	0.10
Office Assistant	1.20	1.20	1.20	1.20	1.20	1.20
Total	2.70	2.70	2.70	2.70	2.70	2.70

WORKLOAD SERVICE DATA

	Unit of	2002	2003	2004	2005	2006	2007
	Measure	Actual	Actual	Actual	Actual	Estimate	Estimate
Employee safety meetings	Meetings	158	161	156	197	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	105	198	259	100	100
Workers Compensation claims	Claims	341	313	270	288	300	300
Employee days lost	Days	3,643	2,783	2,601	3,290	2,700	2,700

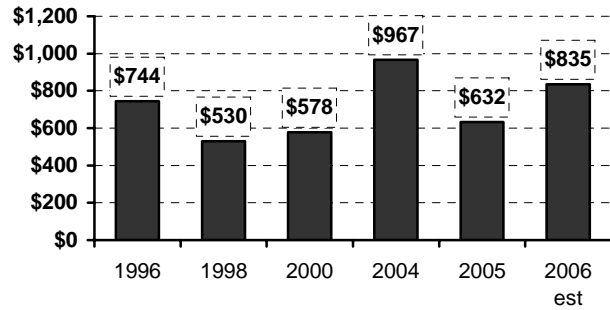
BUDGET RATIOS

Claims per 100 Employees



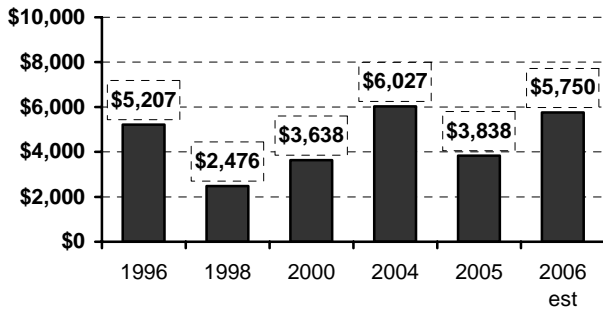
❖ From 1996 to 2006 the number of claims per 100 County employees increased 9%.

Expenditures per Employee



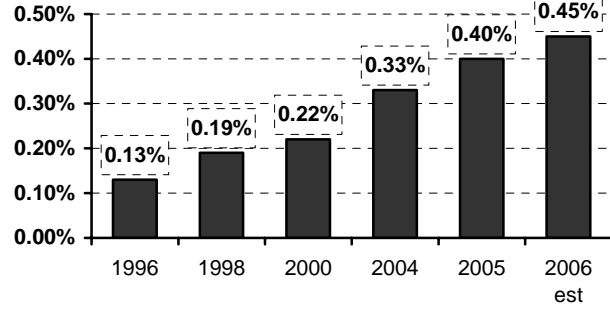
❖ From 1996 to 2006 the Workers Compensation Division expenditures per County employee, including reserve adjustments, increased 12% after adjusting for inflation.

Average Payment per Claim



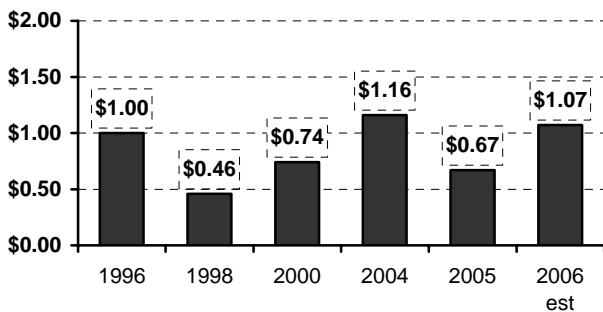
❖ From 1996 to 2006 the average payment per claim, including reserve adjustments, increased 10% after adjusting for inflation.

Percent of Working Days Lost



❖ From 1996 to 2006 the percent of working days lost due to workers compensation cases increased 246%.

Claim Payments per \$100 of Payroll



❖ From 1996 to 2006 the ratio of claim payments, including reserve adjustments, to payroll expense increased 7%.

Workers Compensation
