

## PUBLIC WORKS AND UTILITIES

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The Public Works and Utilities Department is comprised of several divisions which provide a wide variety of public services including: road design, construction, maintenance and operation, sewer collection and treatment, airport and ferry services, and surface water management. Funds within the Department’s budget include: Airport, County Road Fund, Ferry Services, Public Works Construction, Transportation Facilities, Equipment Rental and Revolving, Road’s portion of the Second REET, Solid Waste, Traffic Impact Fee Fund, Surface Water Management, REET River, Sewer Utility Fund, Sewer Utility Construction/Reserve, Sewer Revenue Bonds, and the Water Utility Fund.

### MAJOR ACCOMPLISHMENTS IN 2011

The **Airport and Ferry Division** provides the mainland link to Anderson and Ketrion Islands and manages two airports, Tacoma Narrows Airport and Thun Field. In 2011, the ferry system improved customer service by implementing two boat service on busy summer holiday week-ends. The ferry terminal remodel bid was awarded and the project will be completed in April 2012. At the Tacoma Narrows Airport, a new restaurant opened and runway repairs were completed. At Thun Field, new private hangers were developed.

The **Transportation Planning & Programming Division** works closely with transportation data and with county citizens to identify needs and plan for changes on our county roads. In 2011, the division secured over \$4.6 million of new grant funding for road and bridge projects. Currently, the division is actively managing \$58.9 million in previously awarded federal and state grant funds, distributed among 29 projects. Each year, the division develops the Six-Year Transportation Improvement Program, the Annual Road Construction Program, the Fourteen-Year Ferry Program, and the Transportation Element of the Capital Facilities Plan. Notable accomplishments for 2011 included beginning our federally mandated ADA Transition Plan by inventorying the County’s 212 miles of ADA facilities and 2,831 sidewalk ramps, successfully implementing the 2010 Traffic Impact Fee Deferral Program, and having a significant role in regional transportation issues such as regional project prioritization and development of regional project tracking policies and project selection criteria.

The **Project Engineering and Field Engineering Divisions** are responsible for the design, environmental review, securing of right of way, and construction of County roadway projects. In 2011, the divisions provided project management for over 25 active transportation projects. By the end of the year, right of way had been secured and final contract documents prepared for 15 projects advertised for bid. Also, 16 construction projects were substantially completed.

In 2011, **Traffic Division** staff painted 1,650 line miles of roadway striping on County roadways, and another 340 line miles for eight contract cities, installed 19,840 new reflectorized raised pavement markers as part of a program to enhance the roadway striping night time visibility, upgraded over 3,000 traffic signs, including enhanced signing for school zones and larger street name signs that are more legible by older drivers, repaired over 20,000 existing traffic signs, completed the traffic signal upgrades to

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*Public Works and Utilities*

**DEPARTMENT BUDGETS**

<b>Department Name</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Absolute Change</b>	<b>Percent Change</b>
Airport Fund	\$ 7,174,400	\$ 7,034,070	\$ (140,330)	(2.0) %
County Road Fund	61,717,460	67,009,000	5,291,540	8.6
Equipment Rental & Revolving	16,702,700	17,251,680	548,980	3.3
Ferry Services Fund	4,612,150	6,638,310	2,026,160	43.9
Public Works Construction Fund	35,902,000	26,209,000	(9,693,000)	(27.0)
REET River Improvement Fund	7,684,530	7,883,820	199,290	2.6
Second REET Roads Fund	5,855,500	3,841,580	(2,013,920)	(34.4)
Sewer Facility Restricted Reserve Fund	1,314,560	1,814,000	499,440	38.0
Sewer Revenue Bond Funds	4,649,130	5,341,060	691,930	14.9
Sewer Utility Construction Funds	38,650,700	59,386,920	20,736,220	53.7
Sewer Utility Fund	45,289,820	47,050,300	1,760,480	3.9
Solid Waste Management Fund	6,714,150	6,741,340	27,190	0.4
Surface Water Management Fund	25,472,650	24,738,600	(734,050)	(2.9)
Traffic Impact Fee Fund	4,337,870	3,863,290	(474,580)	(10.9)
Transportation Facilities Fund	752,000	2,162,000	1,410,000	187.5
Water Utility Fund	326,360	310,010	(16,350)	(5.0)
<b>Total Public Works &amp; Utilities</b>	<b>\$ 267,155,980</b>	<b>\$ 287,274,980</b>	<b>\$ 20,119,000</b>	<b>7.5 %</b>



# AIRPORT FUND

## *Enterprise Fund*

*The mission of the Pierce County Airports is to support general utility aviation operations and maximize fiscal self-supporting capabilities.*

**DEPARTMENTAL SUMMARY:** The Airport Fund provides for the operation, maintenance, and capital improvements at Pierce County Airports - Thun Field and Tacoma Narrows. This fund's goal is to be self supporting through user fees and tenant charges.

The Airports are classified as General Aviation by the Federal Aviation Administration. Both Airports design level are General Utility, Stage I which supports primarily the personal and recreational needs and secondarily the business needs of aviation in Pierce County.

**BUDGET HIGHLIGHTS:** The proposed 2012 Airport budget is 2.0% below the 2011 level, and includes:

- a) General operating expenses adjusted for inflation at both airports; and
- b) Narrows airport runway and safety improvements and safety projects (\$5.0 million), largely grant funded.

\$800,000 of funding for this budget is provided by a loan from the Pierce County Ferry Services Fund.

### PERFORMANCE MEASURES

- 1) Operating revenues will cover all operating expenses (excluding depreciation). (Pierce County Goal A)

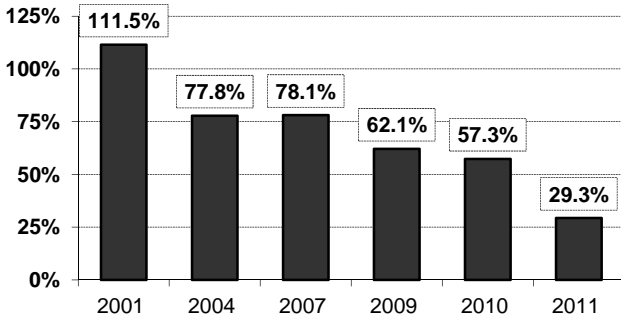
### FUNDING SOURCES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Use of Fund Balance	\$ —	\$ —	\$ 501,960	\$ —	\$ (501,960)	(100.0) %
Taxes	107,718	90,804	92,400	100,000	7,600	8.2
Intergovernmental Revenue	7,137,437	641,086	5,243,150	4,897,250	(345,900)	(6.6)
Miscellaneous Revenue	1,292,079	1,216,703	1,336,890	1,236,820	(100,070)	(7.5)
Contributed Capital	1,470,375	—	—	—	—	—
Other Financing Sources	2,568	(2,374)	—	800,000	800,000	∞
<b>Total</b>	<b>\$10,010,177</b>	<b>\$ 1,946,219</b>	<b>\$ 7,174,400</b>	<b>\$ 7,034,070</b>	<b>\$ (140,330)</b>	<b>(2.0) %</b>



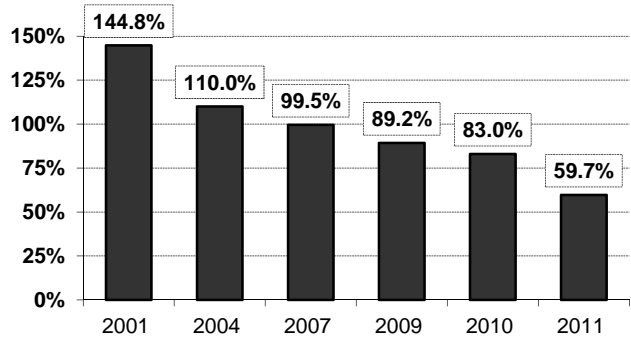
## BUDGET RATIOS

**Extent of Self-Support - Thun**



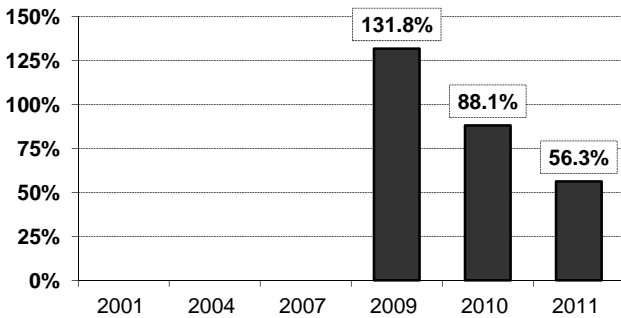
- ❖ From 2001 to 2011 the extent of self-support decreased by 74%. The ten year average is 68%. Over \$100,000 in maintenance and repairs was budgeted in 2011.

**Extent of Self-Support - Thun Excluding Depreciation**



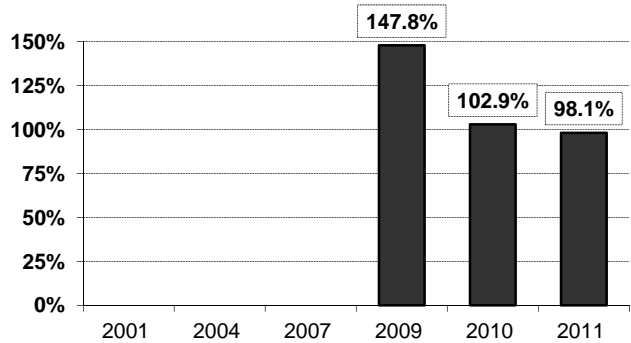
- ❖ From 2001 to 2011 the extent of self-support excluding depreciation decreased by 59%. The ten year average is 97%.

**Extent of Self-Support - Narrows**



- ❖ No data prior to 2009. From 2009 to 2011 the extent of self-support decreased by 57%.

**Extent of Self-Support - Narrows Excluding Depreciation**



- ❖ No data prior to 2009. From 2009 to 2011 the extent of self-support excluding depreciation decreased by 34%.





# COUNTY ROAD FUND

## *Special Revenue Fund*

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*The combined missions of the Office of the County Engineer and the Road Operations Division are to provide transportation infrastructure including planning, design development, construction, contract administration, and maintenance and operations.*

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### **DEPARTMENTAL SUMMARY:**

The Office of the County Engineer and the Road Operations Division of the Public Works and Utilities Department gets funding from the County Road Fund to plan, improve, maintain and operate the county transportation system. Major revenue sources of the Road Fund are dedicated property taxes and state allocated motor vehicle fuel excise taxes. The transportation system consists of 1,550 miles of roadway, 150 bridges, 97 traffic signals, and 30 miles of guardrail, 583 miles of drainage pipe, and 24,775 traffic signs. The Pierce County population is predicted to grow by approximately 40 percent in the next 20 years, and the number of miles traveled each year is growing faster than the population. New roads requested for community plans, economic development and new housing exceed \$1.8 billion. The current value of the system is over \$1 billion.

The Office of the County Engineer is organized into four divisions: Field Engineering, Project Engineering, Transportation Planning and Programming, and the Traffic Division. Responsibilities for the divisions include planning, designing, and constructing road and bridge projects, signal timing, establishing standards for roadway construction, and maintaining a county road log. The Road Operations Division performs over 100 maintenance and operation functions to keep roads functional. This includes everything from filling potholes and re-striping, to repairing damaged bridges, drain pipes and guardrails, controlling snow and ice in the winter, and responding to emergencies. Trimming roadside vegetation and picking up litter is also part of Road Operations.

There is a loan from the Washington State Public Works Board in the amount of up to \$2,942,000 at an interest rate of 0.5%. The loan is for the improvement of the intersection of Canyon Road East and 176th Street East. The final payment is due on July 1, 2025. The debt outstanding at December 31, 2011 is estimated to be \$2,188,113.

### **BUDGET HIGHLIGHTS:**

The 2012 budget for the County Road Fund is 8.6% above 2011, largely funded through an increase in use of fund balance. The budget reflects the decrease of 2.4 positions, an allocation of approximately \$7.0 million for capital projects (transferred and shown in the Public Works Construction Fund), and inflationary adjustments for remaining staff and operations.

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### **PERFORMANCE MEASURES**

- 1) Maintain 95% of the county road pavement in good or fair condition. (Pierce County Goal E) improvements to arterial segments failing concurrency. (Pierce County Goal E)
- 2) Projects will be included in the Transportation Improvement Program which fund



*County Road Fund*

**Staffing Summary**

	<b>2007 FTE</b>	<b>2008 FTE</b>	<b>2009 FTE</b>	<b>2010 FTE</b>	<b>2011 FTE</b>	<b>2012 FTE</b>
Deputy County Executive	—	—	0.50	0.50	0.50	0.50
Dir - Public Works & Util	0.46	0.46	0.46	0.40	0.42	0.41
Deputy PW & Utilities Dir	0.46	0.46	0.46	0.40	0.42	0.41
County Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Dept Support Services Mgr	—	0.56	0.80	0.84	0.84	0.84
Maintenance Manager	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Svcs Mgr	0.80	1.00	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Special Asst to Dir PW&U	0.70	1.00	1.00	1.00	1.00	1.00
Assoc Traffic Engineer	2.00	2.00	2.00	2.00	2.00	2.00
Engineering Manager	2.90	2.90	3.00	3.00	3.00	3.00
Environmental Biologist	4.00	4.00	4.00	4.00	4.00	3.00
Planner	7.00	7.00	8.00	6.00	5.00	5.00
Road Maintenance Supt	2.00	2.00	2.00	2.00	2.00	2.00
Right of Way Agent	10.00	10.00	10.00	8.00	6.40	6.70
Traffic Operations Supv	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Signal Tech	6.00	7.00	7.00	7.00	7.00	7.00
Budget & Fiscal Manager	—	1.00	1.00	0.05	1.00	1.00
Fiscal Services Mgr	1.00	—	—	0.66	0.50	0.50
Computer Sys Business Analyst	—	—	—	1.00	3.00	3.00
PW/Util Maint Program Mgr	—	—	—	—	4.00	4.00
Water Quality Supervisor	—	—	—	—	1.00	1.00
Maintenance Office Admin	1.00	1.00	1.00	1.00	1.00	1.00
Public Worjks/Util Mnt Supv	—	—	—	—	4.00	4.00
Road District Supervisor	4.00	4.00	4.00	4.00	1.00	1.00
Heavy Equipment Operator	20.00	19.00	21.00	20.00	18.00	18.00
Admin Program Mgr	—	—	—	—	—	1.00
Contract Compliance Officer	1.00	1.00	1.00	1.00	1.00	1.00
GIS Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Grant Accountant	—	—	1.58	1.00	1.00	1.25
Civil Engineer	52.70	51.70	52.00	40.00	41.60	41.00
Equipment Operator	1.00	2.00	—	—	1.00	1.00
Public Works/Util QA Tech	—	—	—	—	1.00	1.00
Road Operations Field Supv	10.00	10.00	10.00	12.00	12.00	12.00
Maintenance Technician	74.70	71.70	70.00	71.00	72.00	72.00
Traffic Sign Technician	12.00	12.00	12.00	12.00	12.00	12.00
Engineering Tech	65.50	67.50	68.50	63.50	59.50	58.50
Accounting Assistant	4.58	4.58	3.45	3.89	5.30	5.25
Contract Compliance Spec	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant	15.60	15.60	16.80	13.00	13.50	13.25
Communications Coord	1.00	—	—	—	1.00	1.00
Training Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
Public Inormation Spec	—	1.00	1.00	2.00	2.00	2.00
Administrative Assistant	1.96	1.96	2.00	1.00	1.00	1.00
Records Specialist	1.00	1.00	2.00	2.00	2.00	2.00

(Table Continued on the following page)



*County Road Fund*

**WORKLOAD SERVICE DATA**

	Unit of Measure	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Estimate
Pothole Premix Patching	Manhour	—	3,009	2,478	2,118	2,150	2,170
Pothole Premix Patching	Ton	2,624	901	1,245	1,097	1,246	1,050
Spreader Box Patching	Ton	5,455	7,091	4,759	14,397	4,761	11,160
Seal Coating	Lane Mile	296	53	204	113	225	120
Skin Patching	Sq Yard	4,482	75,860	—	—	8,032	6,150
Grading & Shaping Gravel Road	Mile	45	46	42	40	40	38
Haul Aggregate for Gravel Road	Ton	1,745	980	356	1,205	1,150	1,090
Grading & Shaping Gravel Shld	Shld Mile	465	489	352	366	347	357
Hauling Aggregate-Gravel Shld	Ton	17,647	19,260	7,695	12,079	19,560	19,880
Mowing Shoulders	Shld Mile	3,304	3,200	2,299	3,062	3,212	2,725
<b>Ditching</b>							
With Backhoe/Drott	Lineal Feet	80,015	79,525	187,745	93,473	89,440	86,000
With Belt Loader/Ditchmaster	Ditch Mile	114	68	—	—	—	—
Manual Clean Culvert Ends & Grates	Each	3,428	5,124	4,105	7,509	5,980	6,055
Mech Clean Drainage Structure	Each	3,502	6,212	4,402	5,930	7,950	8,000
Cleaning With Jet Rodder	Lineal Feet	119,633	80,148	99,165	87,018	79,900	88,552
<b>Repair/Replace</b>							
Culvert Pipe	Lineal Feet	2,537	2,169	3,227	3,489	1,296	1,729
Catch Basin	Each	43	35	45	52	40	55
Drywell/Drainfield	Each	12	8	26	8	20	10
Erosion Control	Manhour	324	169	755	263	280	240
Grate	Each	47	70	87	114	180	100
Paint Culvert Marks	Each	300	233	620	269	199	230
Bridge Repair	Manhour	328	270	315	724	360	330
Luminaire Routine	Each	970	1,259	1,458	1,570	1,660	3,000
Signage Activity	Each	167,868	169,948	181,676	187,294	185,000	185,000
Pavement Markings	Each	4,326	4,639	3,911	837	1,500	3,000
Pavement Striping	Mile	1,858	2,092	1,950	1,503	1,850	2,000
Signal Electronics Repair	Manhour	1,200	1,985	2,207	2,468	2,500	2,500
Signal Cabinet	Intersection	534	529	427	498	350	400
Signal Routine	Intersection	1,086	1,147	1,028	859	890	930
Signal Misc Intersection Repairs	Each	1,078	759	815	788	700	750
Signal Relamping	Each	4,787	5,149	5,252	5,174	3,500	3,700
Guardrail Repair	Manhour	1,486	2,600	—	1,225	1,350	1,320
Plowing Snow (& Solid Chemical Appl)	Lane Mile	10,096	27,842	5,986	18,486	10,100	20,804
Sanding	Ton	4,123	9,499	890	14	—	—
Solid Chemical Appl-Site Specific	Ton	—	—	—	1	10	15
Front End Broom	Lane Mile	3,829	2,673	3,233	3,160	2,995	3,120
Self-Propelled/Self-Load Sweep	Lane Mile	6,663	7,118	7,780	7,706	7,710	7,790
Flushing	Curb Mile	2	27	17	5	—	—
Rotary Brush Cutter	Shld Mile	674	990	1,040	1,022	1,020	1,080
Brushing & Chipping	Shld Mile	—	—	111	208	160	185
Brushing & Chipping	Manhour	7,686	3,424	4,354	6,133	4,170	4,192
Litter Pickup	Manhour	6,139	4,846	4,744	4,512	4,849	5,094
Cut & Fill Slope Repairs	Manhour	2,469	485	2,029	1,145	1,675	1,113
Maint Admin-Field Supervision	Manhour	15,795	16,151	19,319	20,059	19,120	20,100
Maint Admin-Office Support	Manhour	7,647	7,170	8,489	6,441	10,400	10,400
Training	Manhour	6,023	2,500	4,059	3,382	4,100	4,100



# EQUIPMENT RENTAL AND REVOLVING FUND

## Internal Service Fund

*Equipment Services Division provides a complete equipment support program to Pierce County departments. We do this through effective design, maintenance and repair, timely acquisition, and convenient fuel services using economical and environmentally sound practices.*

### DEPARTMENTAL SUMMARY:

The Equipment Services Division of the Public Works and Utilities Department is responsible for the design, purchase, maintenance, and repair of County Road, Sewer Utilities, Surface Water Management, and Parks and Recreation Department equipment.

The Mid County Maintenance Facility maintains the primary inventory of vehicle supplies and parts, and uses an automated system to track the parts inventories. The FASTER Fleet Management System, which compiles data to analyze performance, downtime, backlog, and frequency of repairs, has been implemented at all equipment shops.

The ER&R Fund also provides material (asphalt, paint, traffic signals, etc.) for County Road Operations.

### BUDGET HIGHLIGHTS:

The 2012 Equipment Rental and Revolving Fund reflects a 3.3% increase from the 2011 budget. This increase is due to necessary inflationary adjustments for staff and operations and anticipated increased costs of asphalt, gasoline, and diesel oil. The budget includes approximately \$3.4 million for new or replacement vehicle purchases.

## FUNDING SOURCES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Use of Fund Balance	\$ —	\$ —	\$ 122,060	\$ 846,460	\$ 724,400	593.5 %
Charges for Services	5,267,303	6,041,457	6,390,120	6,494,720	104,600	1.6
Miscellaneous Revenue	8,407,514	8,699,303	9,021,520	9,218,000	196,480	2.2
Other Financing Sources	473,737	433,078	1,169,000	692,500	(476,500)	(40.8)
<b>Total</b>	<b>\$14,148,554</b>	<b>\$15,173,838</b>	<b>\$16,702,700</b>	<b>\$17,251,680</b>	<b>\$ 548,980</b>	<b>3.3 %</b>

## PROGRAM EXPENDITURES

	2011 FTE	2012 FTE	2011 Budget	2012 Budget	Absolute Change	Percent Change
Equipment Operating/Repair Srv	26.32	26.28	\$ 6,522,320	\$ 7,168,160	\$ 645,840	9.9 %
Physical Improvement	—	—	86,540	71,130	(15,410)	(17.8)
Capital Expenses	—	—	3,493,720	3,418,700	(75,020)	(2.1)
Revolving Account Expenses	—	—	6,200,120	6,563,690	363,570	5.9
Equipment Retirement/Refund	—	—	400,000	30,000	(370,000)	(92.5)
<b>Total</b>	<b>26.32</b>	<b>26.28</b>	<b>\$16,702,700</b>	<b>\$17,251,680</b>	<b>\$ 548,980</b>	<b>3.3 %</b>





*Equipment Rental and Revolving Fund*

**EQUIPMENT PURCHASES**

Department	Qty	Equipment Description	2012 Budget
<b>Replacement Equipment (funded by replacement reserve)</b>			
Parks	1	Trailer Mounted Pressure Washer	\$ 15,000
	2	Transporter	56,000
	1	1/2T Ext Cab Truck	27,250
Roads	1	Flatbed W/Snowplow	22,000
	2	Brush Chipper	137,000
	2	Snowplow	25,000
	1	Skid Steer Loader W/Attachments	79,500
	5	Brushcutter Mower	527,500
	1	Asphalt Paver	125,000
	1	SUV, Small Hybrid 4x4	34,650
	1	Small Utility Trailer	5,000
	1	1/2T Ext Cab 4x4 Truck	27,250
	1	1/4T Crew Cab 4x4 Truck	25,000
	7	5 Yard Dump Truck	1,193,500
Sewer Utilities	1	1T Ext Cab 4x4 Truck W/Service Canopy	20,000
	1	3/4T Ext Cab 4x4 Truck W/Canopy	34,000
Traffic Ops	1	Button Application Truck	68,750
	1	Button Application Truck Upgrade	27,500
SWM	1	1T Crew Cab 4x4 Truck W/Dump	70,000
	2	3/4T Reg Cab 4x4 Truck	69,000
	1	Brushcutter Mower W/Tail Mower	110,500
<b>Subtotal</b>	<b>35</b>		<b>2,699,400</b>
<b>New Equipment (funded by Department listed)</b>			
Roads	2	Tank De-icer W/Spraybar	50,000
	2	4 Axle Dump Trailer	140,000
SWM	1	3/4T Ext Cab 4x4 Truck	38,000
	<b>5</b>	<b>Subtotal</b>	<b>228,000</b>
<b>Other</b>			
		Other Non-Vehicle Purchases	41,300
		Unscheduled Replacements	450,000
<b>Subtotal</b>			<b>491,300</b>
<b>Total</b>	<b>40</b>		<b>\$ 3,418,700</b>



# FERRY SERVICES FUND

## Enterprise Fund

### DEPARTMENTAL SUMMARY:

The Ferry Services Fund provides for the operation, maintenance, and capital improvement for the Pierce County ferry system, which consists of two ferry boats and the ferry landings at Steilacoom, Ketron Island, and Anderson Island. The fund's financial goal is to be as self-supporting as possible primarily through a mix of fare revenue, state ferry subsidy, and gas tax revenue. The County Road Fund subsidizes any revenue shortfall for the Ferry Services fund.

The ferry system is the only public method of transportation for people and goods for Ketron and Anderson Islands. Over 400,000 persons are transported to and from these islands annually. Outside contracted services are utilized to provide day to day operations of the ferry boats and ticket sales.

This fund includes the debt servicing of the \$10,588,000 in state loans for the construction of the current ferries. The debt outstanding on December 31, 2011 is \$5,094,878. The interest rate is 1% and .05% on the two loans payable annually on July 1.

### BUDGET

The Ferry Service budget for 2012 is 43.9% above 2011 and reflects:

### HIGHLIGHTS:

- a) Reduction of 1.1FTE and necessary inflationary adjustments for remaining staff and operating expenses;
- b) \$1.0 million in repairs and maintenance for dry-docking of the Christine Anderson;
- c) \$500,000 for ferry terminal remodeling;
- d) Debt service payments for the new ferry; and
- e) \$800,000 loan to the Pierce County Airport Fund.

### PERFORMANCE MEASURES

- 1) Operating revenues will cover at least 75% of operating expenses, 100% of ferry terminal depreciation, and 50% of vessel depreciation. (Pierce County Goal A)

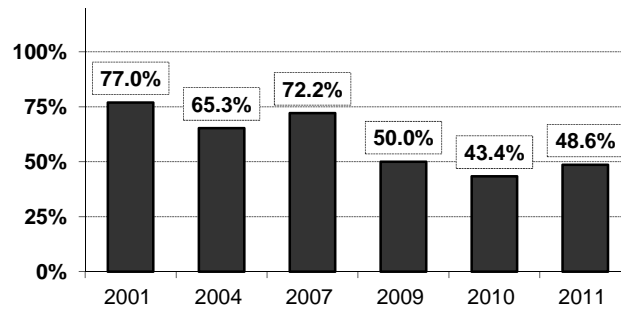
## FUNDING SOURCES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Use of Fund Balance	\$ —	\$ —	\$ 395,480	\$ 1,534,250	\$ 1,138,770	287.9 %
Intergovernmental Revenue	2,001,702	3,325,238	2,019,670	2,696,060	676,390	33.5
Charges for Services	2,001,709	1,912,872	2,000,000	2,100,000	100,000	5.0
Miscellaneous Revenue	1,393,144	962,146	197,000	198,000	1,000	0.5
Other Financing Sources	—	(964)	—	110,000	110,000	∞
<b>Total</b>	<b>\$ 5,396,555</b>	<b>\$ 6,199,292</b>	<b>\$ 4,612,150</b>	<b>\$ 6,638,310</b>	<b>\$ 2,026,160</b>	<b>43.9 %</b>



## BUDGET RATIOS

### Extent of Self-Support from Ferry Tolls



- ❖ From 2001 to 2011 ferry tolls as a percentage of operating expenses (excluding depreciation and debt service) decreased by 37%. The ten year average is 61%. There were unusually high maintenance expenses in 2008 and 2009. The 2004-07 average for maintenance was \$373,200. The average maintenance in 2009-10 was \$1,757,000.



# PUBLIC WORKS CONSTRUCTION FUND

## *Capital Project Fund*

**DEPARTMENTAL SUMMARY:**

The Public Works Construction Fund was established to account for costs of transportation construction projects which typically extend beyond a single budget year. Costs are tracked over the life of each project for reimbursement and reporting purposes. Revenue sources for the projects include federal, state, or local funds.

State RCWs require the preparation of a plan for transportation improvement programs and projects. The document must be updated annually and filed with the Secretary of the Department of Transportation. In addition, each urban area city and county must submit a separate program section identifying projects for submittal to the Transportation Improvement Board (TIB) for potential funding under the Urban Arterial Trust Account (UATA) or the Transportation Improvement Account (TIA). The plan also informs other jurisdictions of Pierce County’s current planning direction for transportation needs. The six year Transportation Improvement Plan (TIP) is approved by the Pierce County Council and submitted to the Puget Sound Regional Council for review and inclusion in the regional transportation plan. The list of construction projects shown on the following pages reflects anticipated expenditures for the current year only. Even though most projects extend over multiple years, an annual allocation is required for purposes of balancing the annual budget and to meet other legal requirements. The actual projects under construction may vary from those shown below as long as the project undertaken is authorized in one of the approved transportation planning documents referenced above.

**BUDGET HIGHLIGHTS:**

The Public Works Construction Fund budget for 2012 totals \$26,209,000, which is 27.0% below 2011. The anticipated projects and related funding sources are shown on the following pages. However, all projects listed in the Transportation Improvement Plan are eligible for activity in 2012.

**PERFORMANCE MEASURES**

- 1) Design and advertise at least 90% of the number of projects planned to be advertised in the annual element of the Transportation Improvement Program. (Pierce County Goal C)
- 2) Complete construction on a least 90% of the number of projects planned to be completed with construction in the annual element of the Transportation Improvement Program. (Pierce County Goal C)

### FUNDING SOURCES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Use of Fund Balance	\$ —	\$ —	\$20,305,100	\$ 7,783,000	\$ (12,522,100)	(61.7) %
Intergovernmental Revenue	8,634,601	5,991,645	5,846,600	4,197,000	(1,649,600)	(28.2)
Charges for Services	29,104	1,160,280	511,300	—	(511,300)	(100.0)
Miscellaneous Revenue	45,276	121,326	—	—	—	—
Other Financing Sources	32,586,214	30,517,514	9,239,000	14,229,000	4,990,000	54.0
<b>Total</b>	<b>\$41,295,195</b>	<b>\$37,790,765</b>	<b>\$35,902,000</b>	<b>\$26,209,000</b>	<b>\$ (9,693,000)</b>	<b>(27.0) %</b>





Public Works Construction Fund

PROJECT SUMMARY

Project Name	Project Limits	CRP #	Total Cost	2012 Budget		Carry-over	Road Fund	Bond Proceeds	2012 Funding Sources (All Costs in \$1000's)	
				\$	%				\$	%
Alder Cutoff Rd E / Stabilization Study	Milepost 5.0 S of Bridge #23164-B to Milepost 5.6	5779	TBD	\$ 10	270	\$ 10	\$ —	\$ —	\$ —	\$ —
A St S / 112th St S	Intersection	5423	TBD	—	—	—	—	140	—	130
Bridge #1172-C / 288 St S	At Lacamas Creek	5733	1,800	25	124	25	—	—	—	99
Bridge #19204-H / Canyon Rd E / Northerly Ext	At Puyallup River / SR-167 to N Levee Rd E / 70 Ave	5369	TBD	1	1	1	—	—	—	—
Bridge #26211-A / FI Bridge Rd FI	FI Bridge Rd FI over Hale Passage	5785	TBD	—	115	—	115	—	—	—
Bridge #36193-A / 176 St E	176 St E over Tacoma Rail	5387	3,100	—	100	—	—	100	—	—
Canyon Rd E	172 St E to 160 St E	5656	9,100	—	270	—	—	—	—	270
Canyon Rd E	99 St Ct E to 900' N of 84 St E	5726	TBD	32	330	32	—	—	24	274
Canyon Rd E / Northerly Extension	Pioneer Way E to 52 St E / 62 Ave E	5643	25,000	35	425	35	—	—	20	370
Canyon Rd E / Southerly Extension	224 St E to 200 St E	5764	TBD	—	168	—	—	168	—	—
Crystal Mountain Blvd E	ST-410 to Milepost 3.25	5738	15,500	—	545	—	—	—	—	545
County Forces (Formerly Day Labor)	Countywide	5000	1,250	—	100	—	100	—	—	—
Cromwell Dr NW / Seawall Repair	200' W of 56 Ave Ct NW to 800' E of 56 Ave Ct NW	5716	TBD	1	1	1	—	—	—	—
Grant/Developer Leveraging Program	Various Locations	5900	600	—	100	—	100	—	—	—
Jahn Ave NW / 32 St NW / 22 Ave NW	36 St NW to 24 St NW	5540	3,200	465	465	465	—	—	—	—
Key Center Pedestrian Improvements	Key Center Rural Activity Center	5784	75	50	50	50	—	—	—	—
Key Pen Hwy Kpn/Olsen Rd Kpn/Cramer Rd Kpn	Intersection	5740	2,300	—	100	—	—	—	50	—
Military Rd S / Spanaway Loop Rd S	Intersection	5717	TBD	1	1	1	—	—	—	—
Miscellaneous Engineering	Various Locations	5100	420	—	100	—	100	—	—	—
Orting Kapowsin Hwy E / 200 St E	Intersection	5758	TBD	25	25	—	—	—	25	—
Pioneer Way E / Waller Rd E	Intersection	5628	2,800	625	625	550	—	—	75	—
Road Safety Pgm - Signal, Flashers, Dynamic Signs	Various Locations	5782	615	63	63	—	—	—	—	63
Road Safety Program - Guardrail	Various Locations	5781	535	51	51	—	—	—	—	51
Road Safety Program - Pavement Modification	Various Locations	5783	515	62	62	—	—	—	—	62
Safe Routes to School Program	Various Locations	5800	TBD	50	50	—	50	—	—	—
Spanaway Loop Rd E	Military Rd E to Tuile Lake Rd E	5727	TBD	1	1	1	—	—	—	—
Spot Safety Program	Various Locations	5247	300	50	50	—	50	—	—	—
SR-704 (Cross Base Hwy)	I-5 to 176 St S	5469	5,100	1	1	1	—	—	—	—
State Contract Participation	Various Locations	5199	550	50	50	—	50	—	—	—
Stewart Rd	Bridge #1204-A to Lake Tapps Pkwy E	5660	8,200	2	2	1	—	—	—	1
Summer Tapps Hwy E / S Tapps Dr E	Intersection	5708	TBD	130	130	—	—	—	130	—
Sunrise Pkwy E / 122 Ave E	Intersection	5786	TBD	150	150	—	—	—	150	—
Valley Ave E / 70 Ave E (Phase 2)	Freeman Rd E to 20 St E	5148	1,200	342	342	—	342	—	—	—
Waller Rd E / 128 St E	Intersection	5633	TBD	110	110	50	—	—	60	—
Waller Rd E / 84 St E	Intersection	5760	TBD	90	90	—	—	—	90	—
Wetland Banking Program	Various Locations	5330	310	5	5	—	5	—	—	—



# REET RIVER FUND

## *Special Revenue Fund*

*The mission of the Surface Water Management Division is to be a responsive service organization that efficiently addresses flood control, water quality, and the preservation of natural drainage systems.*

**DEPARTMENTAL SUMMARY:** The revenue for this fund is derived from a portion (currently 25%) of the first one quarter of one percent tax imposed on the sale of real property situated in the unincorporated areas of Pierce County. The monies are used for river improvement capital projects as identified in the Puyallup River Basin Comprehensive Flood Control Management Plan.

**BUDGET HIGHLIGHTS:** The 2012 REET River budget is 2.6% above the 2011 amount and includes:

- a) Major flood plain land purchases, \$4.2 million largely funded with grant monies;
- b) Levee improvements and other construction projects \$2.5 million;
- c) Consultant and other professional services, \$467,040; and
- d) Inflationary adjustments for staff and operations.

The budget includes the use of just over \$2.5 million in fund balance to finance this budget.

### FUNDING SOURCES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Use of Fund Balance	\$ —	\$ —	\$ 5,021,530	\$ 2,554,410	\$ (2,467,120)	(49.1) %
Taxes	897,740	756,707	728,000	717,540	(10,460)	(1.4)
Intergovernmental Revenue	2,526,599	666,757	1,935,000	4,611,870	2,676,870	138.3
<b>Total</b>	<b>\$ 3,424,339</b>	<b>\$ 1,423,464</b>	<b>\$ 7,684,530</b>	<b>\$ 7,883,820</b>	<b>\$ 199,290</b>	<b>2.6 %</b>

### PROGRAM EXPENDITURES

	2011 FTE	2012 FTE	2011 Budget	2012 Budget	Absolute Change	Percent Change
Administration & Tech Support	1.11	1.11	\$ 959,530	\$ 1,023,720	\$ 64,190	6.7 %
Basin Plan & Land Acquisition	—	—	6,725,000	6,860,100	135,100	2.0
<b>Total</b>	<b>1.11</b>	<b>1.11</b>	<b>\$ 7,684,530</b>	<b>\$ 7,883,820</b>	<b>\$ 199,290</b>	<b>2.6 %</b>



## SECOND REET ROADS FUND

### *Special Revenue Fund*

**DEPARTMENTAL SUMMARY:** The Second Real Estate Excise Tax (REET), which can only be allocated for infrastructure projects (e.g., roads, sewers, parks, water systems), was approved in late 2001 to be effective in 2002. The Council approved an allocation of 75% for transportation projects and 25% for Parks and Recreation projects.

**BUDGET HIGHLIGHTS:** The 2012 budget revenues reflect annual real estate excise tax proceeds plus the use of prior fund balance. These revenues will be budgeted for debt service on two bond issues and minor administrative costs.

### FUNDING SOURCES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Use of Fund Balance	\$ —	\$ —	\$ 3,534,500	\$ 1,644,580	\$ (1,889,920)	(53.5) %
Taxes	2,692,605	2,270,105	2,321,000	2,197,000	(124,000)	(5.3)
<b>Total</b>	<b>\$ 2,692,605</b>	<b>\$ 2,270,105</b>	<b>\$ 5,855,500</b>	<b>\$ 3,841,580</b>	<b>\$ (2,013,920)</b>	<b>(34.4) %</b>

### EXPENDITURES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Other Services & Charges	\$ 83,640	\$ 15,778	\$ 2,019,570	\$ 9,340	\$ (2,010,230)	(99.5) %
Debt Service-Principal	—	1,981,572	3,835,930	3,832,240	(3,690)	(0.1)
<b>Total</b>	<b>\$ 83,640</b>	<b>\$ 1,997,350</b>	<b>\$ 5,855,500</b>	<b>\$ 3,841,580</b>	<b>\$ (2,013,920)</b>	<b>(34.4) %</b>



# SEWER REVENUE BONDS FUND

## *Enterprise Fund*

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<b>DEPARTMENTAL SUMMARY:</b>	<p>This fund is used to accumulate monies for repayment of the following bond issues:</p> <p><b>Sewer Refunding Revenue Bonds, 2010A</b> — The \$7,565,000 sewer refunding revenue bonds, which were issued to refinance the remaining \$8,420,000 of Sewer Revenue Bonds, 2001, are serial bonds due in annual installments ranging from \$50,000 to \$920,000 plus interest of 2.00% to 4.00%. Bonds maturing August 1, 2021 are callable beginning August 1, 2020, or on any scheduled interest payment date thereafter. The bonds are the sole obligation of the Sewer Utility and their repayment is provided from ULID assessment collections and monthly sewer rates. The bond balance on December 31, 2011 is \$7,515,000.</p> <p><b>Sewer Revenue Bonds, 2010B (Taxable Build America Bonds—Direct Payment)</b> — The \$53,660,000 sewer improvement bonds are serial and term bonds due in annual installments ranging from \$1,010,000 to \$2,720,000 plus interest of 0.75% to 4.75%. Bonds maturing August 1, 2021 through August 1, 2040 are callable beginning August 1, 2020 or on any scheduled interest payment date. The term bonds are subject to mandatory calls as identified in the Official Statement. The bonds have been designated Build America Bonds and qualify for a 35% interest credit payable by the United States Treasury. The bonds are the sole obligation of the Sewer Utility and their repayment is provided primarily from connection charges, monthly sewer rates, and federal credit payments. The bond balance on December 31, 2011 is \$52,650,000.</p> <p><b>Limited Tax General Obligation Refunding Bonds, 2005</b> — The \$38,380,000 general obligation refunding bonds, which advance refunded \$760,000 of the Limited Tax General Obligation Bonds, 1997B, \$3,245,000 of the Limited Tax General Obligation Bonds, 1999, \$28,930,000 of the Limited Tax General Obligation Bonds, 2000, \$5,340,000 of the Sewer Revenue and Refunding Bonds, 1993, and \$900,000 of the Sewer Revenue and Refunding Bonds, 1997, are serial bonds due in annual installments ranging from \$515,000 to \$2,570,000 plus interest of 3.00% to 5.125%. Financing is provided from the General Fund regular tax levy for the limited tax general obligation bonds and from sewer assessments and rates for the sewer revenue bonds. The bonds maturing on or after August 1, 2016 are callable beginning August 1, 2015. The outstanding balance on December 31, 2011 is \$31,590,000; \$30,325,000 payable by the General Fund and \$1,265,000 payable by the Sewer Utility.</p> <p><b>State Public Works Board Loan for Steilacoom, 1999</b> — The \$477,659 sewer improvement loan is due in annual installments \$43,424 plus interest of 1.0%. The maturity date is July 1, 2019. Financing is provided from a surcharge assessed the customers of the City of Dupont. The loan can be repaid at anytime without penalty. The outstanding Bonds balance at December 31, 2011 is \$347,388.</p> <p><b>State Public Works Board Loan for Steilacoom, 2005</b> — The \$1,403,186 sewer improvement loan is due in annual installments \$82,540 plus interest of 0.5%. The maturity date is July 1, 2025. Financing is provided from a surcharge assessed the customers of the City of Dupont. The loan can be repaid at anytime without penalty. The outstanding bonds balance at December 31, 2011 is \$1,155,565.</p>
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# SEWER UTILITY FUND

## *Enterprise Fund*

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*The mission of the Sewer Utility is to provide customers with high quality, cost effective sanitary sewer services by collecting and treating all wastewater generated from County service areas in accordance with applicable local, state, and federal permit requirements.*

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### **DEPARTMENTAL SUMMARY:**

The Sewer Utility Fund accounts for all activities involved with the collection and treatment of wastewater produced within the Utility's sewer service area and is under the administration of the Public Works and Utilities Department. Fund revenues are derived predominately from customer/ratepayer bi-monthly sewer billings, connection and capacity fees and charges, and development permit fees.

The fund's major activities revolve around the maintenance, operations, preservation, improvement, and administration of the Chambers Creek Regional Wastewater Treatment Plant and Collection System. When required, the fund finances construction projects that benefit the Utility's customers/ratepayers.

The Chambers Creek Regional Wastewater Treatment Plant is comprised of a 28.7 million gallon a day secondary treatment plant located in a 200 acre reserve within the Chambers Creek Properties in the City of University Place.

The Collection system is comprised of over 669 miles of Utility owned, and 172 miles of privately owned sewer collection and transmission lines, 95 major pumping stations, 895 residential grinder pumps, and 19 automated flow meters.

The service area consists of the cities of University Place, Lakewood, Dupont, Steilacoom, Milton, and Edgewood, and the unincorporated urban areas of Parkland, Spanaway, South Hill, Frederickson, Cascadia, and Brown's and Dash Point. Contract service areas include the Town of Steilacoom and portions of the cities of Tacoma and Fife. The Utility also has a limited Rural Service Area located predominately in the Midland and Graham Communities.

The Utility works with the Lakehaven Utility District and City of Tacoma in areas of wastewater collection and treatment under different inter-local sewer service agreements.

### **BUDGET HIGHLIGHTS:**

The 2012 Sewer Utility Fund budget is 3.9% above 2011, and reflects the following items of note:

- a) Normal inflationary increases for staff, utilities, repairs, and other operating expenses;
- b) Debt service funding for outstanding sewer revenue bonds including an amount for a proposed \$77.6 million new bond;
- c) An allocation of \$1.2 million for future planned capital improvements; and
- d) A sewer rate increase (a \$3.64 monthly increase for a single family residential customer) to finance these costs.



*Sewer Utility Fund*

**Staffing Summary**

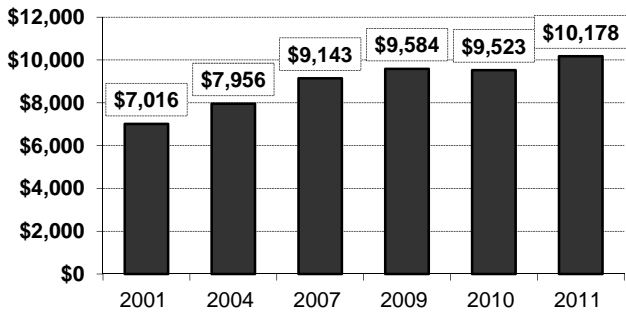
	<b>2007 FTE</b>	<b>2008 FTE</b>	<b>2009 FTE</b>	<b>2010 FTE</b>	<b>2011 FTE</b>	<b>2012 FTE</b>
Dir - Public Works & Util	0.24	0.24	0.24	0.22	0.23	0.29
Deputy PW & Utilities Dir	0.24	0.24	0.24	0.22	0.23	0.29
Public Development Mgr	—	0.30	1.00	1.00	1.00	1.00
WW Utility Manager	0.90	0.90	0.90	0.90	0.90	0.90
Maint Manager	—	—	1.00	1.00	1.00	1.00
WWTP Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
WW Construction Proj Manager	1.00	1.00	1.00	1.00	1.00	1.00
WWTP Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Manager	1.00	1.00	2.00	2.00	2.00	2.00
Strategic Plng/Asset Manager	1.00	1.00	1.00	1.00	1.00	1.00
WW Collection System Manager	1.00	1.00	1.00	1.00	1.00	1.00
Planner	2.90	3.00	3.00	4.00	4.00	4.00
PW/Util Maint Program Mgr	—	—	—	—	3.00	3.00
WWTP Chief Operator	1.00	1.00	1.00	1.00	1.00	1.00
WWTP Lab Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
WWTP Maint Supv	2.00	1.00	1.00	1.00	1.00	1.00
Public works/Util Mnt Supv	—	—	—	—	7.00	7.00
Right of way Agent	—	0.24	0.24	0.24	0.50	0.50
Civil Engineer	12.00	15.00	16.00	23.00	23.00	23.00
Admin Program Manager	—	0.70	0.70	0.70	1.70	0.70
Grant Accountant	—	—	0.67	1.00	0.70	0.80
Public Works/Util Supv	—	1.00	1.00	1.00	1.00	1.00
WWTP Lab Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Civil Engineer-In-Training	1.00	—	—	—	1.00	1.00
WW Maint Spec Mech	5.00	18.00	18.00	18.00	19.00	19.00
WWTP Operator	11.00	11.00	13.00	13.00	13.00	13.00
Engineering Tech	16.00	17.00	17.00	20.00	20.00	20.00
Accounting Assistant	7.10	6.40	5.76	6.16	6.50	6.50
Office Assistant	8.90	8.90	8.00	7.74	8.21	8.25
Communications Coordinator	—	1.00	1.00	1.00	1.00	1.00
Dept Comptr Support Spc	—	—	—	—	—	1.00
WW Maint Tech	31.00	20.00	19.00	19.00	16.00	16.00
Administrative Asst	1.55	1.00	1.00	1.00	0.50	0.40
WW Inventory Expeditor	1.00	1.00	1.00	1.00	2.00	2.00
WW Maint Spec Elec	3.00	3.00	3.00	3.00	3.00	3.00
WW Maint Spec Inst	4.00	4.00	4.00	4.00	4.00	4.00
WW Maint Worker	—	—	1.00	1.00	7.00	7.00
WWTP Laboratory Tech	1.00	1.00	1.00	1.00	1.00	1.00
WWTP Pretreatment Tech	3.00	3.00	3.00	3.00	3.00	3.00
Parts Specialist	—	—	1.00	1.00	1.00	1.00
WWTP Utility Worker	4.00	4.00	5.00	5.00	2.00	1.00
Special Projects Manager	—	0.56	0.50	0.50	0.50	—
Contracts Coordinator	—	0.55	—	—	0.75	—
WW Coll Maint Supv	2.00	2.00	2.00	2.00	—	—
Maintenance & Ops Supv	—	1.00	1.00	1.00	—	—
Utilities Maint Field Supv	—	—	6.00	6.00	—	—
WW Asst Coll System Manager	1.00	1.00	1.00	1.00	—	—
Supervisory Admin Asst	0.62	0.62	0.44	0.60	—	—

(Table continued on the following page)



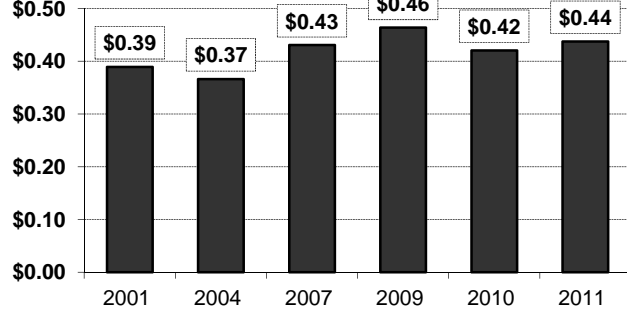
## BUDGET RATIOS

**Maintenance Cost per Mile of Pipe**



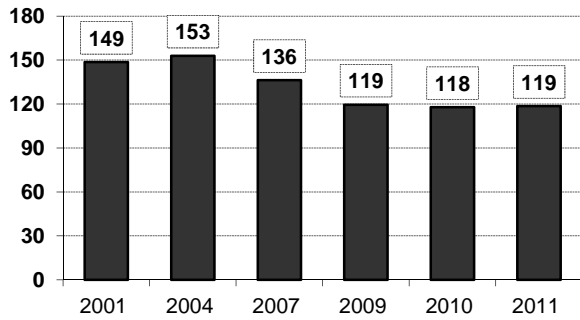
❖ From 2001 to 2011 the maintenance cost per mile of collection pipe increased 45% after adjusting for inflation. The ten year average is \$8,832.

**Treatment Cost per Daily Gallon**



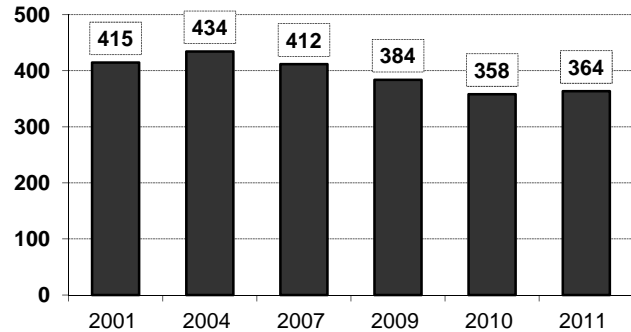
❖ From 2001 to 2011 the treatment cost per daily gallon of wastewater increased 12% after adjusting for inflation. The ten year average is \$0.40.

**Wastewater Treated per Employee**



❖ From 2001 to 2011 the number of gallons of wastewater treated daily per Sewer Utility employee decreased 16%. The ten year average is 140.

**Customer Accounts per Employee**



❖ From 2001 to 2011 the number of active customer accounts per Sewer Utility employee decreased 12%. The ten year average is 406.



# SEWER UTILITY CONSTRUCTION/RESERVE FUND

## *Enterprise Fund*

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### DEPARTMENTAL SUMMARY:

The Utilities Construction Fund is used to account for all non-ULID sewer construction work. This fund is financed through appropriations from the Sewer Utility Operating Fund, the Facility Restricted Reserve Fund, and interest bearing loans from the Sewer Utility Operating Fund.

### BUDGET HIGHLIGHTS:

**Chambers Creek Regional Wastewater Treatment Plant — Expansion GC/CM (2010—2016)** — This project is a combination of the Emergency Generator Replacement and Expansion, Electric Vault Dewatering Upgrades, Non-Process Facility Expansion (minus the Sewer and Traffic Operations Facility), Liquid Stream Process Improvements (minus the WWTP Reclaimed Water Pump Station), Biosolids Improvement Phase 1 and the Miscellaneous Repair and Replacement Projects as identified in the 2011 CFP and budget.

**Chambers Creek Regional Wastewater Treatment Plant — Disinfection Improvements Phase 1(2011—2012)** — A preservation project that will replace the existing ultraviolet disinfection system with a new ultraviolet disinfection system.

**Sewer and Traffic Operations Facility (2009—2013)** — This project was formally included in the Non-process Facility Expansion projects, as identified in the 2011 CFP and budget and will consist of construction of an operations building, maintenance facility and covered equipment storage for the Sewer Utility and the Traffic Operations Divisions.

**Chambers Creek Regional Wastewater Treatment Plant — Reclaimed Water Pump Station (2010—2013)** — This project was formerly included in the Liquid Stream Process Improvements as identified in the 2011 CFP and budget but was separated when it was identified to be designed and constructed outside of the WWTP GC/CM project. This project will create a pump station that will transmit raw water and reclaimed water to the WWTP and Chambers Creek Properties.

**Chambers Creek Tunnel Rehabilitation Phase 2 (2010—2012)** — A preservation project that provides for the rehabilitation and protection of the existing Chambers Creek Tunnel. This project re-lines 3,500 feet of the tunnel structure.

**Chambers Creek Regional Wastewater Treatment Plant — Energy Dissipater Rehabilitation and Odor Control (2010—2012)** — A preservation project that will line the deteriorating concrete surfaces of the energy dissipater along with replacing the existing but ineffective odor control facility.

**Cypress Green Community System Connection (2011—2012)** — An improvement project that will connect the Cypress Green Apartments community system (operated and maintained by the Sewer Utility) to sewers being built by the City of Lakewood.

**B Street Interceptor Phase 2 (2010—2012)** — This project has been split into two phases as identified in the 2011 CFP and budget. This improvement project includes the installation of approximately 5,000 feet of 36" and 30" diameter gravity pipeline along "B" Street East from 176<sup>th</sup> Street East to 196<sup>th</sup> Street East.

**B Street Interceptor Phase 3 (2010—2016)** — This project was created by the split of the B Street Interceptor Phase 2 project as identified in the 2011 CFP and budget. This





*Sewer Utility Construction/Reserve Fund*

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Building and add fall protection that is currently not provided.

**Facilities R&R — Secondary Clarifiers #3 and #5 Rake Arm Recoating (2012) —**

This preservation project will recoat the rake arms in the Secondary Clarifiers to extend their usable life.

**Chambers Creek Properties BNSF Access (2009—2012) —** This improvement and administrative project consists of the revision of the Burlington Northern Santa Fe railroad right-of-way access, including design, permitting, fencing, landscaping, and construction.

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**PERFORMANCE MEASURES**

- 1) Design and advertise at least 90% of the number of projects planned to be advertised in the annual element of the Sewer Improvement Program. (Pierce County Goal C)
- 2) At least 95% of first reviews will be completed within 15 working days after application submittal and at least 95% of subsequent reviews will be accomplished within ten working days. (Pierce County Goal D)

**PROJECT SUMMARY**

<b>Capital Reserve Fund # 403</b>	<b>2012</b>
<b>Project Name</b>	<b>Budget</b>
B Street Interceptor Phase 3	\$ 200,000
Cypress Green Community System Connection	5,000
Miscellaneous Sewer Line Connections	427,000
<b>Sub Total - Contributions to Construction Fund 403</b>	<b>632,000</b>
Advance to Water Utility	310,010
Reserve for Future Projects	871,990
<b>Total</b>	<b>\$ 1,814,000</b>



# SOLID WASTE MANAGEMENT FUND

## *Enterprise Fund*

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*The mission of the Solid Waste Management Division is to provide Pierce County citizens with efficient waste reduction, recycling, disposal, and household hazardous waste management systems which protect public health and safety and the natural and human environment of Pierce County.*

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**DEPARTMENTAL SUMMARY:** The Solid Waste Management Fund finances the planning, administration, program development, permitting, and enforcement for the County's solid waste management system. The fund is under the administration of the Public Works and Utilities Department. The fund supports two separate functions: the Solid Waste Division of the Public Works and Utilities Department which is primarily responsible for planning, program development and recycling, and the Waste Management Section of the Tacoma-Pierce County Health Department which is responsible for regulatory permitting and enforcement issues. Financing is generated through an allocation of the disposal fees collected at disposal sites operated by Land Recovery, Inc.

**BUDGET HIGHLIGHTS:** The Solid Waste Management Fund budget for 2012 is 0.4% above 2011 due to the reductions in landfill post closure expenses and reductions in other professional services. The budget includes the following:

- a) Consulting and legal services for Hidden Valley and Purdy on-going post-closure activities;
- b) On-going funding for the Pierce County Responds program;
- c) Continued emphasis on public information programs for recycling, yard waste/composting activities;
- d) Continued funding for the Health Department Solid Waste Program;
- e) Studies examining existing waste stream and recycling programs, and proposing ways to improve recycling programs;
- f) Transfers to other funds for Solid Waste related activities; and
- g) Key Center and Purdy Facility site improvements.

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## PERFORMANCE MEASURES

- 1) At least 90% of violations reported are investigated within 12 working days. (Pierce County Goal D)



*Solid Waste Management Fund*

**WORKLOAD SERVICE DATA**

	<b>Unit of Measure</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Estimate</b>	<b>2012 Estimate</b>
<b>Solid Waste Operations</b>							
Monitor Solid Waste Operations	Sites	7	7	7	7	7	7
Household Hazard Waste Cleanup	Participants	4,881	5,299	5,406	5,306	5,000	5,000
<b>Education &amp; Outreach</b>							
Presentations & Workshops	Students	19,275	22,320	18,690	18,000	18,250	19,000
Fairs/Comm Events/Newsltr Recip	Attendees	610,000	611,000	609,450	410,000	415,000	415,000
<b>Pierce County Responds</b>							
Abating Small Illegal Dumpsites	Vouchers	475	384	435	334	370	450
Abating Nuisance Vehicles	Vehicles	1,341	1,239	1,188	1,147	1,050	1,000



# SURFACE WATER MANAGEMENT FUND

*Special Revenue Fund*

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*The mission of the Surface Water Management is to be a responsive service organization that efficiently addresses flood control, water quality, and the preservation of natural drainage systems.*

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**DEPARTMENTAL  
SUMMARY:**

The Storm Drainage and Surface Water Management Fund (SWM) was established to provide resources to plan, manage, and maintain the storm drainage and surface water runoff systems within unincorporated Pierce County drainage basin areas. The goals of the utility are to maintain water quality by preventing siltation and erosion of the County's waterways, protect water quality of lakes and aquifers, protect water quality for wildlife and fish habitat, and to minimize property loss from water damage.

The Flood Control-Rivers Division of SWM maintains the flood control capacity of about 43 miles of channel in the downstream reaches of the Puyallup, White, and Carbon Rivers. Pierce County has adopted the Puyallup River Basin Comprehensive Flood Control Management Plan that establishes maintenance and construction alternatives for the downstream reaches of the three rivers.

**BUDGET  
HIGHLIGHTS:**

The 2012 Surface Water Management Fund budget total is 2.9% below 2011. This budget will fund:

- a) Staff and operating expenses adjusted for inflation;
- b) National Pollutant Discharge Elimination System (NPDES) related activity;
- c) Large allocations for capital projects, equipment, and parcel acquisitions; and
- d) On-going repair and maintenance expenses.

In order to balance the budget as proposed we will be using approximately \$3.9 million in prior fund balance. The budget also reflects a rate increase of 5%.

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**PERFORMANCE MEASURES**

- 1) Improve water quality in Pierce County waters so that no bodies of water are below a C-. Improve water quality so that the average water quality is a C+. (Pierce County Goal E)
- 2) Design and advertise at least 90% of the number of projects planned to be advertised in the annual element of the Surface Water Management Improvement Program. (Pierce County Goal C)





*Surface Water Management Fund*

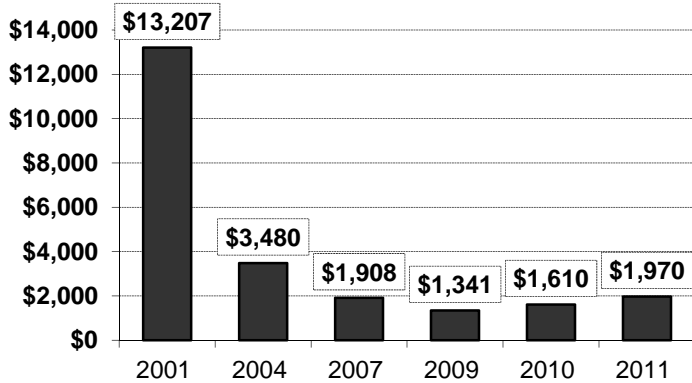
<b>STAFFING SUMMARY</b>						
	<b>2007 FTE</b>	<b>2008 FTE</b>	<b>2009 FTE</b>	<b>2010 FTE</b>	<b>2011 FTE</b>	<b>2012 FTE</b>
Dir - Public Works & Util	0.14	0.14	0.14	0.15	0.17	0.16
Deputy PW & Utilities Dir	0.14	0.14	0.14	0.15	0.17	0.16
Special Projects Coord	—	—	1.00	1.00	1.00	1.00
Water Quality Manager	—	—	1.00	1.00	1.00	1.00
Water Programs Manager	0.95	0.95	0.95	0.95	0.95	0.95
Planner	7.00	9.00	6.00	8.00	10.00	10.00
Water Program Maint Mgr	1.00	1.00	1.00	1.00	1.00	1.00
Project Manager	—	2.00	1.00	1.00	1.00	1.00
Fiscal Services Mgr	0.45	0.45	0.45	0.34	0.50	0.50
Water Quality Supervisor	—	—	—	—	1.00	1.00
Public Works/Util Mnt Supv	—	—	—	—	1.00	1.00
Right of Way Agent	0.61	0.61	0.61	0.61	0.50	0.50
Civil Engineer	13.10	14.10	13.10	19.50	20.50	20.50
Heavy Equipment Operator	4.00	4.00	5.00	5.00	3.00	3.00
Admin Program Manager	—	0.30	0.30	0.30	0.30	0.30
Civil Engineer-in-Trng	1.00	1.00	1.00	1.00	2.00	2.00
GIS Specialist	0.94	0.94	0.94	0.94	0.94	0.94
Grant Accountant	—	—	0.55	0.75	1.00	0.75
Water Quality Specialist	—	—	—	—	16.00	16.00
Equipment Operator	—	1.00	—	—	2.00	2.00
PW/Util Maint Field Supv	—	—	—	—	1.00	1.00
Maintenance Technician	6.00	7.00	7.00	8.00	8.00	8.00
Engineering Technician	13.00	15.00	14.00	27.00	10.00	10.00
Accounting Assistant	2.45	2.15	1.86	1.45	1.70	1.75
Office Assistant	2.26	4.76	3.76	4.56	8.05	8.40
Comptr Sys Busnss Anlst	—	—	—	—	1.00	1.00
Environmental Biologist	2.90	2.90	3.90	6.90	6.90	6.90
Public Works/Util Prj Coord	—	1.00	1.00	1.00	—	—
Road District Supervisor	—	—	—	1.00	—	—
Public Works/Util Supervisor	—	1.00	1.00	1.00	—	—
Supervisory Admin Assistant	0.18	0.18	1.00	0.80	—	—
Maintenance Office Manager	1.00	1.00	1.00	1.00	—	—
Budget & Fiscal Manager	—	—	—	0.05	—	—
Administrative Aide	1.00	1.00	—	—	—	—
Records Specialist	0.33	0.33	—	—	—	—
Water Quality Supervisor	1.00	1.00	—	—	—	—
Contracts Coord	—	0.35	—	—	—	—
Dept Support Services Manager	—	0.20	—	—	—	—
Public Works Supervisor	1.00	—	—	—	—	—
Public Works Proj Coord	1.00	—	—	—	—	—
Administrative Assistant	0.35	—	—	—	—	—
Administrative Services Manager	0.20	—	—	—	—	—
<b>Total</b>	<b>62.00</b>	<b>73.50</b>	<b>67.70</b>	<b>94.45</b>	<b>100.68</b>	<b>100.81</b>



**BUDGET RATIOS**

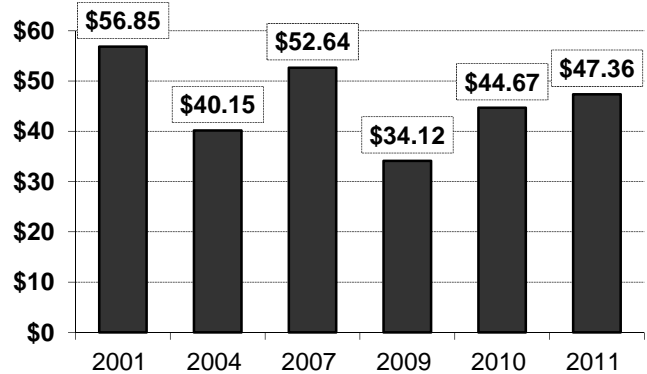
**SWM Maintenance and Operations Expenditures**

**Per County Owned Stormwater Pond**



- ❖ From 2001 to 2011 the maintenance and operations expenditure per County owned storm water pond decreased 85% after adjusting for inflation. The ten year average is \$3,687. The number of ponds more than tripled in 2004.

**SWM Operating Expenditures Per County Resident Served**



- ❖ From 2001 to 2011 SWM operating expenditures per resident served (excluding River Improvement costs) decreased 17% after adjusting for inflation. The ten year average is \$43.85.



# TRAFFIC IMPACT FEE FUND

## *Special Revenue Fund*

**DEPARTMENTAL SUMMARY:** The County Council recently approved the Traffic Impact Fee ordinance which levies fees on those developments that will impact the need for public road facilities. These impact fees are deposited in this fund and are allocated for the purpose specified in the enabling ordinance.

**BUDGET HIGHLIGHTS:** The majority of the 2012 budget will be transferred to the Roads Construction fund for designated projects, \$3,706,000. The budget also provides monies for staff and consulting services for necessary system and administration activities. This fund will utilize \$863,290 in prior fund balance to support the budgeted transfers in addition to the anticipated 2012 Traffic Impact fee revenues.

### FUNDING SOURCES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Use of Fund Balance	\$ —	\$ —	\$ 1,393,950	\$ 863,290	\$ (530,660)	(38.1) %
Charges for Services	2,479,113	3,885,949	2,929,900	2,990,000	60,100	2.1
Miscellaneous Revenue	39,153	12,074	14,020	10,000	(4,020)	(28.7)
<b>Total</b>	<b>\$ 2,518,266</b>	<b>\$ 3,898,023</b>	<b>\$ 4,337,870</b>	<b>\$ 3,863,290</b>	<b>\$ (474,580)</b>	<b>(10.9) %</b>

### EXPENDITURES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Salaries & Wages	\$ 97,817	\$ 72,390	\$ 76,280	\$ 53,850	\$ (22,430)	(29.4) %
Personnel Benefits	29,120	20,793	22,740	17,040	(5,700)	(25.1)
Supplies	353	—	—	—	—	—
Other Services & Charges	5,594,675	3,442,892	4,238,850	3,792,400	(446,450)	(10.5)
<b>Total</b>	<b>\$ 5,721,965</b>	<b>\$ 3,536,075</b>	<b>\$ 4,337,870</b>	<b>\$ 3,863,290</b>	<b>\$ (474,580)</b>	<b>(10.9) %</b>



# TRANSPORTATION FACILITIES FUND

## *Capital Project Fund*

**DEPARTMENTAL SUMMARY:**

The Transportation Facilities Fund was established to account for costs of new capital facility projects, such as Road Maintenance shops or other support facilities, separate from all other road related transportation projects. This fund includes the costs of new facilities (land acquisition, design, and construction), as well as major repairs/enhancements to such existing facilities.

**BUDGET**

The recommended 2012 budget reflects the following:

**HIGHLIGHTS:**

- a) Design work and construction of Decant Facility at Central Maintenance Facility..... \$1,000,000
  - b) Professional Services help with RFP for new West County Maintenance Facility..... 10,000
  - c) Design services for proposed Sewer and Traffic Operations Facility (STOP) ..... 1,000,000
  - d) Interest expense for previous loans ..... 152,000
- \$2,162,000

The budget includes \$1,260,000 in fund balance.

### FUNDING SOURCES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Use of Fund Balance	\$ —	\$ —	\$ 600,000	\$ 1,260,000	\$ 660,000	110.0 %
Intergovernmental Revenue	—	—	—	750,000	750,000	∞
Other Financing Sources	—	1,572,356	152,000	152,000	—	—
<b>Total</b>	<b>\$ —</b>	<b>\$ 1,572,356</b>	<b>\$ 752,000</b>	<b>\$ 2,162,000</b>	<b>\$ 1,410,000</b>	<b>187.5 %</b>

### PROGRAM EXPENDITURES

	2011 FTE	2012 FTE	2011 Budget	2012 Budget	Absolute Change	Percent Change
Decant Stations	—	—	\$ —	\$ 1,000,000	\$ 1,000,000	— %
West County Maint Facility	—	—	100,000	10,000	(90,000)	(90.0)
Sewer & Traffic Ops Fac	—	—	500,000	1,000,000	500,000	100.0
Intrst Pymnt E CMF (Rhodes lk)	—	—	152,000	152,000	—	—
<b>Total</b>	<b>—</b>	<b>—</b>	<b>\$ 752,000</b>	<b>\$ 2,162,000</b>	<b>\$ 1,410,000</b>	<b>187.5 %</b>





# WATER UTILITY FUND

## *Enterprise Fund*

**DEPARTMENTAL SUMMARY:**

The Water Utility was created to develop the ground and surface water rights located at the County's Chambers Creek Properties. The Utility initial plan is to either develop the water rights itself or utilize a water development contract with a third party. The developed water resource would then be wholesaled to one or more water utilities within Pierce County.

**BUDGET HIGHLIGHTS:**

The proposed 2012 budget continues to fund the development of the Water Utility, which began in 1999. The initial steps include conversion of the water rights at Chambers Creek from industrial to municipal use; investigation of methods to contract out development of the water rights; development of a Water General Plan; assessment of the ground and surface waters; and development of a Water System Plan. The major components of the 2012 budget are:

- a) The on-going expenses associated with these various studies;
- b) The costs for staff assigned to these activities; and
- c) Interest expense.

The funding for this budget is provided by a loan from the Sewer Utility Capital Reserve Fund.

### FUNDING SOURCES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Intergovernmental Revenue	\$ 4,685	\$ 13,626	\$ —	\$ —	\$ —	— %
Miscellaneous Revenue	15,277	—	—	—	—	—
Other Financing Sources	—	—	326,360	310,010	(16,350)	(5.0)
<b>Total</b>	<b>\$ 19,962</b>	<b>\$ 13,626</b>	<b>\$ 326,360</b>	<b>\$ 310,010</b>	<b>\$ (16,350)</b>	<b>(5.0) %</b>

### EXPENDITURES

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Absolute Change	Percent Change
Salaries & Wages	\$ 22,231	\$ 30,856	\$ 101,100	\$ 101,480	\$ 380	0.4 %
Personnel Benefits	6,979	10,835	30,980	35,230	4,250	13.7
Other Services & Charges	15,112	10,389	138,280	119,300	(18,980)	(13.7)
Interest	33,338	34,324	56,000	54,000	(2,000)	(3.6)
<b>Total</b>	<b>\$ 77,660</b>	<b>\$ 86,404</b>	<b>\$ 326,360</b>	<b>\$ 310,010</b>	<b>\$ (16,350)</b>	<b>(5.0) %</b>

