



EXECUTIVE MESSAGE



Pierce County

Office of the County Executive

930 Tacoma Avenue South, Room 737
Tacoma, Washington 98402-2100

(253) 798-7477 • FAX (253) 798-6628
www.piercecountywa.org

BRUCE F. DAMMEIER

Executive

(253) 798-7477

Bruce.Dammeier@co.pierce.wa.us

December 3, 2018

To the residents of Pierce County,

We are a county on the move! Jobs are up, household income is up, and housing starts are up. We are one of the fastest growing counties in the nation, and, year-over-year, our region had the highest rate of employment growth in the United States.

We are cutting government red tape, creating new incentives for family wage jobs, and we are issuing permits faster. We are cleaning up nuisance properties and we are selling surplus County-owned land to put it back into productive use.

To improve behavioral health, we are bringing mental health professionals directly to people who need them through innovative mobile programs and law enforcement co-responders. We are building a new Crisis Recovery Center in Parkland-Spanaway, as recommended by first responders. And we are partnering with the Cohen Veterans Network (CVN) to provide mental health services in Lakewood to post-9/11 veterans and their families.

To protect law enforcement and the public they serve, we invested in new technology-enabled equipment like robots with live video capability and advanced weapon lasers for our SWAT team.

We have made some great strides, but we still have a great deal of work ahead. Housing affordability and transportation mobility continue to be key regional challenges. Improving public safety continues to be paramount. And, our ongoing efforts to improve government performance remain essential.

The 2019 budget includes funding to increase the supply of housing in Pierce County via fee waivers and other policy priorities, especially for those at or below 80% of median income.

This budget continues to invest in public safety to ensure that deputies have the support they need to keep our residents safe and to keep those who wear the badge out of harm's way.

Lastly, we are advancing and delivering on our government performance and accountability values by supporting best-in-class human resources practices, improving customer service levels, ensuring measurable results from all areas of the County, and enhancing and expanding the ways we demonstrate and report our accomplishments to our constituents.

This budget allows us to continue making meaningful, sustainable progress for the people of Pierce County. I encourage you to read the details in the pages that follow.

Thank you for the opportunity to serve.

Sincerely,

A handwritten signature in black ink, appearing to read "BDammeier".

Bruce F. Dammeier
Executive

Budget Summary Highlights

Three strategic objectives provide the foundation for the 2019 budget:

Vibrant Communities

What makes a community vibrant? It's a combination of beautiful open spaces, innovative schools, world-class healthcare, and a growing business community. But, most of all, a community is made vibrant by the residents who invest their attention, energy, and care where they live, work and raise a family.

The 2019 budget includes funding for several key initiatives to support this vision.

We continue to prioritize public safety, adding new law enforcement positions to assist with cleaning up drug houses and other nuisance properties.

Building on the significant investments made in behavioral health in 2018, we plan to partner with others to expand the County's successful mobile outreach teams.

Lastly, vibrant communities include beautiful places to play and recreate. Continued investment in Pierce County parks, trails, and open spaces will provide accessible, safe and well-maintained areas that foster our physical and mental wellbeing. Some of the highlights for 2019 include the construction of Cross Park, development of the Chambers Creek Canyon Trail, and the arrival of ice bumper cars at Sprinker.

Entrepreneurial Climate

Government does not create jobs, but we play a supporting role by helping create the conditions where businesses can grow and thrive. Fostering an entrepreneurial climate means lowering fees, streamlining permits, and helping business owners save time and money. In short, we are working to make it easy to do business in Pierce County.

That's why we were pleased to learn that Pierce County had achieved the largest year-over-year percentage increase in jobs over the last year, according to the Bureau of Labor Statistics. At a nearly 5% increase, we outpaced the Seattle-Bellevue-Everett area and every other metropolitan district in the entire U.S.

Fueling that job growth depends on an educated, ready workforce. That means ensuring our young people are prepared for the family wage jobs that bring a brighter future and improved quality of life.

In 2019, we anticipate receiving the first portion of what is estimated to be \$123 million over 16 years due to the Sound Transit 3 sales and use tax offset fee passed by the Washington State Legislature. The law that created the fund requires the money be spent on educational services to improve outcomes in early learning, K-12, and higher education and are to be expended in Pierce County. In this budget, we provide resources for the University of Washington Tacoma to purchase lab equipment that will expand educational opportunities in science, technology, engineering, and math (STEM).

To keep people and goods moving, this budget supports continued progress to extend Canyon Road North.

Effective Government

We continue working to increase transparency and accountability in County government to those who employ us – the residents of Pierce County.

Several important human resources initiatives are funded in the 2019 budget. Included in the portfolio of projects is an initiative to foster diversity, inclusion and equity in the County.

In addition, the budget funds a study that will analyze a number of County jobs to determine if the compensation paid – in both base salary and benefits – is competitive and appropriate. The study is the first of its kind to be commissioned in the County in many years.

The budget also includes funding to expand the County's existing internship program for college students and enhancements to training opportunities for employees.

Stable and Strong

The proposed 2019 budget maintains a fund balance that exceeds 15% in 2019 and plans a deliberate, thoughtful approach for the four years that follow.

GENERAL FUND

As the name implies, this is the fund that receives undesignated revenues which can be budgeted for any appropriate County purpose. This fund finances the majority of the traditional services associated with County government.

A. GENERAL FUND REVENUES

A more detailed listing of General Fund revenues is presented in the Financial Overview section of this budget document. A summary of the 2019 revenues, with a comparison to the current year, is shown in the table below.

GENERAL FUND REVENUE SUMMARY				
	2018 Budget	2019 Budget	Absolute Change	Percent Change
Tax Revenue				
General Property Taxes	125,194,100	128,308,990	3,114,890	2.5 %
Law Enforcement Property Taxes	13,884,900	14,232,020	347,120	2.5 %
Sales Tax	82,530,000	85,593,300	3,063,300	3.7 %
Excise Taxes	747,870	700,000	(47,870)	(6.4) %
Gambling Taxes	241,470	246,100	4,630	1.9 %
License & Permit Revenue	5,732,720	5,830,730	98,010	1.7 %
Intergovernmental Revenue	22,694,960	22,599,370	(95,590)	(0.4) %
Charges for Services Revenue	53,962,750	52,514,430	(1,448,320)	(2.7) %
Court Fine & Penalty Revenue	4,328,370	4,223,870	(104,500)	(2.4) %
Miscellaneous Revenue	6,936,650	13,117,330	6,180,680	89.1 %
Proceeds from Sale of Assets	3,174,576	8,780,000	5,605,424	176.6 %
Transfers In	8,046,010	4,706,720	(3,339,290)	(41.5) %
Use of Fund Balance	3,324,930	2,698,560	(626,370)	(18.8) %
Total Available Resources	330,799,306	343,551,420	12,752,114	3.9 %

2019 revenue projections are based largely upon the following assumptions:

1. Revenue growth will be similar to 2018, increasing moderately throughout 2019.
2. While inflation will remain at low levels in 2019, increased consumption will result in sales tax revenue growth.
3. Short term interest rates will slowly rise throughout 2019.
4. Contract revenues for several major services (principally jail operations) will be at similar levels compared to 2018.
5. New construction will be at similar levels as in 2018.

Based upon the above assumptions, General Fund revenues are assumed to increase by 3.9% above the 2018 budget level.

The following summarizes the changes in each major category of revenue:

- ❖ **Property Tax** revenue collections are projected to increase by 2.5% in 2019. This level is based upon four factors. The first is the 1% growth available under state law. The second is the growth resulting from new construction and improvements (which is similar to prior years). The third is the administrative adjustments made for 2019 collections, and fourth, a decrease in delinquencies.
- ❖ **Sales Tax** revenue is projected to increase by 3.7% from the 2018 budget. This increase is primarily associated with an increase in retail related sales tax collections and new construction.
- ❖ **Other Taxes** are at similar levels compared to 2018.
- ❖ **Licenses and Permits** revenues are projected to increase by \$98,000 or 1.7%.
- ❖ **Intergovernmental Revenues** are at similar levels compared to 2018.
- ❖ **Charges for Services** are estimated to be 2.7% below 2018. This change is comprised of many increases or decreases in specific revenue sources (recording fees, planning fees, indirect cost charges, contractual services, etc).
- ❖ **Fines and Forfeitures** are projected to be 2.4% below the 2018 budget.
- ❖ **Miscellaneous Revenues** are projected to increase by \$6.2 million or 89% in 2019, largely due to increases in investment earnings associated with rising interest rates.

Overall the percentage change in total resources available for 2019 General Fund expenditures is 3.9% higher than the 2018 budget.

Percent Change in General Fund Revenues

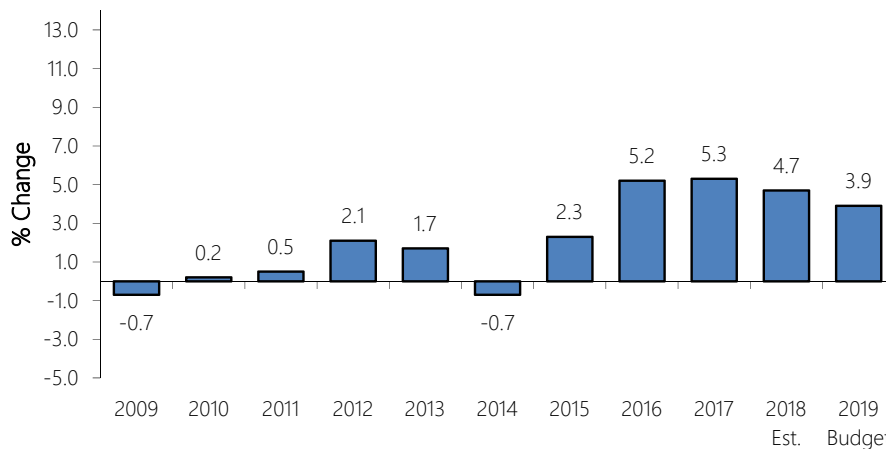


Figure 1

Comparative revenue changes for the last decade are shown in Figure 1. The decrease of 0.7% in 2014 reflects the loss of jail contracts at the County's regional jail, and realigning building permit fees to a special revenue fund.

Property Tax Limit – In addition to the general state of the economy, the growth in taxes from existing property has been limited to only 1% per year since 2002. This threshold is below the rate of inflation over this period and has placed limitations on the County budget.

B. GENERAL FUND EXPENDITURES

The Expenditure tables that follow summarize the 2019 General Fund expenditure budget, and compare it with the 2018 budget. The first table presents the General Fund according to functional category, while the second table lists each department budget.

The increase in the 2019 General Fund budget allocated to Public Safety and Legal and Judicial services is \$10.7 million. Public Safety and Legal and Judicial functions of the County continue to receive the highest percentage of General Fund expenditures in 2019.

As shown in the Department Expenditures listing, most departments show an increase in spending authority in 2019. Staffing changes in Public Safety and Legal and Judicial increased by 8 positions. Violence Prevention reflects the projected growth in sales tax collections. Assigned Counsel, Prosecuting Attorney, and Sheriff reflect increases for compensation.

The percentage change in a particular department budget as shown on the next page may not always be an indication of the extent to which that department’s real inflation adjusted resources are growing (or decreasing) from the prior year.

The “Budget Highlights” section in each department budget provides a more detailed explanation of the significant changes included in the 2019 budget.

GENERAL FUND EXPENDITURES BY FUNCTION				
	2018 Budget	2019 Budget	Absolute Change	Percent Change
General Government	46,217,270	53,060,270	6,843,000	14.8 %
Public Safety	157,167,296	166,397,930	9,230,634	5.9 %
Legal and Judicial	93,488,540	94,996,090	1,507,550	1.6 %
Natural And Economic Environment	9,198,970	10,692,820	1,493,850	16.2 %
Social Services Activities	8,765,070	8,229,550	(535,520)	(6.1) %
Culture And Recreation	13,847,900	9,371,740	(4,476,160)	(32.3) %
Transportation	1,747,490	455,770	(1,291,720)	(73.9) %
Utilities	366,770	347,250	(19,520)	(5.3) %
Total General Fund	330,799,306	343,551,420	12,752,114	3.9 %

GENERAL FUND EXPENDITURES BY DEPARTMENT

	2018 Budget	2019 Budget	Absolute Change	Percent Change
Assessor/Treasurer	11,373,540	11,452,800	79,260	0.7 %
Assigned Counsel	19,787,040	20,455,670	668,630	3.4 %
Auditor	11,507,030	11,051,510	(455,520)	(4.0) %
Bond Debt Service	380,640	386,020	5,380	1.4 %
Budget and Finance	6,178,200	6,514,620	336,420	5.4 %
Capital Improvement Projects	100,000	130,000	30,000	30.0 %
Clerk	6,817,770	7,183,800	366,030	5.4 %
Communications	792,500	843,710	51,210	6.5 %
County Council	5,218,150	5,561,680	343,530	6.6 %
County Executive	2,197,160	2,423,150	225,990	10.3 %
District Court	14,771,450	15,334,220	562,770	3.8 %
Economic Development	1,459,360	1,558,440	99,080	6.8 %
Emergency Management	4,571,520	3,978,040	(593,480)	(13.0) %
Health Services	2,537,670	2,537,670	—	— %
Human Resources	4,529,260	4,557,160	27,900	0.6 %
Juvenile	21,343,150	22,298,100	954,950	4.5 %
Medical Examiner	3,562,100	3,672,750	110,650	3.1 %
Miscellaneous Current Expense	17,396,020	16,705,280	(690,740)	(4.0) %
Parks	7,960,360	8,299,440	339,080	4.3 %
Planning and Land Services	4,956,970	5,669,210	712,240	14.4 %
Prosecuting Attorney	32,680,540	34,173,280	1,492,740	4.6 %
Sheriff's Corrections	54,596,970	57,293,760	2,696,790	4.9 %
Sheriff's Law Enforcement	73,723,790	77,834,535	4,110,745	5.6 %
Special Projects	1,790,470	1,827,500	37,030	2.1 %
State Auditor	167,540	185,530	17,990	10.7 %
Superior Court	18,204,470	19,406,190	1,201,720	6.6 %
Violence Prevention	1,826,546	1,807,545	(19,001)	(1.0) %
WSU PC Extension	369,090	409,810	40,720	11.0 %
Total General Fund	330,799,306	343,551,420	12,752,114	3.9 %

C. 2019 MAJOR CHANGES

Public Safety and Legal and Judicial

The 2019 budget includes the addition of; 1.0 Crime Analyst, 1.0 Office Assistant, 3.0 School Resource Officers, 1.0 Lieutenant, and 1.0 Deputy in the Sheriff's Department, 1.0 Superior Court Supervisor for Superior Court, 1.0 Transport Agent for the Medical Examiner's Office, and 1.0 Fire Plans Examiner for Emergency Management. The budget also increases compensation according to collective bargaining agreements.

One-time Expenditures

The 2019 budget reflects an increase in funding for property purchases and airport renovations of \$5.5 million. The 2019 budget also includes \$3.3 million for County-City Building (CCB) renovations and for deferred maintenance.

Staffing

After several years of reductions, the 2019 budget continues to add some additional positions to meet growing service demands. Between 2009 and 2019, staffing reductions in the General Fund now total 217 (10.5%). Overall the County has seen a reduction of 127 (3.8%) full time equivalent (FTE) staff during this time period.

Other

1. Many departments had grants or service contracts in 2018 which are not renewed in 2019, or vice versa.
2. Several departments had other items in 2018 which are not present in 2019, such as capital equipment purchases or one-time projects.
3. Annual "fixed costs," such as insurance, information technology, or space rental, change in 2019.

The "Budget Highlights" section in each department budget provides a more detailed explanation of the significant changes included in the 2019 budget.

Overview

Based upon the following key factors, the 2019 General Fund budget is 3.9%, or \$12.8 million, higher than the 2018 budget:

Revenue

- ❖ Overall increase in General Fund revenues.
- ❖ Limited growth in property tax revenue with increased new construction.
- ❖ Increase in total sales tax revenue, primarily due to increases in retail and construction related collections.
- ❖ Moderate increase in revenue expected from the direct purchase of services provided by the County, primarily jail services for local governments and contracted deputies.
- ❖ Moderate increase in interest revenue because of rising investment rates.
- ❖ Intergovernmental revenue in 2019 is similar to 2018.

Expenditures

- ❖ Overall increases in General Fund expenditures are balanced with available revenue.
- ❖ The budget also maintains a 15% unassigned General Fund balance, along with adequate balances for internal service funds.

D. FUND BALANCE

Figures 2 and 3 present the actual financial results for the General Fund during the 2008-2017 period, and the budgeted amounts for 2018-2019. As indicated in Figure 2, the trend through most of the decade has been mixed. A strong economy produced favorable financial results through 2007. However, the actual results for 2008, 2009, and 2010 reflect a much different environment, with deficits in those years. The 2011 budget included a \$788,000 use of fund balance (\$400,000 was assigned fund balance) and the 2012 budget included \$321,000 use of assigned fund balance. The 2013 budget included a \$180,000 use of assigned fund balance. The 2015 budget assumed use of unassigned fund balance for higher costs for the jail. The 2016 budget included the use of \$3.1 million of unassigned fund balances. The 2017 budget included the use of \$3.3 million of unassigned fund balances.

Based upon estimated revenues and expenditures, the 2018 unassigned General Fund balance will be approximately \$72 million (see Figure 3). It is the County's policy to maintain a fund balance for bond rating, emergencies, and working capital purposes which is 10% of the budget (with a long-term goal of 15%). The County has been able to maintain a level higher than 15% in recent years and expects to be higher than 20% in 2019 (see Figure 4). This level will enable the County to draw upon these resources to cover projected growth in general fund and the impact of an economic downturn.

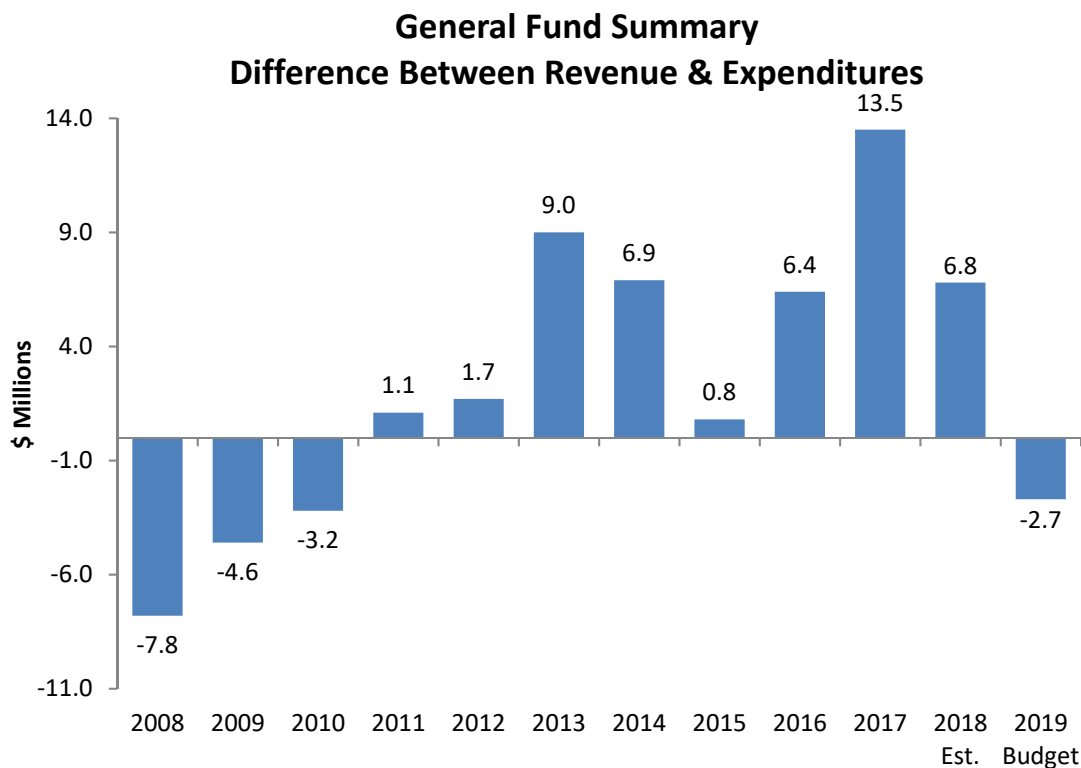


Figure 2

Unassigned General Fund Balance

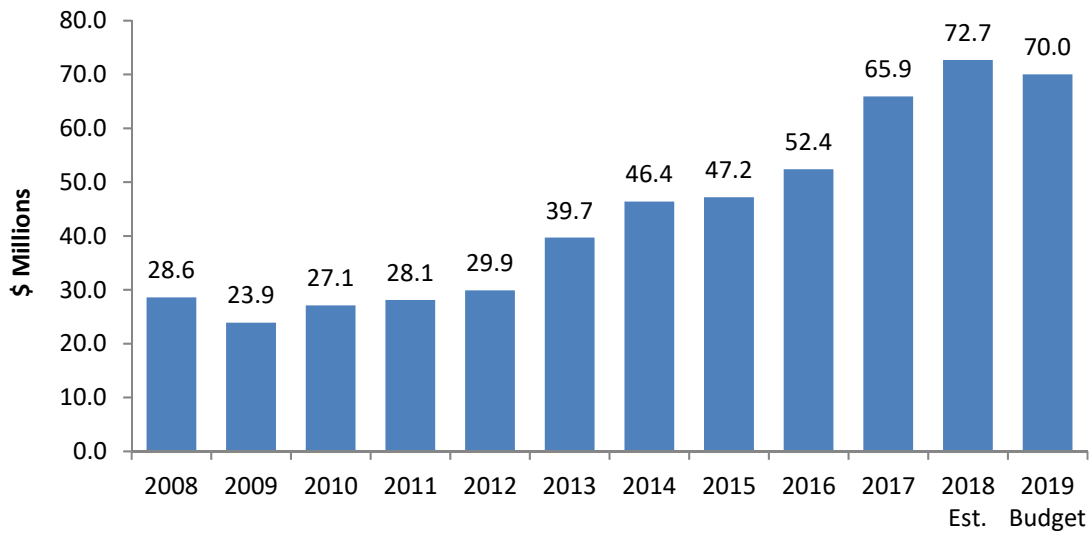


Figure 3

Unassigned General Fund Balance as a Percent of the General Fund Budget

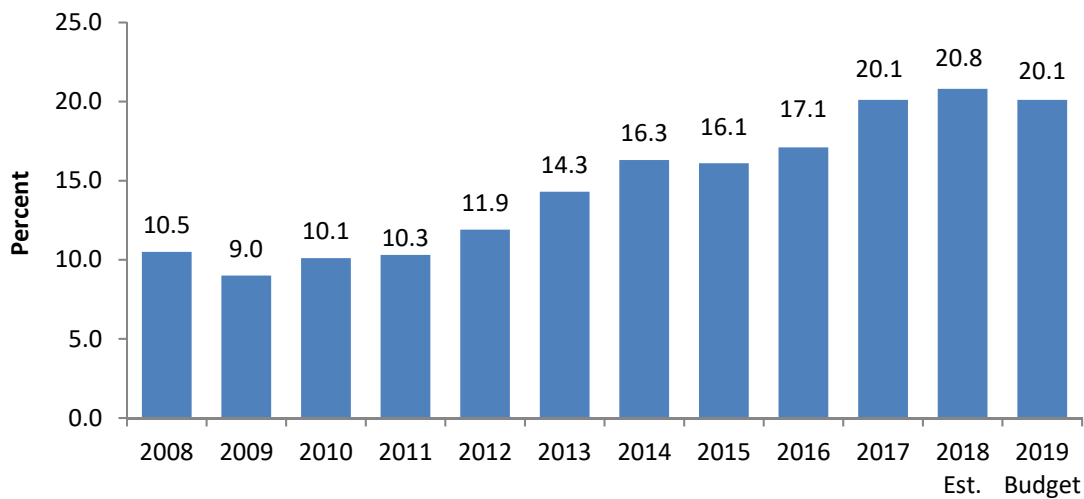


Figure 4

E. TAX RATES AND ASSESSED VALUATIONS

In 2019 the County's assessed valuation total will rise from \$101.4 billion to \$114.0 billion, which includes an increase in the value of existing properties plus new construction and improvements.

Percent Change in Assessed Valuation

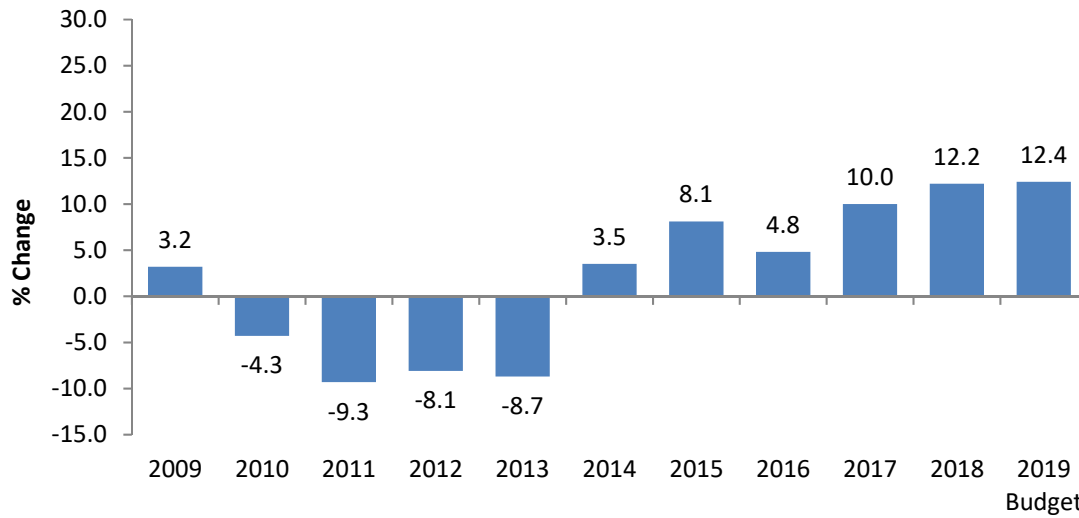


Figure 5

The rise in the valuation of existing property will result in tax rate decreases in 2019 as shown in the accompanying table. These rate changes enable the County to generate the legally permitted 1% growth in revenues. During the recession the County experienced a pattern of tax rate increases, due to large valuation decreases.

Only 11% of all property taxes go to the County's General Fund. Most of the total property taxes are by law distributed to the State of Washington, cities, and local school districts.

PROPERTY TAX RATES		
	2018 Rates	2019 Rates
General Levy (\$1.80 max.):		
General Fund	1.1327	1.0562
Veterans Relief	0.0137	0.0137
Social Services	0.0161	0.0150
Total General Levy	1.1625	1.0849
Road Levy (\$2.25 max)	1.6004	1.4927

F. OUTLOOK FOR 2019

The outlook for 2019 shows a regional economy that should continue to experience growth throughout the year. Revenues associated with retail sales and construction will reflect growth in purchasing activities. Short-term interest rates are also expected to remain at the higher levels seen in 2018. These conditions impact the resources available for program operations and capital projects.

Actions yet to be taken by other governments may impact the County budget. Many local governments who purchase services from the County are preparing budgets and may change prior practices. In addition, the state and federal governments may change grant allocations.

Overall, the General Fund budget for 2019 is balanced with adequate reserves.

Revenues that support the public works functions of the County are projected to be at levels sufficient to continue the service levels provided in 2018.

Similar to prior years, some budget issues may arise during 2019 that will need to be addressed at the time they occur. The County will continue to monitor interest rates, property values, and building permits to determine if any significant variations will have an impact upon economic activity and tax collections. In addition, the County will track any changes in the use of jail services to ensure that expenditures are aligned with available revenue.

OTHER COUNTY FUNDS

A great many of the County's programs are financed from sources outside of the General Fund. These funds have combined expenditures well in excess of the General Fund budget. However, the nature of the revenue sources mandate that these monies can only be used for specific activities. Hence, they are budgeted and accounted for in separate funds. Summary figures for each fund can be found in the Total Expenditures/Expenses table of the General Overview section.

A. HUMAN SERVICES

The Human Services Department is the County's major provider of community and human services programs funded primarily from state and federal grants, and recording fees for housing programs. Due to changes in state and federal grant funding levels, these budgets often vary significantly from year to year. The following summarizes the major funds and the significant changes from the 2019 budgets:

1. Resources for the Human Services Fund reflects an increase in 2019 revenues.
2. Housing Document Fee and Affordable Housing Document Fee resources are anticipated to be above 2018 levels.
3. More resources are targeted for Behavioral Health.

HUMAN SERVICES			
Fund	2018 Budget	2019 Budget	Percent Change
Afford Housing Doc Rec Fee	1,417,120	2,923,970	106.3 %
Behavioral Health Partnership	5,277,785	9,831,270	86.3 %
Community Action	8,566,770	8,292,230	(3.2) %
Community Development	4,725,424	6,553,200	38.7 %
Homeless Doc Rec Fee	6,367,350	7,718,550	21.2 %
Housing and Homeless	11,752,140	13,934,030	18.6 %
Human Services	34,194,080	35,287,110	3.2 %
Mental Health	34,080	34,060	(0.1) %
Veterans Relief Fund	1,230,430	1,342,720	9.1 %

Recent funding from state and federal sources has not been sufficient to support prior service levels. As the economy improves state and federal agencies may have resources to restore reductions that were made during the recession. However, future budget decisions could result in further adjustments.

B. TRANSPORTATION SERVICES

The Planning and Public Works Department has major transportation responsibilities which are supported by a variety of funds.

The 2019 program budgets, with comparisons to 2018, are shown in the table to the right.

TRANSPORTATION SERVICES FUNDS			
Fund	2018 Budget	2019 Budget	Percent Change
County Road Fund	93,860,950	81,894,030	(12.7) %
PW Construction Fund	29,966,000	29,382,880	(1.9) %
Ferry Services Fund	7,625,030	6,733,130	(11.7) %
Airport Fund	3,878,560	2,468,270	(36.4) %
Second REET Roads Fund	7,543,000	9,404,150	24.7 %
Traffic Impact Fee Fund	9,745,380	8,140,420	(16.5) %
Transportation Facilities	444,200	662,200	49.1 %

The major items of note for 2019 are:

1. The County Road Fund maintains funding for capital construction similar to 2018.
2. The Public Works Construction Fund budget reflects anticipated project expenses.
3. The Ferry Services Fund continues 2018 programs and services into 2019.
4. The Airport Fund includes capital funding for hangar door renovations.
5. Roads Second REET reflects increases in revenue.

C. PARKS AND RECREATION FUNDS

Although the County's General Fund provides a direct allocation for parks and recreation services, \$8.3 million in 2019, there are also several other County funds which provide these services or which construct, repair, or enhance parks and recreation facilities. The 2019 budgets for these funds are shown to the right.

As the figures indicate many of these funds are increasing from the 2018 level.

PARK FUNDS			
Fund	2018 Budget	2019 Budget	Percent Change
Conservation Futures	5,908,010	4,779,340	(19.1) %
Conservation Futures Const	3,450,000	4,268,000	23.7 %
Parks Construction Fund	7,811,790	11,599,830	48.5 %
Parks Impact Fees	3,807,600	5,575,370	46.4 %
Parks Sales Tax	4,372,290	4,812,630	10.1 %
Second REET Parks Fund	3,159,300	3,154,040	(0.2) %
Paths & Trails	660,760	849,290	28.5 %
Paths & Trails Const	916,000	1,000,000	9.2 %
Pierce County Fair Fund	254,020	237,850	(6.4) %
Golf Courses	2,198,810	1,815,970	(17.4) %
Chambers Cr Regional Park	12,636,420	10,800,040	(14.5) %

D. ENVIRONMENTAL SERVICES

The Planning and Public Works Department has five funds which address environmental issues. These funds and budgets are listed to the right.

1. Surface Water Management includes allocations for capital expenditures and operations.
2. The Sewer Utility budget reflects an increase for capital projects.
3. The Blighted Property Maintenance Fund includes resources for nuisance property clean up and reflects a reorganization in 2019.
4. The Solid Waste Fund finances waste reduction, recycling programs, and environmental education services to youth and adults.

ENVIRONMENTAL SERVICES FUNDS			
Fund	2018 Budget	2019 Budget	Percent Change
Blighted Property Maint	201,220	1,951,980	870.1 %
In-Lieu Fee Wetlands Mitg	39,600	—	(100.0) %
Surface Water Mgmt	25,663,690	29,176,190	13.7 %
Surface Water Mgmt Const	18,160,060	18,392,090	1.3 %
Sewer Utility	120,235,630	129,542,790	7.7 %
Solid Waste Management	6,345,860	6,947,240	9.5 %

E. INTERNAL SERVICE FUNDS

Internal Service Funds provide services, supplies, and equipment to other County departments, which pay for these services through various billing systems. These funds operate under the enterprise fund business model, except that customers are other County departments. The goal is to establish rates which will pay all operating and capital costs and to ensure that the General Fund does not subsidize these activities.

Some of these internal service funds will rely upon prior fund balances in order to support their 2019 budgets.

INTERNAL SERVICE FUNDS			
Fund	2018 Budget	2019 Budget	Percent Change
Equipment Services	16,467,470	17,058,640	3.6 %
Facilities Management	17,105,160	18,180,730	6.3 %
Fleet Rental	5,133,600	5,116,760	(0.3) %
General Services	3,022,630	3,122,260	3.3 %
Information Technology	38,937,090	36,349,880	(6.6) %
Medical Self Insurance	16,268,010	17,651,470	8.5 %
Radio Communications	8,437,840	5,292,430	(37.3) %
Self Insurance	11,406,050	10,137,850	(11.1) %
Workers Compensation	6,284,280	6,456,920	2.7 %

Conclusion

Reflecting the steady improvement of the County's economy, continued revenue growth supports a 2019 General Fund budget of \$343.6 million and a total fund budget of \$1.089 billion.

The 2019 budget makes strategic investments that will create vibrant communities, foster an entrepreneurial climate, and deliver an effective government. The budget also continues to focus on the County priorities of public safety, economic development, behavioral health, and nuisance property abatement.

Overall, the 2019 is fiscally stable and financially strong.