



Pierce County
Finance Department

2020-2021

ACCOMPLISHMENTS

Assessor-Treasurer

The Assessor-Treasurer's Office adapted quickly to the challenge of COVID-19 during the biennium by implementing creative technical solutions that enabled two-thirds of our staff to work remotely. During the time when County offices were closed to the public, our customer service team responded by creating new options for communicating with taxpayers and receiving payments.

We successfully revalued 330,000 residential and commercial properties in 2020 and again in 2021, plus 11,000 personal property/ business equipment accounts. Residential properties continued to increase sharply in value from previous years. Commercial property increases varied by category, with warehouses and apartments particularly strong.

In keeping with our motto, "Better Every Day," we continued to implement new technology to serve Pierce County taxpayers. Three important software upgrades were completed in 2020-21: the online Assessor-Treasurer's Information Portal, RealWare version 5 for mass appraisal, and DCS Mobile for data entry in the field. Open Text document management has been applied to many work processes and preparations are underway for next-generation Property Tax Administration software in the next biennium.

Appraisers conducted Physical Inspection of properties in approximately one-third of the County, completing all residential property west of the Narrows Bridge in 2020 and Spanaway, Midland, Summit, Graham and South Hill in 2021. Appraisers also investigated and responded to approximately 2,000 appeals of valuation filed with the Pierce County Board of Equalization during the biennium.

Our senior and disabled exemptions team was especially challenged, with a legislative change increasing the maximum household income for a partial exemption to \$45,708. This enabled more homeowners to qualify than ever before, increasing the number of applications to be processed.

New construction, with a taxable value of \$2.2 billion in 2020 and \$2.6 billion in 2021, was inspected and added to the total assessed value of Pierce County, which has now grown to \$159 billion. Hundreds of property segregations were completed by our cartography team, resulting in new tax parcels for future development.

During 2020-21, the Assessor-Treasurer's office billed and collected over \$3.5 billion in property taxes. These funds were distributed to School, Fire, Flood, Library and Park Districts, as well as Cities and Towns, Port of Tacoma, State of Washington, Sound Transit, and Pierce County's General Fund and Road Fund.

Assigned Counsel

The Department of Assigned Counsel (DAC) attorneys continue to effectively represent indigent clients in multiple contexts. The office conducted a reorganization consolidating civil and criminal units into distinct divisions. DAC also accelerated an office-wide commitment to a virtually paperless office process.

Criminal Division

Assigned Counsel's **Felony Unit** continued to represent thousands of individuals and conducted 48 jury trials during the first 10 months of 2021 despite the COVID-19 impacts on the criminal justice system.

From May to November 2021, the **Blake Unit** conducted resentencing hearings for approximately 375 clients, prioritizing incarcerated individuals who were eligible for immediate release, and vacated Blake convictions for several hundred more clients. The unit continues to work to provide relief to all Blake eligible clients.

The **Misdemeanor Unit** has increased its recruiting efforts at all accredited law schools with the goal of continuing to attract exceptionally well qualified, diverse, and justice driven applicants.

Juvenile Unit attorneys responded to Supreme Court decisions regarding juvenile and young adult resentencing by undertaking the identification and appointment of attorneys for 99 incarcerated individuals. The team prioritized client hearings by earned early release date maximizing the opportunity for swift relief. In addition to going paperless, the Unit implemented uniform procedures for handling sensitive discovery. DAC juvenile lead attorney, Joseph Evans, was appointed to the Pierce County Superior Court as the Superior Court Judge for Department 16.

Civil Units

The **Civil Commitment/Involuntary Treatment Act Unit** representation of clients in all phases the civil commitment practice was unabated by COVID 19 such that no trial backlog exists.

Dependency Unit attorneys presented at local and statewide trainings for stakeholders and other professionals. The unit effectively responded to court docket revisions by adding an additional Parkland Unit and by combining other DSHS office units to effectively manage case assignments.

Truancy/At-Risk-Youth (ARY) Unit created/modified existing court forms, including forms to address newly instituted pretrial conferences.

Family Support/Civil Contempt Unit pivoted to remote hearings and was instrumental in securing reforms to the bench warrant process and incarceration sanction.

The **Sexually Violent Predator (SVP) Unit** team successfully litigated civil commitment cases and safely transitioned people back into their communities and is recognized for their excellence and statewide leadership.

In addition to pivoting to remote hearings amid COVID, DAC attorneys continue to handle thousands of cases and hearings while maintaining its commitment to ongoing attorney legal education, training, and wellness. Numerous department employees present at local and statewide

professional development CLEs, including the annual Criminal Justice Institute CLE.

Individual attorneys and staff volunteer their time and talents to act in leadership roles in educational, professional, and charitable organizations addressing a myriad of subjects in our community including DEI, presenting on the legal system and legal career options, opioid use, courts, mental health, hunger, homelessness, child wellness, school outreach, and mentoring.



Auditor

Resiliency in Customer Service was a 2020 priority. Rapid reactions to the COVID shutdown and re-opening required swift shifting of staff to remote workstations and back again. Customer service was completely re-engineered to deliver essential services without interruption during every phase of the pandemic. IT equipped staff to successfully work remote. Productivity remained very high in all divisions throughout these changes.

The Auditor's Office has maximized customer self-service, offering 9 out of 19 business services on-line. Remaining services cannot be offered on-line due to legal limitations or regulation.

Elections

The Auditor's Office operated a drive-thru vote center to comply with public health mandates and best practices while managing the largest election in Pierce County history. The 2020 general election turnout was 82.26% with 467,072 voters casting a ballot. During the three-day drive-thru 17,085 voters visited the Annex, over 3,600 receiving in-person services. Signature check and ballot processing spaces were expanded and equipped to keep election workers safe in a high-production environment. IT staff supported all efforts including special Secretary of State and Homeland Security initiatives.

Three elections were conducted in 2021. The 2021 General Election ballot included 269 candidates for 170 offices in 23 cities and towns, 17 school districts, and 13 fire districts.

Legislation passed in 2020 ensures the State will pay for their share of all elections, generating new revenue in even years beginning with 2022.

Recording

Recording volumes are at a fifteen-year high. In 2020, recording was up 31% with another 15% increase in 2021. Automated redaction for date forward documents began June 1, 2020.

On January 1, 2020, graduated Real Estate Excise Tax was implemented, increasing rate complexity and adding exemptions for special use properties.

SB 5019 created the Recording Standards Commission charged with the review and recommendation of recorded document standards. Our Licensing/Recording Manager has been appointed to the commission.

Licensing

The COVID lockdown provided an opportunity to redirect Licensing staff to outstanding projects. Licensing staff indexed 754,000 marriage documents dating back to 1866, making these available electronically. This saved an estimated \$122,250.

A significant system enhancement was implemented in January of 2021 to allow customers to order certified copies of marriage certificates online.

Administrative, Fiscal, and IT

Public record requests are a major activity. These continue to increase in complexity and include volumes of multiple files, documents, e-mails, and texts for review and redaction. Maintaining two

WAPRO-certified public record officers has honed a high degree of expertise.

In addition, the Auditor's Office is the designated recipient of Legal Documents for all of Pierce County.

The Auditor's Office has the most complicated cash management requirements in the County. Fiscal staff continue to automate and streamline banking and balancing processes.

The Auditor's Office was one of the first departments to turn on the seven-year Outlook retention rule, a countywide initiative to save emails automatically to comply with retention laws. Over 3.2 million emails were reviewed for retention and potential transfer to State Archives.



Clerk of the Superior Court

Pretrial Services continues to progress in the 5-year Research Action Site as a part of Arnold Ventures' most comprehensive pretrial reform initiative: Advancing Pretrial Policy and Research (APPR) project. The interdepartmental policy team has developed a vision, mission, and values for the project, conducted legal analysis of Washington pretrial statutes, mapped the entire pretrial system, developed performance measures and program outcomes, provided historical data to complete the validation of the Public Safety Assessment for our local felony population to ensure implementation would not contribute to racial disproportionalities. Collaboration on this project has supported changes in the criminal justice system which has resulted in increased appearance rates and maintaining exceptional contact rates for persons released pretrial during the pandemic.

Pierce County's ***Trueblood* Contempt-Funded Programming** has applied for and received an additional 12 months of funding through *Trueblood* contempt fines. The funding supports positions in the Pierce County Prosecutor's Office, the Clerk's Office, the Department of Assigned Counsel, and a case management team with Greater Lakes Mental Healthcare (which includes a clinical team lead, a mental health professional, a case manager, a certified peer, and a housing navigator) to screen persons with a history of or presenting with mental health issues as candidates for prosecutorial diversion and re-entry into the community with necessary services. Additionally, the award supports three co-responders who are embedded with the Pierce County Sheriff. The programs are funded through June 2022.

Communications

The Communications Department strives to bring awareness and understanding to Pierce County residents. By providing important context, perspective and information, the department engages, informs, and involves members of the community in their government.

In 2021, the County's main social media channels continued to increase in engagement, followers, and impressions. Among the four main channels (Facebook, Twitter, Instagram and LinkedIn) County posts garnered over 15 million impressions, including 87,000 clicks to links. The County's Facebook posts alone had over 9.9 million impressions and 357,000 content engagements.

The County's main website continues to benefit from ongoing enhancements and added features. In 2021, the County's online services received nearly 50 million visits (a 2.3% increase over 2020). The Pierce County Virtual Assistant, launched in the summer of 2021, provides residents with quicker access to government services. The chat bot tool has received 44,223 questions.

Launched in September 2021, Pierce County Works provides residents and agencies with a one-stop portal to report issues and receive real-time updates on requests. The portal includes 60 categories from which residents can choose to submit a report, and more than 1,500 requests have been received since the soft launch.

Additional accomplishments for the year included ongoing support for the County's Diversity, Equity, and Inclusion (DEI) initiative, including the County's first DEI report. The team also developed and managed an awareness campaign to end violence toward Indigenous women and provided ongoing strategic communications to support rental assistance and other programs related to the COVID-19 pandemic.

Communications developed and managed several vehicles to provide accessibility to elected officials, including the Executive's State of the County address, the Executive's blog, and employee Town Halls. The Executive's blog had more than 57,000 views in 2021.

Integrated marketing campaigns supported the opening of the Crisis Recovery Center, the community discussion of Blue Zones, the opening of the new bridge at Kobayashi Park, the dedication of the First Responders Memorial, and a campaign to raise awareness of human trafficking.

Managing communication during emergencies continued to be an important part of the group's work. COVID vaccination and testing was front and center. From snow and flooding in the winter to wildfires and excessive heat in the summer, keeping the community informed and engaged was paramount throughout 2021.

In 2021, PCTV (Pierce County Television) saw the greatest demand for video services in the history of the organization. PCTV created 37 videos, covered 225 Pierce County Council meetings, and provided 12 videos commissioned by departments. Live streaming was in high demand due to COVID, including coverage of State of the County, Blue Zones, and the annual employee recognition event. PCTV also grew viewership on its YouTube channel, with more than 4,000 subscribers. With a focus on storytelling, staff were recognized nationally with more than 20 awards by the National Association of Telecommunications Officers (NATOA) – most notably 2nd place for

Overall Station Excellence (national Station of the Year) and first place (for the third year in a row) in the Public Affairs category for the County Executive's Year in Review video.



District Court

The Pierce County District Court continued operations during COVID-19 by holding over 25,000 virtual hearings, providing online probation appointments, and implementing telecommuting for staff who were able to perform their duties off site. To increase virtual access, kiosks were set up for public use at the Court Resource Center and on the 5th floor of the County City Building.

The **Court Resource Center (CRC)** was accessible to the public through a collaborative effort between the District Court, County departments, and service providers within the community. The CRC provides linkages to jail transition services, chemical dependency treatment, mental health services, Medicaid enrollment, public assistance eligibility determinations, the Just Threads Clothing Bank, housing navigation, relicensing, employment training and education, and homeless prevention. Despite intermittently having to close its doors and operate virtually, the CRC continued to serve as many citizens in person as possible. During 2020 and 2021, there were 1,191 citizens served by the CRC for a total of 2,052 service connections.

The District Court operates **Therapeutic Treatment Courts**. Veterans Treatment Court provides regular court appearances, mandatory attendance at treatment sessions, and frequent and random testing for drug and alcohol use. The District Court's adult drug court program Drug Abuse Reduction Team (DART), where selected low-level felony cases in the Superior Court are refiled as misdemeanors in District Court, is another collaboration between the Courts, the Prosecutor, and the Department of Assigned Counsel. During the past year, District Court coordinated with justice partners, service providers and the community to develop the new Mental Health Court which is scheduled to begin operations in January 2022. The Mental Health Court will provide increased support for defendants diagnosed with primary mental health disorders.

To ensure equal justice to all individuals, the Court created the Equity and Social Justice Committee which consists of all levels of court employees. This committee focused on diversity and inclusion, translations, and a review of all policies and procedures which might have resulted in inequitable treatment.

The District Court continues to improve customer service by increasing Access to Justice through the implementation of its technology initiatives. Citizens can file a petition, schedule a hearing, pay their fines, or access many other court services online through the court website. Citizens can also speak to a court clerk online through the live chat feature. From January 2020 to November 2021, the Customer Service Unit served 37,187 citizens at the counter. Additional citizens were served through technology, including 16,733 live chat conversations, 23,427 emails, and 91,365 phone services.

Economic Development

In response to the start of the COVID-19 pandemic in early 2020, the Pierce County Economic Development Department (PCEDD) quickly pivoted its focus to assist small businesses that were struggling to survive. By leveraging existing networks in the community, the Department was able to provide information and resources to thousands of businesses of all sizes and within all industries throughout the County. Those efforts resulted in effective and efficient distribution of \$46.5 million in CARES Act funding to thousands of small businesses and entrepreneurs, of which 76% were BIPOC, women, and veteran owned. 99.3% of these resources went to direct business support and 90.8% of all applications were approved. In 2020-21, the Department reviewed over 5,000 applications for COVID business relief grant programs.

Pierce County's 2020 CARES Act Economic Stabilization & Recovery Programs were selected to be honored with the Washington Economic Development Association (WEDA) 2021 Economic Development Award for Economic Response & Recovery for innovative efforts to address the economic impacts of the COVID-19 pandemic.

In 2021, the Department moved from helping businesses survive to helping them thrive. The Pierce County Council allocated \$40.0 million of American Rescue Plan Act funding to economic recovery and resiliency, including \$5.0 million to launch the Pierce County Business Accelerator (PCBA). The program launched in October 2021 and serves entrepreneurs and business owners throughout Pierce County with a focus on underserved communities to help foster innovation and create wealth-building opportunities.

The PCBA provides direct access to business resources such as training, coaching, technical assistance, and networking to launch and grow businesses. Upon graduation, participants will have access to ongoing support such as matching grants, commercial lease reimbursement, coaching, and mentorship. The goal is to keep in touch with the entrepreneurs who complete the program, enabling us to gauge the effectiveness of the program and to continue to offer support and guidance as needed. Two PCBA Cohorts graduated in 2021. Of the 69 business owners who graduated, 96% were minority owned, 69% were women owned, and 7% were veteran owned.

Pierce County's economy is driven by small businesses. As such, our economic recovery depends on small business owners and entrepreneurs, some of whom have been underserved by technical assistance programs. The pandemic revealed the complex needs of our small business community and highlighted the need for a systemic approach that removes barriers and increases access.

The Department, in partnership with local nonprofit organizations, launched the Pierce County Community Navigator Program in December 2021. The program will reach, support, and sustain underserved small businesses in our region, particularly those owned by Black, Brown, and Indigenous People of Color (BIPOC), women, and veterans. Using an inclusive hub and spoke model that leverages community nonprofits, we aim to strengthen the economic health of our region, fostering a more connected entrepreneurial ecosystem through direct services, trusted partnerships, business advocacy, and community learning. With this approach, our goal is to reach 3,500 new business contacts over the span of two years.

In tandem with these new programs, we continued to recruit new businesses to the County and assist businesses with expansion projects. The Department started nine new Executive Priority Projects in 2020-21 and completed six projects that retained 411 existing jobs, created 573 new jobs, and increased their real property valuation by \$90,184,533.

To assist businesses with site selection in Pierce County, the Department, in partnership with the Economic Development Board for Tacoma-Pierce County, provides ongoing support through InvestPierceCounty.com. The powerful tool is now hosted by Pierce County and continues to be updated to provide the latest information and data for our local market area. In 2020-21 the site had 6,148 users from 111 countries, including every continent except Antarctica.

With funding from the Pierce County Lodging Tax and Tourism Promotion Area a total of 10 tourism grants were awarded in 2020-21. Projects completed in 2021 advanced the strategic goals to increase overnight stays, including a focus on the leisure drive market (with pandemic-variable itineraries), golf championships, and a return to convention and meeting space promotion. The Pierce County Arts Commission approved a total of eight art grants to community art organizations providing art projects to underserved areas of Pierce County.

Emergency Management

The **Department of Emergency Management (DEM)** successfully completed its on-site assessment for reaccreditation in September of 2021, and awaits the final results from the Emergency Management Accreditation Program (EMAP). The team addressed 64 standard areas that include administration, planning, mitigation, operations, communication, education, training and exercises.

Pierce County designed, developed, and facilitated a complex coordinated terrorist attack exercise that featured seven incident locations and more than 500 participants from Snohomish, King, and Pierce Counties. The exercise focused on command, control, and critical decision making for incident commanders, emergency operations centers, and public information officers.

All five divisions within Emergency Management worked together to provide essential lifesaving services during the COVID-19 pandemic. DEM established unified command with the Tacoma-Pierce County Health Department to conduct the following response operations:

- **Personal Protective Equipment (PPE):** DEM managed warehouse operations and distributed millions of pieces of PPE to cities, towns, special purpose districts, healthcare, law enforcement, fire/EMS, and the private sector. This has been essential to keeping workers safe and agencies and businesses open.
- **Isolation and Quarantine:** DEM operated a full-service facility for residents unable to safely isolate and quarantine.
- **COVID-19 Testing:** DEM and key partners implemented free, no-barrier mobile and static testing sites throughout the County. To date DEM has provided more than 180,000 tests in Pierce County.
- **Mass Vaccine Clinics:** DEM directly operated mass vaccine clinics throughout Pierce County. One highlight of this program included partnerships with several school districts to ensure vulnerable individuals and families had access to vaccines.

A key partnership throughout our COVID-19 response was with Pierce County school districts. At the start of COVID-19, school districts needed assistance with internet access services, meal delivery and PPE. DEM's Emergency Operations Center and district staff developed an interactive map where families could find meal distribution locations for all school districts. Pierce Transit assisted schools by providing trollies as mobile hot spots so students could get internet access to complete schoolwork.

COVID-19 brought many challenges to our community and DEM met every challenge with compassion, dedication, and hard work.

Washington Task Force 1 (WA-TF1), a FEMA Urban Search & Rescue team (US&R), deployed to Oregon to support wildfire search and rescue operations. The team continues to have one of the highest deployability percentages in the 28-team federal program.

The **Combined Communications Network** completed a critical and significant upgrade on the 700MHz radio system during the fall of 2021. The team upgraded software and hardware configurations to migrate from Motorola version 7.17 to version 7.19. This work will create

efficiencies, enhance network performance, and sustain compatibility with Motorola system support.

The Pierce County **Communications Systems Division** participated in a 12-month project system design and execution that resulted in the successful migration of South Sound 911 dispatch operations from their former 35th street campus to their new Public Safety Communications Center. Credit for this work is shared with partners with the City of Tacoma Radio Shop and South Sound 911 dispatch, operations, and administration.



Facilities Management

Facilities Management's mission – to provide quality spaces that are safe and ready to support Pierce County business each day – was never as important or tested as much as during the global pandemic that coincided with the 2020-21 Biennium. Some of our most significant projects not only required participation across organizational lines but were essential to ensuring that Pierce County was able to serve the public. These included:

- Designing and implementing COVID-response measures,
- Relocating juror orientation to the Tacoma Armory,
- Setting up three temporary civil courts at Lakewood Community Center and Remann Hall,
- Supporting drive-thru voter services at the Annex for the 2020 primary and general elections,
- Securing the spaces necessary to store COVID PPE, conduct COVID testing, and providing contact tracing, and
- Anticipating and responding to multiple incidents of civil unrest around the County-City Building.

The **Maintenance and Operations Division (M&O)** completed extensive COVID measures installing sneeze guards, signage, touch-free faucets, and water bottle filling stations. M&O reconfigured offices, modified HVAC air flow, and contracted for extensive high-touch cleaning activities. Even with a heightened focus on keeping employees healthy, staff completed an extensive refresh of the Sheriff's Foothills Precinct, installed a new domestic hot water system for the County-City Building, and replaced failed hot water boilers in the Corrections facilities. Landscape improvements completed at Soundview and Annex West enhanced safety as well as giving an aesthetic boost.

The **Construction Division** project highlights consist of planning, assessing, and making building adaptations for social distancing. This includes installing sneeze shields in Courtrooms and other public counters, creating and deploying health-oriented signage throughout County buildings, installing additional ballot drop-off boxes to support the Presidential election, installing cuff-ports and fencing in the Jail, and widening the County-City Building 2nd Floor lobby for social distancing. Construction continued and was completed on several essential projects, including the Crisis Recovery Center, Medical Examiner Building HVAC and Roofing, 950 Building HVAC and Fire Sprinklers, Soundview Veterans Resource Center, District Court Courtrooms, and the District Court Resource Center.

The **Security Program** brought a new services vendor on-board at the start of the pandemic, monitored multiple security incidents in and around the County-City Building and ensured that County facilities and equipment remained safe and operational even when many staff worked remotely. In 2021, the program began the arduous task of reassessing the security needs and systems deployed at all facilities.

The **Real Property Program** successfully completed the sale of the Elk Plain properties, 2 properties seized by the Pierce County Sheriff, and 63 tax title properties. Refreshing and extending office space leases, onboarding a new parking management vendor, and acquiring a key parcel for the Pipeline Trail were other significant accomplishments.

The Department reinitiated its **Resource Conservation Program** to assist with the implementation of the Sustainability 2030 Plan and to achieve compliance with the Washington Clean Building Standards. As 2021 ended, the program identified the set of regulatory targets against which the State will measure County performance in the coming years.



Family Justice Center

During the 2020-2021 biennium, the **Family Justice Center (FJC)**, through partnerships with Korean Women's Association and Our Sisters' House, were able to successfully pivot its community-based advocacy services from in-person to remote care with no lapse in services to our community. As a part of this response to the pandemic, the FJC was also able to leverage its partnership with Superior Court to utilize new processes to ensure that survivors could remotely file for emergency protection orders during this time. Because of this innovative work, the FJC team was awarded the Standing Ovation Award under the category of Vibrant Communities.

The FJC was awarded almost \$1.3 million in grant funding to provide specialized care to survivors in our community. This funding has allowed the FJC to partner with local agencies to provide two bilingual advocates, expand our partnerships to include MultiCare where an advocate is able to outstation at their substance use disorder clinics and work with patients experiencing intimate partner violence in addition to their substance use. This funding also allowed the FJC to supply cell phones to clients without access to technology or whose phones were being monitored by their abusers.

In addition, the FJC became a founding member of the Pierce County Commercial Sexual Exploitation Collaborative, which brings together community-based agencies including Rebuilding Hope – Sexual Assault Center of Pierce County, Our Sisters' House, and Washington Trafficking Prevention to holistically address commercial sexual exploitation and support survivors in our community.

Finance and Performance Management

Fleet continued to ramp up its work to evaluate and purchase fuel-efficient hybrid and electric vehicles that meet County department business needs. With the introduction in 2019 of the pursuit-rated hybrid police vehicles, Fleet replaced 71 non-hybrid sheriff models during 2020-21 while another 21 hybrid and 5 electric models were introduced to other departments.

General Services processed over 16,500 records transactions; managed physical records inventory exceeding 38,000 boxes, with an addition of 4,100 new boxes; processed 1,452 print orders; processed over 5.6 million pieces of mail with postage programs savings of over \$282,000; and processed over 2,443,000 pieces for folding and inserting regarding various mailings.

The **Information Technology (IT) Division** reacted quickly to the COVID-19 pandemic and provided support for both changes in the County's internal operations as well as the County's service to the community. IT leveraged our existing infrastructure and new components to enable remote work and virtual citizen engagement. The team contributed technology components of key County efforts such as the vaccination scheduling system, personal protective equipment (PPE), testing/vaccination equipment management and distribution, rental assistance provision, and support for the Tacoma-Pierce County Health Department.

In parallel, the IT Division completed numerous projects including:

- Implemented new systems including the Planning and Public Works' Online Service Request Portal solution and Sewer Billing system, Sheriff's Mental Health Co-responder application, Economic Development's Invest Pierce County application, and the Medical Examiner's Medicolegal Death Investigation System.
- Continued growing data analytics services, resulting in staffing/recruiting demographics analysis to support DEI initiatives and the Sheriff's Use of Force analysis.
- Completed the first regional jurisdiction implementation of the PALS+ planning system at the City of Lakewood.
- Supported the deployment of body-worn and in-car cameras for the Sheriff's department.
- Modernized system platforms including migrating Geographic Information Systems from end-of-life hardware to new virtual server platform and new software versions, migrating to a new cloud-hosted version of our Enterprise Asset Management solution, implementing the Assessor-Treasurer Information Portal to replace ePip, and transitioning internal telephony services to voice-over-IP (VOIP) infrastructure.
- Improved public records management and disposition services.
- Continued rolling out enterprise-wide support for legally binding electronic signatures.
- Provided remote piloted aerial systems (RPAS-drone) services in support of wildfire management.

The **Procurement and Contracts** unit built on the use of the online bidding system in 2021, first implemented in 2019, to open bids via Zoom. The team also led a successful countywide implementation of DocuSign so that signatures can be applied electronically on official contract documents. Meanwhile, as part of the response to the pandemic, the Procurement team directly managed all activities needed to disburse over \$12,500,000 CARES Act funds to local school

districts, foodbanks, technical colleges, and other government agencies while also overseeing all contracting activities for the County.

The **Risk Management Division** completed a competitive process for the selection of the County's casualty insurance broker; implemented an electronic process for employees to enroll in one of the major health care plans offered by the County; provided all new employees an opportunity to participate in benefits workshops during new employee orientation; and ensured employees were able to access the Employee Assistance Program to assist with challenges resulting from COVID-19.



Human Resources

The HR department is focusing on process improvement and improved employee-candidate experience. Looking at everything with a DEI lens ensuring we are attracting, developing, and retaining a diverse highly qualified workforce. Finding creative ways to compete in labor markets, rethinking and reshaping the way services are delivered is a critical component of talent management strategy.

In August of 2021, the Council passed resolutions 2021-108 and 2021-109 with deliverables for Human Resources. Meeting the County's Tier 1 objectives by creating a culture where diversity can organically grow because the environment is receptive and designed for success. Five DEI workgroups continue to assess and change how we do business as an employer to ensure that both the County's Mission Statement and Tier 1 Goals are being reflected.

Employee Support Services:

- 59 Public Records Requests.
- Supported HCM-Workday, records management, county personnel files.
- Open Text file migration.
- Virtual Employee Orientation project.
- 255 ESD claims, 800+ leave requests, 3,700+ data changes.
- Talent Management continued work on the Total Classification and Compensation Study, 2019 findings.
- Classification and Compensation - implementation plan, Council adopted 2020.
 - Assisted with impact bargaining.
- Work continues in phases through 2022-2023.
- Talent Acquisition began conducting Executive recruitments.
- Successfully filling several Department Director positions and sourced highly qualified passive candidates for hard to fill positions.

Organizational Development projects support DEI Initiative, County's Tier 1 strategic objectives:

- 2020-2021 Virtual Standing Ovation Awards, Employee Incentive Recognition Banquet.
 - 2020 shifted training program virtually, continuing through 2022.
 - Extra Hire abbreviated New Employee Orientation, training 359 new hires/extra hires.
 - 2021 Leadership Development program second tier, Silver Level, implemented. 193 Bronze Leaders, 50 Silver Leaders. Gold Level-January 2022.
 - 2020 Mentorship program
 - 68 mentors.
 - 58 mentees.
 - 2020 Instructor Cadre
 - 17 members delivering, producing, facilitating.
 - 2021 DEI activities
 - Book Club.
 - Interviewing Panel Pool.
 - New DEI trainings.
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- 2021, 11 Lunch and Learns with guest speakers.
- Responsible for reviewing all training requests.

Labor and Employee Relations recommended, developed, bargained, implemented policies, procedures, best practices that have arisen due to pandemic. In addition:

- 22 labor contracts, expiring at the end of 2021.
 - 20 labor contracts going forward.
- 93 disciplinary actions.
- 28 misconduct investigations.
- 11 grievances on behalf of the County Executive.
- 5 mediation/hearings.
- 27 union initiated demands to bargain.
- 21 notifications-follow up to unions.
- 22 union information requests.
- 255 ESD claims.
- 3 unemployment claim hearings.
- 31 EEO claims.
 - 16 investigations.
- 78 ADA issues.
- 22 Humanitarian Catastrophic Leave requests.
- 5 Shared Sick Leave request.
- 450 Manager consultations.
- Negotiated several Memorandums of Understanding.
- CDL random testing pool.
- Assisted with implementation, rollout of Executive's vaccine incentive program, Governor's Proclamation 21-14.1 Vaccine Mandate.
 - 250 County employees, 9 departments impacted.
 - 45 accommodation requests.
- Successfully bargained 1889 Deputy Sheriff's Guild Body Worn Camera policy, 2022 implementation.

Chief Examiner:

- Participating in Sheriff's Department Corrections Deputies-Deputy Sheriffs recruitment.
- County continues to pay testing fees for Corrections Deputy-Deputy Sheriff applicants.

In aggregate, staff conducted 296 recruitments, filled 311 regular positions, filled 453 extra hires, processed 19,111 applications. Completed 109 classification, salary studies.

Human Services

The **Affordable Housing** Fund awarded \$4.65 million to five projects, resulting in 163 units of affordable housing created or maintained.

Aging & Disability Resources (ADR) provided case management and nursing services to 7,176 seniors and individuals with disabilities participating in Medicaid-funded, in-home care programs. ADR also funded 275,310 total meals to seniors and individuals with disabilities, provided farmers market vouchers to 2,066 eligible seniors, and distributed bags of groceries and essential supplies to 1,187 seniors and adults with disabilities.

The **Aging and Disability Resource Center** responded to over 18,865 calls to the helpline and participated in 130 community events (both in person and live/online) that reached an estimated 5,000 individuals.

Childreach provided 30 resource sheets to support remote learning while Chief Leschi Schools' Early Learning programs, Puyallup Tribal Preschool, Early Childhood Education and Assistance Program (ECEAP), and Family and Child Education (FACE) were closed in response to the pandemic. Since May 2021, 41 children from these programs were screened for developmental milestones.

Developmental Disabilities' **Employment and Community Inclusion Services** provided in-person and remote coaching and support for 538 participants who worked in community-based employment settings earning minimum wage or higher, 77 of whom started new jobs during the year. The School-to-Work Program supported an additional 24 students to gain employment during the year.

Developmental Disabilities' **Early Support for Infants and Toddlers (ESIT)** responded to 1,700 new referrals and provided developmental therapy and educational services to 2,030 infants and toddlers in their homes or community settings, either in person or remotely. The program experienced 14% growth in enrollment over the course of the year.

The **Early Childhood Education and Assistance Program (ECEAP)** transitioned to hybrid programming and provided learning kits to support remote learning. All sites offered in-person programming opportunities for families who were comfortable with them.

The **Energy Assistance Program** streamlined the process from application to award. As a result, applications were processed two months earlier than in previous years.

The **Family Caregiver Support Program** provided services for 239 unpaid family caregivers, including 37,798 hours of respite services, to help them continue providing care at home.

The **Homeless Program** funded 220 additional shelter beds.

The **Rental Assistance Program** prevented eviction for over 6,000 Pierce County families impacted by COVID-19 who fell behind on their rent.

The **South Sound Housing Affordability Partnership (SSHAP)** convened 14 local member jurisdictions committed to finding regional solutions to our housing challenges.

The **Special Needs Transportation Program** helped coordinate transportation for 15,512 rides in Pierce County through the Pierce County Coordinated Transportation Coalition.

Veterans Assistance Programs provided 934 vouchers for assistance to 509 veterans, 61 of whom were new clients.

The Washington State University **Expanded Food and Nutrition Education Program (EFNEP)** reached 184 families, including 748 family members. Of the EFNEP graduates, 97% made positive changes in their diet and 99% learned strategies to stretch their food dollars.

The Washington State University **4-H Youth Development Program** hosted an award-winning online shooting sports education series that served 349 traditional club members, 94 military club members, and 1847 afterschool participants.

Juvenile Court

Pierce County Juvenile Court's (PCJC) Dependency Division served 2,005 young people in 2020 and 1,732 to date in 2021. The Child Advocate Program onboarded 88 volunteers and served 634 children. 61% of the children that left the PCJC system were reunified with their family. In March 2020, PCJC quickly transitioned to phone then virtual court, which has created more opportunity for participation by families and community members. Practice and procedure changes were implemented resulting from HB1194 that ensures children have family time in the least restrictive environment. PCJC, home of baby court in Washington, is now one of five courts across the state implementing Senate Bill 5494. PCJC collaborated with several organizations to create parentage protocol in dependency cases, bridging the gaps between dependency law and the uniform parentage act.

PCJC offered school districts the option of sending an Attendance Engagement referral in lieu of a Truancy Petition. This allowed the **Truancy** team to intervene early and provide support pre-petition to reduce the number of young people sent to Truancy Court. The team referred youth to Positive Youth Development programs to connect with positive adults in the community and learn new skills.

The **Diversion/Early Intervention** team adapted during the pandemic in extraordinary ways, including transitioned to paperless system, launched a new computer program for case management, and worked with young people to resolve their cases using technology, porch visits, and more. Staff supported community partners to keep their programs available through virtual sessions by delivering program supplies to participants' homes. In November 2020, the Alliances Diversion program began with a focus on destigmatizing mental health in young people, addressing disparities, and quickly responding to their needs without the impact of formal court. Pathways Diversion program, a culturally responsive team approach to serve African American young people and reduce their likelihood of entering the formal court system, launched October 2021.

The **Probation** team prioritized addressing department culture and ways to work together more effectively. Small peacemaking circles were implemented to engage in more intimate conversations with team members. Subgroups were created to examine policies and procedures, establish a family needs assessment, identify silver linings, and more. The Pathways to Success program involves partnerships with men who have lived experience, building a better relationship with participants in the program. The work of Opportunity-Based Probation has continued with a work group focused on improving family engagement and providing support for parents.

Detention hired a full-time mental health professional to serve the mental health needs of young people. While the building is closed to the public due to the pandemic, young people are supported with Zoom visits from caregivers, as well as virtual access to programming and professionals. Incentives for the behavior management program were expanded to increase motivation and positive behavior through rewards, including adding items to commissary, creating a movie library, providing gaming units, and more.

Pierce County Law Library

The **Pierce County Law Library** earned national recognition in 2020 for its innovative approach to providing legal services in remote areas of the County. The American Association of Law Libraries (AALL) awarded the Library its 2020 Excellence in Community Engagement Award and Pierce County awarded the Library a Standing Ovation Award for vibrant communities. Both awards recognized the unique collaboration of two different types of libraries that serve a similar mission. Called a "library within a library," neighborhood branches of the Law Library in Gig Harbor and Lakewood gave residents local access to the legal materials they need to conduct their daily lives. A new branch is scheduled to open in the growing area of Sumner in 2022.

The COVID-19 pandemic closed all branches of the Law Library in March 2020 just when access to information about eviction, eviction moratoriums, domestic violence, and public resources was critically needed. Library staff began producing instructive videos that could be quickly updated and posted on the website. Some were designed for quick help, under 15 minutes in length, while others provided detailed coverage of the subject and were also offered live on Zoom for CLE credit.

During the 2020-21 closure, the Library's print collection was not available for public use. The Library responded by reallocating the book budget to purchase remote access to legal databases. The new materials were chosen to be helpful to all users, including the general, non-attorney public.

The new procedures and products that evolved from the COVID-19 closure shaped a better, more responsive library and are building blocks for future services of the Pierce County Law Library.

Medical Examiner

The **Medical Examiner's Office** continues to serve the living through death investigations and forensic postmortem examinations by providing timely, accurate, and thorough services.

In 2020, there were 2,979 deaths reported, 773 scene investigations, 587 autopsies, 274 external examinations, and 678 autopsy equivalents. Preliminary statistics from January 1, 2021 through December 1, 2021 show an increase in overall caseload with 3,131 deaths reported, 816 scene investigations, 684 autopsies, 264 external examinations, and 772 autopsy equivalents.

In 2020-21, eight Madigan Army Medical Center pathology residents completed a combined total of 15 months of training and assistance with increasing caseloads.

In select cases, toxicology specimens are now sent to a private forensic toxicology laboratory instead of the Washington State Patrol Toxicology Lab. This has decreased the amount of time it takes for the pathologists to determine the cause of death and families to receive those answers.

On August 31, 2021, the unclaimed remains of 172 decedents who died in Pierce County were laid to rest at a public memorial service at Haven of Rest Funeral Home in Gig Harbor.

Office priorities included infrastructure improvements necessary to support our core mission. In 2021, a legacy system was replaced by a new county-developed system, Medicolegal Death Investigation System (MEDIS). Other infrastructure projects include plans for major equipment replacement including the X-ray machine, the morgue cooler, and a needs assessment of aging laboratory spaces.

New interagency collaborations included the Tacoma Pierce-County Health Department, the Washington State Drug Overdose Surveillance Network, and the University of Washington (to look at the effect of traumatic brain injury). Ongoing collaborations include Organ/Tissue Procurement agencies.

The Office is currently accredited by the National Association of Medical Examiners (NAME) and is due for re-accreditation. The Office prepared for and submitted the Inspection and Accreditation application to NAME, and the in-person inspection is scheduled for January 2022.

Parks and Recreation

The **Parks and Recreation Department** adapted and created new COVID friendly programs for the public including "Take It Make It" Kits, ready to go craft activity kits for children to take home. The annual Kite Festival at Chambers Creek Regional Park was reconfigured as a pop-up event to ensure social distancing. Staff created daily virtual programs for Specialized Recreation participants with cooking segments, crafting and reading programs, and fun interviews. Virtual fun runs were created at several park sites, including 16 hosted runs on the Foothills Trail in 2020 and 20 runs in 2021.

A new special event, Haunted Headlights, was launched at Frontier Park. Over 7,000 people attended this 4-day drive thru event. The Water Lantern Festival at Spanaway Park has 2,123 people attend. The premier Fantasy Lights holiday display was reconfigured for online ticket sales to ease traffic congestion at the popular event.

Hockey programs continued to expand at Sprinker Recreation Center which now hosts the Adult Kraken Hockey League. Ice skating participation is also growing as we near the 2022 Winter Olympics. Ice bumper cars were a popular way to socially distance on the ice rink.

Additional resources were shifted to parks and trails to ensure park amenities remained open and safe as a record number of visitors went outside to recreate. Sprinker Recreation Center hosted several COVID testing and vaccination events.

Twenty maintenance and preservation projects were completed under the Planned Maintenance Program in 2021. Trail repairs were undertaken at several sites along the 19 miles of Foothills Trail stretching from East Puyallup to the City of Buckley.

Cross Park development was completed, including a playground, outdoor restrooms, parking lot, a walking trail in the adjacent Naches Preserve, and the conversion of an old dairy barn and hay barn into the Frederickson Community Center. Improvements to Dawson Playfield included a basketball court, backstop to baseball fields, paved walking trails, and new ADA playground equipment. Paths in Frontier Park were replaced with ADA compliant sidewalks. Other major renovations were constructed at North Lake Tapps Park and Lidford Playfield as well as ADA upgrades at Spanaway Park.

Design work continues for multiple trail projects getting ready for construction in the next few years, including the Parkland Community Trail and the Pipeline Trail. Trail construction began in the Chambers Creek Canyon with the installation of the Kobayashi bridge. This project is funded by a state grant, contributions from the City of Lakewood and the City of University Place, and Park Impact fees. Master Plans were adopted for Orangegate Park and Half Dollar Park.

The County adopted the 2020-2030 Park, Recreation and Open Space Plan that identifies countywide needs and distributes capital funding equitably across the system. Nearly 200 acres of open space were conserved through the Conservation Futures program. More opportunities were created for the public to connect with nature by removing invasive species and improving trails in Bresemann Forest, Seely Lake Park, Naches Preserve, and Orangegate Park.

Planning and Public Works

Amidst major changes to our community caused by the pandemic, **Planning and Public Works (PPW)** implemented record-setting changes in our organization and service delivery models. Among the changes were appointment of a new director, new managers for 5 of our 14 divisions, and reorganization of several divisions to better align our work. PPW hired record numbers of employees (138 positions in 2020; 162 positions in 2021) representing turnover in 38.5% of our 779 positions.

Customer Service

Staff performed more than 70,000 building inspections and processed an average of 900 permit applications per month (compared to 820 per month in 2019). We processed a surge of permit applications ahead of code changes, fee increases, and building code updates that took effect February 1, 2021, all while working remotely and serving customers using virtual communication tools adopted and expanded to continue work during the pandemic.

Protecting the Environment

PPW continued efforts to meet environmental goals and regulatory requirements. Sustainable Resources staff developed the Sustainability 2030 plan calling for a 45% Greenhouse Gas Reduction by 2030 which was adopted by the County Council in 2021. Water Quality staff worked with 3,765 county residents to provide guidance on protecting stormwater and the environment and provided training to 326 county staff to ensure compliance with state regulations. Maintenance and Operations staff removed 1,668 tons of roadside litter and the Sewer division received an Outstanding Performance Award from the Washington Department of Ecology for the Chambers Creek Regional Wastewater Treatment Plant (the 18th award in 25 years).

Maintaining County Infrastructure

PPW cares for the County's public infrastructure through a rigorous maintenance and operation program. We chip-sealed 415 lane miles of county road and fog sealed 398 lane miles. Engineers designed and oversaw construction of 23 lane miles of asphalt overlay. Crews cleaned 16,492 catch basins and repaired 4,631 linear feet of river levees. PPW also responded to 5,279 customer requests for maintenance. The Development Engineering division oversaw the addition of 3 miles of new private roads and 18 miles of new public roads built as part of private construction projects.

In addition to maintaining existing infrastructure, we constructed 6 major surface water projects, including three for flood control, one fish passage improvement, and two water quality retrofits aided by approximately \$8.5 million of external grant funds. We also completed four major sewer projects valued at more than \$15.5 million within 1% of the budgeted cost. We conducted successful pilot projects to test treatment capabilities ahead of new Puget Sound Nutrients General Permit regulations coming in January 2022. Transportation engineering staff continued to inspect, maintain, and construct roadway improvements, and received \$29.9 million in grant funding toward transportation projects.

Code Updates and Process Improvements

PPW updated the Pierce County Stormwater Management and Site Development Manual by the July 1, 2021 deadline. We also completed Centers and Corridors planning including final adoption of Community Plan updates, appeals, and regulatory implementation effective October 1, 2021. The Long Range Planning division facilitated stakeholders over 18 months to produce the Affordable Housing Workgroup's Report and Recommendations which was presented to County Council on August 31, 2021.

The Development Center established a "Fast Track" pre-construction program for homeowners wanting to build small residential structures and planning staff was reorganized to improve review coordination for critical areas, environmental impacts, and land use applications. PPW also implemented a more robust process for reviewing building permits in the floodplain, which will ensure the County remains eligible for more than \$100 million in federal disaster aid and the National Flood Insurance Program.

Technology improvements included: launch of the new Sewer Billing System, the upgrade of PALS+ permitting software to comply with new requirements, and implementation of PALS+ for the City of Lakewood. DocuSign implementation continued including the new "Remote Notary" feature to aid virtual customer services and speed up document signing processes. Additionally, we found ways to deliver previously in-person only services through Microsoft Teams, Zoom, PALS+, and SeeClickFix.

Prosecuting Attorney

The **Prosecuting Attorney's Office** spent much of 2020-21 dealing with the multiple impacts of the COVID-19 pandemic, including increased legal advice and litigation on behalf of our county clients and caseload backlogs across the office. While there were great challenges, there were also great successes, including moving our Criminal Division to paperless case files and learning to work effectively and efficiently in remote settings using technology to facilitate our interactions with each other, our clients, and our justice partners.

In the **Criminal Division** the pandemic and resulting slowdown of jury trials created a significant backlog of criminal cases. By March 2021, we had roughly 1,000 felony cases waiting to be charged and more than a 12% increase in the number of felony cases pending trial as compared to the end of 2019. Fourteen FTEs were added to address this workload, and as a result, the charging backlog was nearly eliminated by November 2021. However, due to the continuing pandemic impacts on trials and because we have filed most of the backlogged case referrals, the felony cases pending trial are now nearly 20% higher than the end of 2019.

Adding significantly to the **Criminal Division's** workload were multiple appellate decisions in early 2021. The *Blake* decision requires the vacation of thousands of drug possession convictions and the resentencing of cases where those prior convictions affected the offender scores and presumptive sentence ranges. Our review of cases in Pierce County found almost 27,000 cases likely affected by the *Blake* decision. By taking a proactive approach to the *Blake* cases, we have already processed more than 2,800 orders. We prioritized our initial efforts for those people who were serving sentences and whose convictions would be dismissed or whose reduced sentences would result in their release from custody. All those cases have been processed. The *Monschke, Ali, and Domingo-Cornelio* decisions affect the sentences received by youthful offenders and require the resentencing of about 134 serious violent convictions. The youthful offender resentencing cases are complex and will take time to prepare for and conduct new sentencing hearings, most involving expert witnesses. The addition of another twelve FTEs to address this combined workload has been critical in allowing us to start addressing the workload in 2021.

The **Civil Division Involuntary Treatment Act (ITA) team** was busy in 2020-21 handling 7.5 times the number of hearing dockets as compared to 2019. County behavioral health agencies opened nearly three times the number of treatment beds as compared to 2019, which significantly increased the number of petitions for commitment and related commitment hearings under the ITA. Based on the current rate of increase, we expect a 150% increase in this workload by the end of 2023. The addition of two FTEs in a 2021 supplemental budget and another four FTEs in the 2022-23 budget will allow our office to keep up with the increased workload and provide the appropriate level of services to the county and those subject to ITA commitment petitions.

The **Civil Division Litigation team** has seen a 131% increase in the number of open litigation cases involving Risk Management since 2018. This increase is largely caused by our decision to decrease the number of cases sent to outside counsel since 2019. While that decision significantly increased our litigation workload, it has saved the county hundreds of thousands of dollars. The county spent only \$211,702 on outside counsel costs in 2020, and that includes payment for cases sent to outside

counsel prior to 2019. The average yearly costs for outside counsel prior to 2020 was \$590,138.

The **Family Support Division** again collected well over \$1 million in unpaid child support each year. In addition to these results from the Contempt Unit, every day the Parentage (paternity), Modification, and DCS Representation teams enter orders that result in even more support being paid for children, reducing the taxpayer burden of public assistance costs. We also continue to receive and process more Parentage case referrals than any other county in the state.

Sheriff

The **Corrections Bureau** implemented the **Jail Confinement Alternative Program (JCAP)** program in response to the COVID-19 pandemic. Since August 31, 2020, 600 participants were enrolled in JCAP. The program reduces the population in the County's jail while maintaining public health and safety. Individuals enrolled in the program are monitored and held accountable to court-imposed sanctions.

Several measures to address **Inmate Health and Safety** were implemented. COVID-19 testing is available at booking and upon request. Through 2021, we have completed over 5,000 tests. All three COVID-19 vaccinations are also offered, and through 2021 over 700 inmates have been vaccinated.

Employee Health and Safety remained a top priority. Fifteen on-site testing clinics and 12 vaccine clinics for the Sheriff's Department and other County Departments were provided, and

We piloted a **Remote Booking Program** in partnership with the Tacoma police Department to allow officers to book and release arrestees with a court date set two weeks later. Mobile booking machines were purchased with federal CARES Act funding.

While facing unprecedented staffing challenges, the **Patrol Bureau** continued to provide law enforcement services to the community. In 2021, deputies patrolling unincorporated Pierce County responded to nearly 70,000 calls for service. They conducted over 8,000 traffic stops and responded to over 4,000 motor vehicle collision complaints.

While patrol deputies are most visible to the public on our streets, neighborhood groups and patrol officers truly appreciate the actions of our **Community Liaison Deputies (CLD)**. Regularly responding to more than 100 calls each month, the CLDs routinely handle complaints related to trespassing and homeless encampments where they are often forced to deal with people suffering from substance abuse and mental health issues. The CLDs work with our Co-Responders, several local social service groups, and Pierce County Code Enforcement to help citizens and neighborhoods alike.

Our **Co-Responder Program** works to provide mental health professional intervention in cooperation with deputies, with a mission to divert those in acute mental health and/or substance use crisis from local emergency departments and jails to ensure they are receiving appropriate care and services. The program is entering its second year of responding to mental health crisis calls not only throughout unincorporated Pierce County, but also regionally in our County's small cities and towns. Since its inception, Co-Responders have reached over 5,000 individuals in crisis with only 3% of all contacts going to emergency detention at hospitals and less than 1% being arrested and booked into jail.

K9 deputies have responded to assist patrol with over 1,600 calls service. With a K9 as a partner (often serving as a de-escalation tool), the Handler assists patrol deputies in safely completing investigations.

Nine deputies currently serve as **School Resource Officers (SROs)** for the Bethel, Puyallup, and Franklin Pierce School Districts serving over 50,000 students. The SROs, while commissioned law

enforcement officers, also act as mentors and role models who help provide positive relationships with all the students and staff throughout the school systems. Their activities are difficult to measure, but their impact is enormous.

There are currently seven **Animal Control** Officers serving Unincorporated Pierce County. So far this year, they have responded to over 4,000 calls for service and have impounded nearly 3,200 animals.

In 2021, there were 65 total requests for **SWAT** services and 40 missions since the beginning of the year. The **Air Operations Unit** monitored urban wildfires and flew the County Executive to allow him to see the scope of the fire damage throughout the county. In 2021, the **Metro Dive Team** responded to 24 calls for service throughout the county. The **Marine Services Unit** responded to 20 callouts in 2021. They reported rescues which included sinking vessels, medical emergencies, and responding to near drownings. They handled 5 boating collisions, recovered three stolen vessels, and assisted the Metro Dive Team with three confirmed drownings. The **Search and Rescue Team** responded to at least 37 callouts in 2021. Personnel responded to 21 calls for at risk missing persons and assisted in searches for 7 individuals who accidentally got lost or went missing while hiking, snowmobiling, or utilizing ATV trails.

The **Homicide Unit** of the **Criminal Investigations Bureau** investigated 20 homicides with 21 victims in to date in 2021. There were 4 aggravated assault cases the homicide unit investigated due the severity of injuries and possibility of death occurring.

The **Proactive Property Crime Unit** focuses their efforts on patterns of similar crimes and on identified repeat offenders while addressing reported property crimes such as burglaries, vehicle prowls, fraud, possession of stolen property and thefts including organized retail theft. Through the end of November 2021, the Unit was assigned 368 cases to investigate, and arrested 45 suspects.

The **Sex/Kidnap Offender Registration Unit** is responsible for registering/monitoring sex and kidnap offenders in Pierce County. Between November 1, 2020 through October 31, 2021, 506 registrations and 2,147 registration updates were completed. In addition, 5,930 transient updates were completed. Unit personnel made 77 community notifications for Level 3 offenders, which includes notice to the media, citizens, and schools and daycares within the vicinity of the offender. Commissioned personnel completed 1,533 in-person physical address verifications.

The Pierce County Sheriff's **Public Disclosure Unit** of the **Administrative Services Bureau** receives approximately 46% of all requests sent to Pierce County. As of November 2021, the Unit handled 1,612 public records requests, a 27.7% increase from 2020. Additionally, the Unit handled 4,677 public records requests through South Sound 911. For 2020, the Unit handled 1,262 public records requests and 6,364 requests through South Sound 911.

The Department faced significant challenges when legislative changes were introduced in 2021. Highlights include:

- Revised several sections of the Department Policy Manual to include our Use of Force and Vehicle Pursuit Policies.
 - Developed new and updated in-person training content for Emergency Vehicle Operations, Defensive Tactics/Use of Force, and Legal Updates to 325 commissioned staff.
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- Developed three online training/testing modules to verify knowledge of legislative changes.
- Revised the Background/Hiring process to include social media and extremist group inquiries.
- Developed QR codes that Deputies could use in the field to help educate Pierce County citizens on the changes affecting their communities
- Developed a procedure to be used in field operations when dealing with suspected narcotics contacts as required by SB 5476 (Blake Decision).

In partnership with our vendor for the **Dash and Body Worn Camera Project**, the Department completed 229 camera installations in marked vehicles. The goal is to have all uniformed personnel trained by December 31, 2021. Non-uniformed commissioned staff will be trained in the first weeks of January 2022.

Superior Court

Superior Court **Felony Mental Health Court (FMHC)** works with the Prosecutor's Office, Department of Assigned Counsel, Mental Health Coordinator (Corrections Bureau), and Beacon Health Options. This therapeutic court helps reduce the number of chronic and acute individuals in jail by providing an alternative to incarceration. For 2020 there were 47 participants and in 2021 October there were 41 participants. FMHC referrals were much lower than normal. FMHC had 46 graduates, 10 referrals, and 10 defendants awaiting eligibility screening.

Felony Drug Court continued operation of the fourth year of a federal grant. As of December 2020, there were 83 active in-treatment participants and 80 individuals graduated. For 2021 through October there were 63 active in-treatment participants and 20 individuals graduated in 2021.

The **Interpreter Coordinator Unit** translated plea forms into Spanish and arranged for 2,597 (in 2020) and 2,481 (through October 2021) hearings in both civil and criminal hearings for Superior, Juvenile, and District Courts and the Prosecuting Attorney's Office and Department of Assigned Council.

The Court continues working with the Clerk's Office and the Information Technology Division of the Finance Department to increase the number of Electronic Court Order documents saving paper costs and time filing documents. Twelve American with Disabilities Act evaluations were conducted resulting in the appointment of legal representation and other accommodations for severely disabled individuals. Twenty-three initial screening meetings were held in addition to the evaluations that resulted in legal counsel.

Family Recovery Court provides a means for rehabilitating parents of juveniles involved in dependency cases. From January 2020 through October 2021 there were 75 active participants and 32 individuals graduated.

Tacoma Pierce County Health Department

The **Tacoma-Pierce County Health Department** took unprecedented measures to **control COVID-19**, including investigating more than 98,000 cases. We conducted more than 784 immunization clinics for residents, healthcare professionals, firefighters and EMTs. Worked with Pierce County medical providers to give 1,153,273 doses of vaccine.

Communicable Disease Control Division investigated more than 7,000 cases of communicable diseases—like norovirus, hepatitis C, HIV, gonorrhea and tuberculosis—to prevent their spread in the community. Maintained a 24-hours-a-day, 7-days-a-week comprehensive system to detect, respond to and prevent cases of communicable disease.

Immunization Program increased access to immunizations other than COVID-19 through 47 school-based immunization clinics. Supported medical providers to administer more than 250,000 free or low-cost immunizations to Pierce County children.

Treatment Services Program helped 2,335 patients struggling with opioid use disorder on the path to recovery. In a safe and controlled environment, gave 476,072 methadone doses to clients. Gave 23,786 counseling sessions to clients. Gave out 1,642 Narcan kits and received reports of 171 overdose reversals.

We gave **Mental Health First Aid** training to support adults and youth in mental health crises to 383 community partners.

Healthy Resilient Children and Youth, Tobacco Prevention and Youth Marijuana Prevention Teams worked with partners and community-based organizations to implement 12 policy, systems and environment strategies. These evidence-based strategies improve access to healthy food, increase opportunities for safe active living, and provide tobacco and marijuana-free environments.

Family Support Partnership Program family resource centers help those in need find resources like housing, food, healthcare and more. The 9 centers held or participated in 9,943 events and made 780,328 resources connections

Nurse Home Visiting Program worked with families and expectant moms to provide care coordination, health services, education and training. We conducted 2,732 home visits.

Black Infant Health Program improved the health outcomes of African American moms and babies through services and referrals to resources. We served 93 families and celebrated the milestone first birthday of 10 babies.

Our **health equity** work promotes equitable opportunities for health in Pierce County. We partnered with community members and University of Washington to implement a participatory policymaking process to involve those whom health inequities most affect. We identified community land trusts as a policy to advance affordable housing and helped secure investment from Pierce County Council to seed these efforts through Tahoma Community Land Trust. In 2021 alone, residents in 6 Communities of Focus benefited from \$410,000 community-led investments to meet needs they identified.

We activated our **Racism, Resilience Action, and Response Team** in June 2020 to address racism as

a public health crisis. The team is helping the Health Department become a multicultural, anti-racist organization. We created 4 affinity groups, implemented a racial and equity justice training series and provided education to 255 staff, our Management Team and our Board of Health. We reviewed 22 Health Department policies and procedures using a racial equity lens.

The Health Department played a major role in the **Pierce County Opioid Task Force**, bringing together more than 250 stakeholders to end the opioid epidemic. We sponsored the third annual Opioid Task Force Summit and promoted a Virtual Overdose Awareness Campaign. More than 60 community members came together to remember loved ones lost to the epidemic, fight the stigma around substance misuse and learn how to get and administer Narcan.

Food and Community Safety Program conducted more than 18,800 food service establishment inspections. We responded to 1,121 food safety complaints and trained 68,000 food service workers.

Oral Health Program coordinated work with dental providers and schools to conduct 18,000 dental screenings, 8,900 fluoride varnish treatments and 4,300 dental sealant applications. Our Access to Baby and Child Dentistry (ABCD) Program connects low-income families with 230 dentists who know how to care for young kids' teeth.

Vital Records Office issued more than 167,600 birth and death certificates and reviewed, processed, and filed more than 16,000 death records.

Emergency Preparedness Program planned and prepared for effective responses to biological, technical, and natural hazards to protect the health of all Pierce County residents. On Jan. 21, 2020, we activated our response to COVID-19. We remain activated to respond to the unprecedented pandemic and help with recovery efforts.

Drinking Water Program monitored 1,500 water systems for bacteria and nitrates to ensure safe and reliable drinking water.

Onsite Septic System Program reviewed and approved 3,143 applications. Staff conducted 11,109 property sale inspections. Healthy septic systems reduce the risk of people and pets getting sick from untreated sewage, prevent water contamination and save homeowners money.

Surface Water Program monitored 9 saltwater beaches for bacterial contamination and 14 lakes for toxic algae. Facilitated 5 water quality meetings for shellfish protection districts.

Waste Management Program permitted more than 850 solid waste and infectious waste facilities.

Pollution Prevention and South Tacoma Groundwater Protection inspectors helped more than 600 Pierce County businesses protect the environment through proper hazardous substance storage.

Our **Underground Storage Tank** work guided 240 cleanups.

We provided **soil sampling and education** to over 120 homeowners and tenants, to protect kids and adults in the Tacoma Smelter plume area. Our **Local Hazardous Waste Management** work helped more than 500 homeowners properly dispose of unwanted chemicals. Our **EnviroStars Program** recognized local businesses' efforts to reduce waste and use green practices.
