



We are
REAL

RECORDING • ELECTIONS • ANIMAL CONTROL • LICENSING



2401 S. 35th St. #200, Tacoma, WA 98409



(253) 798-7427



piercecountywa.gov/auditor



OUR CUSTOMERS

Pierce County is growing! Our population has increased by 9.7% from 2010 to 2018. In unincorporated Pierce County, the increase was 11.5%.

Pierce County is diverse along racial and ethnic lines. We have more diversity than the Washington State average. In Pierce County, 9.4% of our population is foreign born.

Our customers can be hard to reach. Only 83.5% of households have a broadband internet subscription. At home, 14.2% of Pierce County households speak a language other than English. The mean travel time to work is 31 minutes. Renters make up 40% of our residents. The annual turnover of Joint Base Lewis-McChord is about 9,000. Roughly 40% come to JBLM and 40% leave JBLM during a typical year.

In other words, our customers move frequently, spend a lot of time on the road, and may be just learning the English language.



ABOUT US

We are REAL. Recording, Elections, Animal Control and Licensing.

\$11,507,030
ANNUAL BUDGET

61
FULL-TIME
STAFF MEMBERS

1,370,948
TRANSACTIONS
PERFORMED WITH
SPEED & ACCURACY

Under Washington State's Constitution and numerous statutes, many state responsibilities are carried out by the county auditor. Administering elections, recording documents, collecting excise taxes, and licensing vehicles are state-mandated services we provide to county residents. State functions account for most of our work.

We're also an agent for the federal government, providing passport services on behalf of the Department of State.

The Auditor's Office provides other county services. We regulate adult entertainment, pawnbrokers, process servers and secondhand dealers, in collaboration with the Pierce County Sheriff's Department. The county auditor receives all of the county's legal documents. Service of Process, Summons and Complaints for the county are personally served on the auditor, scanned, logged, and transmitted to the prosecuting attorney. We enforce animal laws through pet and kennel licensing and Animal Control Officers.

Our customers enjoy all the business and payment options they expect from retail shopping. The Auditor's Office balances multiple systems, tender types, and funds. We manage millions of dollars across seven lines of business and six software systems, for roughly 20 Federal, State, and local accounts daily. In some respects, we're the "banker" for these government entities, collecting and distributing millions of dollars in fees and taxes.



ADMIN/IT/FISCAL

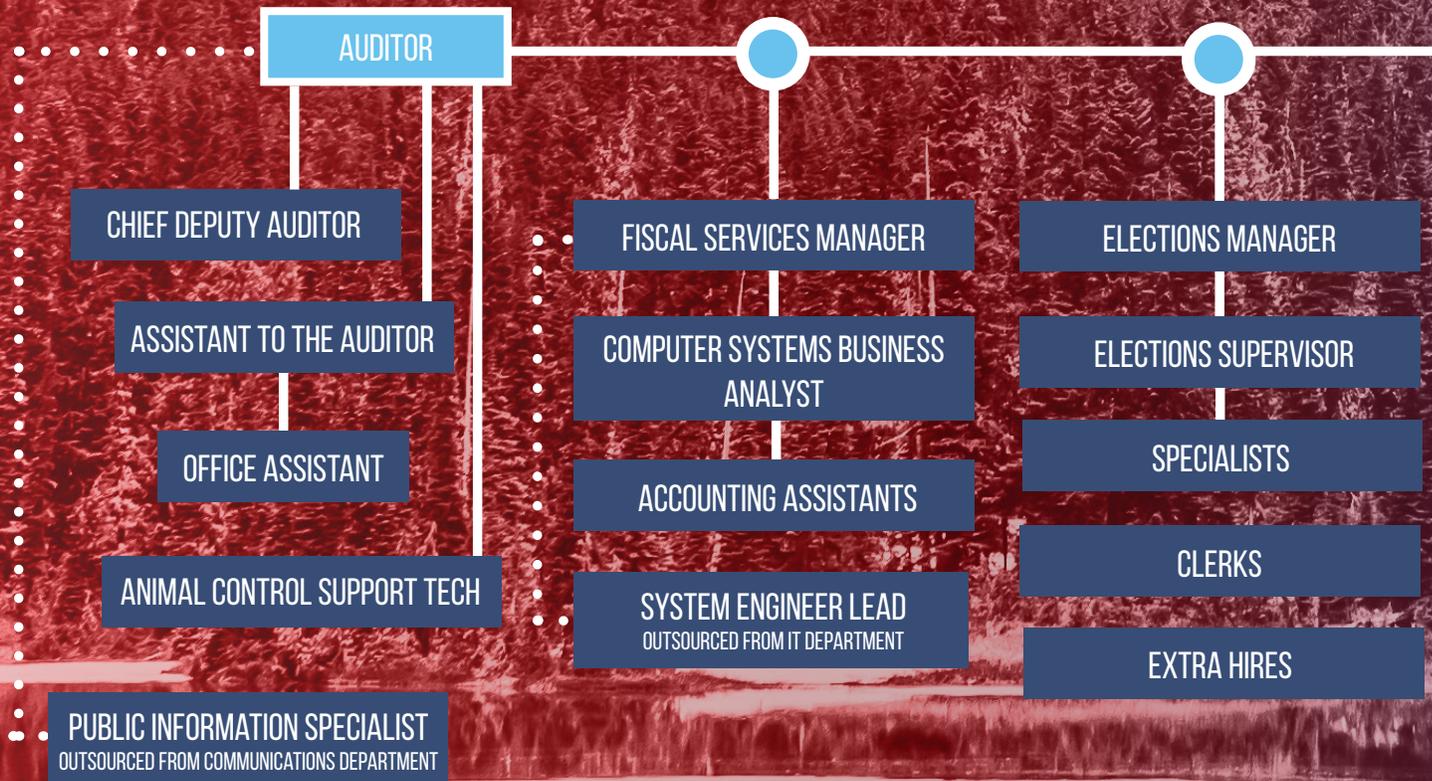
8 FULL-TIME EMPLOYEES

101,516 FISCAL TRANSACTIONS
162 CONTRACTS PROCESSED
1,229 JOB APPLICATIONS PROCESSED
18 COMPUTER SERVERS
3 BUSINESS SYSTEMS
3 ELECTION SYSTEMS
259 IT USER ACCOUNTS

ELECTIONS

13 FULL-TIME EMPLOYEES

791,168 TRANSACTIONS



RECORDING/LICENSING
32 FULL-TIME EMPLOYEES
472,483 CUSTOMERS SERVED

ANIMAL CONTROL
7 FULL-TIME EMPLOYEES
DISPATCHED TO 4,390 CALLS
164 PUBLIC RECORD REQUESTS

RECORDING/LICENSING MANAGER

LICENSING SUPERVISOR

TECHNICIANS

LICENSING COMPLIANCE OFFICER

RECORDING SUPERVISOR

TECHNICIANS

ANIMAL CONTROL SUPERVISOR

ANIMAL CONTROL OFFICERS
OUTSOURCED FROM SHERIFF'S DEPARTMENT

2018 AT A GLANCE



VEHICLE LICENSING

We served over **193,468** vehicle licensing customers as an agent of the Washington State Department of Licensing.

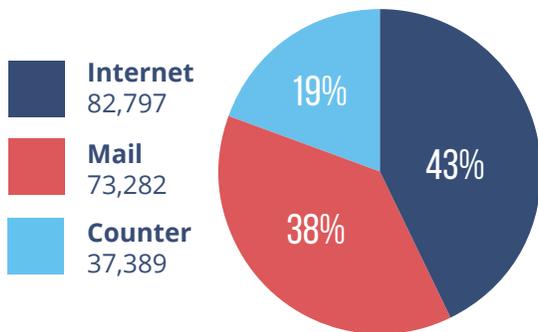
- Title transfers (over 30 standard types).
- License tab renewals.
- Trip permits.
- Disabled plate placards.
- Registration and plate replacement.
- Gross weight/tonnage.

Vehicle licensing applies to cars, boats, trailers, motor homes, recreational vehicles, and mobile homes.

We frequently see over 403 customers per day. Due to new state software, the transaction times for in-person counter business have increased.

On average customers wait over 15 minutes before being called to the counter. More than 25% of customers waited longer than 20 minutes in our licensing lobby.

Licensing Technicians must be state-certified, which requires extensive testing and 1,800 hours of service time.



BMPP • BUSINESS • PASSPORTS • MARRIAGE • PETS

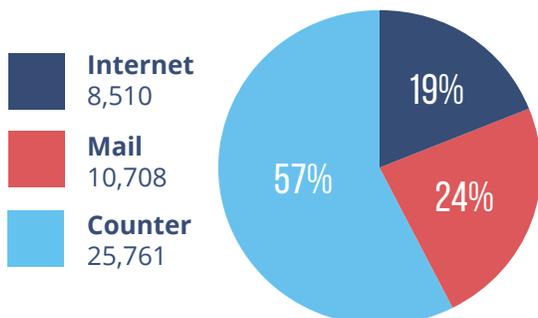
We processed **44,979** business and animal licenses, and passports.

- Business licenses.
- Marriage licenses.
- Pet licenses.
- Passport applications.

Many transactions are complex and require multiple visits.

We've met our strategic initiative to automate and provide online self-service options. However, the nature of most licensing functions is regulatory, requiring in-person document inspection and interview.

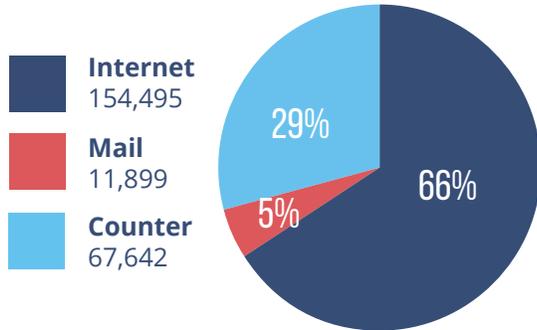
Our passport activity has more than doubled over the last three years, consistent with national statistics, and will not diminish.





RECORDING

We recorded **234,036** documents, which includes 34,000 Real Estate Excise Tax Affidavits.



- Deeds.
- Mortgage documents.
- Easements.
- Powers of Attorney.
- Liens.
- Military discharge papers.
- Real Estate Excise Tax Affidavits.

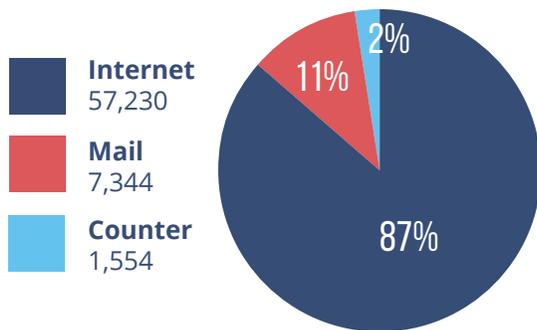
Recorded documents are available online and many are Integrated through Geospatial Information Services (GIS).

We have focused on increasing the percentage of online transactions. eConvey online excise tax collection has increased from 15% (2014) to 51% (2018). Document eRecording has increased from 36% to 69% in the same period.



ELECTIONS

We conducted 4 elections and maintained the records of over **500,000** registered voters.



- Voter registrations.
- Federal, state, and local elections.
- Signature verification on petitions.
- Redistricting.

Online portals (vote.wa.gov and Motor Voter) account for the largest share of registration activity.

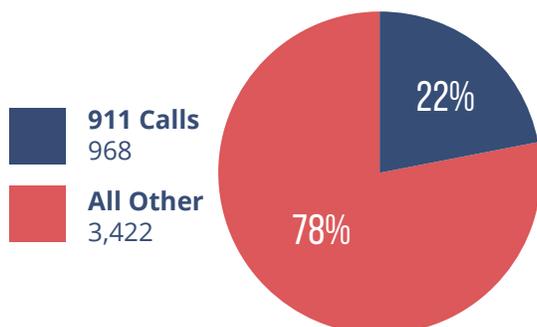
Pierce County manages a high number of candidate filings and jurisdictions. In 2018, four elections were conducted. Elections were held in 45 districts, for 119 offices and 46 state and local ballot issues. A total of 216 candidates appeared on the ballot. A printed state and local voters' pamphlet was mailed to every household in Pierce County.

Registration laws passed in 2018 will take effect in 2019 and substantially increase the complexity of operations (automatic registration, same day registration, 16 and 17-year old preregistration).



ANIMAL CONTROL

7 Officers provided 24-hour response to over **4,390** calls.



Animal Control Officers are limited commission officers through the Sheriff Department and have authority to write and serve warrants.

89% of officers have achieved full certification in cruelty investigations, as well as equine investigations. The team has a 99% conviction rate for animal cases prosecuted and has prevailed in 96% of hearing examiner cases.

Animal Control also inspects and monitors 144 kennels and pet businesses, in addition to 54 dangerous animals. Officers impound over 1,500 dogs, cats, and small animals every year.

In 2018, officers opened 32 cruelty cases including 8 horses, 4 cats and 62 dogs. 53 dangerous animal cases were heard by the Hearing Examiner.

S

TRENGTHS

- Customer service excellence.
- Agile, skilled workforce.
- Leader in state policy development.
- Partnerships with external agencies.
- Ability to influence 250,000 walk-in customers.
- Teamwork and cross training.
- Supportive, friendly supervisors and leads.
- Persistence. When the going gets tough, we pull together.
- Employees perform wide array of complex transactions, very quickly, with outstanding accuracy.

RECORDING

- Efficient document recording system and practices.

LICENSING

- Subagents.
- Goodwill Supported Employment.

ELECTIONS

- Tabulation vendor and new equipment.
- Years of experience.
- Innovation.

ADMIN/IT/FISCAL

- Excellent documentation of policies and procedures.

ANIMAL CONTROL

- Training.
- Specialized experience.

W

WEAKNESSES

- Language / translation accommodation.
- Employee diversity.
- Under-resourced administrative/fiscal.
- Slow adaptation of software vendors to emerging needs.
- Retirements.

RECORDING

- Difficult to stay focused, due to distractions.
- Absence of predictable recording fees.
- Constant indexing backlog.

LICENSING

- Managing volume: back office daily work and serving last customers of the day.
- Lobby size and functionality.

ELECTIONS

- Duplication of data entry for different software platforms.
- Outdated facility unable to properly serve customers, especially during large elections.
- GIS capacity to manage boundaries and redistricting.

ADMIN/IT/FISCAL

- Insufficient capacity (people/time).
- Lack of communication to employees on Pierce County projects and long-range departmental projects.
- Document retention and organization.
- Inefficient county performance evaluation process.

ANIMAL CONTROL

- Challenges with shared supervision between Pierce County Sheriff and Auditor's Office.
- Inconsistent staff access to different communication systems.

O PPORTUNITIES

- Increased support for diversity initiatives.
- Proliferation of personal mobile devices.
- Digital notary and eRecording.
- Growth in population = more revenue.
- Growth in regional economy.

RECORDING

- Increased eConvey (online excise).

LICENSING

- Improved training.
- Improved facilities for customers and staff.
- Shift work to subagents.

ELECTIONS

- New VoteWA registration and election management system.
- Partnerships for voter outreach and service.
- 2020 Census.

ADMIN/IT/FISCAL

- Update of performance evaluation tools.
- County adoption of paid time off policies.
- Facilities Master Plan for the Annex.
- Pierce County's GovQA portal improvements.
- County decision-making for HR, Fiscal, IT, Facilities, and General Services.

ANIMAL CONTROL

- Animal shelter more suitably located to serve unincorporated Pierce County.
- Animal shelter with reasonable cost structure and contract.
- Improved alignment with Pierce County Sheriff's Department.

T HREATS

- Sharp increases in wealth gap.
- Unfunded state mandates and increased regulation.
- Cybersecurity risks.
- Diminished local journalism.
- Declining trust in government.
- Rapid growth in population = workload.
- Growth in unincorporated Pierce County, while services remain centered in Tacoma.
- Changes in Postal Service operations, service quality, and costs.

RECORDING

- Growing demand for parcel specific information.
- Increased pressure for additional recording fees.

ELECTIONS

- Implementation of New VoteWA registration and election management system.
- Stretched too thin by expansion of drop boxes, demand for voting centers.
- Same Day Registration deadlines.
- Voter registration laws dependent on many outside agencies (DOL, Health Benefit Exchange, etc.).

ADMIN/IT/FISCAL

- Volume of Public Record Requests.
- Cybersecurity and record management risks from email attachments.
- Incomplete adoption of departmental naming conventions (tags) and retained emails and work documents.

ANIMAL CONTROL

- Current Animal shelter contract, capacity, and service quality.
- Volume of Public Record Requests.

Auditor's MESSAGE

Most of the Auditor's Office work is mandated by laws, regulations, and budgets outside of our control. To get the very best outcomes from the few options we have, we must be clearly focused on what we want to do. That's why we have strategic plans.

We've made tremendous progress together since our earlier efforts. The Auditor's Office is smarter, faster, kinder, and more responsive than ever.

Back in 2012, we established our organizational values, modernized transaction payments, reduced data entry, and made significant improvements to automation and online self-service for customers. We hit our strategic goals out of the park!

By 2015, we began to focus on our employees; their professional expertise, satisfaction, and engagement. We also increased the speed of ballot processing and continued to improve customer service with technology and quicker response times. And finally, we paid much-needed attention to business licensing regulation and enforcement.

JULIE ANDERSON

PIERCE COUNTY AUDITOR



In this 2019 – 2022 Strategic Plan, our theme can be distilled to one word: Relationships.

Every initiative depends upon collaboration, concern, and communication with others. Relationships are central to our success.

While we tackle our goals, my hope is to focus on the strengths of the Auditor's Office.

With that said, let's get going. We're ready for another four-year achievement sprint.

Solutions. When problems emerge, turn quickly to solution-finding.

Strengths. High performance comes from leveraging strengths not fixing weaknesses.

Future. Remember the future is built today.

Gratitude.

Progress. Energy increases with forward movement, if we stop complaining that it's not enough.

(Adapted from Strengths Based Leadership, by Rath and Conchie.)

MISSION

The mission of the Pierce County Auditor's Office is to conduct honest and accurate elections; maintain the integrity and accessibility of the public record; provide efficient licensing services; and protect, promote, and balance the well-being and safety of animals and citizens.

VISION

Citizens have confidence in the efficiency and integrity of local government. Our workforce is renowned for its culture of continuous improvement, innovation, inclusiveness, and outstanding customer service.

VALUES

ACCESSIBLE

- Effortlessly reached, comfortably approached.
- Easy to understand.

INCLUSIVE

- Any individual or group can fully participate.
- People feel welcome, respected.

SKILLED

- Expertise and experience.

HONEST

- Honorable in principles, intentions and actions.
- Upright and fair.

RESPONSIVE

- Respond readily and compassionately to customers.
- Confront challenges with flexibility and innovation.

COLLABORATIVE

- Cooperate, for the betterment of the whole.

At the Auditor's Office, we....

- Deliver high-quality services that are innovative, accurate and easily accessed.
- Promote and celebrate industry expertise and professional pride.
- Share leadership, promote teamwork, and involve each other in decision-making.
- Create products and places that are inclusive, welcoming, and filled with mutual respect.
- Consistently apply rules and expectations in a firm, fair, and friendly manner.
- Are forthright and honest with each other, our stakeholders, and our customers.



2019-2022 STRAT



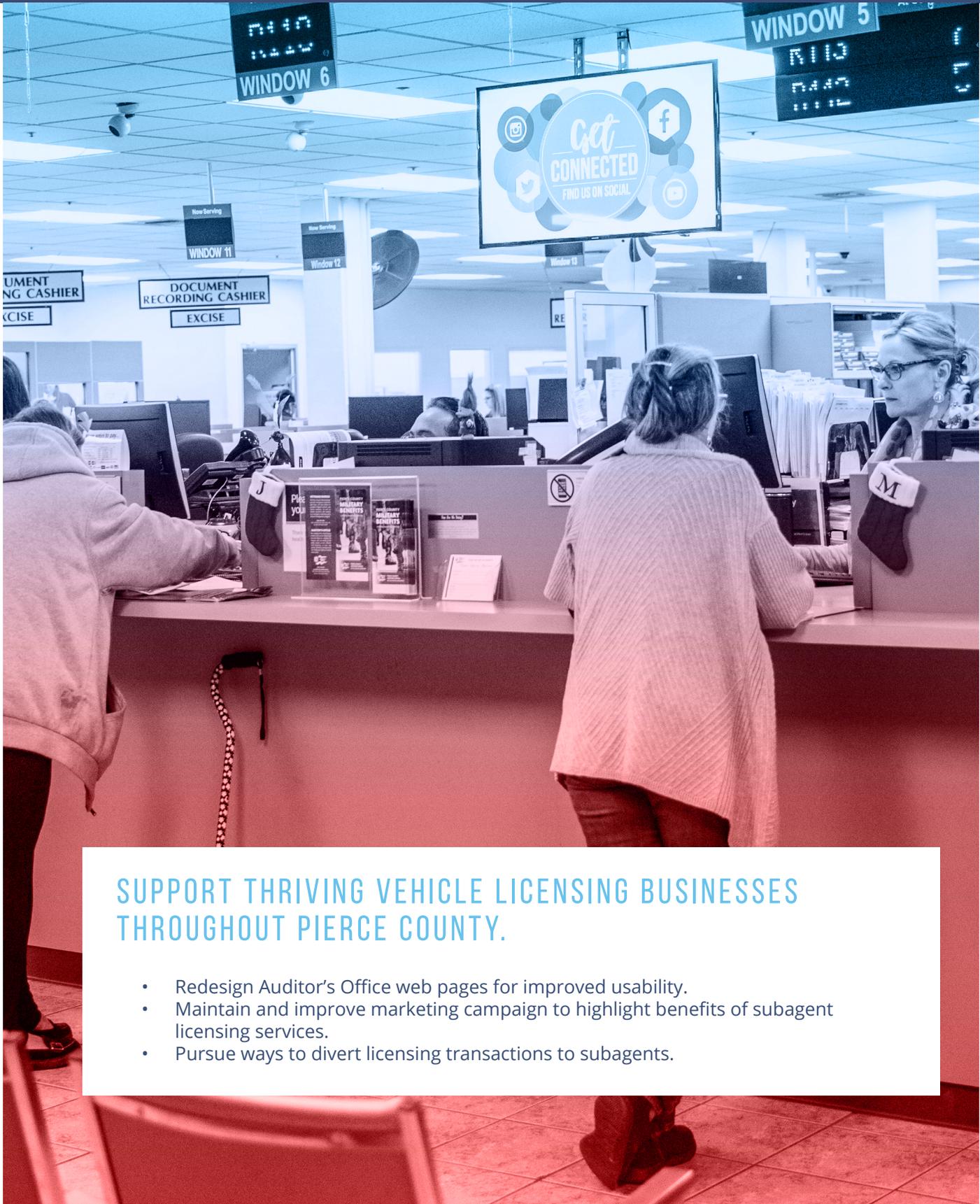
NURTURE RESILIENT NETWORKS OF CIVIC ENGAGEMENT AND ACCESS TO DEMOCRACY.

- Identify hard-to-reach communities with low civic engagement.
- Develop and execute a relationship management plan with hard-to-reach communities.
- Provide education and resources that promote democracy and improve understanding of electoral process.
- Inventory formal and informal groups that practice and promote civic engagement.
- Partner with groups that empower hard-to-reach communities.
- Partner with University of Washington - Tacoma to define and measure voter access and participation rates.
- Redesign Auditor's Office web pages for improved usability.
- Provide leadership on Pierce County 2020 Census Complete Count Committee.
- Implement outreach strategies in Pierce County 2020 Census Complete Count Plan.

LAUNCH HIGH QUALITY ANIMAL SHELTER TO BETTER SERVE CITIZENS AND ANIMAL CONTROL OFFICERS IN PIERCE COUNTY SERVICE AREA.

- Identify and create government and corporate partnerships that support the formation of a new Pierce County animal shelter.
- Establish facility and service standards for new shelter.
- Release a Request for Proposal for construction and operation of a new shelter.
- Launch marketing campaign for new shelter.

EGIC INITIATIVES



SUPPORT THRIVING VEHICLE LICENSING BUSINESSES THROUGHOUT PIERCE COUNTY.

- Redesign Auditor's Office web pages for improved usability.
- Maintain and improve marketing campaign to highlight benefits of subagent licensing services.
- Pursue ways to divert licensing transactions to subagents.

2019-2022 STRAT

ENSURE EXCEPTIONAL SERVICE TO VOTERS.

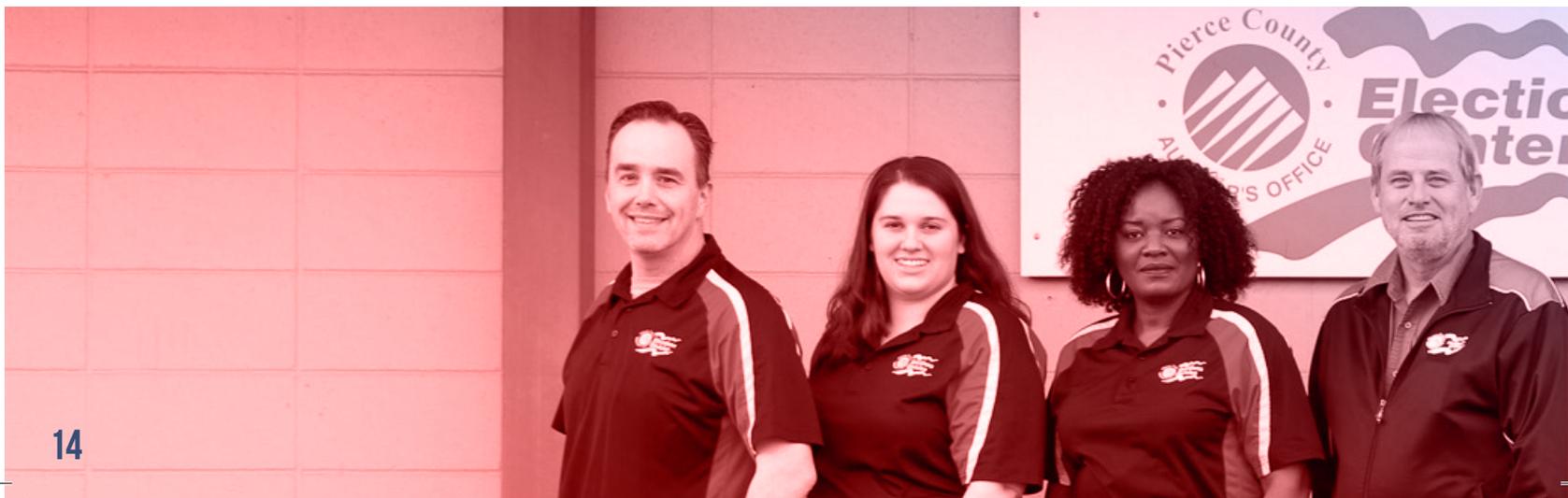
- Redesign Auditor's Office web pages for improved usability.
- Maintain and improve mobile app to provide voter services and encourage civic engagement.
- Launch a marketing campaign to encourage voters to update registrations.
- Launch a marketing campaign to help voters return ballots and get ballots counted.
- Operate voting center(s) that utilize queuing, mobile devices, automated data entry.
- Create "Points of Assistance" at libraries on Election Day.
- Establish a Voting Center with capacity to serve 5,000 customers on November 3, 2020.
- Reallocate staff resources to voter services during peak periods of 18-day voting period.
- Identify methods for measuring customer satisfaction for all voter services (online, in-person, phone).

DEVELOP EFFICIENT DOCUMENT RETENTION PROGRAM THAT OBEYS LOCAL GOVERNMENT RECORDS RETENTION SCHEDULE (CORE) AND OPEN GOVERNMENT LAWS.

- Partner with IT for automated email disposition.
- Restructure and maintain the network drive for retention ease.
- Partner with our employees to better understand how and why records are produced and retained.

PROVIDE EXCEPTIONAL CUSTOMER SERVICE EXPERIENCE FOR ANNEX VISITORS.

- Redesign Annex lobby to greet customers immediately, provide preliminary service, and prepare for successful transactions.
- Remodel Auditor's Office licensing and recording areas to improve customer and employee experience.
- Extend election services into the Annex with a strong preference to relocate the Elections Division entirely into the Annex.
- Identify methods for measuring customer satisfaction for all services (online, in-person, phone).
- Offer certified online marriage certificates.
- Pursue ways to divert licensing transactions to subagents.



EGIC INITIATIVES

EXPAND SELF-SERVICE OPTIONS AND CUSTOMER CONVENIENCE FOR RECORDING DIVISION.

- Redesign Auditor's Office web pages for improved usability.
- Create a government-to-government portal for intergovernmental eRecording.
- Offer certified online marriage certificates.
- Increase the number of recorded documents available online.

INFUSE EQUITY AND INCLUSION INTO OUR WORK AND SERVICES.

- Fully engage in Pierce County's Diversity, Equity, and Inclusion (DEI) program.
- Shift attitudes and behaviors related to bias, inclusion, diversity, equity, and access.
- Promote and use Auditor's Office "Equity Inclusion Policy" to develop programs and materials.
- Partner with University of Washington - Tacoma to define and measure voter access and participation rates.
- Participate in targeted employment recruitment for Recording, Elections and Licensing.
- Increase the availability of translated material (TV lobby slides, kiosks, online and over the phone).
- Develop and execute a relationship management plan with hard-to-reach communities.

ENGAGE TALENTED EMPLOYEES IN CONTINUOUS IMPROVEMENT.

- Cross-train employees within their divisions and prepare them to backfill positions during absences.
- Develop employees to learn new skills and prepare for promotional opportunities.
- Continuously engage employees with Strategic Plan implementation.
- Provide staff training focused on continuous process improvement, personal responsibility and well-being.
- Provide staff training in bias, inclusion, diversity, equity and access.



acceptance incentive expanding clarification engagement
 attitude updating inclusion innovation streamline
 voteWA change training mindful NOW
 honesty space capacity communication change
 equity motivation love
 renovation environment champion
 sharing efficiency training improvement teamwork consistent accountability



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Let's Get Social



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