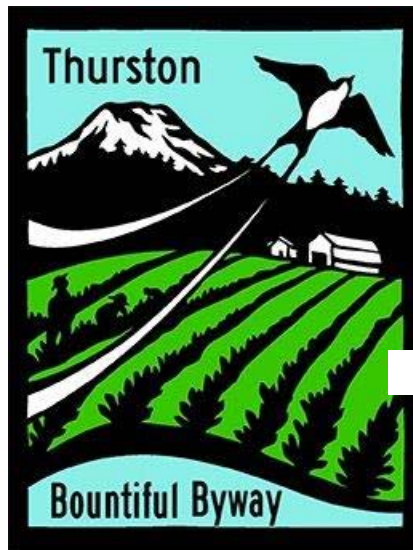


# Thurston County Washington

## 2015 Preliminary Budget

September 16, 2014



*Creating Solutions for Our Future*

## Thurston County Commissioners

(D) = Democrat

(R) = Republican

(I) = Independent

Date indicates end of term



Commissioner  
Karen Valenzuela (D) 2014



Commissioner  
Sandra Romero (D) 2016



Commissioner  
Cathy Wolfe (D) 2016

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## Other County Elected Officials



Assessor  
Steven Drew  
(D) 2014



Auditor  
Mary Hall  
(D) 2014



Clerk  
Betty Gould  
(D) 2014



Coroner  
Gary Warnock  
(D) 2014



Prosecuting Attorney  
Jon Tunheim  
(D) 2014



Sheriff  
John Snaza  
(I) 2014



Treasurer  
Shawn Myers  
(D) 2014

## Superior Court Judges



From left to right: Chris Wickham (2016), Carol Murphy (2016), Lisa L. Sutton (2016), James J. Dixon (2016), Christine Schaller (2016), Anne Hirsch (2016), Erik D. Price (2016), Gary R. Tabor (2016)

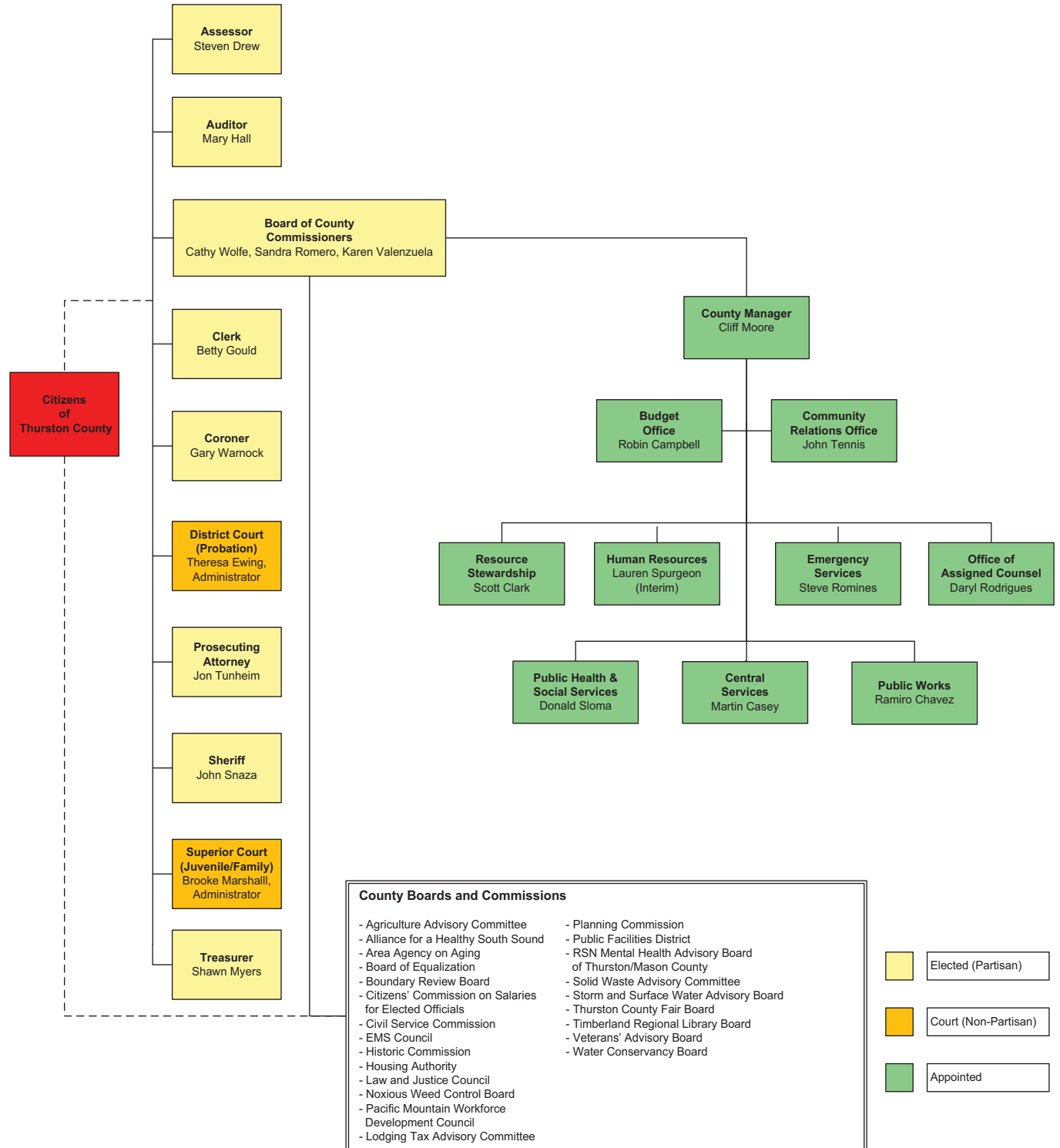
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## District Court Judges

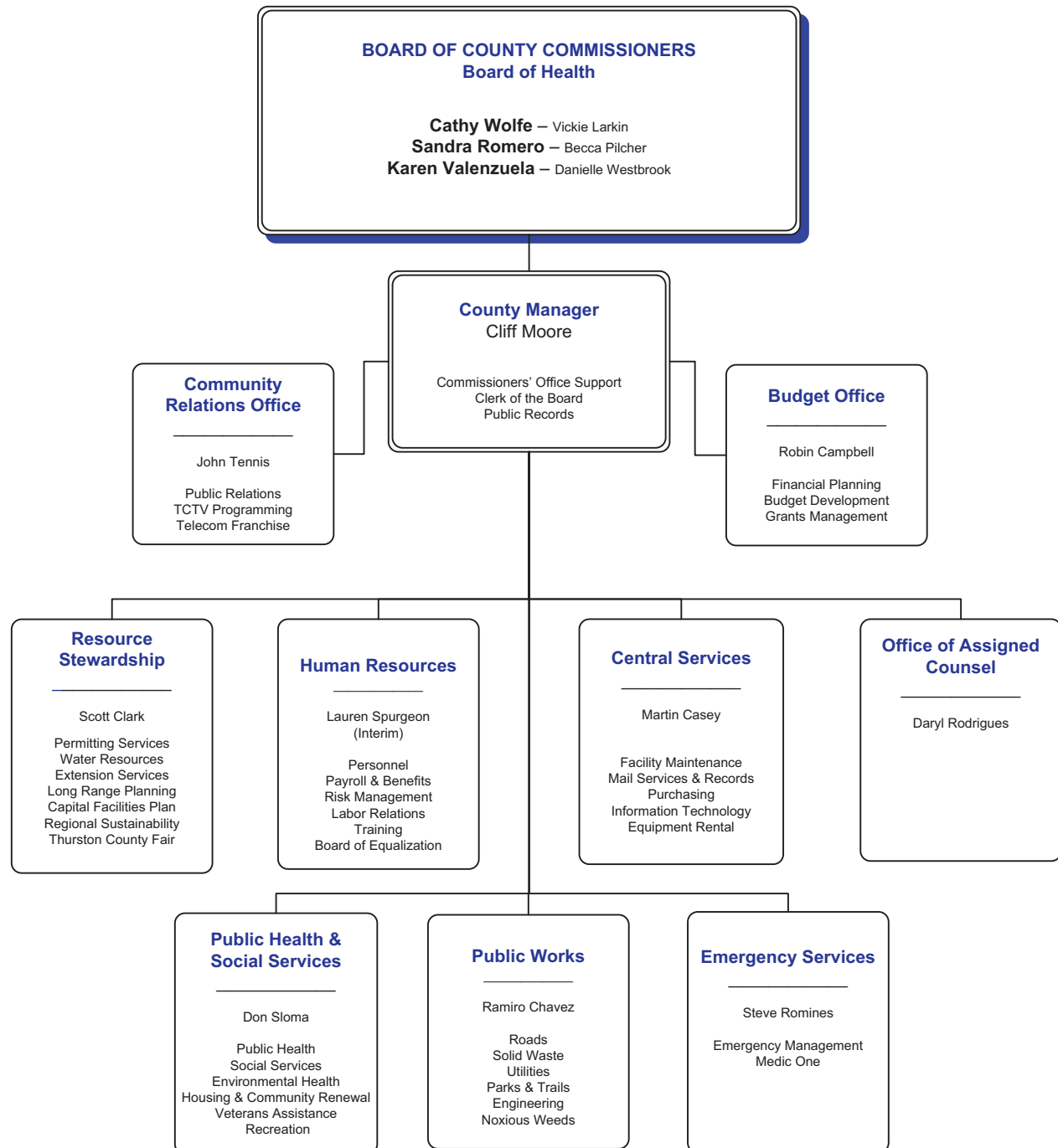


From left to right: Samuel Meyer (2014), Kalo Wilcox (2014), Brett Buckley (2014),

# THURSTON COUNTY



## THURSTON COUNTY BOARD-MANAGED DEPARTMENTS





# Commissioner Committee Assignments

Committee	Meeting Time	Karen Valenzuela	Sandra Romero	Cathy Wolfe
Area Agency on Aging	4 <sup>th</sup> Thursday, 2pm			X
Disability Board	3 <sup>rd</sup> Wednesday as needed, 12pm			X
Emergency Food & Shelter Program	As needed, 12pm			X
Governor's Justice Reinvestment Task Force	As needed			X
Law & Justice Council	Quarterly, 3 <sup>rd</sup> Thursday, 4:30pm			X
Pacific Mountain Workforce Consortium	As needed			X
Regional Support Network (RSN)	4 <sup>th</sup> Monday, 5:30pm			X
Solid Waste Advisory Committee	2 <sup>nd</sup> Thursday, 11:30am			X
Transportation Policy Board	2 <sup>nd</sup> Tuesday, 7:30am			X
WSAC Board of Directors	As needed			X
Canvassing Board	As needed after elections			X
DES Community Officials Roundtable	As needed			X
Finance Committee	As needed			X
Mayor's Forum	1 <sup>st</sup> Friday, 12pm			X
Shared Legislative Strategy	3 <sup>rd</sup> Monday, 5:30pm			X
Cascade Pacific Action Alliance	As needed			X
Alliance for a Healthy South Sound	As needed		X	
Animal Services	1 <sup>st</sup> Thursday, 5pm		X	
JBLM Elected Officials Council	As needed		X	
LOTT	2 <sup>nd</sup> Wednesday, 5:30pm		X	
Lodging Tax Advisory Committee	To Be Determined		X	
Nisqually River Council	3 <sup>rd</sup> Friday, 9am		X	
Puget Sound Partnership Salmon Recovery	4 <sup>th</sup> Thursday, odd months, 10am		X	
Puget Sound Partnership Steelhead Comm	As needed		X	
WA State Building Code Council	Varies		X	
TCOMM Admin Board	1 <sup>st</sup> Wednesday, 3:30pm		X	
Thurston Council for Children and Youth	1 <sup>st</sup> Monday, 1:30pm		X	
Thurston Regional Planning Council	1 <sup>st</sup> Friday, 8:30am		X	
Tourism Promotion Area	To Be Determined		X	
Urban Corridors Task Force	Varies		X	
Voluntary Stewardship Program	Varies		X	
Washington Counties Risk Pool	As needed		X	
Adult Behavioral Health Legislative Task Force	3 <sup>rd</sup> Friday as needed, 9am	X		
Law Library Board	As needed, 7:30am	X		
Chehalis Basin Flood Authority	3 <sup>rd</sup> Thursday, 9am	X		
Chehalis Basin Partnership	4 <sup>th</sup> Friday, 9:30 am	X		
Chehalis Work Group	As needed	X		
Community Investment Partnership	2 <sup>nd</sup> Monday, 2pm	X		
Economic Development Council	4 <sup>th</sup> Monday, 3:30pm	X		
EMS Council (Medic One)	3 <sup>rd</sup> Wednesday, 3:30pm	X		
Fire Commissioners Association	3 <sup>rd</sup> Tuesday, 6pm	X		
HOME Consortium	2 <sup>nd</sup> Monday, 11am	X		
Intercity Transit	1 <sup>st</sup> & 3 <sup>rd</sup> Wednesday, 5:30pm	X		
Lucky Eagle 2% Committee	As needed	X		
Olympic Region Clean Air Authority	2 <sup>nd</sup> Wednesday, 10am	X		
ORCAA Finance Committee	2 <sup>nd</sup> Wednesday, 9am, as needed	X		
WSAC Coastal Caucus	As needed	X		
WSAC Legislative Steering Committee	As needed	X		

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The financial health and welfare of Thurston County is dependent upon establishing and maintaining sound budgetary principles and strategies for implementation. These financial principles will govern the development and administration of budgets for all county offices and departments, effective December 15, 2009.

1. Thurston County will prepare annual operating and capital budgets that are balanced to forecasted revenues, and are consistent with approved long range strategic goals and capital facility improvement plans.
2. Beginning in 2010, Thurston County will use a process to evaluate program outcome measurements and the effects of alternative levels of service and associated budget authorizations.
3. Each county office and department will periodically seek and use citizen feedback in development of internal strategic plans and in establishing the top priorities for Thurston County government.
4. Each county office and department shall allocate available resources consistent with the strategic plans and service level priorities developed with public input.
5. The Commissioners' Office staff assigned to develop the budget will be charged with preparing and regularly updating a four-year forecast of expected revenues to the general fund and other major revenue sources based on updated assessments of the economic and demographic characteristics of Thurston County.
6. Thurston County will create and maintain a reserve for the general fund that is at least equal to one month of budgeted annual expenditures. This reserve will serve as a financial stabilization account to protect against temporary revenue shortfalls and unpredicted one-time emergency expenditures.
7. Thurston County will align specific programs with their respective funding sources and differentiate in budgeting between tax-supported activity, grant-supported activity and fee-supported activity.
8. For all governmental funds, expenditures will be limited to the purposes specified, and fund balances must be sufficient to meet ongoing budgeted obligations without incurring inappropriate surpluses or deficits.

9. Thurston County will determine and establish enterprise funds for all functions that can be reasonably supported by fees and ongoing non general fund revenues. This means that the functions performed by the enterprise are supported by the revenues generated by that enterprise. Furthermore, the county will strive to establish fee and charge schedules for enterprise activities that will recover the full cost of providing the service, including both direct and indirect expenses.
10. The Thurston County Board of County Commissioners will monitor office and department budgets through the Financial Management Committee and County Budget Office, and recommend changes in funding levels as appropriate.
11. Thurston County will strive to maintain a bond rating of A+ or higher. The current rating for the County is Aa3.
12. Thurston County will avoid using one-time revenues to fund ongoing operations.
13. Thurston County will assure that there is a comprehensive county-wide financial system to be used by all county offices and departments to provide financial information, both budgets and actual, necessary to effectively operate and manage county resources. The county will assure that the said financial system is well maintained.
14. Thurston County will use and promote technology, information systems, and e-commerce solutions to improve efficiency and reduce labor costs where possible.

# Thurston County Fund Structure

## All Funds

### Governmental Funds

#### General Fund

Treasurer-Maintenance & Operations  
Clerk - Family Court Services  
Fair  
Law Library  
Auditor-Maintenance & Operations  
Superior Court-Family Court Services  
Auditor-Election Reserve  
Detention Facility Sales Tax  
Victim Advocate Program  
Investment Administration  
Emergency Management Council  
REET Technology  
Trial Court Improvement  
Treatment Sales Tax  
Roads & Transportation  
Veterans  
Medic One-Reserve  
Medic One  
Stadium/Convention/Art Center  
Recreation Services  
Noxious Weeds  
Tax Refunds  
Conservation Futures  
Housing & Community Renewal  
Sheriff's Special Programs  
Prisoner's Concessions  
Public Health & Social Services-Technology  
Public Health & Social Services  
Long Lake-Lake Management District  
Lake Lawrence-Lake Management District  
Basin Planning & Enhancements  
Anti-Profiteering  
Legal Financial Obligations Collection  
Tourism Promotion Area  
Historic Preservation

#### Special Revenue Funds

#### Debt Service Funds

General  
Obligation  
Bonds 2004  
  
General  
Obligation  
Bonds 2005  
  
General  
Obligation  
Bonds 2007  
  
General  
Obligation  
Bonds 2009  
  
General  
Obligation  
Bonds 2010  
  
Road  
Improvement  
District #3  
  
2010C Debt  
Sinking

#### Capital Project Funds

Roads Construction in Progress  
Jail Capital Projects  
Real Estate Excise Tax  
Parks Impact Fees  
Public Works Impact Fees  
2010 Debt Holding

### Proprietary Funds

#### Enterprise Funds

Solid Waste  
Solid Waste Reserve for Closure  
Storm & Surface Water Utility  
Storm & Surface Water Capital  
Land Use & Permitting  
Boston Harbor Water/Sewer  
Boston Harbor Reserve  
Tamoshan/Beverly Beach Sewer  
Tamoshan/Beverly Beach Reserve  
Grand Mound Sewer  
Grand Mound Water  
Olympic View Debt Service  
Tamoshan Water/Sewer Collection  
Olympic View Sewer  
Tamoshan Reserve  
Tamoshan Debt Service  
Grand Mound Wastewater Capital Reserve  
Grand Mound Water Capital Reserve  
Grand Mound Debt Service  
Community Loan Repayment #1

#### Internal Service Funds

Unemployment Compensation  
Insurance Risk  
Benefits Administration  
Central Services/Facilities  
Central Services Reserve  
Central Services/Facilities Engineering  
Equipment Rental & Revolving-Maintenance  
Equipment Rental & Revolving-Replacement

### Agency Funds

Trust & Agency Funds  
Drainage Districts  
Cemetery Districts  
Public Utility District  
Tanglewilde Parks  
Housing Authority  
Intercity Transit  
Timberland Library  
Olympic Region Clean Air Agency  
Conservation District  
Thurston Regional Planning Council  
Education Service District  
School Districts  
Fire Districts  
Port of Olympia  
Towns  
Cities  
Thurston 911 Communications  
Dispute Resolution Center  
Area Agency on Aging  
State Transit Insurance Pool  
Lacey Olympia Tumwater & Thurston County (LOTT)

**\*Please note that Agency Funds are managed by the Treasurer and are not part of the County budget.**

### **REVENUE**

**General Fund Contribution** – Revenue from the General Fund to other funds within the County for the purpose of supporting general government activities.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. These may include property, sales, real estate excise, and timber taxes.

**Fees and Licenses** – Proceeds from the issuance of licenses and permits to businesses and occupations which must be licensed before doing business within a governmental unit; fees for court filing, election and law enforcement services.

**From Other Funds** – Financial inflows from other funds without equivalent flows of assets in return or without a requirement for repayment.

**Intergovernmental** – Revenue derived by one unit of government for performing a service that is the statutory responsibility of another unit of government.

**Miscellaneous** – Revenue from interest, rents, leases and donations from private sources.

**Grants** – Revenue from both federal and state entities, entitlements, shared revenues and payments for goods and services provided by one government to another.

### **EXPENDITURE**

**Personnel** – Expenditure category that includes amounts paid for services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in labor contracts. This also includes overtime, extra help and temporary labor, and benefits paid by the County as part of the conditions of employment. Benefits may include: health insurance, social security, retirement, and unemployment and workers compensation.

**Internal Services** – Expenditures related to the purchase of services or supplies provided by another County office or department.

**Professional Services** – Expenditure category for services other than personnel services which are needed by the government. Such services may be provided by private business organizations.

**Operating Costs** – Expenditures for articles and commodities purchased for consumption such as: office and operating supplies, travel, training, advertising, and capital leases.

**Debt Services** – Principal and interest payments to holders of the County's indebtedness. This includes loan payment from one fund to another fund within the County.

**Capital Expenses** – Expenditures which result in the acquisition of, rights to, or additions to capital assets, including incidental costs such as legal, appraisal and brokerage fees, land preparation and demolishing buildings, fixtures and delivery costs. This may include land, buildings, and machinery and equipment.

**Transfers to Other County Funds** – Outflows to other funds without equivalent flows of assets in return or without a requirement for repayment.



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### **BUDGET DEVELOPMENT APPROACH**

The Thurston County Preliminary Budget is presented for deliberation and adoption by the Board of County Commissioners.

The Board of County Commissioners is committed to ensuring a financially stable balance in every county fund.

For Fiscal Year 2015, the board set a targeted ending fund balance of \$10 million in the general fund as the first step towards fiscal resiliency. Given limited resources in the general fund, the board enacted a “budget freeze” for general fund expenditures. The freeze essentially sets all general fund budgets at the same amount as the 2014 budget including first and second quarter amendments, with adjustments for one-time expenditures and new grant revenue.

The board reviewed 10 Year Financial Plans for all non-general funds, and considered proposals for increased spending on a case-by-case basis.

### **THURSTON COUNTY BUDGET**

The adopted Thurston County 2015 Budget totals \$273 million in revenue and \$294 million in expenditures. Separate overviews are included for each major segment of the budget.

The county budget is comprised of a variety of funds. In some of the county’s Special Revenue Funds, Enterprise Funds and Internal Service Funds the board is intentionally spending down fund balance. Detailed information on each fund, including major revenue sources and expenditures, can be found in the department budget section.

### **OVERVIEW**

Revenue estimates are developed based on historical trends and economic information available at the time the budget is prepared. The revenues in the table below do not include fund balances.

In aggregate, the total revenue budgeted for 2015 is \$273 million. The table that follows shows the distribution of revenue by type of fund. Overall, revenue is anticipated to decrease by 3.1%.

## SUMMARY OF REVENUE BY FUND TYPE

Type of Fund	2014 Revised Budget	2015 Preliminary Budget	Change
General Fund	\$86,323,279	\$87,673,569	1.6%
Special Revenue Funds	\$106,404,833	\$107,399,800	0.9%
Debt & Bond Funds	\$9,646,408	\$9,805,407	1.6%
Capital Funds	\$16,790,431	\$6,365,935	-62.1%
Enterprise Funds	\$35,389,877	\$35,469,372	-0.2%
Internal Service Funds	\$27,064,361	\$26,042,503	-3.8%
Combined Revenues	\$281,619,189	\$272,756,586	-3.1%

The total adopted budget for all expenditures in all funds is \$294 million. This is a decrease of 4.5% from 2014. The table that follows shows the distribution of these expenditures by type of fund.










## SUMMARY OF EXPENDITURES BY FUND TYPE

Type of Fund	2014 Revised Budget	2015 Preliminary Budget	Change
General Fund	\$88,413,973	\$88,318,995	-0.1%
Special Revenue Funds	\$119,983,856	\$121,169,589	1.0%
Debt & Bond Funds	\$8,723,450	\$8,934,150	2.4%
Capital Funds	\$17,419,342	\$6,696,372	-61.6%
Enterprise Funds	\$41,441,501	\$41,061,298	.09%
Internal Service Funds	\$31,713,437	\$29,537,521	-6.9%
Combined Expenditures	\$307,695,559	\$295,717,925	-3.9%

## **REVENUE**

### **Special Revenue Funds**

Thurston County has many funds where the revenue collected may only be used for a specific purpose. These Special Revenue Funds are expected to generate \$107 million. The uses are grouped into the major categories shown in the table below.

Social Services & Housing	41,301,788	38.5%	
Roads & Transportation	25,664,977	23.9%	
Emergency Response	16,700,579	15.6%	
Public Health	8,581,873	8.0%	
Law & Justice	5,439,373	5.1%	
Treatment Sales Tax	4,015,565	3.7%	
Natural Resources & Conservation	3,594,735	3.3%	
Recreation, Parks & Fair	1,280,982	1.2%	
General Government	724,528	0.7%	
Capital	35,400	0.0%	
<b>Total Special Revenue Funds</b>	<b>107,339,800</b>		

### **Debt and Bond Funds**

The county anticipates depositing \$9.8 million in revenue to Debt and Bond Funds. These funds are used to pay principle and interest debt payments on current and past capital projects. The sources of the revenues in this table are generally other county funds. The amount of expenditures from these funds can be found in the Expenditures section and in the Fund Balance Reports.

2009 GO Bonds	2,836,550	28.9%
2010 GO Bonds	2,347,350	23.9%
2005 GO Bonds	2,234,607	22.8%
Ground Mound Debt Service	857,500	8.7%
2004 GO Bonds	824,950	8.4%
2007 GO Bonds	366,350	3.7%
Community Loan Repayment #1	185,100	1.9%
2010C Debt Sinking Fund	100,000	1.0%
ER&R Maintenance	33,800	0.3%
Road Improvement District #2	16,400	0.2%
Olympic View Debt Service	2,200	0.0%
Tamoshan/Beverly Beach	600	0.0%
<b>Total Debt &amp; Bond Funds</b>	<b>9,805,407</b>	

## Capital Funds

The \$6.3 million in revenue allocated to Capital Funds is distributed among Roads, Jail Construction, County Building Construction and Transportation and Parks Impact Fees as follows. These revenues support capital projects planned or already in construction during 2015.

Roads Construction	3,240,055	50.9%
Real Estate Excise Tax	2,341,193	36.8%
Transportation Impact Fees	500,000	7.9%
Parks Impact Fees	250,000	3.9%
Jail Capital Projects	28,687	0.5%
2010 Debt Holding	6,000	0.1%
<b>Total Capital Funds</b>	<b>6,365,935</b>	

## Enterprise Funds

Enterprise Funds anticipate \$35 million in revenue during 2015. This is distributed as shown below.

Solid Waste	21,668,317	61.5%
Storm & Surface Water	5,958,626	16.9%
Land Use & Permitting	3,521,581	10.0%
Storm & Surface Water Capital	998,900	2.8%
Solid Waste-Reserve	846,864	2.4%
Grand Mound Sewer Utility	846,363	2.4%
Grand Mound Water Utility	604,802	1.7%
Boston Harbor-Water/Sewer	385,065	1.1%
Tamoshan/Beverly Beach	165,350	0.5%
Tamoshan Utility	94,991	0.3%
Grand Mound Sewer Capital	62,400	0.2%
Olympic View Utility	28,803	0.1%
Grand Mound Water Capital	28,260	0.1%
Boston Harbor Replacement Reserve	22,000	0.1%
Tamoshan Replacement Reserve	20,150	0.1%
<b>Total Enterprise Funds</b>	<b>35,252,472</b>	

## Internal Service Funds














Internal Service Funds, which charge other funds for the services rendered, account for \$26 million of anticipated 2015 revenue. Specific services are listed below.

Central Services/Facilities	12,847,127	49.3%
ER&R-Maintenance	4,062,086	15.6%
ER&R- Replacement	3,622,270	13.9%
Central Services Reserve	2,645,124	10.2%
Insurance Risk	1,751,000	6.7%
Benefits Administration	260,265	1.0%
Unemployment Compensation	563,437	2.2%
Central Services Engineering	291,194	1.1%
<b>Total Internal Service Funds</b>	<b>26,042,503</b>	

*Note:* In the preceding table, ER&R stands for Equipment Replacement & Repair












## General Fund

Property, sales and excise taxes are the source of approximately 62% of General Fund revenue. Payments from other county funds account for 13%. Federal and state grants account for only 7% of General Fund income.

Property Tax	39,057,672	44.5%	
Sales and Excise Tax	15,106,000	17.2%	
External Charges for Services	6,970,401	8.0%	
Internal Charges for Services	5,429,176	6.2%	
Operating Transfers	4,954,618	5.7%	
Federal Grants	3,144,525	3.6%	
State Grants	2,757,109	3.1%	
Miscellaneous Revenue	2,699,374	3.1%	
Fines, Penalties and Interest	2,733,235	3.1%	
Intergovernmental Payments	2,632,009	3.0%	
Licenses and Permits	1,934,450	2.2%	
Fees	210,000	0.2%	
B&O Tax	45,000	0.1%	
<b>Total General Fund Revenue</b>	<b>87,673,569</b>		

## EXPENDITURES






County government pays for a broad array of services. The major types of services are listed in the following table.

Law & Justice	74,341,699	25.1%	
Social Services & Housing	48,628,114	16.4%	
Solid Waste, Stormwater & Utilities	37,500,371	12.7%	
Roads & Transportation	31,206,385	10.6%	
Internal Services	29,562,521	10.0%	
Emergency Response	21,112,977	7.1%	
General Government	19,423,516	6.6%	
Debt and Bond Payments <i>(includes REET 1st Qtr)</i>	11,137,638	3.8%	
Natural Resources & Land Use	12,099,771	4.1%	
Public Health	8,580,008	2.9%	
Recreation, Parks & Fair	2,124,925	0.7%	
<b>Thurston County Preliminary</b>	<b>295,717,925</b>		

## General Fund Expenditures

The General Fund expenditures of \$88 million comprise 30% of the consolidated county budget. It is distributed among various county functions as follows. The details of these department budgets are found in the department budget section.

### General Fund Expenditures by Type of Service

Law & Justice	66,497,641	75.3%	
General Government	18,079,065	20.5%	
Natural Resources & Conservation	1,974,951	2.2%	
Emergency Response	1,420,578	1.6%	
Recreation, Parks & Fair	346,760	0.4%	
<b>GF by Type of Service Total</b>	<b>88,318,995</b>		



## General Fund Expenditures by Department

Assessor	3,444,416	3.9%	<div></div>
Assigned Counsel	3,895,445	4.4%	<div></div>
Auditor	4,761,309	5.4%	<div></div>
Clerk	3,163,515	3.6%	<div></div>
Commissioner	1,957,748	2.2%	<div></div>
Coroner	998,303	1.1%	<div></div>
District Court	3,600,155	4.1%	<div></div>
Emergency Services	1,420,578	1.6%	<div></div>
Human Resources	1,639,323	1.9%	<div></div>
Juvenile Court	7,151,260	8.1%	<div></div>
Non Departmental	4,988,083	5.6%	<div></div>
Planning	1,974,951	2.2%	<div></div>
Prosecuting Attorney	7,964,889	9.0%	<div></div>
Sheriff Corrections	17,825,463	20.2%	<div></div>
Sheriff Law Enforcement	16,155,301	18.3%	<div></div>
State Examiner	115,000	0.1%	<div></div>
Superior Court	5,743,310	6.5%	<div></div>
Treasurer	1,173,186	1.3%	<div></div>
WSU Extension	346,760	0.4%	<div></div>
<b>GF By Department Total</b>	<b>88,318,995</b>		

## Special Revenue Fund Expenditures

Special Revenue Fund expenditures in the amount of \$119 million comprise 41% of county expenditures. They are distributed among various county functions as portrayed in the following table.

Social Services & Housing	43,605,597	36.4%	<div></div>
Roads & Transportation	27,673,335	23.1%	<div></div>
Emergency Response	19,677,399	16.4%	<div></div>
Public Health	8,580,008	7.2%	<div></div>
Law & Justice	7,844,058	6.6%	<div></div>
Treatment Sales Tax	5,022,517	4.2%	<div></div>
Natural Resources & Conservation	4,862,364	4.1%	<div></div>
Recreation, Parks & Fair	1,391,165	1.2%	<div></div>
General Government	988,147	0.8%	<div></div>
Capital	10,000	0.0%	<div></div>
<b>Special Revenue Fund Expenditures</b>	<b>119,654,590</b>		

### Debt and Bond Fund Expenditures

Debt & Bond Fund expenditures are payment of loans made to the county by other governments for specific purposes and for retirement of government bonds issued by the county. Expenditures for debt and bond payments of \$8.9 million are shown in the table below.

2250 2009 GO Bonds	3,061,550	34.3%
2230 2005 GO Bonds	2,234,250	25.0%
2260 2010 GO Bonds	2,191,750	24.5%
2220 2004 GO Bonds	824,950	9.2%
2240 2007 GO Bonds	366,350	4.1%
4480 Grand Mound Debt Service Fund	225,850	2.5%
2280 Road Improvement District #2	28,150	0.3%
4350 Grand Mound Water Debt Service	1,000	0.0%
4380 Olympic View Debt Service	300	0.0%
<b>Total Debt &amp; Bond Fund Expenditures</b>	<b>8,934,150</b>	

### Capital Fund Expenditures

Capital Fund expenditures of \$6.7 million are categorized as shown in the table that follows. The specific expenditures are itemized by capital project in the capital improvement project summary of this budget.

Roads Construction	3,318,861	49.6%
Real Estate Excise Tax	2,792,525	41.7%
2010 Debt Holding	356,299	5.3%
Transportation Impact Fees	200,000	3.0%
Jail Capital Projects	28,687	0.4%
<b>Total Capital Fund Expenditures</b>	<b>6,696,372</b>	

## Enterprise Fund Expenditures

Enterprise Fund expenditures in the amount of \$41 million are distributed as follows.

Solid Waste	23,379,168	56.9%
Storm & Surface Water	5,993,375	14.6%
Solid Waste-Reserve	4,855,344	11.8%
Land Use & Permitting	3,762,457	9.2%
Grand Mound Sewer Utility	910,513	2.2%
Grand Mound Water Utility	618,245	1.5%
Storm & Surface Water Capital	430,167	1.0%
Boston Harbor-Water/Sewer	371,440	0.9%
Community Loan Repayment #1	166,586	0.4%
Tamoshan/Beverly Beach	154,670	0.4%
Boston Harbor Reserve	111,118	0.3%
Tamoshan Utility	84,343	0.2%
Grand Mound Sewer Capital	133,751	0.3%
Olympic View Utility	32,101	0.1%
Grand Mound Water Capital	57,275	0.1%
Tamoshan Replacement Reserve	745	0.0%
<b>Total Enterprise Fund Expenditures</b>	<b>41,061,298</b>	

## Internal Service Fund Expenditures

Internal Service Fund expenditures of \$30 million are distributed as shown in the table below.

Central Services/Facilities	13,217,310	44.7%
ER&R - Maintenance	4,984,202	16.9%
ER&R - Replacement	5,332,150	18.1%
Central Services Reserve	2,451,068	8.3%
Insurance Risk	2,149,773	7.3%
Benefits Administration	622,209	2.1%
Unemployment Compensation	390,565	1.3%
Central Services Engineering	291,194	1.0%
Central Services/Facilities	3,450	0.0%
ER&R Maintenance	95,600	0.3%
<b>Internal Service Funds</b>	<b>29,537,521</b>	

# Budget and FTE by Department

**Department #**  
**Fund #**

			<b>Expenditure</b>	<b>FTEs</b>
01	<b>Assessor</b>			
0010	General Fund		\$3,444,416	29.00
	Total		\$3,444,416	29.00
24	<b>Assigned Counsel</b>			
0010	General Fund		\$3,895,445	27.00
	Total		\$3,895,445	27.00
02	<b>Auditor</b>			
0010	General Fund		\$4,761,309	37.75
1050	Auditor's M & O		\$195,885	0.25
1090	Auditor's Election Reserve		\$227,907	0.00
	Total		\$5,185,101	38.00
25	<b>Central Services &amp; Facilities</b>			
5210	Central Services / Facilities / Geodata		\$13,217,310	60.20
5220	Central Services Reserve		\$2,451,068	0.00
5230	Central Services Engineering		\$291,194	1.80
5410	Equipment Rental - M&O		\$4,984,202	14.00
5420	Equipment Replacement		\$5,332,150	0.00
	Total		\$26,275,924	76.00
05	<b>Clerk</b>			
0010	General Fund		\$3,163,515	30.50
1020	Family Court		\$427,060	3.00
1910	LFO Collection		\$564,355	6.50
	Total		\$4,154,930	40.00
03	<b>Commissioners</b>			
0010	General Fund		\$1,957,748	13.60
1100	Detention Facilities Sales Tax		\$6,360,683	0.00
1170	Trial Court Improvement		\$100,665	0.00
1180	Treatment Sales Tax		\$5,022,517	2.00
1300	Stadium/Convention Center		\$25,220	0.00
1380	Conservation Futures		\$3,921,369	0.00
1920	Tourism Promotion Area		\$760,000	0.00
1930	Historic Preservation		78,145	0.00
3080	Jail Capital Projects		\$28,687	0.00
3160	Real Estate Excise Tax		\$2,792,525	0.00
3170	Debt Holding - 2010		\$356,299	0.00
	Total		\$21,403,858	15.60

Department #	Fund #		Expenditure	FTEs
12		<b>Coroner</b>		
	0010	General Fund	\$998,303	6.50
		Total	\$998,303	6.50
07		<b>District Court</b>		
	0010	General Fund	\$3,600,155	27.75
		Total	\$3,600,155	27.75
29		<b>Emergency Services</b>		
	0010	General Fund	\$1,420,578	7.05
	1140	Emergency Management Council	\$3,000	0.00
	1280	Medic One Reserve	\$6,500	0.00
	1290	Medic One	\$12,778,599	8.45
		Total	\$14,218,677	15.50
22		<b>Human Resources</b>		
	0010	General Fund (includes Civil Service)	\$1,639,323	11.00
	5030	Unemployment Compensation	\$622,209	0.6
	5050	Insurance Risk Management	\$2,149,773	3.1
	5060	Benefits Administration	\$390,565	2.6
		Total	\$4,801,870	17.30
08		<b>Juvenile Court/Probation</b>		
	0010	General Fund	\$7,151,260	59.00
		Total	\$7,151,260	59.00
36		<b>Planning Department</b>		
	0010	General Fund	\$1,974,951	10.80
		Total	\$1,974,951	10.80
09		<b>Prosecuting Attorney</b>		
	0010	General Fund	\$7,964,889	61.10
	1110	Victims' Advocate Program	\$342,909	4.00
	1900	Anti-Profiteering	\$20,240	0.00
		Total	\$8,328,038	65.10

**Department #**  
**Fund #**

		<b>Expenditure</b>	<b>FTEs</b>
40	<b>Public Health</b>		
1200	Veterans	\$319,668	1.00
1490	Public Health Technology Reserve	\$32,076	0.00
1500	Public Health	\$8,547,932	64.40
4510	Community Loan Repayment Fund #1	\$151,286	0.00
	<b>Total</b>	<b>9,050,962</b>	<b>65.40</b>
34	<b>Public Works</b>		
1190	Roads	\$27,585,535	118.95
1350	Noxious Weed	\$585,301	3.25
1720	Long Lake LMD	\$259,459	.85
1740	Lake Lawrence LMD	\$86,667	.15
3010	Roads Construction	\$3,318,861	14.47
4030	Solid Waste	\$23,379,168	31.44
4040	Solid Waste Reserve for Closure	\$4,855,344	2.63
4200	Boston Harbor Water/Sewer Utility	\$371,440	2.39
4210	Boston Harbor Reserve	\$111,118	0.00
4300	Tamoshan/Beverly Beach Sewer Utility	\$154,670	0.34
4340	Grand Mound Sewer Utility	\$910,513	2.08
4350	Grand Mound Water Utility	\$618,245	1.04
4400	Tamoshan Water/Sewer Utility	\$84,343	0.36
4410	Olympic View Utility	\$32,101	0.05
4420	Tamoshan Reserve	\$745	0.00
4440	Grand Mound Wastewater Capital Reserve	\$133,751	0.00
4450	Grand Mound Water Capital Reserve	\$57,275	0.00
	<b>Total</b>	<b>\$62,744,536</b>	<b>178.00</b>
27	<b>Resource Stewardship</b>		
0010	WSU Extension - General Fund	\$346,760	1.05
1030	Fair	\$527,800	2.55
1780	Basin Planning & Enhancement Projects	\$1,509,567	0.00
4060	Storm & Surface Water Utility	\$5,993,375	21.13
4070	Storm & Surface Water Utility	\$430,167	0.67
4124	Land Use & Permitting	\$3,762,457	27.30
	<b>Total</b>	<b>\$12,570,126</b>	<b>52.70</b>

# Budget and FTE by Department

Department #	Fund #		Expenditure	FTEs
10		<b><i>Sheriff</i></b>		
	0010	General Fund	\$16,155,301	107.00
	1440	Sheriff Special Programs	\$36,877	0.00
		Total	\$16,192,178	107.00
11		<b><i>Sheriff - Corrections</i></b>		
	0010	General Fund	\$17,825,463	118.00
	1450	Prisoners Concession	\$375,046	2.00
	1460	24/7 Sobriety Program	25,000	0.00
		Total	\$18,225,509	120.00
41		<b><i>Social Services</i></b>		
	1400	Housing & Community Renewal	\$5,233,263	4.00
	1500	Social Services	\$38,052,666	20.25
		Total	\$43,285,929	24.25
06		<b><i>Superior Court</i></b>		
	0010	General Fund	\$5,743,310	40.80
	1040	Law Library	\$103,057	0.00
	1080	Family Court	\$52,521	0.00
		Total	\$5,898,888	40.80
26		<b><i>TCOMM911</i></b>		
	1550	TCOMM911	\$6,894,300	0.00
		Total	\$6,894,300	0.00



# Budget and FTE by Department

Department # Fund #		Expenditure	FTEs
04	<b><i>Treasurer</i></b>		
	0010 General Fund	\$1,173,186	12.50
	1160 Real Estate Excise Tax - Technology	\$10,000	0.00
	1190 Road and Transportation	\$87,800	0.00
	2220 G.O. Bonds - 2004	\$824,950	0.00
	2230 G.O. Bonds - 2005	\$2,234,250	0.00
	2240 G.O. Bonds - 2007	\$366,350	0.00
	2250 G.O. Bonds - 2009	\$3,061,550	0.00
	2260 G.O. Bonds - 2010	\$2,191,750	0.00
	2280 Road Improvement District #2	\$28,150	0.00
	4350 Grand Mound Water Utility	\$1,000	0.00
	4380 Olympic View Debt Service	\$300	0.00
	4480 Grand Mound Debt Service	\$225,850	0.00
	4510 Community Loan Repayment Fund #1	\$15,300	0.00
	5210 Central Services - Debt	\$3,450	0.00
	5410 Equipment Rental - M&O - Debt	\$95,600	0.00
	Total	\$10,319,486	12.50
	<b><i>Non Departmental</i></b>		
23	0010 Non Departmental	\$4,988,083	0.00
	Total	\$4,988,083	0.00
	<b><i>State Examiner</i></b>		
90	0010 State Examiner	\$115,000	0.00
	Total	\$115,000	0.00
<b>Grand Total</b>		<b>\$295,717,925</b>	<b>1,028.20</b>

Project Name	Program	2015 Preliminary Budget	Funding Source(s)
Reserve for Acquisition and Development	Conservation Futures	\$2,776,000	Conservation Futures
Major Maintenance/Repair	Public Works - Parks	\$200,000	REET II
Chehalis Western Trail	Public Works – Parks	\$150,000	REET II, Grants
Gates Belmore Trail	Public Works – Parks	\$22,000	REET II, Grants
Facility Improvements	Public Works – Parks	\$200,000	REET II, Fees
Monarch Park – Planning	Public Works – Parks	\$25,000	REET II
Land Acquisition for Well #3	Public Works - Grand Mound Sewer Utility	\$15,000	Utility Rates/Grants
Land Acquisition for Well #4	Public Works - Grand Mound Sewer Utility	\$15,000	Utility Rates/Grants
Reservoir & Booster Station	Public Works - Grand Mound Sewer Utility	\$40,000	Utility Rates/Grants/Loan/Other
Chehalis Western Trail, Bridge the Gap - Phase 3 Pacific Avenue (61435)	Public Works - Roads	\$100,000	Grants
Smart Corridors	Public Works - Roads	\$10,000	Road Fund
Vail Road/138th/Bald Hill Road (61365)	Public Works - Roads	\$50,000	REET II
Mullen Road Upgrade Lacey City limits to Carpenter Rd Se (61487)	Public Works - Roads	\$270,000	Road Fund/Grants
Delphi Road Upgrade PH 1 – McLane Creek to SR101	Public Works - Roads	\$285,000	Road Fund/Grants
Delphi Road Upgrade PH 2 – 32 <sup>nd</sup> to 62 <sup>nd</sup> (61451)	Public Works - Roads	\$170,000	Road Fund/Grants
Yelm Highway/Meridian Rd Intersection Channelization Improvements	Public Works - Roads	\$120,330	Road Fund
Rich Road Upgrade Ph 2 – 87 <sup>th</sup> to Normandy Street (61460)	Public Works - Roads	\$300,000	Road Fund/Grants
Bald Hill Road Upgrade – Smith Prairie to Owl Pit (61472)	Public Works - Roads	\$296,000	Road Fund/Grants
Tilley Road Curve – Culvert	Public Works - Roads	\$141,000	Road Fund Grants/Stormwater Fund
Steilacoom Road Ph 1 – Pacific to Marvin/SR510 (61461)	Public Works - Roads	\$1,370,000	Road Fund/Grants
Prather Road Slide Repair	Public Works - Roads	\$50,000	Road Fund/Grants/Impact Fees

# Capital Improvement Project Summary

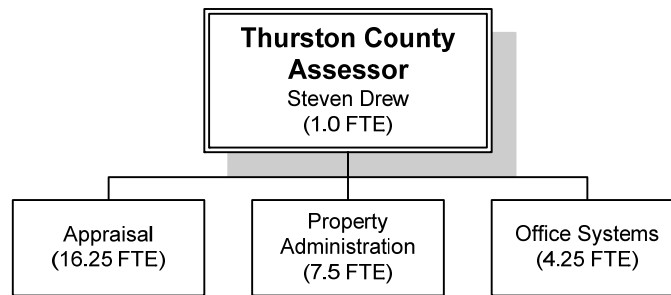
Project Name	Program	2015 Preliminary Budget	Funding Source(s)
Chehalis Basin Fish Passage/Flood Reduction	Public Works - Roads	\$1,750,000	Road Fund/Grants
Misc Fish Passage Culverts	Public Works - Roads	\$100,000	Road Fund
Salmon Creek Bridge (L-4) (61489)	Public Works - Roads	\$50,000	Road Fund/Grants
Working Reserves	Public Works - Roads	\$70,000	Road Fund/Grants
Traffic Safety and Enhancements	Public Works - Roads	\$200,000	Road Fund
Beneficial Re-use of Closed Landfill	Public Works - Solid Waste	\$50,000	Post Closure Reserve Funds
WARC Development	Public Works - Solid Waste	\$100,000	Fees
WARC Landfill Settlement & Repairs	Public Works - Solid Waste	\$100,000	Post Closure Reserve Funds
WARC Automotive & Equipment Storage Area	Public Works - Solid Waste	\$1,100,000	Fees
Post Closure Landfill Improvements	Public Works - Solid Waste	\$1,500,000	Post Closure Reserve Funds
WARC Water Reservoir Tank	Public Works - Solid Waste	\$200,000	Fees
WARC Public Tipping Storm Water Conveyance Line	Public Works - Solid Waste	\$600,000	Fees
Cabling Upgrade Bldg 1,2,3 & 4	Central Services	\$80,000	Central Services Reserve
McLane Building Preparations for Sale/Disposal	Central Services	\$20,000	Central Services Reserve
Courthouse Renovation/or New Construction Study	Central Services	\$60,000	General Fund
Donelly Drive – Infiltration Gallery	Resource Stewardship - Storm and Surface Water Utility	\$38,500	Grants/Utility Rates
Deschutes River Wetland Protection/Enhancement	Resource Stewardship - Storm and Surface Water Utility	\$1,400,000	Grant
Swayne Road – Conveyance & Treatment	Resource Stewardship - Storm and Surface Water Utility	\$88,500	Utility Rates
Sherwood Fires – Phase II	Resource Stewardship - Storm and Surface Water Utility	\$32,000	Utility Rates
Waddell Creek Road (Pants Creek) Culvert	Resource Stewardship - Storm and Surface Water	\$27,000	Utility Rates

Project Name	Program	2015 Preliminary Budget	Funding Source(s)
	Utility		
Tilley Road Curve – Culvert	Resource Stewardship - Storm and Surface Water Utility	\$67,000	Utility Rates
Woodland Creek Estates Retrofit	Resource Stewardship - Storm and Surface Water Utility	\$7,500	Grants/Utility Rates
Capital Facility Replacement Assessments	Resource Stewardship - Storm and Surface Water Utility	\$6,000	Utility Rates
Land Acquisition/Conservation	Resource Stewardship - Storm and Surface Water Utility	\$5,000	Grants/Utility Rates
Reserve for Future Capital Replacement	Resource Stewardship - Storm and Surface Water Utility	\$280,000	Utility Rates
Woodard Creek Retrofit Projects (NEW)	Resource Stewardship - Storm and Surface Water Utility	\$80,000	Grants/Utility Rates
Totten/Eld Basin Retrofits	Resource Stewardship - Storm and Surface Water Utility	\$100,000	Grants/Utility Rates
Cedar Shores Retrofit	Resource Stewardship - Storm and Surface Water Utility	\$28,500	Grants/Utility Rates
	<b>TOTAL</b>	<b>\$14,745,330</b>	

For more information on these projects go to:

[http://www.co.thurston.wa.us/planning/cap-facilities-plan/cap\\_facilities\\_home.htm](http://www.co.thurston.wa.us/planning/cap-facilities-plan/cap_facilities_home.htm)

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**Organization:****Mission:**

To appraise all property on a fair and equitable basis, maintain accurate and easily accessible property information, and provide exceptional customer service.

**2015 Goals:**

- Appraise all property in Thurston County, with physical inspections of properties in Regions 8,11 and 13 (Grand Mound, Rochester, South side of HWY 8 and Condos County wide and Commercial Apartments).
- Process all 2014 residential and commercial appeals in a timely manner to be done with responses before June 1, 2015.
- Enhancements to our website were made to make it easy for the public to independently access online data related to property assessments, property tax exemptions, and property segregation records from the Assessor's website. The public is now able to open a curb side photo of almost every residence in the county, further expanding transparency.
- Continue implementing the field application of the mapping software Geo Analyst, (GA) which is critical to maintaining the accuracy of our property data. This in turn will help us achieve our mission to increase the fairness and accuracy of assessed values. This has improved the functionality of our current mass appraisal software, thereby delaying the need to replace the Computer Assisted Mass Appraisal, (CAMA) system at a cost that would likely run over a million dollars. We now have the opportunity to use oblique aerial photography which may be an important tool in future years aimed at improving productivity, accuracy and efficiency.
- We continue to work on the development of an income approach that would be used to value apartments, warehouses, and offices within selected areas of the county. Although our traditional market adjusted cost approach allows for the fair and equal treatment of the commercial property, a more accurate technique for valuing certain types of commercial property is the income approach. It considers a commercial property's rental income potential in determining its value.

**2015 Challenges:**

- After a six percent budget cut in our 2014 budget and now a cut in excess of three percent in our 2015 budget, our greatest challenge is finding a way to stay on schedule as heightened construction activity increases our workload and projected retirements pull skilled employees off line to train new employees. We have no budget for retirement buyouts.
- In January 2011 the Assessor's office had a manager to worker ratio of 1 to 5 and five permanent employees had been reduced to ½ or ¾ FTE. By reorganizing the office, and eliminating management positions, we were able to restore all of the partial FTE to full time. This enabled us to eliminate the backlog in appeals, meet statutory deadlines, which had been missed for years, and to improve customer service.
- To accommodate the substantial cut in our 2014 budget, the office was reorganized again and again a management position was eliminated in order to retain the personnel vital to meeting our statutory deadlines. Now our manager to worker ratio is 1 to 10, which is at the low end or the workable ratio for an office with high technical skills and multiple areas of specialization.
- The additional budget reduction in excess of three percent for 2015 will have to be accommodated by offset in vacancy savings, unpaid leave and by completely consuming our budgeted funds. We have no room to accommodate increases in postage or mail house costs, special projects like the timber combo process or the rapidly raising housing market.
- Two factors beyond our managerial or budgetary control are substantially impacting our office by increasing workload and reducing the amount of time we have to complete a large volume of detailed work. The first involves a dramatic change in workflow from the County Board of Equalization. In 2014 the board had only tendered its written opinions for 2013 appeal hearings held prior to February 6 as of August 8<sup>th</sup>. This delay of over six months prevented our office from acting upon the vast majority of 2013 appeals until after 2014 re-valuation notices were mailed and the 2014 appeal period had concluded causing many 2014 appeals to be filed which could have been avoided and frustrating many appellants. In addition, the delay in 2014 in tendering new appeals to our office greatly reduced our ability to resolve taxpayer concerns during the appeal period. These issues appear to be budget driven, and we urge Commissioners to increase support for the BOE as this will both improve customer service and reduce the county cost of managing this important program.
- The second factor is beyond Commissioners control, yet impacts the appeals workload. The State Board of Tax Appeals has a backlog in excess of three years as of August 2014. Thurston County has cases in all three years of the backlog. When an appeal for a past year has not had a final outcome at the BTA, this generates present year appeals, which could otherwise be avoided. We are committed to working with the BTA, the Legislature and the Governors office to support the funding needed to address this backlog.



**Changes from 2014 Budget:**

- Travel has been eliminated entirely from our 2015 Budget

**Funds:**

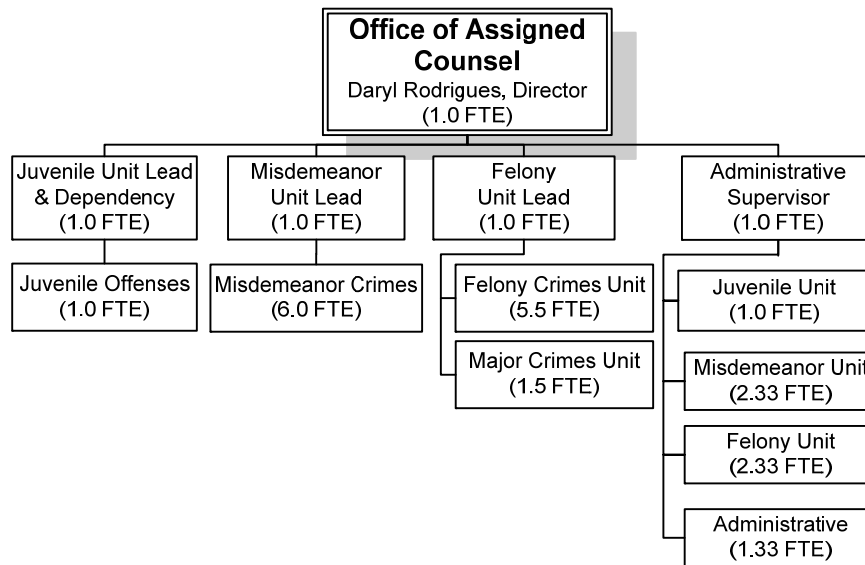
The Assessor's Office is funded entirely by the General Fund.

**TOTAL EXPENDITURES & FTEs BY DEPARTMENT**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>FTEs</i></b>	30.00	29.00	29.00	29.00
<b><i>Expenditures</i></b>				
Personnel	2,717,241	2,677,388	1,738,497	2,683,545
Internal Services	658,870	680,128	449,641	680,871
Professional Services	2,137	1,000	65	1,000
Operating Costs	100,910	85,900	60,033	79,000
Capital Expenses	8,832	0	0	0
Transfers to Other County Funds	27,500	0	0	0
<b><i>Department Total</i></b>	3,515,490	3,444,416	2,248,236	3,444,416

**TOTAL REVENUE**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>Revenue</i></b>				
Misc Revenue	0	0	0	0
<b><i>Department Total</i></b>	0	0	0	0

**Organization:****Mission:**

We protect the rights of Thurston County's poor by providing timely and effective legal defense services to individuals and by doing all in our power to address the root causes and consequences of their involvement in the justice system.

**2015 Goals:**

- Assess viability of continuing with JWorks implementation or elect to withdraw from the consortium in favor of an alternate system.
- Continue integration of Mitigation Specialist with OAC.
- Transition panel lawyers to contracts with performance standards.
- Implement an automated billing system for panel lawyers.

**2015 Challenges:**

- Lack of resources for staffing and training.
- Case-weighting implementation January 1, 2015.
- Missing automated billing system for panel lawyer billing.

**Changes from 2014 Budget:**

None

**Funds:**

The Office of Assigned Counsel is funded primarily from the General Fund. It also receives state funding and grants.

**TOTAL EXPENDITURES & FTEs BY DEPARTMENT**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>FTEs</i></b>	23.00	27.00	27.00	27.00
<b><i>Expenditures</i></b>				
Personnel	2,450,134	2,631,376	1,669,937	2,624,309
Internal Services	490,201	454,600	302,768	461,667
Professional Services	777,588	757,006	580,141	757,006
Operating Costs	58,153	48,857	32,751	49,007
Debt Services	4,211	3,606	3,448	3,456
<b><i>Department Total</i></b>	<b>3,780,287</b>	<b>3,895,445</b>	<b>2,589,035</b>	<b>3,895,445</b>

**TOTAL REVENUE**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>Revenue</i></b>				
Fees and Licenses	299,608	413,557	219,740	437,872
From Other Funds	217,061	254,177	111,856	254,177
Intergovernmental Revenue	239,040	221,403	222,744	225,009
Misc Revenue	2,612	0	900	0
<b><i>Department Total</i></b>	<b>758,320</b>	<b>889,137</b>	<b>555,240</b>	<b>917,058</b>

<b>Programs:</b>		
<b>Program: B802 Administration Costs</b>		
<b>Description:</b> Provides staff and benefit costs, payment for supplies, equipment, bar dues, association dues, travel, training and miscellaneous expenses.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	345,150	345,150
<b>Program: B804 Intergovernmental</b>		
<b>Description:</b> Provides payment to Central Services for costs related to space lease, PC/network, records, phone, mailroom, postage and other miscellaneous items.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	420,828	427,895
<b>Program: B823-B825-B898 Criminal Panel Attorneys, District Court Traffic, Mental Health</b>		
<b>Description:</b> Provides for mandated legal representation in adult misdemeanor cases when an OAC attorney is unable to accept the case assignment for conflict or ethical reasons, or when their caseload limit is exceeded. Provides for non-attorney professional services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	663,038	636,975
<b>Program: B808 Parents' Representation</b>		
<b>Description:</b> Provides payment for one defense attorney and .67 FTE of a Legal Assistant II for the state funded Parents' Representation Program which is a mandated representation for indigent parents in dependency and termination cases.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	87,535	87,535
<b>Program: B810 Superior Court Panel Attorneys &amp; Professional Services</b>		
<b>Description:</b> Provides for mandated legal representation in adult felony cases when an OAC attorney is unable to accept the case assignment due to a conflict of interest, ethical reasons or when their caseload limit is exceeded. Provides for non-attorney professional services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,644,288	1,661,871
<b>Program: B815 Specialty Court – Treatment Sales Tax</b>		
<b>Description:</b> Provides mandated legal representation in DUI/Drug Court, Mental Health Court, Veterans Court, and support staff to assist with these programs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	254,177	254,177

**Programs:****Program: B816-B818 Juvenile Court – Criminal**

**Description:** Provides for one contract attorney handling a full caseload of juvenile offenders, panel attorney costs when our OAC staff attorney and/or contract attorney is unable to accept the case assignment due to a conflict of interest or ethical reasons, and provides for other professional services.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	192,957	194,370

**Program: B821 Juvenile Court – Civil**

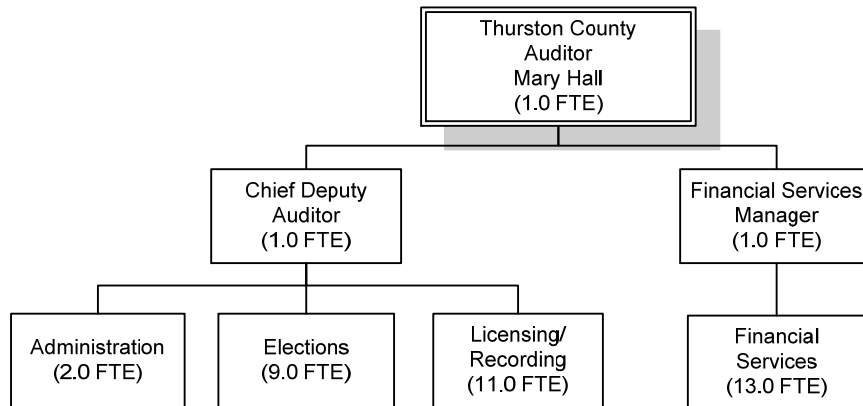
**Description:** Provides mandated legal representation to children in “Becca” proceedings (at-risk youth, Children in Need of Service), truancy actions and other professional services.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	45,600	45,600

**Program: B827 Tumwater Municipal Contract**

**Description:** Provides for contracted legal representation services for indigent persons charged with criminal offenses by the City of Tumwater.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	241,872	241,872

**Organization:****Mission:**

The Thurston County Auditor's Office is entrusted by the citizens, mandated by law, and driven by integrity to: process licenses and titles with knowledge and proficiency to ensure excellent customer service; record and preserve documents accurately for current and historical research; promote excellence in public finance and ensure integrity in financial reporting and administer accurate, fair, transparent, and impartial elections.

**Purpose:**

The County Auditor has a broad range of statutory duties and responsibilities that are supported by the General Fund.

- The Licensing and Recording Division duties involve specific statutory functions, such as: (1) recording of real property documents, (2) licensing, titling and registering of motor vehicles and watercraft, and (3) issuing various licenses, such as marriage and business licenses. The County Auditor also acts as an agent for the state departments of Revenue and Licensing in the collection of certain fees and taxes.
- The County Auditor Elections Division is the ex-officio supervisor of all primary, general and special elections for all federal, state, local, and special district elections. The County Auditor also has the statutory responsibility of maintaining the county's voter registration records.
- The County Auditor Financial Services Division performs financial functions, including: general ledger, payroll, accounts payable, fixed assets, budget preparation and monitoring, grant tracking, credit card applications, rate-setting analyses, development of financial policies and preparation of financial statements.

**2015 Goals:****Administration**

- Reconfigure our customer service lobby to comply with the American with Disabilities Act (ADA) and increase space and office efficiency for the growing number of customers.
- Conduct a desk top exercise to test our Continuity of Operations Plans to insure readiness for emergencies.
- Maintain and expand the Auditor website to provide up-to-date information and statistics on the activities of the County Auditor's Office.
- Ensure that all divisions continue to be statewide leaders in their respective fields by their expertise, their leadership and by modeling best practices.

**Finance**

- Obtain a ninth consecutive certificate of achievement for excellence in financial reporting in preparation of the Comprehensive Annual Financial Report (CAFR).
- Obtain an unqualified (clean) audit opinion from the Washington State Auditor's Office on the county's annual financial statement audit.
- Continue to expand the opportunities to move to paperless systems in financial and accounting operations.

**Elections**

- Reorganize the Elections Division by eliminating one Deputy position to create a more efficient, and less costly Elections Division.
- Continually look for ways to streamline our processes using lean management, including the consolidation of precincts and a Security Plan that will allow us to begin final processing of voted ballots the day before Election Day.
- Partner with other community organizations to conduct voter outreach and civic engagement at no or low cost.
- Using new scanner technology, continue to be a statewide leader in accurate, timely voter registration and election results.

**Recording/Licensing**

- Expand the number of available customer service windows to reduce wait times for customers.
- Continue to recruit e-recording partners in an effort to reduce counter customers and paper submissions of recorded documents.
- Conduct field performance audits of Thurston County's Licensing sub-agents.
- Work towards completion of imaging historical documents.

**2015 Challenges:****Budget**

One of the biggest 2015 challenges for the Auditor's Office is the budget issues currently facing the County's General Fund. With significant reductions already taken, our challenges will be to maintain service levels while further reducing the budget and staff.

**Aging Equipment and Technology****Elections**

The Elections sorting machine, a critical piece of equipment for elections, is over ten years old and will need to be replaced in the future. The Elections Replacement Fund 1090 is currently being used to pay maintenance fees which continue to increase as our equipment ages. This is depleting the available funds for equipment replacement. Our challenge is to find an alternative funding source for these fees so the fund can be available for what it was intended.

**Financial System**

Thurston County has two accounting software systems that are not integrated. Hence, budget workload and project management applications are limited. The Auditor's Office continues to explore the feasibility, cost, and various options for financing an integrated financial system.

**Voter Outreach and Education**

The Auditor is required by federal statute to conduct voter outreach in our community. Currently, there is no money budgeted for materials/supplies necessary to comply. The Auditor has begun working with local community partners, to include election messages and deadlines in their communications. Our challenge is to find alternative ways to accomplish and finance voter outreach.

Citizens in Thurston County have come to rely upon the Thurston County Voter's Pamphlet as a resource for voting their ballots. In spite of direct actions to reduce the costs and save taxpayers money, budget cuts to the auditor's office have made continuing funding for the voters pamphlet a challenge.

**Legislative Mandates and Policy Changes**

Recently passed legislation requires a new plate and registration upon transfer of vehicle titles. This change requires the Auditor's Office to store and distribute more than double our current license plate inventory. The challenge is to keep enough inventory on hand to meet the public's needs with limited space.

The Department of Licensing (DOL) recently changed their policies and procedures related to audits. DOL has gone to a risk based audit model which requires the Auditor's Office to provide more extensive audits of sub-agents. In order to accomplish this change we will shift staff from the office to the field impacting our ability to assist counter customers.



**Funds:**

In addition to the General Fund, which supports much of the Auditor's Office functions, the Auditor operates with two other funds, as follows:

**Auditor's Maintenance and Operations (M&O) Fund 1050.** This fund provides resources to purchase systems and equipment for preservation of county historic documents.

**Auditor's Election Reserve Fund 1090.** This Fund was established for the purpose of replacement and acquisition of elections equipment. The revenue is a surcharge on the cost of elections and voter registration costs billed to local jurisdictions.

**TOTAL EXPENDITURES & FTEs BY DEPARTMENT**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	39.00	38.00	38.00	38.00
Expenditures				
Personnel	3,261,923	3,271,460	2,062,187	3,292,842
Internal Services	872,110	886,298	583,240	885,066
Professional Services	154,839	204,645	118,965	201,350
Operating Costs	683,603	762,877	367,056	744,968
Debt Services	8,882	10,321	6,991	11,375
Capital Expenses	236,008	49,500	0	49,500
Department Total	5,217,367	5,185,101	3,138,440	5,185,101

State Examiner 90	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	0.00	0.00	0.00	0.00
<b>Expenditures</b>				
Professional Services	111,665	115,000	99,256	115,000
<b>Department Total</b>	111,665	115,000	99,256	115,000

**EXPENDITURES BY FUND**

<b>General Fund</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	3,242,461	3,243,543	2,043,572	3,264,157
Internal Services	825,566	843,823	519,865	843,759
Professional Services	143,268	163,645	112,404	160,350
Operating Costs	496,210	497,977	254,247	479,668
Debt Services	8,882	10,321	6,991	11,375
Capital Expenses	220,346	2,000	0	2,000
<b><i>Fund Total</i></b>	<b>4,936,732</b>	<b>4,761,309</b>	<b>2,937,080</b>	<b>4,761,309</b>

<b>Auditor M &amp; O</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	19,463	27,917	18,615	28,685
Internal Services	44,141	40,568	62,103	39,371
Professional Services	11,571	38,000	6,562	38,000
Operating Costs	66,670	81,900	3,741	82,329
Capital Expenses	0	7,500	0	7,500
<b><i>Fund Total</i></b>	<b>141,845</b>	<b>195,885</b>	<b>91,021</b>	<b>195,885</b>

<b>Auditor Election Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Internal Services	2,403	1,907	1,271	1,936
Professional Services	0	3,000	0	3,000
Operating Costs	120,724	183,000	109,068	182,971
Capital Expenses	15,663	40,000	0	40,000
<b><i>Fund Total</i></b>	<b>138,789</b>	<b>227,907</b>	<b>110,340</b>	<b>227,907</b>

**TOTAL REVENUE**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
General Fund	7,782,373	7,955,124	5,246,917	7,836,786
Auditor M&O	332,142	315,747	213,829	262,200
Auditor Election Reserves	70,974	174,167	42,032	134,328
<b>Department Total</b>	8,185,489	8,445,038	5,502,777	8,233,314

**REVENUE BY FUND**

General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	7,765,658	7,935,909	5,237,868	7,817,571
Misc Revenue	5,494	5,215	7,890	5,215
Grants	11,222	14,000	1,160	14,000
<b>Fund Total</b>	7,782,373	7,955,124	5,246,917	7,836,786

Auditor M & O	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	200,651	198,000	105,139	161,000
From Other Funds	0	1,547	1,547	0
Intergovernmental Revenue	120,175	105,000	92,147	90,000
Misc Revenue	11,316	11,200	9,996	11,200
<b>Fund Total</b>	332,142	315,747	213,829	262,200

<b>Auditor Election Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	69,201	169,608	36,596	134,328
From Other Funds	0	4,559	4,559	0
Misc Revenue	1,772	0	877	0
<b>Fund Total</b>	<b>70,974</b>	<b>174,167</b>	<b>42,032</b>	<b>134,328</b>

**Programs:****Program: A200-A201 Administration**

**Description:** Provides direction, support and overall supervision to the Thurston County Auditor's Office, including business applications in licensing, recording, and elections.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	404,768	422,576

**Program: A210-A211 Records**

**Description:** Administers the recording and preservation of real estate and other documents for current and historical research.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	464,259	516,378

**Program: A215 M & O (Fund 1050)**

**Description:** Provides the acquisition and maintenance of resources, including information systems and equipment, to support the imaging, mapping and preservation of county historic documents.

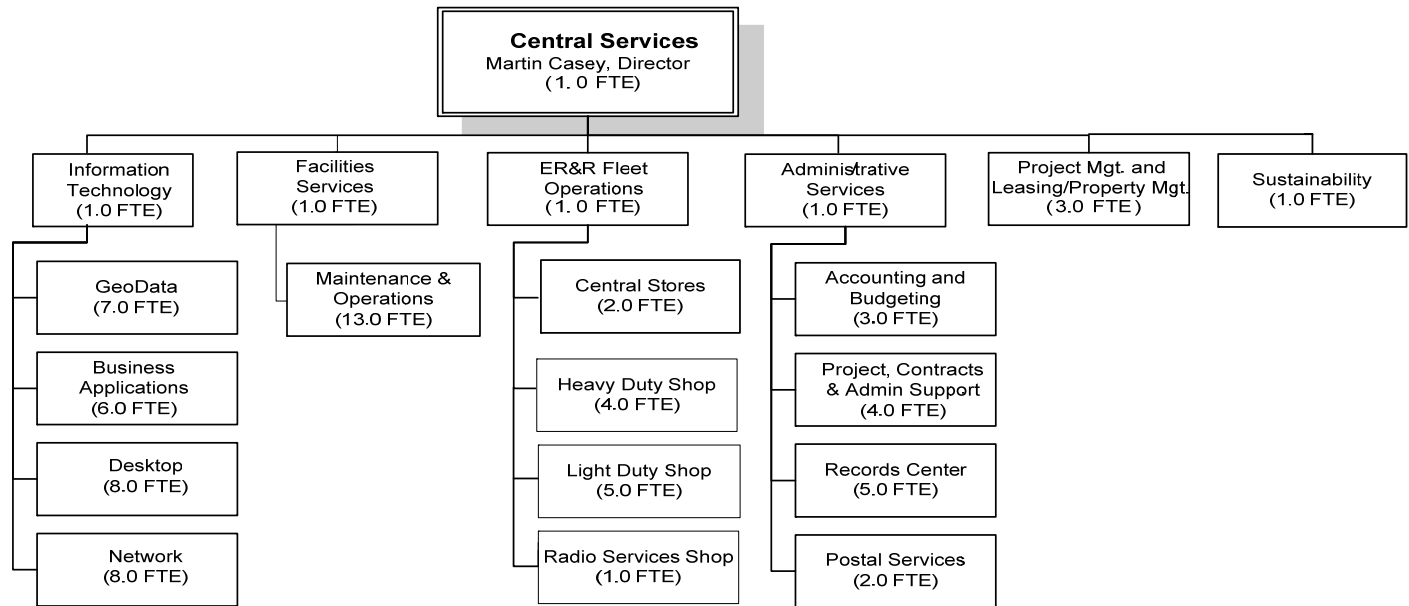
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	195,885	195,885

**Program: A220-A221 Licensing**

**Description:** Administers the vehicle, vessel, mobile home, business, marriage and animal license program for Thurston County.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	566,691	583,578

<b>Programs:</b>		
<b>Program: A230-A234 Elections</b>		
<b>Description:</b> Conducts and oversees all primary, general, and special elections for federal, state, and local candidates and issues in Thurston County.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,397,824	1,313,273
<b>Program: A250 Voter Registration</b>		
<b>Description:</b> Has the statutory responsibility to register qualified voters for cities, towns, and unincorporated areas of Thurston County and to maintain their voter registration records.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	295,475	293,212
<b>Program: A280-A281 Financial Services</b>		
<b>Description:</b> Provides accounting, budgeting, rate setting, and financial reporting services for the offices and departments of Thurston County, and some outside agencies and special taxing districts.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,632,292	1,632,292
<b>Program: A270 Voter Equipment</b>		
<b>Description:</b> Provides budget for the voting equipment.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	227,907	227,907
<b>Program: Z000 State Auditor</b>		
<b>Description:</b> Provides budget for the annual State Auditor's Office financial statement review.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	115,000	115,000

**Organization:****Mission:**

Partner with our customers to serve the public.

**Purpose:**

The Central Services (CS) Department provides a wide range of professional internal services to county offices and departments. Centralizing these services is an efficient and effective means of delivering service and providing access to internal expertise.

- The Facilities Division maintains county owned buildings, oversees contracted custodial and landscaping services, and administers the service levels and payment of utilities.
- The Project Management Division administers major capital construction projects, leases, and property management.
- The Information Technology Division provides desktop, network, application, telecommunication, and geographical information system services.
- The Administrative Services Division provides county-wide mail services, records management, and surplus program administration as well as internal budgeting, accounting, contracts, and purchasing.
- The Sustainability Division performs a wide variety of complex tasks associated with all phases of sustainability planning.
- The Equipment Rental and Replacement / Fleet Services Division purchases and maintains all of the vehicles and fleet equipment owned by the county.

Our vision is to be one team united as effective stewards of county resources to deliver continually improving competitive services that meet customer business needs. Our customer commitment is to strive to build trust and to ensure that our customers feel welcomed, heard, informed, confident, and successful.

### **2015 Goals:**

Central Services' goals for 2015 come together in support of these long-term objectives:

- **Deliver value** –Provide an affordable quality work environment using the best available technology.
- **Increase customer trust and confidence** – Be professional, flexible, and consistent, so that customers feel welcomed, heard, informed, and successful.
- **Engage employees** – Work together in a collaborative, innovative culture where employees are included and respected.

### **Facilities & Capital Projects**

- Launch a facility and capital building Master Planning effort to define viable strategies for housing the diverse functions of County government in affordable, quality space over the next ten years.
- Enhance the work order tracking system to issue and track preventative maintenance, document and analyze work performed.
- Continue to utilize in-house staff to accomplish mid-range equipment repairs, remodel and construction projects in order to reduce the need for outside professional services charges.
- Continue to work with the Sustainability Division to identify and implement sustainable practices, policies, and procedures.
- Enhance building automation systems to monitor and report building utility usage.
- Initiate and conduct approved projects arising from the 2014 Space Needs Assessment and Plan.
- Continue to reduce the use of leased space. Evaluate County owned properties that could be remodeled for possible moves of departments or function that are now in leased space.
- Identify and implement process improvements to streamline the administration of public works projects.

### **Information Technology**

- Begin development of IT Strategic 5 year plan.
- Provide support of opening the ARC - Stabilize eForms and Video Court solutions for daily court operations.
- Implement Office 365 county-wide for Exchange/Outlook and SharePoint 2013 Enterprise.
- Keep web design and content up-to-date and current.
- Implement new backup system to replace current aging system. Establish backup/replication infrastructure for critical County servers.
- Increase Internet bandwidth to meet rising demand for cloud services.

- Redesign Geodata web site with stakeholder input to take advantage of new Geographical Information Services (GIS)/Web technologies.
- Develop and begin implementation of ArcGIS Online.
- Implement new application system for Prosecuting Attorney Case Tracking.
- Replace outdated Nortel voice mail system with Shoretel voice mail.
- Upgrade core network by replacing aging cabling plant, reorganization of network equipment, replacement of wireless network, and upgrading to latest versions of software.
- Evaluate Microsoft Systems Center Configuration Manager as a replacement for Altiris to provide automated software distribution.
- Implement improved network border security system to reduce malware infections.

**Equipment Rental and Replacement / Fleet Services**

- Continue to develop a comprehensive fleet management plan.
- Acquire and implement a new Fleet Management Information System (FMIS).
- Revise and update TCAM Motor Pool Policy (including rates).
- Revise and update TCAM Vehicle Use Policy.
- Negotiate customer Service Level Agreements.
- Establish current vendor contracts for fleet services like Surplus Auction Services, Auto Body Repair, Towing, etc.
- Conduct a utilization study and right-size the county fleet.

**Sustainability**

- Minimize the county's environmental footprint (reduce vehicle miles traveled and carbon emissions) by ensuring that Commute Trip Reduction (CTR) goals are aligned with TRPC's Sustainable Thurston plan. Further CTR initiatives by systematically implementing various telework methodologies in a "top-down" leadership focused manner.
- Reduce consumption of materials by county employees by decreasing office product usage (paper, supplies, etc) and personal refuse/trash.
- Reduce vehicle miles traveled by county employees by implementing county-wide policy on flexible work schedules, decreasing site-to-site travel for meetings, and increasing participation in Commute Trip Reduction (CTR) programs.
- Reduce county-wide expenditures on building energy consumption, refuse and recycling contracts, and fuel consumption.
- Reduce county-wide carbon emissions.

**Administrative Services**

- Develop sustainable strategies to manage rates in 2016 and beyond, consistent with accepted budget and accounting principles and requirements.
- In partnership with Project Management, utilize Lean practices to streamline project documentation processes and gain efficiencies.



**2015 Challenges:****Facilities & Capital Projects**

- Ensure a sustainable level of maintenance support for the ARC.
- Central Services is continuing to develop plans to populate vacant space in owned buildings with functions currently operating out of leased facilities. Central Services will work with the Board to identify a funding source to cover the costs associated with necessary tenant improvements.
- Determine how to provide maintenance services to newly occupied county owned space with current staffing levels.
- Continue to manage upgrades and major maintenance for aging county owned buildings with current staffing and funding levels.
- Perform 3400 Building Phase II tenant improvements to accommodate county operations currently in leased facilities.
- Resolve storm water handling considerations at the site of the ARC.

**Information Technology**

- County infrastructure is under increasing attack from various viruses and malware. Much time is lost in cleaning up systems that are corrupted by these attacks. The county needs to evaluate enhanced network security for further protection.
- The county systems infrastructure is very complex due to requirements to maintain outdated legacy systems. The county needs to look for opportunities to reduce or eliminate any legacy systems to simplify support requirements.
- Much of the data contained within the GIS system is owned by various offices and departments within the county. Geodata needs to establish a procedure to verify the accuracy and update the data with the various offices and departments.
- Explore options for reconciling data inconsistencies in parcel based systems as exposed in the county Geodata system.
- The current campus phone system and voice mail system has been phased out by the support vendor. The new phone system recently installed at the Tilley Road complex and the ARC is the new standard county phone system and needs to be phased in on the main campus over a number of years as funding becomes available.
- Several major business applications will reach end of life over the next 3-5 years and will need to be upgraded or replaced. Replacement money will need to be identified and available. The systems that are reaching end of life include: Sheriff Jail/Records Management (DSSI), Ascend (Assessor/Treasurer) and Sigma (Assessor). The county also currently runs separate financial and payroll applications. Replacement funds are needed to combine these systems.

**Equipment Rental and Replacement / Fleet Services**

- Calibrate service levels to manage within current staffing and funding levels.
- Level load replacements as to not overload the capacity of the shop.
- Pursue continuous process improvements in inventory management and controls, budgeting and accounting, contracts, and purchasing.

- Establish and implement a new financial model for rates and replacements.
- Strive to focus more effort on Surplus, Outside Services, Warranty, and Service contracts.

**Administrative Services**

- Continue to evaluate and prioritize limited Record Center resources to assist offices and departments with the scanning of historical/permanent documents.
- Develop sustainable strategies to manage rates in 2016 and beyond, recognizing that continuing to hold rates flat/frozen will push the department below a two-month operating reserve by 2016.

**Changes from 2014 Budget:****Central Services / Facilities (Fund 5210)**

- Information technology software maintenance costs increased by about \$138,000. Most of this cost was attributed to the new annual Microsoft costs for Exchange and SharePoint.
- Telecommunication costs were reduced by about \$82,000 by eliminating circuits, participating in lower state contracts and paying off debt for the Nortel phone system.
- Facilities/Custodial/Leases decreased approximately \$445,000 primarily due to the savings attributed to implementing the new custodial contract.
- Utilities increased approximately \$53,000 primarily because of a 2% increase in electricity and natural gas as well as a 1% increase in water, sewer, and garbage.

**Central Services Reserve (Fund 5220)**

- Expenditures from Reserves decreased \$686,099 primarily because of normal variations in life cycles, resulting in a smaller project load in 2015. Several major reserve projects were completed in 2014 (e.g. E&T Lighting, E&T Building Entrance, Card Reader, and Tilley ESCO projects).

**Central Services / Facilities Engineering (Fund 5230)**

- Decrease of \$91,068 due to exclusion of an unfunded vacant Project Manager.

**Equipment Rental and Replacement Maintenance (Fund 5410)**

- Budget decreased by \$36,002 due primarily to salaries and benefits savings of new employees (3 FTEs retired during 2013).

**Equipment Rental and Replacement Reserve (Fund 5420)**

- No changes from 2014 – Rates were kept frozen. Necessary adjustments need to be made to accommodate updated capital outlay plan.

**Funds:**

The Central Services Department operates within five funds, as follows:

**Central Services / Facilities Fund 5210.** This is the operating fund that accounts for the majority of the department's functions. Services include records, mail, information technology, telecommunications, facility maintenance and operations, utilities, surplus, lease administration, sustainability, and contracted landscaping and custodial services.

**Central Services Reserve Fund 5220.** This fund holds reserves to fund major cyclic facility maintenance to county buildings managed by Central Services. Funding for these reserves comes from internal office and departments based on the occupied square footage within the county-owned building. The fund also contains reserves for replacement of desktop personal computers and network infrastructure, which are funded by rates.

**Central Services / Facilities Engineering Fund 5230.** This fund supports project management functions used to administer capital construction projects.

**Equipment Rental and Replacement Maintenance Fund 5410.** This fund accounts for all maintenance and repairs to county-owned vehicles and equipment. 2015 charges are based on the actual costs of maintaining the fleet incurred in 2013 (lags two years).

**Equipment Rental and Replacement Reserves Fund 5420.** Equipment Replacement Reserves contain funds collected from all county offices and departments for the purpose of replacing county vehicles and equipment.

**TOTAL EXPENDITURES & FTEs BY DEPARTMENT**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	91.00	87.00	76.00	76.00
<b>Expenditures</b>				
Personnel	7,787,720	7,661,990	4,962,707	7,346,381
Internal Services	2,379,705	2,029,679	1,407,316	1,859,330
Professional Services	1,239,798	2,149,015	1,022,039	1,599,592
Operating Costs	7,408,247	8,550,324	5,267,452	8,583,375
Debt Services	2,416	12,243	1,221	600
Capital Expenses	4,512,658	6,125,940	1,249,256	6,037,940
Transfers to Other County Funds	1,231,680	848,706	149,353	848,706
<b>Department Total</b>	24,562,224	27,377,897	14,059,323	26,275,924

**EXPENDITURES BY FUND**

Tilley Master Plan	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Internal Services	95,397	0	0	0
Professional Services	14,648	0	0	0
Operating Costs	1,730	0	0	0
Capital Expenses	138,249	0	0	0
<b>Fund Total</b>	250,024	0	0	0

Central Services/Facilities	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Personnel	6,241,955	6,119,033	4,042,737	5,868,287
Internal Services	1,673,071	1,471,013	994,332	1,381,946
Professional Services	356,387	843,320	349,321	811,175
Operating Costs	4,562,950	4,968,495	3,255,426	5,081,292
Debt Services	2,416	12,243	1,221	600
Capital Expenses	6,255	27,010	20,128	9,010
Transfers to Other County Funds	273,534	65,000	0	65,000
<b>Fund Total</b>	13,116,568	13,506,114	8,663,164	13,217,310

Central Services Reserve	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Internal Services	230,863	132,059	128,763	66,138
Professional Services	859,712	1,203,045	663,720	658,567
Operating Costs	248,615	559,283	474,282	553,583
Capital Expenses	2,262,272	1,242,780	241,468	1,172,780
<b>Fund Total</b>	3,601,461	3,137,167	1,508,233	2,451,068

<b>Facilities Engineering</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	241,079	290,331	128,514	198,659
Internal Services	39,112	28,233	18,666	28,837
Professional Services	494	450	0	450
Operating Costs	8,233	11,250	3,855	11,250
Transfers to Other County Funds	54,083	51,998	25,999	51,998
<b><i>Fund Total</i></b>	<b>343,001</b>	<b>382,262</b>	<b>177,034</b>	<b>291,194</b>

<b>ER&amp;R Maintenance</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	1,304,686	1,252,626	791,456	1,279,435
Internal Services	341,263	398,374	265,556	382,409
Professional Services	8,558	102,200	8,998	129,400
Operating Costs	2,541,679	3,011,296	1,523,458	2,937,250
Transfers to Other County Funds	262,107	255,708	123,354	255,708
<b><i>Fund Total</i></b>	<b>4,458,292</b>	<b>5,020,204</b>	<b>2,712,822</b>	<b>4,984,202</b>

<b>ER&amp;R Replacement</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Operating Costs	45,040	0	10,431	0
Capital Expenses	2,105,882	4,856,150	987,640	4,856,150
Transfers to Other County Funds	641,956	476,000	0	476,000
<b><i>Fund Total</i></b>	<b>2,792,878</b>	<b>5,332,150</b>	<b>998,071</b>	<b>5,332,150</b>

**TOTAL REVENUE**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Tilley Master Plan	8,706	0	4,872	0
Central Services/Facilities	13,353,792	13,146,566	8,708,428	12,847,127
Central Services Reserve	3,866,520	2,751,473	1,500,043	2,645,124
Facilities Engineering	333,124	391,823	142,213	291,194
ER&R Maintenance	4,352,955	4,240,966	2,324,736	4,062,086
ER&R Replacement	3,680,053	3,622,270	2,804,496	3,622,270
<b>Department Total</b>	25,595,151	24,153,098	15,484,787	23,467,801

**REVENUE BY FUND**

Tilley Master Plan	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Misc Revenue	8,706	0	4,872	0
<b>Fund Total</b>	8,706	0	4,872	0

Central Services Facilities	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	13,029,441	12,778,471	8,479,531	12,548,421
From Other Funds	307,190	368,095	218,742	298,706
Misc Revenue	17,161	0	10,156	0
<b>Fund Total</b>	13,353,792	13,146,566	8,708,428	12,847,127

Central Services Reserve	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	1,863,330	2,042,221	1,316,917	2,113,292
From Other Funds	1,427,826	601,299	65,201	421,299
Misc Revenue	190,235	107,953	117,924	110,533
Grants	385,129	0	0	0
<b>Fund Total</b>	<b>3,866,520</b>	<b>2,751,473</b>	<b>1,500,043</b>	<b>2,645,124</b>

Facilities Engineering	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	332,734	388,094	138,198	290,894
From Other Funds	0	3,729	3,729	0
Misc Revenue	390	0	286	300
<b>Fund Total</b>	<b>333,124</b>	<b>391,823</b>	<b>142,213</b>	<b>291,194</b>

ER&R Maintenance	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	3,671,374	3,647,148	2,305,361	3,482,886
From Other Funds	672,614	578,318	14,118	564,200
Misc Revenue	8,967	15,500	5,257	15,000
<b>Fund Total</b>	<b>4,352,955</b>	<b>4,240,966</b>	<b>2,324,736</b>	<b>4,062,086</b>



ER&R Replacement	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
General Fund Contribution	27,500	0	981	0
Fees and Licenses	3,562,120	3,522,270	2,320,450	3,522,270
From Other Funds	46,374	0	30,000	0
Misc Revenue	44,059	100,000	484,046	100,000
<b>Fund Total</b>	<b>3,680,053</b>	<b>3,622,270</b>	<b>2,804,496</b>	<b>3,622,270</b>

**Programs:****Program: B900 Administration (Fund 5210)**

**Description:** Administration provides both direct and indirect administrative services to all Central Services divisions and county operations. Services include capital project and facilities support, accounting and budgeting and contract management. Administrative staff, the Central Services Director, and a portion of the Administrative Services Manager positions are included within this program. Expenditures are distributed among the cost categories (programs) below and recaptured through rates.

Budget:	2014 Budget	2015 Preliminary
<b>Expenditures</b>	1,973,879	1,875,312

**Program: B905 Mailroom (Fund 5210)**

**Description:** This program provides county-wide mail delivery and consultation services. Expenditures are distributed to county offices and departments based on requested number of deliveries per day and amount of postage used.

Budget:	2014 Budget	2015 Preliminary
<b>Expenditures</b>	361,310	351,204

**Program: B910 Records (Fund 5210)**

**Description:** This program provides imaging services, records storage/tracking/access, and comprehensive records administration and consultation services to county offices and departments, partnering with Secretary of State Archives to ensure county records are protected and preserved in accordance with RCW 40.14. Expenditures are distributed based on the number of boxes in the records center and the amount of storage space used on the imaging servers.

Budget:	2014 Budget	2015 Preliminary
<b>Expenditures</b>	517,278	516,981

**Programs:****Program: B915 Information Technology (IT) Services (Fund 5210)**

**Description:** The IT division supports all technology needs for conducting county business. Services include implementation of new systems, maintenance of existing systems and hardware, GIS support, infrastructure support, and consulting. These costs represent network development and support, application support and desktop support. Almost \$1 million of the expenditures below are pass-through costs associated with maintenance contracts on computer applications used by offices and departments.

Budget:	2014 Budget	2015 Preliminary
Expenditures	3,617,545	3,855,054

**Program: B920 Telecom (Fund 5210)**

**Description:** The telecom program is responsible for managing and maintaining the telephone PBX switch, voice mail, data communications, and remote telephone systems. New installations and changes to existing telephone, voice mail services and resolution of any telecommunications problems are performed by staff in this work group.

Budget:	2014 Budget	2015 Preliminary
Expenditures	680,829	678,005

**Program: B925 Facilities M&O (Fund 5210)**

**Description:** This program provides facility management and support to county operations located in 21 separate buildings. Services are prioritized in the following order: life safety, building issues, preventive maintenance, corrective maintenance, and service requests. The program also includes surplus services and administrative staff support (12% FTE from Admin) dedicated to facilities. The 13 Facility Technicians maintain 633,311 square feet of building space.

Budget:	2014 Budget	2015 Preliminary
Expenditures	2,213,752	2,234,381

**Program: B930 Custodial (Fund 5210)**

**Description:** The Custodial Services program provides cleaning services to 19 owned and leased buildings. Each of the 10 custodians cover approximately 34,000 square feet per day.

Budget:	2014 Budget	2015 Preliminary
Expenditures	753,891	290,976

**Program: B935 Leases (Fund 5210)**

**Description:** This program is used to accumulate all of the costs associated with leasing facilities for county operations. These costs are passed on to occupants of the leased space.

Budget:	2014 Budget	2015 Preliminary
Expenditures	627,400	587,578

**Program: B936 Utilities (Fund 5210)**

**Description:** The Facilities Division manages the tracking and paying of electric, natural gas, water, garbage, and recycling for county-owned offices managed by Central Services. Costs are allocated based on occupied square footage and actual utilities paid by building. The figures below include an estimated increase as defined by the respective utility companies.

Budget:	2014 Budget	2015 Preliminary
Expenditures	1,708,437	1,761,614

<b>Programs:</b>		
<b>Program: B937 Surplus (Fund 5210)</b>		
<b>Description:</b> The Surplus Property program is controlled by Thurston County ordinance 12341 in the Comprehensive Property Management Procedure. The program within Central Services Facilities picks up, stores, and then sells small assets such as desks, chairs, office partitions, PCs, etc. from all county departments.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	8,075	8,075
<b>Program: B970 Geodata Services (Fund 5210)</b>		
<b>Description:</b> Geodata provides Geographical Information Services (GIS), mapping, data management, and access to spatial data. Services also include data capture and analysis, database and system administration, and map production.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,041,499	1,055,911
<b>Program: B980 Sustainability (Fund 5210)</b>		
<b>Description:</b> This program is responsible to perform complex duties focused primarily on resource conservation and sustainability strategies county wide. This program emphasizes research, data collection and analysis, and development of recommendations in areas of budgeting and financial planning, organizational analysis, policy formulation, and service delivery methods.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	2,219	2,219
<b>Program: B950 Facilities Engineering (Fund 5230)</b>		
<b>Description:</b> This program provides project management services on major county construction projects like the Accountability and Restitution Center, Tilley Master Plan, and energy efficiency building upgrades.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	382,262	291,194
<b>Program: G040-G042 PC, Software &amp; IT Infrastructure Reserves (Fund 5220)</b>		
<b>Description:</b> This program is part of the Central Service Reserve Fund and is used to accumulate resources to replace PCs, servers, and related technology infrastructure.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,277,264	1,277,264
<b>Program: E000 ER&amp;R Administration (Fund 5410)</b>		
<b>Description:</b> Management, supervision and accounting for fleet operations.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	787,607	764,648

**Programs:****Program: E004-E006 ER&R Maintenance (Central Stores, Mechanical Shop, Radio) (Fund 5410)**

**Description:** Maintenance and repair of all county vehicles and other supported equipment. This is the maintenance and operations section for all the fleet vehicles and equipment including the motor pool and surplus operations

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	4,232,597	4,219,554

**Program: E016, E017, E018, E022, E027, E102, E103, E109, E111, E122, E124, E135, E140, E172, E174, E185, E200, E205, E210, E330, E403, E406, E420, E521, E541 and E999 ER&R Replacement (Fund 5420)**

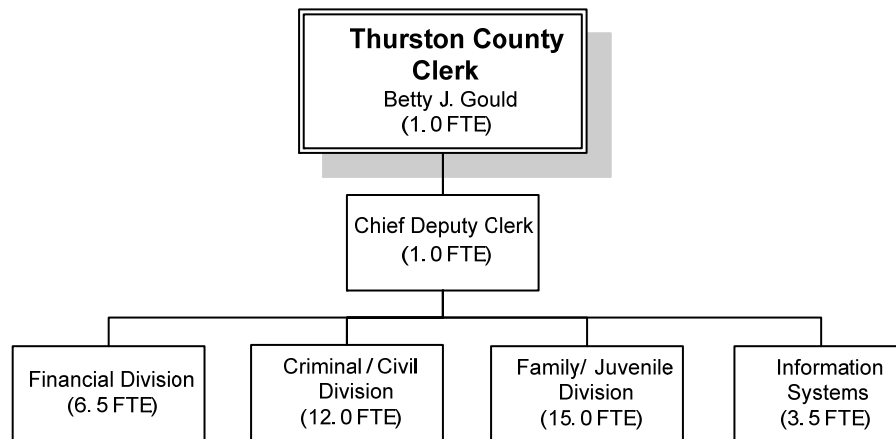
**Description:** Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	5,332,150	5,332,150

**Program: G105-G210 Building Reserves (Fund 5220)**

**Description:** Central Services Building Reserves are setup for a number of buildings to fund the replacement of critical components at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program. There are currently 22 funded Building Reserve plans.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,859,903	1,173,804

**Organization:****Mission:**

Efficiently maintain and protect the integrity and accuracy of the judicial records of Thurston County Superior Court while serving the public in a courteous, professional and timely manner.

**Purpose:**

To maintain, preserve and protect the integrity and accuracy of Superior Court records and to provide the most efficient means for the public to purchase documents on-line and to electronically file documents. Provide staff for all court proceedings to keep the record of the court's decisions for the public. Collect statutory fees, fines, trust funds and support funds; maintain a trust account for monies received for Superior Court cases; receipt and disburse monies ordered by the court; and provide an investment plan for monies held. Provide access to justice by assisting victims of domestic violence and self-represented litigants. Maintain a collections program to collect legal financial obligations from criminal defendants.

**2015 Goals:**

- Continue to expand electronic filing of documents by internal and external users.
- Update office procedures to reflect current practices.
- Prepare for implementation of a new state-wide case management system.
- Upgrade document management system.
- Implement domestic violence kiosks in Tumwater, Olympia, Rochester, and Yelm.

**2015 Challenges:**

- Continue to improve business processes and environment to accommodate increased workload and decreased staff.
- Provide coverage for Court and customer service functions.
- Transition of new Clerk.

**Funds:**

In addition to its primary revenue from the General Fund, the Clerk's Office is responsible for managing two additional funds:

**Legal Financial Obligations (LFO) Fund 1910.** This Fund was created to account for the collection of court ordered financial obligations and the associated expenses.

**Family Court Services Fund 1020.** This fund pays for expenditures related to the Family Court Facilitator Program. The Family Court Facilitator provides assistance, coordination, direction and services related to family law issues for litigants not represented by an attorney. The revenue for this fund comes from fees and the sale of forms.

**TOTAL EXPENDITURES & FTEs BY DEPARMTENT**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>FTEs</i></b>	41.00	40.00	40.00	40.00
<b><i>Expenditures</i></b>				
Personnel	3,284,281	3,318,067	2,150,519	3,332,619
Internal Services	486,968	496,316	321,512	487,705
Professional Services	29,291	20,500	22,241	22,200
Operating Costs	77,964	263,847	38,783	257,206
Debt Services	19,354	48,200	9,342	47,200
Capital Expenses	0	8,000	0	8,000
<b><i>Department Total</i></b>	3,897,859	4,154,930	2,542,397	4,154,930

**EXPENDITURES BY FUND**

<b>General Fund</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	2,775,789	2,568,483	1,733,400	2,568,631
Internal Services	467,355	466,049	308,001	463,171
Professional Services	20,481	15,500	17,241	17,200
Operating Costs	69,079	74,483	34,605	76,513
Debt Services	19,354	39,000	9,342	38,000
<b><i>Fund Total</i></b>	<b>3,352,058</b>	<b>3,163,515</b>	<b>2,102,589</b>	<b>3,163,515</b>

<b>Family Court</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	180,706	295,174	119,631	295,180
Internal Services	8,584	8,686	5,791	8,480
Professional Services	8,811	5,000	5,000	5,000
Operating Costs	2,885	101,000	4,178	101,200
Debt Services	0	9,200	0	9,200
Capital Expenses	0	8,000	0	8,000
<b><i>Fund Total</i></b>	<b>200,986</b>	<b>427,060</b>	<b>134,599</b>	<b>427,060</b>

<b>LFO Collections</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	327,786	454,410	297,488	468,808
Internal Services	11,029	21,581	7,721	16,054
Operating Costs	6,000	88,364	4,000	79,493
<b><i>Fund Total</i></b>	<b>344,815</b>	<b>564,355</b>	<b>305,209</b>	<b>564,355</b>

**TOTAL REVENUE**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
General Fund	2,025,330	1,968,565	932,281	1,968,565
Family Court	230,549	255,486	176,070	252,500
LFO Collection	347,686	328,000	117,212	328,000
<b>Department Total</b>	2,603,564	2,552,051	1,225,564	2,549,065

**REVENUE BY FUND**

General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	946,192	900,200	581,203	900,200
Intergovernmental Revenue	0	100	0	100
Misc Revenue	219,895	278,100	165,890	278,100
Grants	859,242	790,165	185,188	790,165
<b>Fund Total</b>	2,025,330	1,968,565	932,281	1,968,565

Family Court	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	226,878	246,500	165,060	246,500
From Other Funds	0	2,986	2,986	0
Misc Revenue	3,671	6000	8,025	6000
<b>Fund Total</b>	230,549	255,486	176,070	252,500

LFO Collection	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Intergovernmental Revenue	331,581	0	115,370	0
Misc Revenue	16,104	328,000	1,842	328,000
<b>Fund Total</b>	347,686	328,000	117,212	328,000



**Programs:****Program: A500 Administration**

**Description:** As the administrator of a county office, the Clerk has the responsibility to establish office policies, budgets, and procedures. The administrative team consists of the Chief Deputy, Systems Manager, Service Managers and Financial Manager. Accuracy and efficiency are critical to the Clerk's Office as even the slightest error or omission in indexing, posting, filing, preparation of writs, or disbursements of funds affects the life or property of members of the public and makes the Clerk personally liable for damages and subject to monetary fines.

Budget:	2014 Budget	2015 Preliminary
<b>Expenditures</b>	483,705	430,994

**Program: A520 Accounting (Fund 0010) & A500 Legal Financial Obligations (Fund 1910)**

**Description:** Collection, accounting, and investment of court monies to ensure that the interests of the public and the county are secured. The Legal Financial Obligation (LFO) program collects past due court-ordered financial obligations on adult criminal and juvenile offender cases. The Collection Officers work closely with the Prosecuting Attorney's Office and other agencies to provide accurate information on defendants for the Judicial Officer. It is the goal of the program staff to attend the Non-Compliance calendar to assist the Judicial Officer with critical financial information regarding defendants appearing before the court on an Order to Show Cause.

Budget:	2014 Budget	2015 Preliminary
<b>Expenditures</b>	748,956	757,911

**Program: A540 Family Juvenile Court**

**Description:** Under the Constitution of the State of Washington, the Clerk has the title of Ex Officio Clerk of the Court. This requires the Clerk's presence at all court sessions for the purpose of receiving and recording court documents and exhibits and to establish an independent record of court proceedings for the public. The Domestic Violence program assists victims of domestic violence in civil matters. Staff works with alleged victims to procure protection orders to restrain family or household members from acts of violence against them.

Budget:	2014 Budget	2015 Preliminary
<b>Expenditures</b>	1,216,855	1,169,388

**Program: A560 Clerk's Office Main Courthouse**

**Description:** Under the Constitution of the State of Washington, the Clerk has the title of Ex Officio Clerk of the Court. This requires the Clerk's presence at all court sessions for the purpose of receiving and recording court documents and exhibits and to establish an independent record of court proceedings for the public in civil and criminal cases. Maintains a collections program to collect financial obligations from criminal defendants.

Budget:	2014 Budget	2015 Preliminary
<b>Expenditures</b>	1,214,572	1,301,964

**Program: A580 Records**

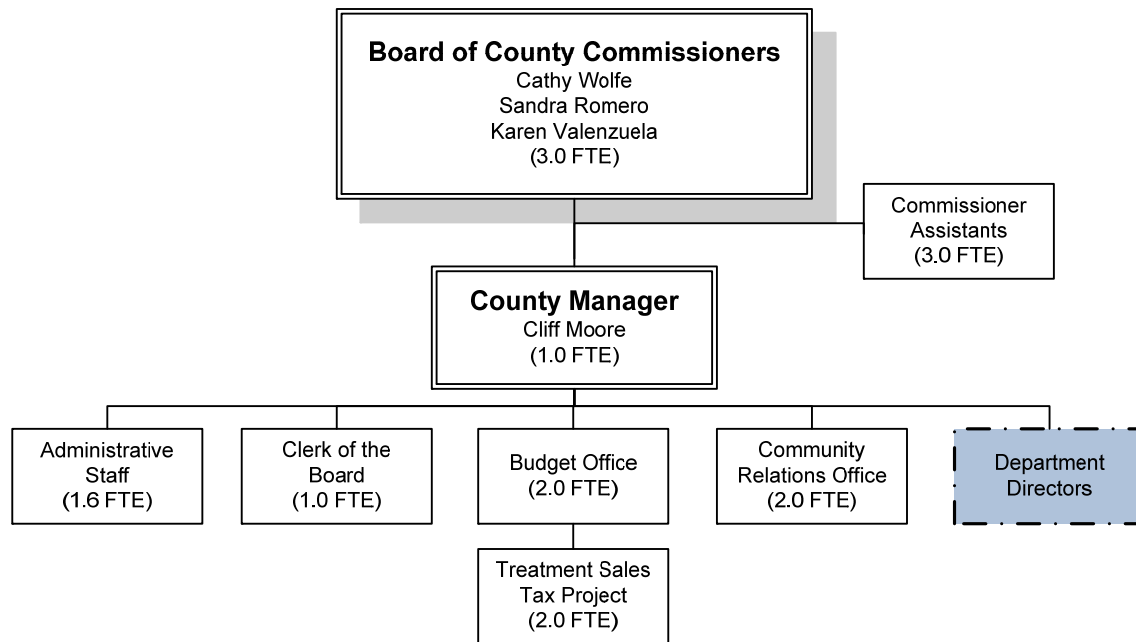
**Description:** In this role, the Clerk identifies and articulates the changing needs of the court record processing, and of the storage, retrieval and disposal of documents, records and exhibits. Provides for the storage, retrieval and backup of all images of court files from 1847 to current; manages the system and ensures the protection of electronic records; provides for the storage, imaging, backup and protection of historical paper documents; all court files are audited, verified and images are checked for readability.

Budget:	2014 Budget	2015 Preliminary
<b>Expenditures</b>	63,782	67,613

**Program: A590 Court Facilitator (Fund 1020)**

**Description:** The Family Court Facilitator Program assists self-represented litigants through the court process. This program informs, instructs and assesses the needs of self-represented individuals regarding family law matters. The Family Court Facilitator Program functions as a liaison and referral between individuals, court personnel, and internal and external agencies.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	427,060	427,060

**Organization:****Mission:**

Continuously improve services that sustain and enhance safe, healthy, diverse and vital communities.

**Purpose:**

The Board of County Commissioners (BoCC) is the county's legislative and executive authority. The BoCC is made up of three Commissioners elected to four-year terms. Their responsibilities include:

- adopting county laws governing such areas as general administration and personnel, revenue and finance, health, land use and zoning
- setting the annual tax levy, budget and personnel for all county offices and departments (the tax levy increase is capped at one percent)
- functioning as the countywide Board of Health
- establishing policy and directives for
  - county utilities, transportation systems, parks, and emergency management
  - planning for land use in the unincorporated county
  - public health and social services
  - publicly funded legal defense for indigent citizens
  - the general operation of county government, including monitoring of finances, management of personnel and the construction and management of county property
- appointing members to advisory boards and commissions

The County Manager is appointed by the BoCC; all appointed department directors report to the County Manager. The County Manager provides leadership and direction in the implementation of county policy. In accordance with the direction of the BoCC, the County Manager oversees the day-to-day operation of county government, coordinates with elected officials and supervises the work of appointed directors.

The Assistant County Manager coordinates with all county offices and departments to prepare the annual preliminary county budget for public hearing, deliberation, and adoption by the BoCC. Associated budget administration functions include: multi-year fiscal forecasts for the county's General Fund, budget status reviews of all county funds, and the implementation of the BoCC's budget-related policies and decisions.

### **2015 Goals:**

- Provide leadership and oversight of county government, providing services, programs and infrastructure that meet the needs of county citizens.
- Monitor the implementation of the Thurston County Strategic Plan.
- Foster regional collaboration and partnership to find solutions to community needs and advance opportunities for consolidation and cooperation in the delivery of local services. Work with cities to explore annexation opportunities.
- Preserve and enhance our physical environment and natural resources through the adoption of policies and codes on land use, zoning and sustainability.
- Promote community conditions that support the health and well-being of individuals and families through partnerships, prevention strategies, and the implementation of Thurston Thrives.
- Support a strong, diverse and sustainable economy by enhancing our business environment through the improvement of processes, policies and infrastructure.
- Adopt and maintain a fiscally responsible budget. Increase monitoring, analysis, and forecasting of the financial status for all county funds.
- Continue to coordinate with the Sheriff's Office and other partners after Corrections has moved into the Accountability and Restitution Center (ARC) to ensure all necessary processes are functioning. Collaborate with Law and Justice partners to seek strategies that will reduce the jail population.
- Develop a master facility plan that includes fully using county owned facilities, minimal use of rental space, and planning for the repair and replacement of aging county facilities.

### **2015 Challenges:**

**Fiscal Sustainability:** Commissioners are committed to adopting budgets in 2015 and future years that maintain fiscally responsible fund balances. All county funds are balanced and financially stable in the 2015 budget. However, the long term outlook for the county budget is one of increasing demand for services matched to stagnant revenue growth. Financial projections based on current conditions demonstrate the need for offices and departments to continue careful spending habits and seek opportunities for savings in order for projected revenue to adequately cover costs without significant reductions to services in 2015 and beyond. The fund balance in every county fund needs to be sufficient

to meet cash flow and maintain a reserve for unanticipated emergencies. To do that, the county must either have increased revenue, or decrease the current level of services and not address the added service demands of a growing population.

**Accountability and Restitution Center (ARC):** Operating policies and procedures for law enforcement, corrections and the courts change once the adult jail population has moved into the new ARC. Supervision models, provision of programs and management of inmates are different. The courts have increased the use of video court appearances and implemented the use of electronic forms. Internal demand for support for maintenance, technology and infrastructure has increased. We must monitor to ensure all processes are operating in a way that is affordable and sustainable. In spite of the drop in crime, the jail population is increasing. This additional pressure on the criminal justice system is driving the need for changes in law and justice practices.

**Environmental Stewardship:** Limited staff and financial resources have made keeping up with Federal and State environmental regulations, including the Federal Clean Water Act, State Growth Management Act, Shoreline Master Program, State Environmental Policy Act and the Federal Clean Air Act, exceedingly difficult. The laws and regulations in place are difficult to fully enforce due to lack of enforcement capacity and compliance resources.

**Health Care:** Increasing costs and reduced resources from state and federal agencies, along with changes due to the Affordable Care Act, make it difficult to plan for public health in Thurston County. Limited information is available on what these changes will mean for services the county provides, including mental health and chemical dependency treatment. The county has experienced an increase in the demand for mental health services while the community capacity for treatment is limited. Rising costs of employee health care is a major driver in the increasing operating budget of the county.

**County Facilities:** The county owns facilities that range in age from brand new – Tilley and the ARC – to many years old. The courthouse complex, built in 1978, is nearing the end of its useful life. Other county owned buildings need to be repaired or remodeled in order to make the best possible use of the space. The county continues to house staff and equipment in expensive rental space. A long-term plan is needed to provide a roadmap towards making the most of county-owned space.

### **Changes from 2014 Budget:**

The County Commissioners Office is primarily funded by the General Fund. There are no significant changes in the Commissioners Office budget.

**Funds:**

The Board of County Commissioners (BoCC) is funded by the General Fund. The BoCC also manages a variety of other funds that are not used for BoCC office operations.

**Detention Sales Tax Fund 1100.** A special 1/10<sup>th</sup> cent sales tax was approved by voters in 1995. The funds are used exclusively for construction and operation of juvenile detention facilities and adult jails.

**Trial Court Improvement Fund 1170.** Money is used to fund improvements to Superior and District Court staffing, programs, facilities, or services. The legislature created a dedicated revenue source for the purposes of meeting the state's commitment to improving trial courts in the state, providing adequate representation to criminal indigent defendants, providing for civil legal services for indigent persons, and ensuring equal justice for all citizens of the state.

**Treatment Sales Tax Fund 1180.** A special 1/10<sup>th</sup> cent sales tax was approved by the Board of County Commissioners in December 2008. Funds provide for the operation or delivery of new or expanded chemical dependency or mental health treatment programs and services and for the operation or delivery of new or expanded therapeutic court programs and services.

**Stadium/Convention Center Fund 1300.** A tax on the sale of or charge made for lodging that is used for tourism promotion, acquisition of tourism-related facilities, or operation of tourism-related facilities.

**Conservation Futures Fund 1380.** Pursuant to RCW 84.34.210 and 84.32.220, Conservation Futures is a land preservation program that protects, preserves, maintains, improves, restores, and limits the future use of threatened areas of open space, timberlands, wetlands, habitat areas, culturally significant sites, and agricultural farmlands within Thurston County. Conservation Futures funds, acquired through a property tax levy, are used to purchase the land or the rights to future development of the land.

**TCOMM 911 Fund 1550.** TCOMM 911 is an intergovernmental agency created by local governments within Thurston County and provides emergency communication services countywide. This includes Enhanced 9-1-1 telephone response and dispatching services for police, fire and Medic One, as well as for citizens and businesses within Thurston County." Thurston County has an interlocal agreement with Thurston 9-1-1 Communications (TCOMM) to provide these services.

**Tourism Promotion Area Fund 1920.** Pursuant to RCW 35.10, a Tourism Promotion Area was created by the County, and as authorized by an agreement by Olympia, Tumwater, Lacey and Yelm. This fund accounts for the revenue and expenditure from a charge on hotel stays, to be used for tourism marketing and promotion in Thurston County.

**Historic Preservation Fund 1930.** Pursuant to RCW 36.22.170 a one dollar surcharge shall be collected with each recording in the County Auditor's Office. These funds shall be used to promote historical preservation or historical programs.

**G.O. Bond Funds 2220 - 2261.** These funds account for the principal and interest payments for past debt issuance.

**Jail Capital Project Fund 3080.** This fund is used to accumulate the costs related to the construction of the Accountability and Restitution Center.

**Real Estate Excise Tax Fund 3160 (prior to 2013, 1150).** This is an excise tax paid by the seller upon the sale of real property within Thurston County and is accounted for in the Real Estate Excise Tax Fund, sometimes called 1<sup>st</sup> ¼ REET. An additional 0.25% was approved by the Board of County Commissioners, effective February 18, 1992, sometimes called 2<sup>nd</sup> ¼ REET. Monies received from both tax increments must be spent on capital projects specified in the county's Capital Facilities Plan, an element of the county's Comprehensive Plan.

**Debt Holding Fund 3170 (prior to 2013, 1840).** Holds the proceeds of the 2010 bond sale until needed for expenditures related to capital projects.

**Debt Holding Fund 3180 (prior to 2013, 1850).** Holds the proceeds of the 2009 bond sale until needed for expenditures related to capital projects. **NOTE:** *This fund will be abolished in 2014 because the bond proceeds have been spent.*

## TOTAL EXPENDITURES &amp; FTEs BY DEPARTMENT

Commissioners	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	15.80	14.00	14.00	13.60
<b>Expenditures</b>				
Personnel	1,829,491	1,726,597	1,156,380	1,744,206
Internal Services	296,876	277,081	170,297	253,621
Professional Services	919,558	791,650	673,898	1,036,000
Operating Costs	1,090,736	47,934	13,991	77,322
Debt Services	5,933	4,311	3,956	5,935
Capital Expenses	1,391,903	2,493,615	0	3,595,000
Transfers to Other County Funds	14,870,769	14,706,929	4,280,906	14,691,774
<b>Department Total</b>	20,405,266	20,048,117	6,299,428	21,403,858

Non-Departmental	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	0.00	0.00	0.00	0.00
<b>Expenditures</b>				
Personnel	216,680	292,637	271,129	292,637
Internal Services	524,906	545,646	347,884	576,673
Professional Services	496,286	510,324	261,970	486,437
Operating Costs	1,052,845	961,327	733,817	981,327
Debt Services	2,375	0	0	0
Capital Expenses	464,187	0	0	0
Transfers to Other County Funds	4,815,971	2,736,294	1,434,089	2,651,009
<b>Department Total</b>	7,573,250	5,046,228	3,048,890	4,988,083



TComm	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	0.00	0.00	0.00	0.00
<b>Expenditures</b>				
Operating Costs	6,789,062	7,032,071	4,804,806	6,894,300
<b>Department Total</b>	6,789,062	7,032,071	4,804,806	6,894,300

**EXPENDITURES BY FUND**

General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Personnel	1,796,450	1,726,597	1,156,380	1,744,206
Internal Services	162,959	177,256	115,346	179,285
Professional Services	404	1,650	5,783	1,000
Operating Costs	21,105	47,934	12,365	27,322
Debt Services	5,933	4,311	3,956	5,935
<b>Fund Total</b>	1,986,850	1,957,748	1,293,831	1,957,748

Detention Sales Tax	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Internal Services	3,828	3,565	2,377	3,859
Professional Services	2,259	50,000	0	0
Operating Costs	6,714	0	0	0
Transfers to Other County Funds	6,564,733	6,438,611	1,898,641	6,356,824
<b>Fund Total</b>	6,577,534	6,492,176	1,901,018	6,360,683

<b>Trial Court Improvement</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Internal Services	538	658	439	665
Professional Services	5,492	100,000	0	100,000
Operating Costs	19,792	0	1,613	0
Transfers to Other County Funds	69,724	45,000	2,911	0
<b><i>Fund Total</i></b>	<b>95,546</b>	<b>145,658</b>	<b>4,963</b>	<b>100,665</b>

<b>Treatment Sales Tax</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Internal Services	8,103	7,959	5,306	3,640
Professional Services	53,737	100,000	85,864	100,000
Operating Costs	1,495	0	0	0
Transfers to Other County Funds	3,791,736	4,918,877	1,805,184	4,918,877
<b><i>Fund Total</i></b>	<b>3,855,070</b>	<b>5,026,836</b>	<b>1,896,355</b>	<b>5,022,517</b>

<b>Stadium/ Convention Center</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Internal Services	161	137	91	220
Professional Services	10,000	0	0	25,000
Transfers to Other County Funds	25,000	0	0	0
<b><i>Fund Total</i></b>	<b>35,161</b>	<b>137</b>	<b>91</b>	<b>25,220</b>

<b>Conservation Futures</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>				
Internal Services	23,254	29,161	19,441	36,708
Professional Services	743,485	50,000	414,000	50,000
Operating Costs	700,012	0	12	0
Capital Expenses	217,500	2,493,615	0	3,595,000
Transfers to Other County Funds	242,578	238,995	176,308	239,661
<b>Fund Total</b>	<b>1,926,830</b>	<b>2,811,771</b>	<b>609,761</b>	<b>3,921,369</b>

<b>Tourism Promotion</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>				
Professional Services	0	400,000	168,250	760,000
<b>Fund Total</b>	<b>0</b>	<b>400,000</b>	<b>168,250</b>	<b>760,000</b>

<b>Historic Preservation</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>				
Operating Costs	0	0	0	50,000
Transfers to Other County Funds	0	0	0	28,145
<b>Fund Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>78,145</b>

<b>TCOMM 911</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>				
Operating Costs	6,789,062	7,032,071	4,804,806	6,894,300
<b>Fund Total</b>	<b>6,789,062</b>	<b>7,032,071</b>	<b>4,804,806</b>	<b>6,894,300</b>

<b>Jail Capital Project</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	33,041	0	0	0
Internal Services	94,318	58,334	27,290	28,687
Professional Services	100,019	90,000	0	0
Operating Costs	333,487	0	0	0
Capital Expenses	1,174,403	0	0	0
Transfers to Other County Funds	56,738	0	0	0
<b><i>Fund Total</i></b>	<b>1,792,006</b>	<b>148,334</b>	<b>27,290</b>	<b>28,687</b>

<b>County Buildings Fund</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Internal Services	3,715	0	0	0
Professional Services	2,774	0	0	0
Operating Costs	8,132	0	0	0
Transfers to Other County Funds	33,847	0	0	0
<b><i>Fund Total</i></b>	<b>48,468</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Real Estate Excise Tax</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Internal Services	0	11	7	557
Professional Services	1,387	0	0	0
Transfers to Other County Funds	2,845,182	2,684,147	358,201	2,791,968
<b><i>Fund Total</i></b>	<b>2,846,569</b>	<b>2,684,158</b>	<b>358,208</b>	<b>2,792,525</b>

2010 Debt Holding	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>Expenditures</i></b>				
Transfers to Other County Funds	1,241,231	381,299	39,661	356,299
<b><i>Fund Total</i></b>	1,241,231	381,299	39,661	356,299

**TOTAL REVENUE**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>Revenue</i></b>				
General Fund	161,939	219,275	93,490	219,275
Detention Sales Tax	4,180,739	4,163,949	2,830,035	4,193,796
Trial Court Improvement	73,885	74,000	54,835	74,000
Treatment Sales Tax	4,104,639	3,937,663	2,798,835	4,015,565
Stadium/Convention Center	17,730	15,287	10,549	15,882
Conservation Futures	1,274,195	1,277,583	699,571	1,300,356
Tourism Promotion Area	0	450,000	168,250	760,000
Historic Preservation	0	0	0	60,000
GO Bonds 2004	744,053	744,771	151,439	824,950
GO Bonds 2005	2,249,069	2,242,211	225,352	2,206,457
GO Bonds 2007	362,256	364,761	77,568	366,350
GO Bonds 2009	2,653,981	2,744,779	846,847	2,836,550
GO Bonds 2010	1,815,409	2,054,136	302,898	2,100,950
2010C Debt Sinking Fund	101,246	100,000	1,142	100,000
Jail Capital Project	2,574,224	148,334	27,290	28,687
County Building Fund	1,001	0	0	0
Real Estate Excise Tax	2,774,782	2,314,025	2,082,527	2,341,193
2010 Debt Holding	6,920	6,000	1,559	6,000
2009 Debt Holding	245	0	0	0
<b><i>Department Total</i></b>	<b>23,096,313</b>	<b>20,856,774</b>	<b>10,372,188</b>	<b>21,450,011</b>

<b>Non-Departmental</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
General Fund	59,101,651	59,739,699	35,860,849	61,239,072
<b>Department Total</b>	59,101,651	59,739,699	35,860,849	61,239,072

<b>TComm</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Communications	6,789,062	7,032,071	4,804,806	6,894,300
<b>Department Total</b>	6,789,062	7,032,071	4,804,806	6,894,300

## REVENUE BY FUND

<b>General Fund – Commissioners</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	161,936	219,275	93,490	219,275
Misc Revenue	2	0	0	0
<b>Fund Total</b>	161,938	219,275	93,490	219,275

<b>General Fund – Non Departmental</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Taxes	51,191,031	52,172,761	30,625,897	54,373,672
Fees and Licenses	1,969,983	1,910,000	1,012,781	1,850,000
From Other Funds	281,655	625,898	625,898	0
Intergovernmental Revenue	2,172,567	2,144,540	1,610,762	2,333,900
Misc Revenue	3,486,416	2,886,500	1,985,511	2,681,500
<b>Fund Total</b>	59,101,651	59,739,699	35,860,849	61,239,072

<b>Detention Sales Tax</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Taxes	4,113,245	4,137,798	2,802,352	4,179,176
Fees and Licenses	653	0	0	0
Misc Revenue	66,841	26,151	27,683	14,620
<b>Fund Total</b>	<b>4,180,739</b>	<b>4,163,949</b>	<b>2,830,035</b>	<b>4,193,796</b>

<b>Trial Court Improvement</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Intergovernmental Revenue	71,984	72,000	53,762	72,000
Misc Revenue	1,901	2,000	1,073	2,000
<b>Fund Total</b>	<b>73,885</b>	<b>74,000</b>	<b>54,835</b>	<b>74,000</b>

<b>Treatment Sales Tax</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Taxes	4,104,639	3,936,828	2,798,000	4,015,565
From Other Funds	0	835	0	0
<b>Fund Total</b>	<b>4,104,639</b>	<b>3,937,663</b>	<b>2,798,000</b>	<b>4,015,565</b>

<b>Stadium/ Convention Center</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Taxes	17,716	15,262	10,517	15,857
Misc Revenue	14	25	32	25
<b>Fund Total</b>	<b>17,730</b>	<b>15,287</b>	<b>10,549</b>	<b>15,882</b>



<b>Conservation Futures</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Taxes	1,215,544	1,243,033	668,889	1,256,368
Intergovernmental Revenue	1,513	9,200	4,566	9,500
Misc Revenue	57,139	25,350	26,116	34,488
<b>Fund Total</b>	<b>1,274,195</b>	<b>1,277,583</b>	<b>699,571</b>	<b>1,300,356</b>

<b>Tourism Promotion Area</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	0	450,000	168,232	760,000
Misc Revenue	0	0	18	0
<b>Fund Total</b>	<b>0</b>	<b>450,000</b>	<b>168,250</b>	<b>760,000</b>

<b>Historic Preservation</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	0	0	0	60,000
<b>Fund Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>

<b>TCOMM 911</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Taxes	6,788,526	7,031,171	4,804,438	6,893,400
Misc Revenue	536	900	367	900
<b>Fund Total</b>	<b>6,789,062</b>	<b>7,032,071</b>	<b>4,804,806</b>	<b>6,894,300</b>

GO Bonds 2004	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
From Other Funds	744,060	744,771	151,438	824,950
Misc Revenue	-7	0	1	0
<b>Fund Total</b>	744,053	744,771	151,439	824,950

GO Bonds 2005	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
From Other Funds	2,249,066	2,242,211	225,345	2,206,457
Misc Revenue	3	0	7	0
<b>Fund Total</b>	2,249,069	2,242,211	225,352	2,206,457

GO Bonds 2007	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
From Other Funds	362,262	364,761	77,567	366,350
Misc Revenue	-6	0	1	0
<b>Fund Total</b>	362,256	364,761	77,568	366,350

GO Bonds 2009	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
From Other Funds	2,627,279	2,724,529	836,722	2,822,900
Misc Revenue	26,702	20,250	10,125	13,650
<b>Fund Total</b>	2,653,981	2,744,779	846,847	2,836,550

<b>GO Bonds 2010</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
General Fund Contribution	406,412	461,143	67,367	453,650
From Other Funds	1,386,962	1,582,993	225,533	1,629,970
Misc Revenue	22,035	10,000	9,998	17,330
<b>Fund Total</b>	<b>1,815,409</b>	<b>2,054,136</b>	<b>302,898</b>	<b>2,100,950</b>

<b>2010C Debt Sinking Fund</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
General Fund Contribution	2,000	2,000	0	2,000
From Other Funds	98,000	98,000	0	98,000
Misc Revenue	1,246	0	1,142	0
<b>Fund Total</b>	<b>101,246</b>	<b>100,000</b>	<b>1,142</b>	<b>100,000</b>

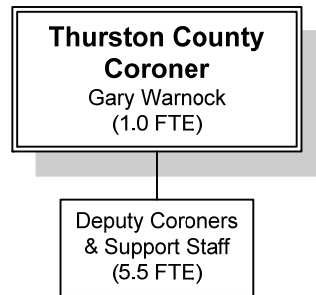
<b>Jail Capital Project</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
General Fund Contribution	1,974,778	78,334	27,290	28,687
From Other Funds	599,447	70,000	0	0
<b>Fund Total</b>	<b>2,574,224</b>	<b>148,334</b>	<b>27,290</b>	<b>28,687</b>

<b>County Building Fund</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Misc Revenue	1,001	0	0	0
<b>Fund Total</b>	<b>2,574,224</b>	<b>148,334</b>	<b>27,290</b>	<b>28,687</b>

<b>Real Estate Excise Tax</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Taxes	2,715,841	2,300,000	2,045,264	2,331,510
Misc Revenue	58,941	14,025	37,263	9,683
<b>Fund Total</b>	<b>2,774,782</b>	<b>2,314,025</b>	<b>2,082,527</b>	<b>2,341,193</b>

<b>2010 Debt Holding</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Misc Revenue	6,920	6,000	1,559	6,000
<b>Fund Total</b>	<b>6,920</b>	<b>6,000</b>	<b>1,559</b>	<b>6,000</b>

<b>2009 Debt Holding</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Misc Revenue	245	0	0	0
<b>Fund Total</b>	<b>245</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Organization:****Mission and Purpose:**

The Thurston County Coroner's Office (TCCO) reviews and/or investigates every death occurring in Thurston County. A thorough, comprehensive, and unbiased report is written for each death investigated. Autopsies are conducted on all homicides, traffic related deaths, industrial accidents, and all suspicious deaths. The Coroner's Office also works closely with the medical community, law enforcement, and fire department personnel, notifies next-of-kin, and inventories and returns personal property to the rightful heirs. The Coroner's Office operates 24 hours a day, 365 days a year.

**2015 Goals:**

- Continue to work cooperatively with law enforcement, hospitals, first responders and other agencies to provide appropriate death investigation in a professional, courteous and compassionate manner.
- Reduce turnaround time for the release of completed case reports to families and agencies.

**2015 Challenges:**

- Absorbing the cost increase of medical and Interfund charges. With a small operating budget and having very few options to pull from the Coroner's operating budget reduced expenditures in areas that are vital to its operation and success.

**Funds:**

The Coroner's Office is funded within the General Fund, but receives some state funding.

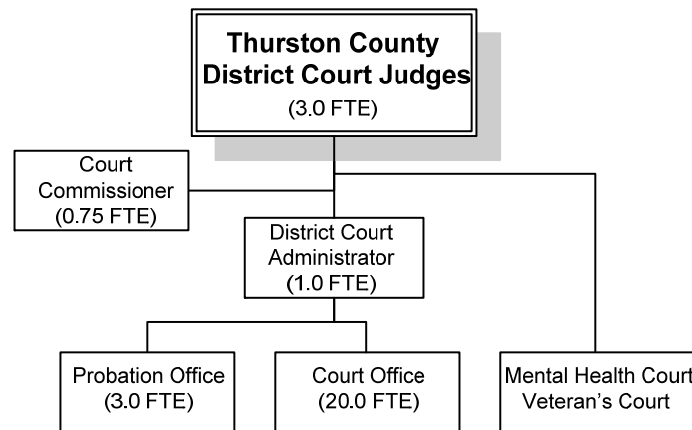
**TOTAL EXPENDITURES & FTEs BY DEPARTMENT**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>FTEs</i></b>	6.50	6.50	6.50	6.50
<b><i>Expenditures</i></b>				
Personnel	572,669	599,370	401,729	614,200
Internal Services	228,673	174,351	115,852	167,871
Professional Services	190,919	197,545	140,788	195,108
Operating Costs	15,170	23,029	10,780	16,184
Debt Services	4,622	4,008	3,265	4,940
<b><i>Department Total</i></b>	1,012,054	998,303	672,414	998,303

**REVENUE BY FUND**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>Revenue</i></b>				
Intergovernmental Revenue	75,828	73,000	40,407	73,000
Misc Revenue	13,372	8,700	8,950	8,700
<b><i>Department Total</i></b>	89,200	81,700	49,357	81,700

<b>Programs:</b>		
<b>Program: B300-B301, B304-B305 Operations</b>		
<b>Description:</b> Administration and operations include salaries and benefits for FTEs, including extra help and overtime, office supplies, small tools and minor equipment, travel, equipment leases and training and travel costs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	791,699	795,436
<b>Program: B302 Death Investigations</b>		
<b>Description:</b> Death investigations include morgue supplies, personal protection gear and equipment. These funds are also applied to professional services (x-rays, lab work, dental charting or comparison) that are necessary in determining the identification of the remains and to determine the cause and manner of death.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	21,804	18,067
<b>Program: B303 Autopsy Reimbursement</b>		
<b>Description:</b> The State of Washington, through the Forensic Investigation Council, reimburses the county 40% of the total amount expended on autopsies and other professional services (those services that are deemed by the pathologist as necessary to render an opinion as to cause and manner of death). The state also reimburses the county 100% of all autopsy costs and other professional service fees that are associated with children under the age of three.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	180,000	180,000
<b>Program: B306 Indigent Burial</b>		
<b>Description:</b> These funds are used to provide for the disposition of the remains of any indigent person who dies within the county and whose body is unclaimed by relatives or church organizations.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	4,800	4,800

**Organization:****Mission and Purpose:**

It is the mission of the judiciary of the Thurston County District Court to provide equal access to a fair and impartial system of justice by which legal disputes may be resolved in a timely, efficient manner, while fostering public trust and confidence. We will serve the public and foster friendly accessible environment, treating all individuals with dignity, respect, honesty and fairness. We will be customer service-oriented, technologically innovative, efficient and creative in all our operations by maintaining a supportive working environment through encouraging teamwork, innovation and professional growth.

**2015 Goals:**

- Work with County officials, other interested parties and the public to develop next steps, based on the report from Thomas Architecture Studio, for the construction of a non-obsolete and appropriate justice facility.
- We will continue to engage in practices that align with Model Time Standards for State Courts focusing on infractions.
- Review all Local Court Rules and submit recommended changes to Supreme Court by July 1<sup>st</sup> 2015.
- Complete transition of all court sessions to electronic documents.
- Video streaming of court proceedings – It is the court's belief that transparency of the third branch of government is one of our top priorities. We will continue to work with county officials to upgrade infrastructure to set the foundation for streaming of court proceedings.
- Engage in e-filing within the District Court Civil Division. We will work with our external and internal customers to identify and implement a process that will benefit all parties.



- Create a system that will allow external access to court records for the public as well as all other parties needing access to court records. This will reduce the number of requests staff will need to intervene in and save staff time / money.

### **2015 Challenges:**

- Thurston County District Court facilities continue to limit the court's ability to best serve the citizens of Thurston County. It has been stated that "A well-designed courthouse facility has the ability to embody the court's essential principles of openness and fairness, providing accessibility and security while allowing the judicial process to move forward unhindered and with increased efficiency and effectiveness."
  - In 2014/14 the County Commissioners engaged in a contract with Thomas Architecture Studio for a comprehensive review of County facilities and Space Programming / planning. As a result of this professional review it was confirmed that District Court is in a space that is insufficient, over capacity in use, cabling in the building is inadequate to meet the current needs of the court and does not support future initiatives for access to the courts.
    - Some specific areas that had been previously identified by court personnel that were confirmed through the study were:
      - The need for double the space that District Court is currently occupying based on operational needs. Specifically they called out:
        - Additional courtroom; ADA Compliance within all areas of the courthouse; Addition of Sm. lobby for Mental Health/Veteran's & Probation; Sm. conference rooms for atty./client meetings ; Jury rooms adjacent to courtrooms; Private/secure entry/exit for jurors; Conference rooms for judges; Staff training room ; improved layers of security; Larger lobby; Adequately sized courtrooms; Dedicated juror orientation room. We also continue to work with the Fire Marshal as to overloading our buildings occupancy limit by adjusting our calendars.
  - Superior Court is allowing for the temporary use of one courtroom for two days a week. This space accommodation must be addressed as it is "only as available" use and District Court schedules these court dates 30 to 60 days into the future. This temporary solution is not tenable for the long run. We need to have a fourth permanent courtroom for District Court use.

We continue to work with all impacted parties to impress upon the Commissioners the need to have a comprehensive space planning / implementation plan developed for an appropriate courthouse complex.

- Currently, limited Thurston County resources require each department to carefully examine operations and look for efficiencies. The county has engaged in a budget freeze which has required all general fund departments to roll over 2014 budget numbers. This requires all groups to absorb any negotiated raises within individual contracts, as well as increases in health care. This will directly impact operations as we will have to leave vacancies in staffing positions to meet this requirement.
- There are three areas of main concern for the District Court with regards to staffing levels.
  - In 2014 the County Commissioners approved the hiring of a .75 fourth judicial position within District Court to support the on-coming contracts. This position filled the need of the contracts but did not fill the additional need of a .5 commissioner identified in the Judicial Needs Assessment before the contracts. Based on this continued gap, we will continue to use ProTems to assist with filings and overflow hearings. We need to set a timeframe to establish this position as a full time commissioner to fill the needs of the court.
  - The second area of concern is staffing within the Probation division. Among the goals of the probation division are to hold offenders accountable and reduce recidivism and thereby enhance community safety. These goals can only be achieved when probation officer caseloads are at reasonable levels. District Court Judges, along with the probation division, have taken many steps to keep caseloads manageable (although the case load numbers are currently above recommended levels for monitoring). For example, currently, only defendants rated as medium high and high risk are on supervised probation whereas medium low and low risk defendants are referred to desk monitoring. While the steps taken have helped keep the numbers of assigned defendants per officer at a manageable level, there is constant concern that with each new legislative change and with the increased number of defendants coming from municipal jurisdictions that have been recently added to District Court the numbers will grow to unacceptably high numbers. This result would threaten the goals of probation. District Court will continue to be vigilant in our efforts to keep probation officer caseload numbers at a manageable level.
  - Dedicated Information Technology (IT) staff for courts. As the courts become heavier users of Information Technology, we continue to see the strain and limitations that are placed on County IT. This is directly impacting our ability to move initiatives forward within the courts that will have positive impacts for the public. We have court staff that are not qualified or trained in IT trying to fill this gap and it is no longer adequate. This is a functional position that could potentially be shared with Superior Court.

### **Funds:**

District Court is funded entirely by the General Fund. The Mental Health and Veterans' Courts are funded by Treatment Sales Tax.

**TOTAL EXPENDITURES & FTEs BY DEPARTMENT**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>FTEs</i></b>	25.00	27.75	27.75	27.75
<b><i>Expenditures</i></b>				
Personnel	2,371,081	2,699,180	1,718,334	2,723,367
Internal Services	449,270	484,236	318,735	489,005
Professional Services	308,992	330,865	208,458	327,365
Operating Costs	77,734	85,709	32,905	57,567
Debt Services	834	165	0	2,851
<b><i>Department Total</i></b>	3,207,912	3,600,155	2,278,431	3,600,155

**TOTAL REVENUE**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>Revenue</i></b>				
Fees and Licenses	1,037,989	1,199,675	658,810	1,199,675
From Other Funds	345,924	391,469	31,261	391,469
Misc Revenue	1,494,809	1,641,535	1,105,078	1,641,535
<b><i>Department Total</i></b>	2,878,722	3,232,679	1,795,149	3,232,679

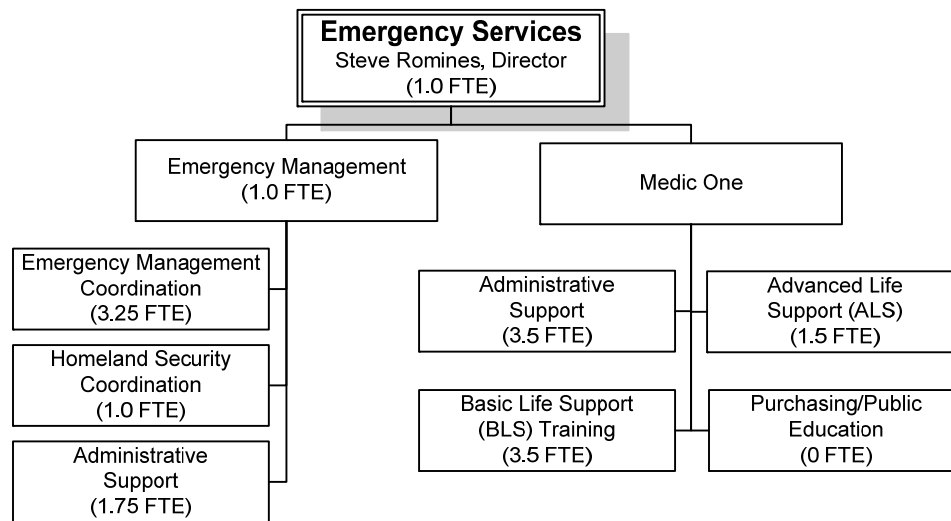
<b>Programs:</b>		
<b>Program: A750 District Court Administration</b>		
<b>Description:</b> This program provides funding for salaries, benefits and operating expenses for the court office. Administration is comprised of 3 elected officials and 19 support staff.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	2,335,326	2,337,011
<b>Program: A751 Banking Services</b>		
<b>Description:</b> Provides funding for bank fees, credit card transaction fees and armored car services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	4,000	500
<b>Program: A760 Courtroom Services</b>		
<b>Description:</b> Provides funding for legal publications, extra help to staff front door security, and L&I coverage for jurors and witnesses.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	70,053	65,823
<b>Program: A761 Courtroom Services – Interpreters</b>		
<b>Description:</b> Provides funding for the payment of interpreters for the hearing impaired (RCW 2.42.120) and non-English speaking individuals (RCW 2.43.040).		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	27,500	25,500
<b>Program: A762-A765 Courtroom Services – Judge</b>		
<b>Description:</b> Provides funding for judge pro tempore services when the elected judges are absent (RCW 3.34.130).		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	33,495	29,495
<b>Program: A770 Courtroom Services – Juror Fees</b>		
<b>Description:</b> Provides funding to compensate jurors for a basic fee and mileage as required by RCW 2.36.150.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	20,000	16,024
<b>Program: A780 Probation Office</b>		
<b>Description:</b> Provides funding for salaries, benefits and operating expenses for the three staff in the Probation Office.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	298,384	302,136

**Programs:****Program: A791 Mental Health Court****Description:** Provides funding for compensation of contract employees and operating expenses.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	347,778	347,278

**Program: A799 Interfund Fixed Costs****Description:** Internal service costs include: space allocation, IT support and infrastructure, phone system and mailroom costs, records services, risk insurance, and building reserve.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	463,619	476,388

**Organization:****Mission:**

This Department provides dual emergency functions with two funds each for Medic One/Emergency Medical Services (EMS) and Emergency Management.

**Medic One's mission is to** "Provide efficient and effective pre-hospital emergency medical services (EMS) throughout Thurston County (Washington State)." Medic One/EMS is the countywide delivery of Advanced Life Support response and transportation services, via intergovernmental contracts with the cities of Olympia and Tumwater, and Fire District 3 (Lacey). In addition, Medic One/EMS provides EMS training, medical direction, financial, and technical support to the county's 15 fire agencies for Basic Life Support EMS services. Cardiopulmonary resuscitation and public-access defibrillation training are provided at no fee to citizens. Countywide EMS coordination is provided through staff support of the Thurston County Emergency Medical Services Council.

**Emergency Management's mission is** "To save lives, prevent injury, and protect property and the environment by taking reasonable and affordable measures to mitigate, prepare for, respond to and recover from disasters." Emergency Management is the county program providing planning, preparedness, mitigation, response and recovery activities for disaster events. Emergency Management also provides regional emergency management coordination through staff support of the Thurston County Emergency Management Council and the Homeland Security Region 3 Committee.

**2015 Goals:****Medic One**

- Begin implementation of prioritized TRPC study projects
- Complete Basic Life Support (BLS) Safetypad electronic patient care record system
- Increase number of CPR trained Thurston County citizens

**Emergency Management**

- Provide state and locally required Thurston County emergency management activities regarding planning, preparedness, mitigation, response and recovery for disaster events. Provide citizen education for preparedness.
- Maintain currency of the Thurston County all hazards Comprehensive Emergency Management Plan. Update Emergency Support Function Annexes and develop new Support Annex documents.
- Complete five-year update of the Natural Hazards Mitigation Plan for the Thurston area, incorporating the Hazard Identification and Vulnerability Analysis and the updated Comprehensive Flood Hazard Mitigation Plan.
- Work with local schools to improve hazard assessments, hazard mitigation planning and disaster preparedness.
- Provide local and regional coordination for disaster planning, exercise and response through the Homeland Security Region 3 Committee and Thurston County Emergency Management Council for a locally and regionally coordinated approach to disasters.
- Work with county departments to update the Thurston County Continuity of Operations Plan.

**2015 Challenges:****Medic One**

- Evaluate impacts of National Healthcare system on EMS system
- Implementation of TRPC report recommended projects

**Emergency Management**

- Incorporate changes in FEMA flood mapping in affected county programs and planning. Work with FEMA on Risk Map updates to better identify hazard risk areas and impacts.
- Federal funding has decreased for emergency management and homeland security programs, which will impact the division's ability to update equipment and maintain programs.

**Changes from 2014 Budget:****Medic One**

- Status quo program, cost of business decreases estimated \$-50,000
- Cloud hosted ALS/BLS data system
- Add EMS Support program:
  - Basic Life Support (BLS) Financial Base support (\$15,000)

**Emergency Management**

- Status quo maintenance level budget, with decreases in grant-funded programs.

**Funds:**

In addition to the General Fund for Emergency Management Services, Medic One uses two funds to support its services.

**Emergency Management Council Fund 1140.** This fund supports the Emergency Management Council.

**Medic One Fund 1290.** This is the operating fund for Medic One and is funded primarily by the Emergency Medical Services (EMS) permanent property tax levy.

**Medic One Reserve Fund 1280.** Provides long term capital expenditure and operational reserves for the Medic One system. Funding is from sources other than the EMS levy, such as Timber Tax, investment interest and citizen donations.



**TOTAL EXPENDITURES & FTEs BY DEPARTMENT**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	14.50	15.50	15.50	15.50
<b>Expenditures</b>				
Personnel	1,444,798	1,625,117	979,268	1,665,998
Internal Services	803,402	718,241	468,076	697,224
Professional Services	346,518	427,719	139,356	392,399
Operating Costs	8,938,907	10,946,101	6,886,562	10,657,917
Debt Services	4,503	4,914	3,685	4,914
Capital Expenses	603,949	744,851	403,657	791,725
Transfers to Other County Funds	6,596	28,500	4,338	8,500
<b>Department Total</b>	12,148,674	14,495,443	8,884,942	14,218,677

**EXPENDITURES BY FUND**

General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Personnel	690,140	685,084	437,774	691,261
Internal Services	414,595	326,596	215,549	304,248
Professional Services	209,070	221,516	55,959	135,958
Operating Costs	239,896	374,011	262,843	280,611
Capital Expenses	7,611	26,771	16,018	6,500
Transfers to Other County Funds	2,000	2,000	0	2,000
<b>Fund Total</b>	1,563,312	1,635,978	988,143	1,420,578

<b>Emergency Management Council</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Internal Services	377	287	191	284
Professional Services	1,925	1,600	551	2,100
Operating Costs	1,075	1,400	0	616
<b><i>Fund Total</i></b>	<b>3,377</b>	<b>3,287</b>	<b>742</b>	<b>3,000</b>

<b>Medic 1 Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Transfers to Other County Funds	4,596	26,500	4,338	6,500
<b><i>Fund Total</i></b>	<b>4,596</b>	<b>26,500</b>	<b>4,338</b>	<b>6,500</b>

<b>Medic 1</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	754,658	940,033	541,493	974,737
Internal Services	388,431	391,358	252,335	392,692
Professional Services	135,522	204,603	82,846	254,341
Operating Costs	8,697,936	10,570,690	6,620,991	10,376,690
Debt Services	4,503	4,914	3,685	4,914
Capital Expenses	596,339	718,080	390,469	785,225
<b><i>Fund Total</i></b>	<b>10,577,389</b>	<b>12,829,678</b>	<b>7,891,819</b>	<b>12,788,599</b>

**TOTAL REVENUE**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
General Fund	743,397	826,282	308,584	610,882
Emergency Management Council	1,923	2,024	2,166	3,010
Medic 1 Reserve	370,159	441,848	220,146	440,400
Medic 1	9,592,975	9,820,026	5,267,072	9,362,869
<b>Department Total</b>	10,708,455	11,090,180	5,797,968	10,417,161

**REVENUE BY FUND**

General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Misc Revenue	0	0	7,564	0
Grants	743,397	826,282	301,020	610,882
<b>Fund Total</b>	743,397	826,282	308,584	610,882

Emergency Management Council	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	1,899	2,000	2,151	3,000
Misc Revenue	24	24	15	10
<b>Fund Total</b>	1,923	2,024	2,166	3,010

<b>Medic 1 Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Revenue</i></b>				
Taxes	63,910	53,000	57,853	53,000
Fees and Licenses	75	30	50	30
From Other Funds	0	1,448	1,448	0
Intergovernmental Revenue	8,753	50,000	36,105	50,000
Misc Revenue	297,421	337,370	124,690	337,370
<b><i>Fund Total</i></b>	<b>370,159</b>	<b>441,848</b>	<b>220,146</b>	<b>440,400</b>

<b>Medic 1</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Revenue</i></b>				
Taxes	9,555,859	9,753,156	5,230,866	9,323,049
Fees and Licenses	19,978	24,000	4,329	24,000
From Other Funds	4,596	33,550	11,388	6,500
Intergovernmental Revenue	3,222	0	0	0
Misc Revenue	0	0	9,348	0
Grants	9,320	9,320	11,140	9,320
<b><i>Fund Total</i></b>	<b>9,592,975</b>	<b>9,820,026</b>	<b>5,267,072</b>	<b>9,362,869</b>

**Programs:****Program: C401 Building Repairs & Maintenance Reserve (Funds 1280 & 1290)****Description:** Medic One's contribution to the Emergency Services Center Building Reserve Fund.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	48,122	28,122

**Program: C411-C412 Administration****Description:** C411: Wages/benefits (3.5 FTEs) for administrative oversight of Medic One programs and basic operations. The FTEs include Administrator, Administrative Assistant II, Administrative Assistant I, and a half-time Office Assistant II. C412: Resources to support Medic One's basic maintenance and operations including office supplies/equipment and repairs, communications, inter-fund payments for county services (space lease, IT support, records services, etc), staff training, professional services and EMS Council directed activities.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	543,673	540,554

**Program: C421-C422, C424-C425, C428-C429 Medic One Advanced Life Support (ALS)****Description:** C421-C422: Wages/benefits (1.25 FTE) and resources for oversight of Medic One's contracted ALS programs. FTEs include the ALS Coordinator and .25 Office Assistant II. C424: Supports state and system-mandated continuing education requirements for ALS services personnel (employed under the auspices of intergovernmental contract between Thurston County and four local fire/EMS agencies). C425-C428: Supports provision of countywide ALS Services via intergovernmental contract between Thurston County and four local fire/EMS agencies. C429: Supports ALS component of Medic One's electronic patient records data system and associated costs, including specific Thurston County IT services.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	9,379,463	9,418,898

**Program: C441-C442, C445 Medic One Basic Life Support (BLS) Training****Description:** C441-C442: Wages/benefits (2.75 FTE) and resources to support Medic One's BLS initial and ongoing training, and quality improvement programs. FTEs include BLS Training Supervisor, BLS Training Coordinator, and .75 Office Assistant II. C445: Provides extra help (instructors and evaluators) wages/benefits, and program resources to support Medic One's initial and ongoing training program.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	472,705	480,110

**Program: C480, C485, C489 Medic One Basic Life Support****Description:** C480: Funds countywide no-cost CPR and AED classes, and public education events and materials. C485: Provides supplies/equipment and financial support to BLS services provided by 17 Thurston County Fire/EMS agencies. C489: Supports the BLS component of Medic One's electronic patient records data system and associated costs, including specific Thurston County IT services.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,514,944	1,464,440

**Programs:****Program: C493 Medic One Equipment Replacement**

**Description:** Internal equipment repair and replacement fund, based on projected needs including taxes and contingency.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	897,271	862,975

**Program: H100 Emergency Management**

**Description:** Creates and administers plans for responding to emergencies, and activation of the Emergency Operations Center during disasters.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,059,113	1,031,949

**Program: H200 Homeland Security Region 3**

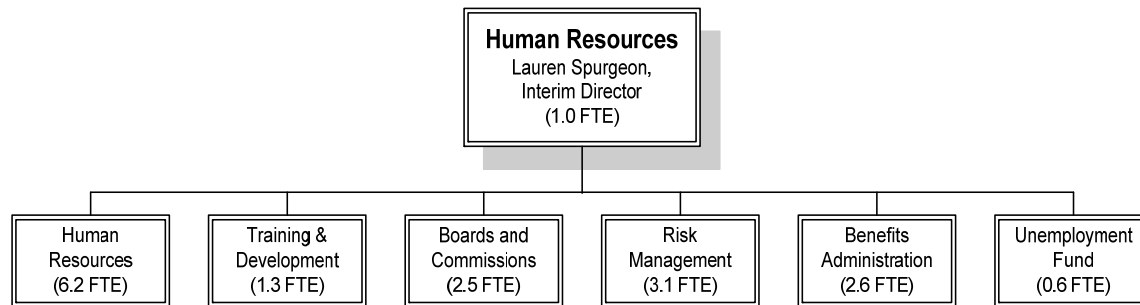
**Description:** Regional office for pass through of equipment and training from the Department of Homeland Security.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	576,865	388,629

**Program: H101 Emergency Management Council (Fund 1140)**

**Description:** This fund supports activities of the Thurston County Emergency Management Council, of which Thurston County, Olympia, Lacey, Tumwater, Yelm, Rainier, Tenino, Bucoda and the Nisqually Indian Tribe are members.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	3,287	3,000

**Organization:****Mission:**

Build the foundation for excellence for all Thurston County employees and offices through partnerships, innovations and solutions.

The Human Resources Department partners with county leaders to meet the personnel needs of employees and external customers. Human Resources provides services to county offices, departments, and employees in the areas of Compensation and Benefits, Risk Management, Employee and Labor Relations, and Training and Development. In addition, Human Resources provides support to the Board of Equalization, the Thurston County Citizen's Commission on Salaries for Elected Officials, LEOFF Disability Board, and the Civil Service Commission.

**2015 Goals:**

- Complete union negotiations with Corrections Deputies.
- Support the County offices and departments involved in the opening of the Accountability and Restitution Center.
- Implement operational and strategic training opportunities.
- Begin updating the County Personnel Rules.

**2015 Challenges:**

As the County continues through financial challenges, demands for Human Resources services remain high. Countywide, management and employees are stretched to capacity with larger workloads coupled with many employees struggle to balance work and life responsibilities. These stressors have increased the demand for Human Resources services to provide assistance to management and employees in order to cope with the impacts of these conditions.

**Changes from 2014 Budget:**

None.

**Funds:**

Human Resources operates with several funds in addition to General Fund support.

**Benefits Administration Fund 5060.** This fund supports the employee benefits program. It covers the costs to manage payroll deductions and plan billings. It also supports third party administrator costs, consultant costs and wellness activities.

**Insurance Risk Fund 5050.** This fund collects contributions from county departments to fund the risk management program. Contributions are based upon an allocation formula designed to reflect loss history and FTE count.

**Unemployment Compensation Fund 5030.** This is the county's self insurance fund for unemployment claims. Each department's contribution is proportionate to its salary expenses.

**TOTAL EXPENDITURE & FTEs BY DEPARTMENT**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>FTEs</i></b>	17.80	17.30	17.30	17.30
<b><i>Expenditures</i></b>				
Personnel	1,741,660	2,345,039	1,159,622	2,359,482
Internal Services	363,568	332,592	216,314	310,730
Professional Services	343,027	696,509	146,814	698,091
Operating Costs	1,034,144	1,371,457	1,198,574	1,377,053
Debt Services	4,037	12,273	4,890	12,514
Capital Expenses	0	1,000	0	1,000
Transfers to Other County Funds	43,000	1,115,143	1,115,143	43,000
<b><i>Department Total</i></b>	3,529,437	5,874,013	3,841,357	4,801,870



**EXPENDITURES BY FUND**

<b>General Fund</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	1,073,466	1,170,069	681,484	1,171,738
Internal Services	256,119	215,438	138,957	222,912
Professional Services	25,727	140,344	17,398	129,344
Operating Costs	35,492	101,199	45,557	102,815
Debt Services	3,610	12,273	4,557	12,514
<b><i>Fund Total</i></b>	<b>1,394,414</b>	<b>1,639,323</b>	<b>887,952</b>	<b>1,639,323</b>

<b>Unemployment Compensation</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	173,480	613,182	92,404	614,170
Internal Services	8,294	7,027	4,685	6,039
Operating Costs	0	2,000	0	2,000
<b><i>Fund Total</i></b>	<b>181,774</b>	<b>622,209</b>	<b>97,089</b>	<b>622,209</b>

<b>Insurance Risk</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	338,185	331,214	220,844	344,021
Internal Services	85,936	97,562	64,563	71,828
Professional Services	306,417	420,915	120,448	433,497
Operating Costs	997,878	1,256,082	1,152,384	1,256,427
Debt Services	427	0	333	0
Capital Expenses	0	1,000	0	1,000
Transfers to Other County Funds	43,000	43,000	43,000	43,000
<b><i>Fund Total</i></b>	<b>1,771,842</b>	<b>2,149,773</b>	<b>1,601,571</b>	<b>2,149,773</b>

<b>Benefits Administration</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>				
Personnel	156,530	230,574	164,890	229,553
Internal Services	13,219	12,565	8,110	9,951
Professional Services	10,884	135,250	8,968	135,250
Operating Costs	774	12,176	633	15,811
Transfers to Other County Funds	0	1,072,143	1,072,143	0
<b>Fund Total</b>	<b>181,407</b>	<b>1,462,708</b>	<b>1,254,744</b>	<b>390,565</b>

**TOTAL REVENUE**

	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
General Fund	43,000	49,500	43,130	49,500
Unemployment Compensation	641,226	564,034	320,666	563,437
Insurance Risk	1,739,597	1,761,595	1,165,686	1,751,000
Benefits Administration	330,986	585,634	125,098	260,265
<b>Department Total</b>	<b>2,754,809</b>	<b>2,960,763</b>	<b>1,654,580</b>	<b>2,624,202</b>

**REVENUE BY FUND**

<b>General Fund</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	0	6,500	0	6,500
From Other Funds	43,000	43,000	43,000	43,000
Misc Revenue	0	0	130	0
<b>Fund Total</b>	<b>43,000</b>	<b>49,500</b>	<b>43,150</b>	<b>49,500</b>

<b>Unemployment Compensation</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	0	597	597	0
Misc Revenue	641,226	563,437	320,069	563,437
<b>Fund Total</b>	<b>641,226</b>	<b>564,034</b>	<b>320,666</b>	<b>563,437</b>

<b>Insurance Risk</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	1,724,936	1,758,500	1,161,460	1,751,000
From Other Funds	0	3,095	3,095	0
Misc Revenue	14,661	0	1,131	0
<b>Fund Total</b>	<b>1,739,597</b>	<b>1,761,595</b>	<b>1,165,686</b>	<b>1,751,000</b>

<b>Benefits Administration</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Misc Revenue	330,986	585,634	125,098	260,265
<b>Fund Total</b>	<b>330,986</b>	<b>585,634</b>	<b>125,098</b>	<b>260,265</b>

**Programs:****Program: B400 – B402 & B421 – B422 Civil Service Administration, General & Promotional Testing**

**Description:** Provides the Sheriff's Office with support for all hiring activities, promotional opportunities, including classification of covered positions.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	114,163	119,619

**Program: B600 Human Resources**

**Description:** Provides county leaders and offices with contemporary employment and labor management expertise to ensure our employees are treated fairly and consistently, reinforcing efficient public service capabilities.

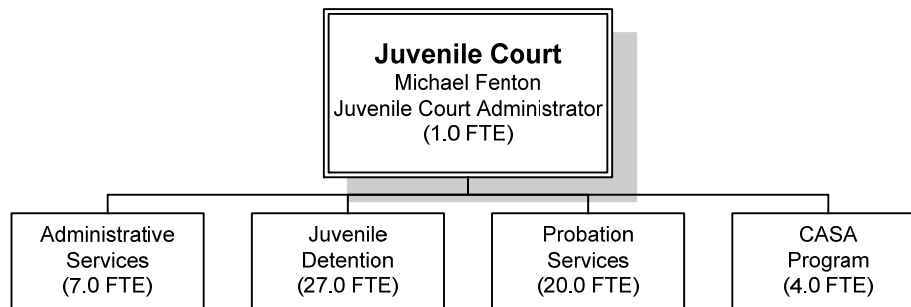
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,034,799	1,038,123

<b>Programs:</b>		
<b>Program: B602 Employee Recruitment Ads</b>		
<b>Description:</b> Pass through account to facilitate the placement and accounting of employee recruitment advertising expenses.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	45,000	34,000
<b>Program: B619 Training Programs</b>		
<b>Description:</b> Designed to build leadership and strengthen employee capacity to improve efficiency levels and meet increasing public service demands. Partner with local agency resources to foster innovative use of employee knowledge, skills, talent and abilities.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	188,884	183,439
<b>Program: B620 Board of Equalization</b>		
<b>Description:</b> A quasi-judicial board whose function is to provide impartial and economical adjudication of appeals contesting property tax assessments and other determinations of the Thurston County Assessor's Office.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	245,010	252,730
<b>Program: B621 LEOFF Disability Board</b>		
<b>Description:</b> Statutorily required board that determines medical services available to active and retired law enforcement officers and fire fighters who are members of the LEOFF I retirement plan.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	11,467	11,412
<b>Program: B630 Unemployment Administration (Fund 5030)</b>		
<b>Description:</b> Unemployment Administration is Thurston County's self-insurance fund for unemployment compensation claims. Each office's contribution to this fund is proportionate to its salary expenses. All unemployment compensation claims of former county employees are paid from this fund.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	622,209	622,209
<b>Program: B635 Benefits Administration (Fund 5060)</b>		
<b>Description:</b> Supports employee health and benefits programs. It covers costs to manage payroll deductions and plan billings. It also supports third-party administrator costs and consultant costs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,461,708	389,565
<b>Program: B640 Wellness (Fund 5060)</b>		
<b>Description:</b> Seed money provided to promote employee health and wellness activities.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,000	1,000

<b>Programs:</b>		
<b>Program: B680 Insurance Risk Administration (Fund 5050)</b>		
<b>Description:</b> County offices contribute to the risk management program based on risk exposures and loss history. Program administrative costs are segregated by insurance program functions.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	58,919	35,356
<b>Program: B682 Insurance Risk Liability Premiums (Fund 5050)</b>		
<b>Description:</b> The county's general liability and casualty insurance program covers the insurance premium costs and associated tort-claim and lawsuit defense and adjudication expenses.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,510,949	1,518,173
<b>Program: B683 Insurance Risk Property Premiums (Fund 5050)</b>		
<b>Description:</b> The county's property insurance program insures the county's buildings, vehicles and other assets.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	295,567	295,980
<b>Program: B685 Other Liability Premiums (Fund 5050)</b>		
<b>Description:</b> This insurance premium is for a crime policy, also referred to as a blanket bond, and for a fiduciary liability policy that is an insurance policy protecting the county against dishonest acts by county employees.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	16,000	16,000
<b>Program: B686 Other Premium Bonds (Fund 5050)</b>		
<b>Description:</b> This is for the statutorily required surety bond placements for the Thurston County Clerk and Treasurer.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	2,000	2,000
<b>Program: B687 Pollution Liability Premium (Fund 5050)</b>		
<b>Description:</b> This insurance premium is for a pollution policy that covers the county's underground fuel storage tanks and our largest above ground storage tanks.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	5,000	5,431
<b>Program: B692 Training Program (Fund 5050)</b>		
<b>Description:</b> A pass through account, transferred to Human Resources for employee training and development programs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	43,000	43,000

**Programs:****Program:** B694 Refunds & Assessments (Fund 5050)**Description:** This program includes safety and loss control management for workers' compensation claim management and third party claims adjudication costs. The program also tracks Department of Labor & Industry premium assessments and refunds.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	218,338	233,833

**Organization:****Mission:**

Thurston County Juvenile Court provides legal intervention for youth up to 18 years of age who have been arrested and/or charged with criminal activity or have legal issues pursuant to a civil procedure. The Juvenile Court provides court, probation, and detention services to the citizens of Thurston County.

**2015 Goals:**

**Public Safety** – The Juvenile department acknowledges a key responsibility in the role of public safety to our community. Our goal for public safety includes the use of our statewide risk assessment tool used to determine the appropriate level of community supervision based on the offender’s risk for re-offense. Our secure detention facility is utilized for those offenders who present as the highest risk to our community. Youth are, additionally, held accountable through a variety of detention alternatives and sanctions for non-compliant behavior.

**Youth Rehabilitation** – The Juvenile department has an equal responsibility in the role of rehabilitation of youthful offenders. The same risk assessment tool is utilized to identify factors or situations in the life of a youth that contributes to their offense behavior. Offense specific programming is then utilized to address the factors that contribute to acting out.

**2015 Challenges:**

- There continues to be a great deal of uncertainty about the sustainability of state funding of evidence-based programs for juveniles.
- Reductions in the County General Fund budget will create a significant impact on our daily operations.
- Changes in law regarding the sealing of juvenile’s records, effective in 2014, was an unfunded State mandate. The record sealing process for juveniles has created additional work for juvenile staff.

**Changes from 2014 Budget:**

No significant changes submitted.

The Juvenile Court is anticipating reductions to our State funded programs in 2015.

**Funds:**

Juvenile Court is funded primarily from the General Fund. It also receives state funding, grants and Treatment Sales Tax for funding our Juvenile Drug Court program.

**TOTAL EXPENDITURE & FTEs BY FUND**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>FTEs</i></b>	61.00	59.00	59.00	59.00
<b><i>Expenditures</i></b>				
Personnel	5,604,659	5,571,178	3,532,876	5,571,178
Internal Services	1,040,662	1,135,215	677,328	1,101,875
Professional Services	175,225	288,333	174,931	301,624
Operating Costs	78,592	156,534	50,825	176,583
Debt Services	6,558	0	4,843	0
<b><i>Department Total</i></b>	6,905,697	7,151,260	4,440,802	7,151,260

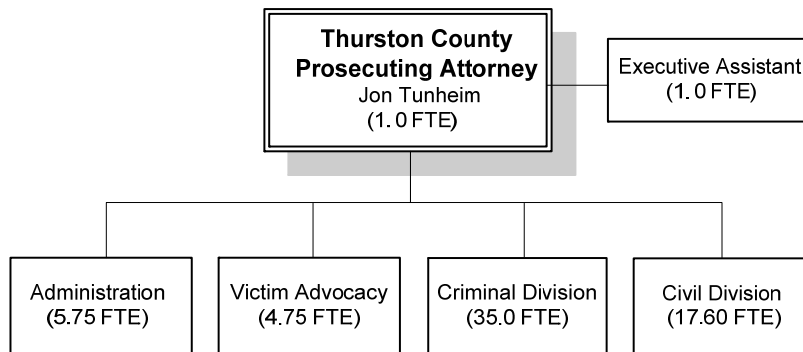
**TOTAL REVENUE**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>Revenue</i></b>				
Fees and Licenses	180,399	149,300	79,391	149,300
From Other Funds	880,650	814,579	325,297	814,579
Misc Revenue	11,040	29,700	5,881	29,700
Grants	1,263,599	1,357,422	588,021	1,357,422
<b><i>Department Total</i></b>	2,335,689	2,351,001	998,589	2,351,001



<b>Programs:</b>		
<b>Program: A810 Administration</b>		
<b>Description:</b> Provides management, leadership and facility administration to Juvenile Court. Represents department on statewide and countywide issues. Budget also includes departmental infrastructure costs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	742,116	723,054
<b>Program: A811 Parent Pay</b>		
<b>Description:</b> Bills parents for their juvenile's detention time in an effort to reimburse the county for this expense. Also provides the department's accounting functions for payroll, accounts payable, and receipting.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	157,805	155,739
<b>Program: A812 Court Services</b>		
<b>Description:</b> Provides administrative and court service functions to the juvenile probation department, such as scheduling court hearings, filing motions, statistical information, and warrants.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	212,103	210,538
<b>Program: A820 Intake &amp; A840 Caseload Services</b>		
<b>Description:</b> Supervises and monitors compliance for more than 500 juvenile offenders on community supervision to improve pro-social behavior and reduce recidivism as juveniles and adults. Provides court intake services for juveniles not on community supervision.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,270,948	1,288,776
<b>Program: A843 Consolidated Juvenile Services</b>		
<b>Description:</b> Consolidated Juvenile Services grant allows juveniles disposition alternatives so juveniles can remain in their community with treatment provided for Special Sex Offender Disposition Alternative (SSODA), At Risk, Victim/Offender Mediation, Mental Health Disposition Alternative, and Special Disposition Alternative programs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	344,136	347,901
<b>Program: A844 Structured Residential</b>		
<b>Description:</b> Provides funding for urinalysis testing of juveniles.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	7,800	7,800
<b>Program: A845 BECCA</b>		
<b>Description:</b> Mandated grant funded program for truancy, youth at risk and Children in Need of Services program in the court to ensure juveniles do not become offenders.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	170,706	170,706

<b>Programs:</b>		
<b>Program: A846 Pass-Through, Diversion Services</b>		
<b>Description:</b> Community Youth Services professional services payment which provides Diversion services for the court to eligible juveniles.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	63,744	63,744
<b>Program: A847 Community Juvenile Accountability Act (CJAA) Expansion</b>		
<b>Description:</b> Grant funding provides Functional Family Therapy and Aggression Replacement Training to juveniles found eligible through a risk assessment.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	365,729	365,729
<b>Program: A860 Detention Services</b>		
<b>Description:</b> Supervises care and custody of juveniles in a secure detention facility.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	3,190,627	3,190,227
<b>Program: A862 &amp; A864 Juvenile Medical &amp; A864 Juvenile Dental</b>		
<b>Description:</b> Provides detained juveniles with emergent dental and/or health issues with services and payment for treatment.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	39,129	38,129
<b>Program: A863 Chemical Dependency Disposition Alternative (CDDA)</b>		
<b>Description:</b> The CDDA program provides grant funding for the Juvenile Drug Court Program and treatment costs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	241,550	241,550
<b>Program: A870 Court Appointed Special Advocate (CASA) Program</b>		
<b>Description:</b> The Court Appointed Special Advocate program recruits, trains, and supports volunteers who represent dependent children in the foster care system. This program is partially grant funded.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	344,867	347,367

**Organization:****Mission:**

The Prosecuting Attorney's Office (PAO) serves as a highly skilled and innovative legal team advocating for public safety and justice, representing the interests of children, and providing high quality legal services to Thurston County government.

**2015 Goals:**

- Provide leadership and support for the creation and implementation of a criminal justice strategic plan.
- Continue development of the Family Justice Center and lead a collective impact initiative for a coordinated community response to Domestic Violence.
- Complete major case management system upgrade from Damion to JWorks.
- Implement a Differential Case Management protocol.
- Complete implementation of a paperless office to increase efficiency and effectiveness.
- Develop and implement a fee for service billing model for the Civil Division.

**2014 Challenges:**

The most significant threats to public safety in Thurston County continue to be:

- Addiction and substance abuse
- Mental illness
- Domestic violence
- Child abuse and neglect

Funding for county government is currently not sustainable. Restriction on property tax growth and our slow economic recovery means revenue is not keeping pace with increasing costs. While opening the new county jail should be a priority, the associated cost for increased jail staffing requires funds from the county's general fund that would otherwise be available for other criminal justice agencies and programs. The combination of these factors will require additional cuts to personnel and services.

With this in mind, the continuing challenge for this office is continuing to effectively enforce the law when cases are referred for prosecution, while also working on long-term proactive crime prevention strategies. This requires a continuing search for innovative and collaborative solutions that require little or no additional resources. Even so, maintaining adequate staffing levels within the Prosecuting Attorney's Office must be a priority so as to not weaken our ability to respond to crime and maintain public safety.

The Civil Division is experiencing workload increases that limit the ability of the civil attorneys to consistently provide timely legal services. Workload impacts include the complexity of responding to public records requests, public records litigation, and significant increases in the number mental illness civil commitment cases. Additionally the workload is impacted by changes of administration in elective offices and departments and new initiatives undertaken by them. The division will be hard pressed to continue the current level of legal services within existing resources.

### **Funds:**

The Prosecuting Attorney's Office (PAO) is primarily financed by the General Fund but uses two additional funds.

**Victim Advocate Fund 1100.** This fund supports work with victims of crimes. Pursuant to RCW 7.68, revenues are generated from a percentage of fines in Superior, District and Municipal Courts, and assessments in Superior Court.

**Anti-Profiteering Fund 1900.** This fund was established per RCW 9A.82.110 to collect anti-profiteering case funds to supports the PAOs investigation and prosecution of these kinds of cases. These monies are used to pay for expert witnesses, investigators, and extra help.

**TOTAL EXPENDITURES & FTEs BY DEPARTMENT**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	69.90	65.10	65.10	65.10
<b>Expenditures</b>				
Personnel	6,994,828	6,786,191	4,558,762	6,946,633
Internal Services	1,105,802	1,088,943	720,970	1,061,905
Professional Services	147,135	111,060	36,958	68,332
Operating Costs	203,235	190,675	126,149	164,907
Debt Services	28,365	25,600	17,825	25,800
Capital Expenses	0	60,461	0	60,461
<b>Department Total</b>	8,479,364	8,262,930	5,460,663	8,328,038

**TOTAL EXPENDITURES BY FUND**

General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Personnel	6,767,699	6,453,954	4,340,733	6,614,029
Internal Services	1,091,985	1,074,845	711,790	1,053,824
Professional Services	146,940	90,835	36,773	48,200
Operating Costs	202,392	185,966	122,405	162,575
Debt Services	28,365	25,600	17,825	25,800
Capital Expenses	0	60,461	0	60,461
<b>Fund Total</b>	8,237,381	7,891,661	5,229,526	7,964,889

<b>Victim Advocate</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	227,129	332,237	218,029	332,604
Internal Services	13,556	13,858	9,020	7,873
Professional Services	194	225	184	100
Operating Costs	843	4,709	5,913	2,332
<b><i>Fund Total</i></b>	<b>241,722</b>	<b>351,029</b>	<b>233,146</b>	<b>342,909</b>

<b>Anti-Profiteering</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Internal Services	262	240	160	208
Professional Services	0	20,000	0	20,032
<b><i>Fund Total</i></b>	<b>262</b>	<b>20,240</b>	<b>160</b>	<b>20,240</b>

**TOTAL REVENUE**

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Actual as of August 26</b>	<b>2014 Adopted</b>
<b><i>Revenue</i></b>				
General Fund	1,601,215	1,822,580	910,548	1,998,551
Victim Advocate	289,921	336,220	213,284	336,988
Anti-Profiteering	146	300	85	300
<b><i>Department Total</i></b>	<b>1,891,282</b>	<b>2,159,100</b>	<b>1,123,917</b>	<b>2,335,839</b>

## REVENUE BY FUND

General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	132,385	135,391	92,748	135,391
From Other Funds	217,325	421,245	180,364	421,245
Misc Revenue	56,714	90,100	42,221	95,992
Grants	1,194,791	1,175,844	595,216	1,345,923
<b>Fund Total</b>	<b>1,601,215</b>	<b>1,822,580</b>	<b>910,548</b>	<b>1,998,551</b>

Victim Advocate	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	199,988	200,200	137,320	205,088
From Other Funds	0	4,120	4,120	0
Misc Revenue	13,194	11,300	10,564	11,300
Grants	76,739	120,600	61,280	120,600
<b>Fund Total</b>	<b>289,921</b>	<b>336,220</b>	<b>213,284</b>	<b>336,988</b>

Anti-Profitteering	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Misc Revenue	146	300	85	300
<b>Fund Total</b>	<b>146</b>	<b>300</b>	<b>85</b>	<b>300</b>

<b>Programs:</b>		
<b>Program: A900-A902 Administration</b>		
<b>Description:</b> Administration is responsible for the overall operation of the office, including organizational development, service delivery, employee training, work environment, technology, community outreach and crime prevention. Sixty-four percent of the administration budget includes bar and association dues, Deputy Prosecuting Attorney assignment pay, fixed costs for copiers, records, phone, network, infrastructure, postage and mailroom services, space use/office rent, and insurance risk for all PAO programs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	2,060,160	1,994,491
<b>Program: A904 Family Support Team</b>		
<b>Description:</b> Provides legal representation for the interests of children in child support enforcement actions referred by the State Department of Child Support. This program is fully funded by state and federal grants.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	840,800	993,294
<b>Program: A912 Victim Advocacy (Fund 1110)</b>		
<b>Description:</b> Provides advocacy services to victims in the form of information and support during interviews, court hearings and trials, assistance with safety planning and referrals to crime victims' compensation and other community resources. This program is funded by fines, penalty assessments and grants.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	87,346	42,564
<b>Program: A913 Target Zero (Funds 0010 &amp; 1110)</b>		
<b>Description:</b> Manages grant monies from the Washington Traffic Safety Commission for the purpose of conducting high visibility, data driven emphasis patrols throughout Thurston County. The use of data driven approaches, dates and locations of emphasis patrols have proven effective in reducing traffic fatalities and serious accidents.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	344,240	361,413
<b>Program: A915 Anti-Profiteering (Fund 1900)</b>		
<b>Description:</b> The Anti-Profiteering Fund was set up to collect funds to support the Prosecutor's investigation and prosecution of these kinds of cases. These monies are used to pay for expert witnesses, investigators, and extra help.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	20,240	20,240
<b>Program: A930 &amp; A934 Felony Team</b>		
<b>Description:</b> Reviews all adult felony referrals from law enforcement and prosecutes charged adult felony cases in Thurston County Superior Court. This team also handles most appeals filed in the Washington State Court of Appeals or the Washington Supreme Court.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,789,619	1,789,619



**Programs:****Program: A940 Special Victims Team**

**Description:** Reviews all felony and misdemeanor cases referred by law enforcement in which a crime is alleged involving sexually motivated crimes or exploitation, child abuse or neglect of a child, prosecutes charged cases in either Thurston County District Court or Superior Court.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	353,325	353,325

**Program: A950 Juvenile Team**

**Description:** Reviews all juvenile felony and misdemeanor cases referred and prosecutes those charged in Thurston County Juvenile Court.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	403,617	403,617

**Program: A960 Domestic Violence Team**

**Description:** Reviews all felony and misdemeanor domestic violence cases (defined as those where the perpetrator is a family or household member with the victim) referred by law enforcement and prosecutes charged cases in either Thurston County District Court or Superior Court.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	631,727	631,727

**Program: A970 District Court Team**

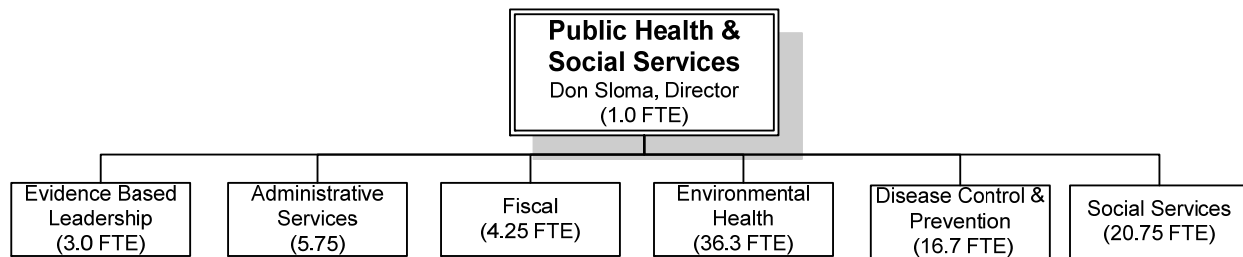
**Description:** Reviews and charges misdemeanor and gross misdemeanor crimes, traffic offenses, and alcohol related traffic offenses in District Court.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	663,578	669,470

**Program: A980 Civil Team**

**Description:** Provides legal advice and opinions to all county officials and departments as well as legal representation in litigation arising from actions of a county official, department or employee who was acting within the scope of employment.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,068,278	1,068,278

**Organization:****Mission:**

Until this year, the Thurston County Public Health & Social Services Department's mission has been:  
*"to make a positive, significant and measurable difference in the environmental, physical and mental health, safety and well-being of our community."*

This year, the Board's **2014-2018 Strategic Plan** included the following restatement of the county's mission in health and social services:

***"To promote conditions in the community that support the health and well-being of individuals and families."***

Additionally, the **County Plan** articulated the following ***"Priorities, Principles and Values"***:

- ***Work first to build community ownership, partnerships and regional approaches.***
- ***Lead a community network of care providers to control infectious diseases.***
- ***Protect ground and surface water quality, including Puget Sound.***
- ***Assure food safety.***
- ***Encourage healthy eating and active living.***
- ***Encourage prevention, evidence based programs and promising practices generally.***
- ***Improve collaboration in countywide housing services.***
- ***Promote access to and integration of medical, behavioral health, and social support services.***
- ***Seek a financially sustainable county role in which direct users pay costs wherever possible.***
- ***Expand use of existing information technology.***
- ***Use new media better to target health messages.***

These changes are consistent with results from the Board of Health led community engagement and health assessment process known as ***Thurston Thrives***. Phase I, planned for completion at the end of 2014, identified many community partners already leading and/or contributing to health improvement. These include individuals, families, educators, housing providers, food growers, retailers, builders, land use regulators, physicians, hospitals, social services providers and more.

The changes in the ***values, principles and priorities*** guiding public health and social services in the **County Plan** place greater emphasis on '***conditions that support health and well-being***'. They seem also to increase reliance on ***partnerships and regional approaches***. These are the hallmarks of the 'collective impact' strategies articulated by ***Thurston Thrives***.

Moving into 2015 and beyond, PHSS believes our community will look to us as a 'leading partner' in some health improvement areas like mitigating human health threats from, and promoting healthy conditions in the physical environment (water, food, human and other infectious disease vectors, land use). In other areas, we understand ourselves to be a 'supporting partner' (child development/resilience, clinical care, education, income, and housing). Additionally, we see ourselves as a contractor of whatever public funds may become available with non-profit organizations who deliver social services and housing for vulnerable, low income populations.

The bulk of the proposed adjustments to our department's organizational structure and priorities in this 2015 budget proposal will align us better to implement the county's vision and to support the strategies in ***Thurston Thrives***.

### **2015 Goals and Performance Measures:**

The PHSS Department's performance measures have not been updated in several years. Changes in program funding and direction, especially the development of ***Thurston Thrives*** measures, enable the county to revisit these measures. We hope to do that in the coming year. What follows is a report on the current measures with brief statements about our view of their relevance going forward.

**Improve childhood immunization rates** - This is a key community health indicator, but one that PHSS has ever decreasing capacity to influence. It is one that reflects only a small share of our staff effort in control of infectious diseases.

The Affordable Care Act mandates a full complement of immunizations for children and adults, including all of those comprising this measure. It requires first dollar coverage and requires reporting of these rates as a quality measure by all health plans, including those contracted by Medicaid. Additionally, there is a public/private partnership that purchases and distributes free vaccine for all children in the state. Our department's role has been reduced to assistance with ordering this free childhood vaccine and monitoring providers' storage and administration procedures as well as conducting several immunization clinics each year where an estimated 1,000 children receive vaccine.

- Possible alternative performance measures in 2015: The proportion of urgent notifiable conditions (those that are highly contagious and pose risk of serious illness or death) in which public health control measures were initiated according to Washington State Department of Health guidelines.

That said, here is the data for the currently required measures:

- 2014 Immunizations performance measure: The share of up-to-date immunizations among 19 to 35 month olds will be 75%. As of June 2014, the Washington State Immunization Registry (with on-site chart reviews for large pediatrics practices) is 74%.

### **Inspections of food service establishments in Thurston County meet regulatory standards**

- 2014 performance measure: 420 food inspections were conducted in the first half of 2014, 224 of which were medium or high risk restaurants (those that have complex menus and food

preparation and pose the greatest public health risk). This represents 55% accomplishment of targeted performance for the first half of 2014 (Target: 770). Retirements, staff reductions and illness reduced available staff hours to 65% of full capacity for the first half of 2014. A new 0.5 FTE food inspector has just been hired to partially fill a retirement vacancy and will be fully trained by 2015. Medium and high risk inspections will be prioritized during the second half of 2014. Additionally, efforts will be intensified to improve overall performance by year's end.

- Possible alternative 2015 performance measures: ninety percent (95%) of restaurants (medium and high risk food establishments) will be inspected on schedule in 2015. 65% of low risk food service establishments will be inspected on schedule in 2015.

#### **Improve provider efficiency, effectiveness and timeliness in client access to mental health care**

- 2014 performance measure: Performance measure is 75% of Medicaid clients requesting services will receive an intake assessment within 14 calendar days. Reliable data has yet to be reported for the first half of 2014.

During this past year, Behavioral Health Resources (BHR) made several changes to their Access Program. The intention was to make more staff available for intakes. Unfortunately, the result was the loss of tracking when a client requested services. BHR discovered this error and is taking corrective action. The third quarter of 2014 will have accurate data.

#### **Increase availability and access of co-occurring treatment services to those with both mental health and chemical dependency disorders**

- 2014 performance measure: The number of Medicaid clients that receive co-occurring services will increase by 5% each year from 2011 forward.

As of June 2014, we have no treatment program that meets this definition for a variety of reasons discussed elsewhere in this narrative and in previous performance measurement reports. As of June 2014, some 33% of clients entering chemical dependency treatment report needing or already receiving some form of mental health treatment.

#### **Measure the effectiveness of Developmental Disabilities service providers to locate and place adults in Individual Supported Employment placements**

- 2014 performance measure: The number of adults with developmental disabilities authorized to receive employment services, who are placed and work for at least one month during the year, will be 80% in June 2014. 70% of placed clients remained in employment for at least one month as of June 2014.

Developmental Disabilities experienced an overall 2% increase in the number of people served. Providers were able to secure 48 new job placements, however, there were 52 job losses. Training efforts did not prove to be effective at improving contractor performance last year as hoped. We plan to review this performance measure in the coming year and consider options including adjusting the target and increasing contract performance incentives. Although we did not meet our targets, at 70%, we remain among the top performing county supported employment programs in the state.

#### **Funds:**

Public Health and Social Services (PHSS) operates within four special revenue funds and one enterprise fund. The majority of the revenues used by this department are accounted for in fund 1500.

**Veterans Assistance Fund 1200.** This fund provides assistance to eligible Thurston County veterans and

their families.

**Public Health and Social Services Fund 1500.** This fund provides public health services, including personal and environmental health, and emergency preparedness. Social Services develop community systems that provide mental health and chemical dependency services.

**Housing and Community Renewal Fund 1400.** This fund provides planning and grant management services for housing development and homelessness prevention.

**Technology Replacement Fund 1490.** This fund accounts for the planned expenditures for hardware replacement and software development.

**Community Loan Repayment Fund 4510.** This fund accounts for the operations of a state funded loan program to county citizens to upgrade and improve failing septic systems.

**Special Recreation Services Fund 1320.** This fund provides special needs recreation opportunities within the county.

### **2015 Challenges:**

#### ***Thurston Thrives* Phase I Nears Completion: How Now to Sustain the Board's Collective Impact Initiative?**

Phase I of ***Thurston Thrives***, is set for completion at the end of 2014. To realize the initiative's promise, Phase II must begin early in 2015 with a 'back bone organization' to keep the initiative 'top of mind' in the community by reporting results and sustaining engagement with its many partners.

Among key accomplishments this year is the transformation and expansion of the five county West Central Washington Regional Health Improvement Collaborative into the 7 county Cascade Pacific Action Alliance, now funded by the state to carry forward common themes from '***Thurston Thrives***-like' health initiatives in participating counties. This continues the Thurston County Board of Health's position in the regionalization, integration and privatization of Medicaid funded medical and behavioral health services envisioned by the "State Innovation Model" (SIM) under the federal Affordable Care Act (Obama Care).

Within our county, the ***Thurston Thrives*** Advisory Council and its nine Action Teams' open process demonstrated the Board's commitment to engagement and partnership by involving no fewer than 100 organizations and 300 individuals. All nine strategy maps have now been drafted and will be continually refined to show in ever more precise detail the path to the alignment of heretofore disconnected efforts to address health including not just medical care and social services, but also the physical environment, community support of child and youth resilience, housing, education and economic development, all toward greater 'collective impact'.

***Thurston Thrives*** has already served as a catalyst for Thurston County, the cities of Lacey, Olympia and Tumwater and United Way to merge some \$600,000 in separately administered funds for health and social improvement into a "Community Investment Partnership". The Partnership completed its first round of contract awards in June. It funded nearly three dozen projects, each aligned with at least one ***Thurston Thrives*** objective.

The challenge ahead is to the community to share in leading *Thurston Thrives'* and in providing financial support. Preliminary contacts have been made with key private sector partners including charities, business and service providing groups. As of mid July 2014, indications are positive. Much will depend on the Board of Health, in consultation with the TT Advisory Council and prospective community funding partners coming to terms on a specific structure, roles and budget for the 'backbone' in the coming months.

## **Continuity Is Retained As New Leadership and Big Staff Changes Occur in Disease Control and Prevention**

This year began in our Disease Control and Prevention Division with a new Health Officer, as Dr. Rachel Wood assumed the role upon the retirement of Dr. Diana Yu in December 2013. Among Dr. Wood's very first tasks was a thorough review of the policies, procedures and practices of our syringe exchange program (SEP), suspected by the media and some community members of contributing to the heroin epidemic whose evidence on Olympia's downtown streets included improperly discarded needles. Our early January joint meeting of our Board of Health and the Olympia City Council not only enabled us to explain the public health success of our SEP program at keeping HIV and hepatitis B and C infection rates low, but also helped redirect public concern to the lack of adequate drug treatment, housing and social supports for the homeless.

In addition to this challenge, our new Health Officer has been working with a team of community colleagues through *Thurston Thrives* to help guide our community's thinking about the major realignment of health and social services resulting from state and federal health care reform initiatives. While its pace and endpoints remain uncertain, the emerging recommendation involves transition and integration of many clinical care and related public health functions. These include most immunizations, some communicable disease surveillance and/or control and maternal and child health services. It seems clear now that despite this realignment, our department will continue to be asked to lead local efforts to respond to infectious disease outbreaks, to control TB and to be a first alert system for emerging health threats.

The retirement of two of our four infectious disease control staff, both long time employees, required a thorough review of our other infectious disease control policies and procedures, both to maintain continuity of operations and to assure consistency with our new Health Officer's direction. By midyear, two nurses from our Nurse Family Partnership program had been selected for reassignment to the vacated infectious disease control positions. They were replaced with new hires in our Nurse Family Partnership Program (NFP). The net result is a near 50% staff turnover in these staff arrangements within the past nine months.

With the exception of one potentially serious workplace exposure to TB, which consumed considerable staff time, STDs and other infectious disease rates remained relatively stable throughout the year. Despite this, our Communicable Disease team investigated at least nine potential outbreaks, including wound botulism, influenza, measles, norovirus, and potential hepatitis A from consuming contaminated frozen berries. The team went into "incident command mode" once to respond to an E. coli outbreak.

Our Nurse Family Partnership (NFP) continued its proven efforts to improve birth outcomes and the lives of young, at risk mothers as we continued our efforts to educate policy makers about its value as just the sort of evidence based, cost effective, integrated primary care and behavioral health program the

state's health reform vision calls for. We agreed to participate in two studies and to explore one demonstration partnership with a Medicaid managed care health plan to further document NFPs value. The NFP program continues to enjoy broad community support, but also eyes a waiting-list for its services as limited program capacity allows no more than 20% of low income, first-time pregnant women in Thurston County to receive NFP services.

Our Disease Control and Prevention Division's Health Education Action Team continued to draw down special federal and state grants and contracts to supplement county public health funds. Fortunately, our third year of funding for our pilot test of Girls' Circle to promote social-emotional health and resilience among adolescent girls continues into 2015.

However, our share of the five-county federal "Community Transformation Grant" for healthy eating, active living and tobacco cessation ends in 2014. Despite our efforts to capitalize on the community partnership strategies developed in *Thurston Thrives* to submit new federal grant applications, so far only a small grant to educate about dietary salt has been awarded to us. This will require us to find savings in state or locally funded programs and in administrative costs to sustain most of our healthy eating and active living efforts.

Through this period, we continued to maintain and improve our support of our Medical Reserve Corps (MRC). The MRC participated in several community events including the back to school immunization and sports physical clinic with Group Health Olympia and the St. Peter Family Practice Residency planned for this fall. Also, MRC plans to respond again this year to the request for a clinic at the 2014 Homeless Connect event. Once again they will provide health and wellness assessments for the homeless, immunizations, and referrals for primary care to area clinics. These events continue to remind us of MRC's position as a cornerstone of our partnership with private medical professionals and community members in disease control and prevention.

### **Continued Progress and Financial Stability in Environmental Health Protection**

The Board of Health's big step toward financial stability was taken in 2013 when they narrowed the gap between environmental health regulatory costs and revenue. They did this not only by authorizing an 8% fee increase, but also by approving automatic annual adjustments that track changes in the consumer price index. This enables us to operate all programs except restaurant and swimming pools inspection within fee revenue the programs generate, as authorized in state law. Our continuing challenge is to sustain those critical environmental health protection activities, like environmentally linked infectious disease investigations that may always require county general fund support.

The automatic cost of living adjustment in fees, sustained tipping fee transfers, the continuing effort to reduce expenditures and our staff's exceptional success in obtaining special grants and contracts all combined to sustain the stable financial base our environmental health programs enjoyed again this year.

This set the stage for Thurston County's widely recognized achievements in water quality protection including the continuing 'turn around' in marine water quality in Henderson Inlet. This year, we finished implementing this successful model, including its sustainable funding source in the Nisqually Watershed.

We convened a community stakeholder group this year to update our county wide on-site sewage system management plan in light of the success of these watershed specific projects. This Board authorized committee evaluated our current plan, state law, and issues facing Thurston County, and



prepared recommendations to advance and sustain the county's septic system management program. The plan will be completed and brought to the Board of Health by the end of 2014.

In addition, we completed the research and community engagement around ground water quality in the Scatter Creek area. We shared data with community members through a special Board of Health appointed advisory committee, through community meetings and local media. We will complete this work with recommendations to the board by the end of 2014.

Our Solid and Hazardous Waste Recovery efforts will benefit from a newly approved long range plan, approved now by all seven local government jurisdictions. Our pesticide education program celebrated completion of an "App" for smart phones that makes their information available to consumers as they shop.

These and other of our programs are routinely recognized as state models of efficiency, effectiveness and innovation.

We obtained dramatic improvements in the productivity of our food safety team, following their disappointing first two quarters in 2013 by employing LEAN training techniques and more assertive personnel management. However, we were unable to sustain these gains during the first half of 2014 because of an unexpected increase in intermittent medical leave. New remedial efforts are underway including reexamining our productivity assumptions, employing temporary staff to compensate for the lost work time because of employee illness, even more frequent and transparent displays of employee specific performance data and intensified personnel management. We propose adjustments in our annual performance targets in this program as shown in the performance measures section.

Finding the flexibility to identify and address new environmental health threats and improvement opportunities remains a challenge.

## **Two Steps Forward, One Step Back in Housing and Community Renewal**

Our new Federal Community Development Block Grant funds began flowing last year, demonstrating our department's housing and community renewal expertise that continued to earn community recognition for its depth, sophistication and professionalism. With the continuing aid of our contracted homeless coordinator, we began this year to implement our Five Year Consolidated Plan, including its priorities on building a homelessness service system, attending to vital public health infrastructure in urban growth and in rural areas and attending to the housing and support needs of vulnerable populations.

At the recommendation of the HOME Consortium, the county released some \$1 million in financial reserves in a 'one time only' funding 'bubble' last year that is being used this year to develop key elements of a 'homelessness service system' including developing a low barrier shelter, expanding rapid re-housing, creating incentives for coordinated entry, improving data reporting and placing greater emphasis on permanent supported housing for Veterans.



Additionally, this year our Housing program staff supported our Board in its next step toward consolidating and focusing social service funds that had been administered separately by cities and the county under the Health and Human Services Council. The ***Thurston Thrives***’ strategy maps were used to identify a broad range of widely shared community health improvement objectives. This helped Thurston County, the cities of Lacey, Olympia and Tumwater and United Way to merge some \$600,000 in separately administered funds for health and social improvement into a “Community Investment Partnership”. The Partnership completed its first round of contract awards in June. It funded some 34 projects, each aligned with at least one ***Thurston Thrives*** objective.

Our progress met a major challenge this year when our recording fee revenues, a major source of support for our homelessness reduction programs, suffered a 25% reduction.

Our challenge in 2015 will be to sustain the foundational elements of the homelessness reduction, affordable housing and community health improvement structures and programs we have created.

### **Moving Toward Integration of Mental Health and Chemical Dependency Services through Recovery and Resilience.**

This past year, the Thurston Mason Regional Support Network (RSN) and Thurston Mason County Chemical Dependency program (CD) made steady progress toward an integrated service delivery system that removes barriers to necessary care. Financial incentives were included in our contract with our major outpatient service provider to emphasize “go to the client” care, and intensive case management services to increase clients’ ability to remain stable in housing.

These changes are a first step in our department’s effort to comply with a new state mandate to integrate CD and mental health services heretofore provided through the RSN structure into a Regional Behavioral Health Organization (BHO) by 2016. Our department will continue to administer these integrated contracts for Mason and Thurston Counties.

This past year several of our accomplishments and changes in our environment combined to frame our ability to meet our challenges going forward:

- ***Thurston Thrives*** strategies in Clinical Care, Housing, Child Development and Resilience articulated objectives and activities we need to attend to as we respond to the state’s demand for behavioral health integration and future integration with primary care services.
- The County Law & Justice Council began work on its own strategic plan, modeled along the lines of ***Thurston Thrives*** Action Team strategies, that seems likely to seek greater behavioral health support to divert and transition behavioral health patients from incarceration into treatment.
- Our five county Regional Health Improvement Collaborative (RHIC) that had focused on behavioral health issues in recent years became the seven county Cascade Pacific Action Alliance (CPAA). Its focus and priorities will be developed during the fourth quarter of 2014, but may shift away from those of the RHIC.
- We used RSN reserves this year to enhance and combine supportive housing with intensive case management treatment services. In part, the goal is to reduce homelessness, particularly for the mentally ill and chemically addicted individuals exiting institutions for adults, children and transition age youth.
- We used Treatment Sales Tax and RSN reserves to expand evidence based practice services (Multi Systemic Therapy and Wrap Around) for high risk children.
- We expanded capacity for Methadone maintenance services, adding 100 new treatment slots.

- We convened a cross system behavioral health forum to help reshape the behavioral health system and move toward “the right service at the right place and the right time”- **Thurston Thrives’** primary Clinic Care Action Team’s Outcome Measure.

All of this sets the stage to address some significant challenges in 2015:

- Address the financial instability of our largest mental health agency by expanding the diversity of service providers in our region.
- Address audit and licensure issues in our primary outreach and peer support program.
- Develop alternatives to closure of our only local detox and chemical dependency inpatient treatment programs.
- Advocate with the state to increase completely inadequate reimbursement rates as well as work force challenges leading to the closure of our co-occurring treatment program.
- Increase local residential, crisis and out-patient treatment services for mentally ill offenders to reverse a steady increase in mentally ill adults detained in the Thurston County Jail.
- Increase appropriate housing for individuals with mental illness and addiction to reduce homelessness, longer jail stays and rapid re-offending.

Our 2015 proposed budget and administrative plans include several proposals to address these challenges including:

- Using our state capital funding award to renovate an existing facility to create a Hardened Triage facility to help divert individuals with behavioral disorders from incarceration.
- Engaging the community and policy makers about options for replacing our recently closed detox and inpatient chemical dependency treatment programs.
- Recasting current provider qualifications and requesting proposals to expand the share of current RSN funds to stabilize mentally ill people in existing residences, to work more aggressively to avoid their ‘de- compensation’ and to divert them from incarceration and hospital emergency departments.
- Advocating to combine state licensing requirements for mental health and chemical dependency programs to enable existing chemical dependency programs to hire mental health staff and to bill for mental health services.
- Helping to expedite the state process by which some masters level clinicians can be certified as chemical dependency professionals.

### **New Financial Incentives for High School Transitions to Employment Begin; PHSS Welcomes Recreation Services to its Portfolio of Social Support for People with Developmental Disabilities**

Incentive payments we received under our contract with the state Division of Vocational Rehabilitation for successful placements in supported employment this year yielded additional revenue we passed on to community agencies for high school transitions to employment, enabling the employment of an additional five young people.

Our efforts to improve performance among our supported employment providers last year included identifying the most useful training modules and encouragement of all providers to receive that training.

Additionally, we began sharing provider specific performance with all providers regularly and made these reports the subject of provider community quality improvement dialogues. Unfortunately, we have yet to see the performance improvement we hoped for. That said, Thurston/Mason County remains a top performer in Washington State with an employment rate of 70%.

The transfer of staff and program responsibility for Special Recreation Services was completed in the second quarter of 2014. Program continuity was retained during the transition as we began identifying efficiencies and opportunities for closer partnership and support between this and other of our programs that provide support and respite for families caring for people with developmental disabilities.

### **Changes from 2014 Budget:**

The PHSS 2015 proposed budget works within the **County's Strategic Plan** goal to *"Use sound financial management and build long term financial strength"*, and follows the Commissioner's budget direction to:

- ✓ freeze county general revenue at 2014 nominal levels,
- ✓ absorb inflationary increases in employee benefits and salaries, and
- ✓ adjust non general fund budgets to maintain their financial sustainability.

Within these guidelines, our budget proposal also advances select Goals in the **County Plan**, including support for the next Phase of ***Thurston Thrives***.

To accomplish these aims, we propose the following changes in the Housing and Community Renewal Fund, the Public Health and Social Services Fund and the Veteran's Assistance Fund:

### **The Public Health and Social Services Fund**

#### ***Rebalancing Workload in Environmental Health to Retain Experienced Staff as Contract Work Ends***

A retirement and the departure of another of our environmental health staffers recently forced a temporary, unplanned intensifying of workloads. The completion of the Scatter Creek Aquifer project and the Portland Metropolitan Contract later this year will mean we no longer have the revenue, and no longer have the need of our full complement of authorized positions.

This presents an opportunity to advance a **County Strategic Plan** goal to *"Attract, hire, develop and retain an effective, diverse, professional, dedicated and responsive team of employees."*

By continuing what was the rebalancing of our workload in our solid waste and hazardous waste programs and replacing only one of the two vacant positions, we can eliminate a vacant environmental health position (Grant Change Form #56) and retain our more experienced staff, despite the ending of contract revenue.

#### ***Balancing the County Social Services Millage Account --- Stabilizing Funding for Developmental Disabilities and Special Recreation Services***

We took several actions last year to reduce the risk of a 'hard landing' in a few years when we can no longer sustain our current rapid 'spend down' of reserves in our Developmental Disabilities (DD) millage

funds. Among these were our two year contracts in November 2012 that reduced support for Payee and Crisis Intervention, Senior Services, Parent and Family support, Counseling and Assault Prevention, Self Advocacy, and Child Care by a total of more than \$110K.

This year, we took another step toward financial stability by realizing modest savings in assuming administrative oversight of Special Recreational Services. The savings were in .5 FTE of clerical staff time that had primarily been supporting the now defunct Parks and Recreation Advisory Committee and other Parks Department functions.

However, additional action remains necessary to avoid overspending reserves in our county dedicated social services millage fund of which the developmental disabilities account is a part. Accordingly, our 2015 budget proposal would adjust the long standing '50%-50%' allocation of the county dedicated social services millage funds between DD and behavioral health. The proposed new allocation will be 54% to developmental disabilities and 46% to behavioral health. The reduction in behavioral health support will require us to finance our Assertive Community Team (High Intensive Services) by re-allocating approximately \$20,000 of another non-Medicaid source.

#### ***Remodeling for a New Triage Facility***

Several ***Thurston Thrives*** Action Teams, the Law and Justice Council, community housing plans, many community partners, state policy makers and citizen groups have repeatedly called for additional capacity in our mental health, social services and criminal justice systems temporarily to detain people whose behavior is troublesome, dangerous and perhaps criminal, and who appear as if they may be suffering a mental illness or the effects of drug abuse. Last year, the state awarded Thurston Mason RSN the funds for construction of a 10 bed, 72 hour facility where such persons can be held involuntarily while their condition can be precisely determined.

In the spring of 2014, the Commissioners approved release of a limited amount of these funds to perform site location and feasibility studies and to propose a location for this facility. With approval of the CSA building as the site, we propose that the funds be released to secure an architect, approve a design and review bids for construction. By the fourth quarter of 2014, we hope a contractor can be selected and that construction can begin early in 2015. Accordingly this budget proposal contains a request for approval of a Budget Change (Grant Change Form #54) to release the funds awarded to the county and needed for this project totaling some \$1.8 million.

#### ***Organizationally realign some PHSS programs & adjust staffing levels better to implement other County Strategic Plan objectives, including Thurston Thrives***

The engaged and energized elements of the Thurston County community, county government's leadership and the public health field seem to share a new vision for the role of government departments like PHSS. The erosion of public trust in government and in professional experts in general, paired with the rise of social media and the explosion of instantly available information have undermined the authority of both public officials and 'professionals'. With few exceptions, there is little willingness to be 'regulated' or 'told' how to behave. Instead, people seek information, engagement, relationship and the tools to make better choices easier from trusted sources of advice and guidance.

According to a recent report<sup>1</sup> by the Centers for Disease Control and Prevention, *“There is an ongoing transformation in public health, a “new” public health, which is and requires:*

- o community-focus as well as state-based*
- o dealing with voluminous information from multiple sources*
- o engaging more stakeholders*
- o navigating new territory given the impact (short-and long-term) of health reform*
- o developing stronger links to health care and health care delivery*
- o more monitoring and measuring*

*Core functions for the “new” public health include an emphasis on convening and collaborating (not always “doing”), improving the monitoring of the community’s health status through improved community engagement, shared indicators and use of technology, leveraging policy change, and clear communications (including through social networks)”.*

**The Thurston County 2014-2018 Strategic Plan** goal for communication is to *“Assure that the public is informed and engaged with the development and execution of county policies, programs & services.”*

The **Plan’s values and priorities** in public health and social services include:

- o Work first to build community ownership, partnerships and regional approaches.*
- o Encourage prevention, evidence based programs and promising practices generally.*
- o Promote access to and integration of medical, behavioral health, and social support services.*
- o Expand use of existing information technology.*
- o Use new media better to target health messages.*

The **Thurston Thrives** process tapped a deep well of community readiness for information and engagement with *their* efforts to improve community health through partnerships in programs, policies and services; not to have health interventions ‘done to them’ or ‘done for them’.

As we complete Phase I of **Thurston Thrives**, PHSS needs not only to align its services, contracts and routine activities to support its strategies. We need also to begin transforming ourselves into the 21<sup>st</sup> Century public agency our active and engaged residents and professional partners want. Whether we are working with contractors, colleagues, policy makers or the public, we need more to communicate, engage and inform, than to notify, direct and regulate.

We will not have the resources to make this change by adding new specialists in data, community process and communications. Nor will that produce the change we need. We must produce a change in our organization’s skills, processes, and culture at all levels where engagement, skilled and targeted communication and trusted relationships are not already the norm.

Fortunately, the seeds of this change are already present at PHSS. Our work with community members in several on-site septic projects, in Scatter Creek, in the Girls Circle Project, in the Healthy Living Coalition and in **Thurston Thrives** are all examples.

Additionally, the significant staff turnover we have experienced in recent years may help speed the pace at which we can make this change. As we have replaced retiring staff and restored a few of the 25%

<sup>1</sup> <http://www.cdc.gov/opphss/csels/dsepd/documents/ph-workforce-initiative-factsheet.pdf>

reduction in staffing we experienced over the last decade, more than 20% of our staff are new to their positions. As this 'freshman class' settles in, it seems 2015 is the time to begin leading this change.

Accordingly, effective January 2015, we propose to assemble a new staff unit --- Community Engagement, Evidence and Partnerships. (CEEP) The Unit's Program Manager will become a member of the PHSS Management Team with a direct reporting relationship to the PHSS Department Director. This new unit's mission will be to lead the change in our agency's attitudes, awareness, skills and culture toward a more uniform and higher level of targeted communication including expanded use of social media and social marketing skills, community engagement skills and processes, relationship building and partnership around the best evidence available on community health needs and proven practices to address them. Additionally, the unit will serve the community as an 'incubator' of new activities and policy development needed to address emerging health issues where neither PHSS programs nor community entities have yet formed. This unit will also serve as the department's staff support and liaison to the 'backbone organization' structure(s) for the next Phase of *Thurston Thrives*.

The Community Engagement, Evidence, and Partnerships unit will be formed within existing staffing and budget limits. Staff would be repositioned and re assigned as follows:

- Our Director of Disease Control and Prevention will be reduced from 1 FTE to .75 FTE (**Non General Fund Change Form # 58, saving \$30,365**) to reflect the reduction in her workload that will result from the reorganization, as well as the reductions that have occurred in that Division over the past number of years as direct clinical services have been eliminated and Veterans Assistance moved to the Social Services Division. The division has gone from 45.0 FTE's and a \$3.7m budget in 2009 to a proposed 14.55 FTE's and a \$1.8m budget in 2015.
- We will reduce contract spending for consultation no longer needed for the implementation of *Thurston Thrives* process from \$97,720 to \$44,000, saving \$53,720 which will be used to offset other increased costs. The remaining contract funds will be available for whatever level of support the Board wishes to provide to the public/private partnership recommended to continue the initiative.
- The Health Education and Action Team (HEAT) lead now reporting to the Director of Disease Control and Prevention, will be appointed CEEP Program Manager. We will provide a temporary increase of 10% for the additional responsibility and complexity this leadership position will entail. We will also review this position in the coming months to determine the need for its reclassification. Savings from the items above will provide sufficient funds to enable the increase.
- The remaining HEAT staff complement (4.55 – 6.05 FTEs), precise staffing yet to be determined) will also be reassigned to CEEP. Savings from the items above will enable us to retain the portions of these staff that were financed from our federal Community Transformation Grant that ends in September 2014.
- A part time (.75 FTE) communications specialist will be reassigned to CEEP. We will provide an increase of 10% to reflect the additional complexity this leadership position will entail, particularly in promoting social media and more sophisticated communications targeting and strategies across the department. We will also be reviewing this position in the coming months to determine the need for its reclassification. Savings from the items above will provide sufficient funds to enable the increase.

- Our Epidemiologist will be reassigned from the PHSS Director to CEEP, and tasked with leading managers across the agency in remaining aware of health needs and best practices as well as developing new skills and products to display and explain health information.

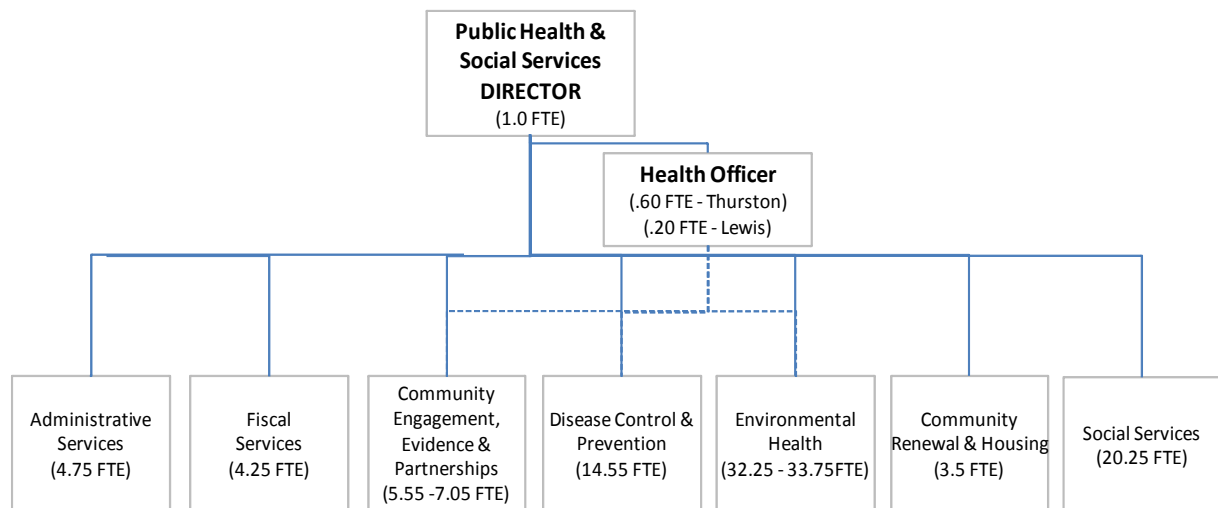
The new CEEP unit will be a department wide leadership group whose financing will be drawn from a mix of PHSS programs in much the same way as other PHSS support and administrative positions such as the Director, the Health Officer, Administrative Services and Fiscal Services are now financed. This will enable the unit to facilitate cross agency collaboration and integration on community engagement, evidence based practices and partnerships between public health, social services, housing and other areas of activity that involve department programs.

Finally, to improve the alignment of program activities, we will reassign our Public Health Emergency Preparedness and Response Unit, including oversight of our Medical Reserve Corps, to Disease Control and Prevention.

These changes, together with the elevation of our Housing and Community Renewal Program Manager to a direct reporting relationship with the PHSS Director, will reconfigure our department to move into 2015 better aligned to implement the **County Strategic Plan** and be a more responsive and engaged partner for the implementation of *Thurston Thrives*.

#### Proposed Organization as of January 2015

##### Thurston County Department of Public Health and Social Services



#### **The Housing and Community Renewal Fund**

The 25% unanticipated reduction in 'recording fee' revenue for homelessness programs dealt us a serious and unexpected blow this year. In addition to the significant reductions our contractors are enduring, our department's administrative funds have been reduced. To address this loss of administrative funding in 2015, we have assigned .25 Fiscal Support from Housing to the RSN and Chemical Dependency where more support is needed due to the work associated with integrating the two service systems. We believe with the systems we have in place for Housing, we can manage with less fiscal support. We will be monitoring this and adjusting as necessary.



We hope to use this reduction as an opportunity to broaden the financial base for this program, and to create financial incentives for its closer alignment with our department's overall direction. Specifically, we see opportunities to advance the following values and principles in the **County Strategic Plan** for Health and Social Services:

- ***Improve collaboration in countywide housing services.***
- ***Promote access to and integration of medical, behavioral health, and social support services.***

First, ***Thurston Thrives***, our behavioral health program's community surveys, the Law and Justice Council, our regional efforts to integrate health and social services according to the state's new health reform vision, and the recommendations emerging from the HOME Consortium, all point to a need for more permanent supported housing for vulnerable populations, particularly those with behavioral health challenges. To meet this need we will be using funds from our Regional Support Network budget to 'buy' more focused attention by our Housing program staff to developing innovations that meet this need.

Second, our Housing and Community Renewal staff now administers the innovative Community Investment Partnership process. Its scope reaches beyond housing into food systems, behavioral health services, medical care and more. What is more, the process itself represents a clear example of the department and county wide priorities on regional approaches, evidence based practices, measurable outcomes and more integrated care. This more ambitious and far reaching effort requires more staff support than originally allocated by the CIP partners. Consequently, we will increase department wide support for a small share of this work.

Finally, we see the need to elevate the organizational placement of the Housing and Community Renewal program within PHSS to recognize both the challenges it faces in compliance with complex federal and state requirements, as well as the increasingly large gap between its shrinking resources and the vocal public demand for its increased effort. Additionally as the PHSS administrative home of the Community Investment Partnership, this program has assumed a new and wide ranging role as a community financial resource. Finally, including our Housing Program Manager in the PHSS Management Team will allow for greater internal focus on that program's relationships with other parts of our department. This arrangement will facilitate closer, more policy responsive relationships with criminal justice, behavioral health, medical care and community design as called for in several ***Thurston Thrives*** strategies. More direct communication with external partners and internal county policy levels alike can be more efficiently accomplished with direct oversight from the PHSS Director.

### **The Veteran's Assistance Fund (VAF):**

Since 2009, the Veterans Assistance Program (VAP) spent in excess of the VAF's annual revenue to meet demand and to reduce what was once a large reserve. The program continued to make strides this year with an increasingly engaged Veterans Advisory Board (VAB) that works more actively than ever with the local veteran's community. The Commissioners' addition of some \$30,000 in Treatment Sales Tax revenue last year for Veteran's Court helped reduce the draw-down of VAF reserves. However, the VAF must reduce spending by some 25% next year to place it on a path to long term financial stability.

The VAB has recommended an option to reduce spending by capping food assistance, eliminating payments to 'repeat program users' and focusing remaining program staff effort on community engagement and collaboration.

PHSS staff has developed a second option that would retain more direct assistance to indigent Veterans



by contracting the program to a community agency.

The options would save some \$102,000 to \$107,000 annually and stabilize the VAF over the long run, according to the county guidelines for long range financial planning.

Under both the VAB option and one developed by PHSS staff, some \$55,000 in savings would be realized by referring requests for utility bill assistance to the local Community Action Council. They have indicated they can provide this assistance in most cases. Additionally, both the PHSS staff developed option and the one proposed by the VAB call for eliminating extra help costs from the program to save an additional \$12,500./year.

As to the remainder of needed reductions, the VAB suggests that the county eliminate program benefits next year for an estimated 40 beneficiaries who have used the program for 3 or more years.

Under the VAB option, (Non General Fund Change Form #40, Budget Option #1, saving \$107,486) the VAB recommends that they and county staff emphasize their role in bringing Veteran's services into closer coordination with other Veteran's support agencies. This would include leading a community wide collaboration in 2015 on a reprise of our successful 2013 conference for service providers in Thurston County. That conference was attended by nearly one hundred. The VAB and county staff responded to the recommendations of conference attendees by continuing with coordination and engagement efforts including publication of a resource directory for veterans and their families.

PHSS has prepared a second option (Non General Fund Change Form #49, Budget Option #2, saving \$102,683) for reducing VAF spending to our sustainability target level in addition to reducing utility benefits and eliminating the part time VAP staffer. The county could contract the program out. At least one community agency with relevant expertise has expressed interest. This option would realize savings from lower overhead costs and lower staffing costs. This would eliminate the need to reduce beneficiary benefits, but would reduce the program's ability to lead local service collaboration efforts as the VAB would prefer.

## TOTAL EXPENDITURES &amp; FTEs BY DEPARTMENT

Public Health	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	67.50	65.50	65.50	65.40
<b>Expenditures</b>				
Personnel	6,162,028	6,387,381	3,966,824	6,433,292
Internal Services	1,362,315	1,301,317	851,583	1,288,216
Professional Services	532,433	751,104	290,986	760,283
Operating Costs	465,927	568,925	273,612	518,667
Debt Services	11,794	13,361	8,702	12,217
Transfers to Other County Funds	38,318	38,287	25,525	38,287
<b>Department Total</b>	8,572,815	9,060,375	5,417,232	9,050,962

Social Services	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	21.25	22.25	22.25	24.25
<b>Expenditures</b>				
Personnel	2,120,998	2,269,082	1,408,228	2,353,755
Internal Services	1,108,253	864,719	638,937	893,743
Professional Services	34,075,148	39,878,144	22,313,206	39,796,346
Operating Costs	483,482	134,380	77,817	133,802
Debt Services	4,581	4,007	3,947	4,007
Capital Expenses	0	70,000	0	70,000
Transfers to Other County Funds	151,419	176,965	117,977	34,276
<b>Department Total</b>	37,943,880	43,397,297	24,560,609	43,285,929

**EXPENDITURES BY FUND**

<b>Veterans</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	101,161	107,787	65,500	101,689
Internal Services	32,982	29,718	20,719	28,766
Professional Services	77,883	76,000	11,804	76,000
Operating Costs	194,962	193,480	112,733	98,526
Transfers to Other County Funds	14,718	14,687	9,791	14,687
<b><i>Fund Total</i></b>	<b>421,705</b>	<b>421,672</b>	<b>220,547</b>	<b>319,668</b>

<b>PHSS Technology</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Internal Services	1,091	726	484	916
Professional Services	13,483	5,000	0	5,000
Operating Costs	39,768	37,845	22,539	26,160
<b><i>Fund Total</i></b>	<b>54,341</b>	<b>43,571</b>	<b>22,539</b>	<b>32,076</b>

<b>Public Health</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	6,060,867	6,279,594	3,901,324	6,331,603
Internal Services	1,326,658	1,269,587	829,523	1,256,529
Professional Services	442,414	520,104	278,928	530,002
Operating Costs	229,548	337,600	138,341	393,981
Debt Services	11,794	13,361	8,702	12,217
Transfers to Other County Funds	23,600	23,600	15,733	23,600
<b><i>Fund Total</i></b>	<b>8,094,881</b>	<b>8,443,846</b>	<b>5,172,552</b>	<b>8,547,932</b>

<b>Community Loan #1</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Internal Services	1,583	1,286	857	2,005
Professional Services	-1,346	150,000	254	149,281
Operating Costs	1,650	0	0	0
<b><i>Fund Total</i></b>	<b>1,887</b>	<b>151,286</b>	<b>1,111</b>	<b>151,286</b>

<b>Recreation Services</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	209,118	186,365	105,895	0
Internal Services	80,712	78,681	52,231	0
Professional Services	4,088	5,500	1,554	0
Operating Costs	38,597	20,000	12,892	0
<b><i>Fund Total</i></b>	<b>332,515</b>	<b>290,546</b>	<b>172,573</b>	<b>0</b>

<b>Housing/Community Renewal</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	271,821	361,135	221,889	343,390
Internal Services	76,839	94,567	64,766	97,681
Professional Services	5,212,514	6,199,634	3,248,661	4,758,676
Operating Costs	352,548	6,240	3,243	6,240
Transfers to Other County Funds	144,419	41,265	27,510	27,276
<b><i>Fund Total</i></b>	<b>6,058,142</b>	<b>6,702,841</b>	<b>3,566,069</b>	<b>5,233,263</b>

<b>Social Services</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	1,640,058	1,721,582	1,080,444	2,010,365
Internal Services	950,702	691,471	521,940	796,062
Professional Services	28,858,545	33,673,010	19,063,314	35,037,670
Operating Costs	92,337	108,140	61,857	127,562
Debt Services	4,581	4,007	3,947	4,007
Capital Expenses	0	70,000	0	70,000
Transfers to Other County Funds	7,000	135,700	90,467	7,000
<b><i>Fund Total</i></b>	<b>31,553,223</b>	<b>36,403,910</b>	<b>20,821,967</b>	<b>38,052,666</b>

**TOTAL REVENUE**

<b>Public Health</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Revenue</i></b>				
Veterans	278,089	325,365	158,460	324,471
PHSS Technology	32,513	32,800	21,617	32,800
Public Health	8,579,358	8,685,207	5,770,640	8,549,073
Community Loan #1	12,203	185,100	9,835	185,100
<b><i>Department Total</i></b>	<b>8,902,163</b>	<b>9,228,472</b>	<b>5,960,553</b>	<b>9,091,444</b>

<b>Social Services</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Revenue</i></b>				
Recreation Services	344,365	244,635	148,927	0
Housing/Community Renewal	5,329,709	5,848,484	3,118,990	5,234,338
Social Services	33,143,390	34,053,384	27,698,098	35,742,979
<b><i>Department Total</i></b>	<b>38,817,464</b>	<b>40,146,503</b>	<b>30,966,015</b>	<b>40,977,317</b>

## REVENUE BY FUND

<b>Veterans</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Revenue</i></b>				
Taxes	271,043	286,393	154,551	289,236
From Other Funds	0	30,697	697	30,000
Intergovernmental Revenue	336	3,700	1,054	2,360
Misc Revenue	6,710	4,575	2,159	2,875
<b><i>Fund Total</i></b>	<b>278,089</b>	<b>325,365</b>	<b>158,460</b>	<b>324,471</b>

<b>PHSS Technology</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Revenue</i></b>				
From Other Funds	31,800	31,800	21,200	31,800
Misc Revenue	713	1,000	417	1,000
<b><i>Fund Total</i></b>	<b>32,513</b>	<b>32,800</b>	<b>21,617</b>	<b>32,800</b>

<b>Public Health</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Revenue</i></b>				
General Fund Contribution	1,207,529	1,086,529	724,353	1,086,529
Fees and Licenses	3,594,812	3,854,126	2,498,564	3,952,904
From Other Funds	307,617	377,979	211,583	292,055
Intergovernmental Revenue	823,658	1,046,897	1,046,897	1,046,897
Misc Revenue	523,028	467,387	405,367	467,387
Grants	2,122,715	1,852,289	883,877	1,703,301
<b><i>Fund Total</i></b>	<b>8,579,358</b>	<b>8,685,207</b>	<b>5,770,640</b>	<b>8,549,073</b>

<b>Community Loan #1</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Misc Revenue	12,203	185,100	9,835	185,100
<b>Fund Total</b>	12,203	185,100	9,835	185,100

<b>Recreation Services</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
General Fund Contribution	30,000	27,000	0	0
Fees and Licenses	292,790	76,000	48,937	0
From Other Funds	0	131,635	88,735	0
Misc Revenue	21,574	10,000	11,255	0
<b>Fund Total</b>	344,365	244,635	148,927	0

<b>Housing/Community Renewal</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
General Fund Contribution	133,604	125,607	83,738	125,607
Fees and Licenses	1,684,036	2,120,890	1,044,242	1,448,946
From Other Funds	0	2,403	2,403	0
Misc Revenue	44,624	26,513	5,268	25,000
Grants	3,467,444	3,573,071	1,983,339	3,634,785
<b>Fund Total</b>	5,329,709	5,848,484	3,118,990	5,234,338

<b>Social Services</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Revenue</i></b>				
General Fund Contribution	0	0	0	27,000
Taxes	776,413	822,663	442,959	830,890
Fees & Licenses	19,600,248	19,360,823	19,769,242	22,108,010
From Other Funds	962,622	1,271,369	566,226	1,253,830
Intergovernmental Revenue	44,499	33,750	34,608	43,750
Misc Revenue	279,657	151,750	3,431	141,250
Grants	11,479,950	12,413,029	6,881,632	11,338,249
<b><i>Fund Total</i></b>	<b>33,143,390</b>	<b>34,053,384</b>	<b>27,698,098</b>	<b>35,742,979</b>



## Public Health

<b>Programs:</b>		
<b>Program: D210 Health Officer – Administration</b>		
<b>Description:</b> The position of Health Officer is mandated by RCW 70.24.024. The Health Officer is the lead role in assessing public health needs of the community and assuring efforts are taken to meet those needs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	184,977	170,520
<b>Program: D211 Public Health – Administration</b>		
<b>Description:</b> Management and oversight of both Public Health and Social Services to include planning, monitoring, evaluation and policy development. Community leadership and planning in development of systems and processes to facilitate community involvement.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	364,146	542,768
<b>Program: D216 Fiscal/Business Management – Administration</b>		
<b>Description:</b> This program provides overall financial management and policy development for both Public Health and Social Services to include budget development, budget monitoring, grants and contract management, accounts payable, accounts receivable, payroll, fixed assets and information technology.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	285,069	277,122
<b>Program: D279 Epidemiology – Administration</b>		
<b>Description:</b> Epidemiology is the science upon which public health practice is built. The epidemiology section provides assessment, disease surveillance and program evaluation services for the department.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	90,732	97,022
<b>Program: D290 Treatment Sales Tax Evaluations &amp; Administration of Other Funds</b>		
<b>Description:</b> Provision of technical expertise and administrative support for the evaluation of services performed with tax revenue collected from the Treatment Sales Tax and Fund 1500 cost allocation of administrative costs to Funds 1200 and 1400.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	54,140	40,531
<b>Program: D288 Emergency Response Preparedness – Administration</b>		
<b>Description:</b> Provision of infrastructure for public health preparedness and response to bioterrorism, outbreaks of infectious disease, public health threats and emergencies and coordination of Medical Reserve Corps. As of 2010 Thurston County no longer has regional lead responsibilities. Thurston County remains a member of the five-county group and lead responsibilities are shared among all counties.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	176,023	213,216

<b>Programs:</b>		
<b>Program: D300 Technology Replacement – Administration (Fund 1490)</b>		
<b>Description:</b> Planned expenditures for technology that allows staff to have up-to-date and appropriate tools to support their work. This replacement schedule was modified in 2009 from four-year replacement to five-year replacement.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	43,571	32,076
<b>Program: D215 Environmental Health – Administration</b>		
<b>Description:</b> Environmental Health Administration is responsible for the overall operation of the division's programs and activities. Activities include: assuring programs and services are consistent with public health standards; setting and meeting county and department goals and policies; assuring appropriate response to consumer requests and services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	271,789	283,582
<b>Program: D252 Environmental Health – Drinking Water</b>		
<b>Description:</b> The Drinking Water Program includes services and activities related to the planning, development and on-going operation of safe drinking water systems. Activities include review of proposed drinking water supplies for all land use and building projects to assure compliance; siting of wells or other drinking water sources, water system plans and routine water quality monitoring.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	173,292	211,873
<b>Program: D253 Environmental Health – Solid Waste</b>		
<b>Description:</b> Solid waste enforcement activities are the responsibility of local health departments. Program objectives include overseeing all permitted solid waste facilities in the county, providing technical and regulatory interpretations about disposal and responding to citizen complaints on illegal waste disposal.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	294,086	293,144
<b>Program: D254 &amp; D294 Environmental Health – On Site/Land Use/O&amp;M</b>		
<b>Description:</b> This program provides services/activities related to the planning and provision of safe collection, treatment and disposal of residential sewage and services/activities related to planning and the provision of environmentally sound uses of land. The program also provides educational opportunities for sewage system owners and assures that both small and large sewage disposal systems are properly operated.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	923,397	1,049,649
<b>Program: D313 Environmental Health – On-Site System Financial Assistance (Fund 4510)</b>		
<b>Description:</b> This program administers several low interest loan and grant programs to help those who need financial assistance to repair failing septic systems.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	151,286	151,286

**Programs:****Program: D256 Environmental Health – Food**

**Description:** Services and activities include assuring that safe food is provided to the public. Includes educational efforts directed toward the public and food service operators/handlers, implementing applicable state and local regulations governing retail food establishments, public education, food handler permits, inspection of food establishments, investigating complaints of unsafe food handling practices and taking enforcement action as needed.

Budget:	2014 Budget	2015 Preliminary
Expenditures	794,643	779,082

**Program: D257 Environmental Health – Hazardous Waste**

**Description:** This program is responsible for implementing the county's Hazardous Waste Plan, participating in implementation of Pesticide Use Policy; providing assistance to other county departments on hazardous waste issues; evaluating properties suspected of contamination with hazardous materials; providing site analysis, soil sampling, ground and surface water sampling of contaminated sites; participating in drug lab investigations; providing spill response and conducting initial investigations of suspected contaminated sites, and developing outreach and education programs for the general public.

Budget:	2014 Budget	2015 Preliminary
Expenditures	820,338	862,322

**Program: D258 Environmental Health – Living Environment**

**Description:** This program provides services and activities to decrease risk or injury from environmental risks. Activities include reviewing plans and inspections of schools, camps, shelters, temporary housing, swimming pools, spas, and water parks. The program also provides response to noise complaints and animal-to-human disease control.

Budget:	2014 Budget	2015 Preliminary
Expenditures	256,206	224,253

**Program: D259 Environmental Health – Gravel Mines**

**Description:** Activities include review of new and existing gravel mines based on standards established by ordinance of the Board of County Commissioners.

Budget:	2014 Budget	2015 Preliminary
Expenditures	14,414	13,947

**Program: D260 Environmental Health – Ground and Surface Water**

**Description:** Services and activities include assessment and protection of overall water resources in the community's ground and surface waters. Includes investigations, collection and analysis of data, identifying pollution sources, developing pollution prevention plans, undertaking remedial actions, responding to contamination incidents, promoting water resource protection in the community, monitoring surface waters including swimming, boating and shellfish growing areas.

Budget:	2014 Budget	2015 Preliminary
Expenditures	1,214,429	1,025,359

<b>Programs:</b>		
<b>Program: D272 Environmental Health – Laboratory</b>		
<b>Description:</b> The Environmental Health Laboratory is certified by the state Department of Ecology and Department of Health. The lab conducts bacterial analyses of drinking water, surface water, and samples suspected of contamination by sewage and nitrate analysis.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	195,678	166,628
<b>Program: D299 Environmental Health – Ground and Surface Water ER&amp;R</b>		
<b>Description:</b> This program records user fees and replacement/maintenance costs of ground and surface water monitoring equipment.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	8,595	8,595
<b>Program: D212 Personal Health – Client Reception</b>		
<b>Description:</b> Services and activities in this program represent the central infrastructure support section for the Lilly Road building. Activities include central reception, records and client registration.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	76,575	81,409
<b>Program: D213 Personal Health – Administration</b>		
<b>Description:</b> Personal Health Administration is responsible for overall operation of the division programs. Activities include assuring program and services are consistent with public health standards, meeting and setting department goals and policies and assuring that the needs of the community are met.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	154,802	130,809
<b>Program: D222 Personal Health – Maternal Child Health</b>		
<b>Description:</b> Activities in this program promote healthy pregnancies and positive birth and parenting outcomes. Services include home visitation to high-risk populations (Nurse Family Partnership), maternity support and case management, early intervention services to families at high risk for child abuse and provision of resource information and referrals.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	856,245	845,990
<b>Program: D232 Personal Health – Immunizations</b>		
<b>Description:</b> This program provides services to administer and distribute vaccine for vaccine preventable diseases for individuals of all ages. Activities include administration of vaccine to individuals who do not have access to healthcare due to financial barriers, provision of adult vaccines and travel vaccine services. Staff works in cooperation with private and public agencies to provide mass clinics in assuring those groups at risk are immunized.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	122,121	120,339

<b>Programs:</b>		
<b>Program: D233 Personal Health – Sexually Transmitted Disease (STD)</b>		
<b>Description:</b> Services in the STD program include contact follow-up of individuals with sexually transmitted diseases to prevent disease transmission. We work with local providers to assure appropriate treatment and education for exposed individuals.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	37,529	41,690
<b>Program: D234 Personal Health – Communicable Disease Investigation</b>		
<b>Description:</b> Services in Communicable Disease include controlling the spread of TB and other communicable diseases through surveillance, tracking, prevention and treatment. This section receives all communicable disease reports for the county and responds to inquiries from the media, general public and medical professionals.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	423,489	430,021
<b>Program: D235 Personal Health – HIV/AIDS Prevention</b>		
<b>Description:</b> This program provides prevention services for persons infected with the HIV virus. Activities include counseling and testing high risk populations, syringe exchange, community awareness/outreach, surveillance of infected individuals, clinical care and intervention and community planning.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	32,668	77,726
<b>Program: D249 Personal Health – Chronic Disease Prevention</b>		
<b>Description:</b> This program has created innovative, effective and integrated community driven programs to promote healthy lifestyle choices and emphasize early detection, prevention, control and reduction of chronic diseases, particularly diabetes, asthma and obesity in Thurston County.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	531,368	469,379
<b>Program: D271 Personal Health – Vital Records</b>		
<b>Description:</b> The Vital Records program registers, certifies and issues certificates for births and deaths. Vital Records staff (Deputy Registrars) have access to birth and death records for any occurrence in Washington State.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	87,095	90,956
<b>Program: B660-B663 Veterans' Programs (Fund 1200)</b>		
<b>Description:</b> Responsible for providing assistance to eligible Thurston County veterans and their families who are experiencing financial hardship. The assistance provided includes rent, utilities, food, clothing, transportation and burial services. Homeless veterans receive assistance with shelter costs. The Veterans' Assistance Fund is funded by a portion of county property tax per RCW 73.08.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	421,672	319,668

## Social Services

<b>Programs:</b>		
<b>Program: D611 &amp; D699 Chemical Dependency – Administration</b>		
<b>Description:</b> This program is responsible for implementing the program agreement between the county and the Division of Alcohol and Substance Abuse (DASA). Activities include administrative support, contract monitoring, program planning, budgeting and evaluation, plan implementation and program coordination.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	446,590	500,968
<b>Program: D612 Chemical Dependency – Continuing Education / Training</b>		
<b>Description:</b> Contractual services to support educational programs, training projects and / or other professional development programs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	15,000	15,000
<b>Program: D621 – D622 Chemical Dependency – Prevention</b>		
<b>Description:</b> Contractual prevention services are designed to delay or reduce the use of alcohol and other drug abuse in children who have not yet begun to use and abuse, and those who are experimenting. The goal of prevention services is to reduce the negative consequences of alcohol and drug abuse in society and thus reduce the need for future treatment services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	169,650	278,922
<b>Program: D631 Chemical Dependency – Community Outreach, Intervention and Referral</b>		
<b>Description:</b> Contractual services to provide outreach and intervention to hard-to-reach individuals (abusers and addicts) and to link these individuals with assessments and treatment.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	19,938	19,938
<b>Program: D634 Chemical Dependency – Pregnant and Parenting Outreach and Referral</b>		
<b>Description:</b> Contractual services offered by mobile or outreach staff at community sites to identify pregnant, post-partum and parenting women who are abusing alcohol and other drugs and to link these individuals with assessment and referral to treatment.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	60,000	60,000
<b>Program: D635 Chemical Dependency – Youth Outreach, Referral and Intervention Services</b>		
<b>Description:</b> Contractual services offered by mobile or outreach staff at community sites to identify hard-to-reach youth who are abusing alcohol and other drugs and to link these individuals with assessment and referral to treatment.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	23,878	23,878

<b>Programs:</b>		
<b>Program: D641 Chemical Dependency – Crisis Services (Crisis Clinic)</b>		
<b>Description:</b> Contractual services which provide community phone referral resource for substance abuse issues. Phone workers refer clients to all chemical dependency services in Thurston and Mason Counties.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	35,000	35,000
<b>Program: D642 Chemical Dependency – Detoxification Services</b>		
<b>Description:</b> Contractual services for the care and treatment in a residential setting of persons intoxicated or incapacitated by alcohol or drugs during the period in which the person recovers from the transitory effects of acute alcoholism or drug dependence. Detoxification services are available to individuals experiencing alcohol and/or drug withdrawal symptoms 24 hours a day.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	250,000	250,000
<b>Program: D644 Chemical Dependency – Involuntary Commitment</b>		
<b>Description:</b> Contractual services employed to identify and evaluate alcohol and drug involved individuals to determine if they are gravely disabled and requiring protective custody, detention, or involuntary commitment services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	65,000	65,000
<b>Program: D653 Chemical Dependency – Adult Outpatient</b>		
<b>Description:</b> Contractual services providing outpatient treatment for the addiction of alcohol and other drugs. Eligible adults receive an assessment and referral to inpatient and/or outpatient treatment services as appropriate to their need.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,341,226	1,010,442
<b>Program: D655 Chemical Dependency – Pregnant, Parenting and Postpartum Women (PPW) Outpatient</b>		
<b>Description:</b> Contractual services designed for pregnant, parenting and postpartum women with custody of children 17 years or younger who are attempting to regain custody. Eligible clients may receive outpatient treatment, assistance with childcare and transitional housing services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	50,000	50,000
<b>Program: D657 Chemical Dependency – Youth Outpatient</b>		
<b>Description:</b> Contractual services providing treatment for the misuse, abuse or addiction of alcohol and other drugs. Eligible youth, ages 10 through 20, receive an assessment and inpatient and/or outpatient treatment services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	473,000	473,000

<b>Programs:</b>		
<b>Program: D662 Chemical Dependency – ADATSA (Alcohol and Drug Addiction Treatment and Support Act) Transportation</b>		
<b>Description:</b> Contractual services for the provision of transportation to and from chemical dependency treatment programs for eligible ADATSA clients.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	8,700	8,700
<b>Program: D663 Chemical Dependency – ADATSA Living Stipends</b>		
<b>Description:</b> Contractual services for the disbursement of funds to eligible clients authorized through an ADATSA assessment.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	108,240	108,240
<b>Program: D651 Chemical Dependency – ADATSA (Alcohol and Drug Addiction Treatment and Support Act) Outpatient</b>		
<b>Description:</b> Contractual services for the provision of outpatient treatment services following a residential treatment program for those qualified for ADATSA services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	65,000	32,500
<b>Program: D659 Chemical Dependency – Opiate Treatment</b>		
<b>Description:</b> Contractual services for outpatient methadone treatment and rehabilitative services for opiate dependent individuals. Services include methadone treatment, detoxification, counseling, HIV education and testing, drug screen urinalysis and medical evaluation.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	454,112	118,416
<b>Program: D664 Chemical Dependency – Adult Case Management</b>		
<b>Description:</b> Contractual services provided by chemical dependency professionals who assist clients in gaining access to needed medical, social, education and other services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	110,472	107,972
<b>Program: D666 Chemical Dependency – Youth Case Management</b>		
<b>Description:</b> Contractual services to provide case management to youths.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	10,500	10,500
<b>Program: D667 Chemical Dependency – Child Care Services</b>		
<b>Description:</b> Contractual services providing licensed childcare for alcohol or drug addicted parents while receiving chemical dependency treatment services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	38,000	38,000



<b>Programs:</b>		
<b>Program: D677 Chemical Dependency – Screening Tests</b>		
<b>Description:</b> Contractual services for the provision of screening tests, such as urinalysis or breathalyzers to identify a patient's use of drugs or alcohol.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	82,000	82,000
<b>Program: D681 Chemical Dependency – Intensive Inpatient Residential Treatment Services</b>		
<b>Description:</b> Contractual services for a concentrated program of chemical dependency treatment, counseling, education and related activities in an inpatient facility.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	5,000	5,000
<b>Program: D550 Children and Family Services – Community Network</b>		
<b>Description:</b> The department provides fiscal agent services for the Thurston Community Network.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	100,000	100,000
<b>Program: D411 &amp; D413 Regional Support Network (RSN) – Administration &amp; Forest Board</b>		
<b>Description:</b> This program is responsible for overall operation of the RSN. Activities include planning, coordination, contracting, fiscal and contract monitoring, general clerical support and provision of oversight in all RSN programs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	569,380	680,298
<b>Program: D424 Regional Support Network (RSN) – Inpatient Treatment</b>		
<b>Description:</b> Contractual services, funding and utilization monitoring for mental health treatment in an inpatient psychiatric hospital or the Evaluation and Treatment (E&T) facility, available 24 hours a day for evaluation, diagnostic and therapeutic purposes.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	2,556,960	4,263,564
<b>Program: D425 Regional Support Network (RSN) – Involuntary Commitment Act (ITA) Crisis and Commitment</b>		
<b>Description:</b> Contractual services related to involuntary commitments (WAC 388-865-0452 through 454, 71.05 RCW and 71.35 RCW) including county designated mental health professional costs. Services include Designated Mental Health Professional (DMHP) evaluation, commitment and detention.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	954,096	954,096
<b>Program: D426 Regional Support Network (RSN) – ITA Judicial Services</b>		
<b>Description:</b> This program includes judicial costs related to involuntary commitments including required expert witness costs, Court Commissioner, Clerk, Prosecuting Attorney, Assigned Counsel and facility expenses.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	251,316	244,896

**Programs:****Program: D428 Regional Support Network (RSN) – Medicaid Personal Care**

**Description:** These are funds that are provided to Aging and Disability Services for costs related to providing Medicaid Personal Care used by the RSN for consumers who are disabled due solely to psychiatric disability.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	168,000	168,000

**Program: D429 Regional Support Network (RSN)**

**Description:** Costs associated with utilization of state hospital beds over the number of allocated beds.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	75,000	75,000

**Program: D431 Regional Support Network (RSN) – Utilization Management**

**Description:** This program includes costs for activities designed to ensure that adequate quality care is provided to eligible clients. Activities include development of placement criteria, determination of eligibility, authorization of treatment services, conducting utilization management activities, an independent quality review team function and other quality assurance functions.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	853,610	977,194

**Program: D432 Regional Support Network (RSN) – Information Services**

**Description:** This program includes costs incurred for the maintenance of a patient and encounter data tracking system for service recipients per RCW 71.24.035 and development and report functions. Includes information services staff, equipment, software, data lines and all costs associated with the mental health information services system.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,280,454	783,487

**Program: D433 Regional Support Network (RSN) – Public Information**

**Description:** Contractual services for the provision of consultation, education and public information activities related to mental health services.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	15,720	15,720

**Program: D434 Regional Support Network (RSN) – Other Direct Service Support Costs**

**Description:** This program includes direct services that do not fit in any other program category. This budget includes Intensive Tenant Support, Consumer Affairs and Mental Health Forum costs that are necessary to maintain the mental health treatment system.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	17,280	17,280

<b>Programs:</b>		
<b>Program: D438 Regional Support Network (RSN) – Ombudsman</b>		
<b>Description:</b> This program represents the costs to provide an independent ombudsman service consistent with RCW 388-865-250 to help consumers and family members resolve conflicts arising during treatment services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	69,890	71,239
<b>Program: D441 Regional Support Network (RSN) – Crisis Services</b>		
<b>Description:</b> Contractual services for the provision of evaluation and treatment of individuals experiencing a mental health related crisis. Crisis services are available on a 24 hour basis and are intended to stabilize the person in crisis, prevent further deterioration and provide immediate treatment and intervention.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,889,980	3,653,980
<b>Program: D442 Regional Support Network (RSN) – Evaluation &amp; Treatment Services</b>		
<b>Description:</b> Contractual services for the provision of treatment provided in a freestanding, inpatient, residential (non-hospital) facility for medically necessary evaluation and treatment to the individual who would otherwise meet hospital admission criteria. Services are provided for individuals who pose an actual or imminent danger to self, others, or property due to a mental illness or who have experienced a marked decline in their ability to care for themselves due to the onset or exacerbation of a psychiatric disorder. Services may be voluntary or involuntary and funded with both Medicaid and state funding.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	4,758,151	4,780,848
<b>Program: D443 Regional Support Network (RSN) – Services In Residential Settings</b>		
<b>Description:</b> Contractual services for specialized rehabilitation service for individuals that can succeed in a residential setting.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	891,684	891,684
<b>Program: D444 Regional Support Network (RSN) – Other Outpatient Services</b>		
<b>Description:</b> Contractual services for the provision of other outpatient services not categorized in specific outpatient program that offer individuals appropriate and cost-effective care. Costs can include Brief Intervention Treatment, Day Support, Family Treatment, Group Treatment, Medication Management, High Intensity Treatment, Rehabilitation Case Management and Stabilization Services.		
<b>Budget:</b>	<b>2013 Budget</b>	<b>2014 Adopted</b>
<b>Expenditures</b>	10,445,314	9,560,682
<b>Program: D445 Regional Support Network (RSN) – 3(B) Waiver Services</b>		
<b>Description:</b> Contractual services for the provision of providing Supported Employment services, Respite Care and mental health consumer support through a consumer operated Clubhouse.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	437,568	467,568

<b>Programs:</b>		
<b>Program: D451 Regional Support Network (RSN) – Jail Services</b>		
<b>Description:</b> Contractual services for the provision of mental health services for mentally ill offenders while confined in county or city jail. These services are for both adults and juveniles. These services are intended to facilitate transition to mental health services, re-establish disability benefits and access to programs upon offender release from confinement.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	451,284	347,508
<b>Program: D453 Regional Support Network (RSN) – Program for Active Community Treatment</b>		
<b>Description:</b> Contractual services for the provision of high intensity programs for community treatment teams. These teams offer services in the community that allow individuals to receive care in a least restrictive environment that allows for successful integration into the community.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	882,804	882,504
<b>Program: D454 Regional Support Network (RSN) – Other Direct Service-Pilot Programs</b>		
<b>Description:</b> Contractual services for the provision of promising practices and evidence-based prevention and treatment programs. This budget includes Tribal Services, Children’s Evidence-Based Practice and Mental Health Access Project.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,183,476	859,272
<b>Program: D458 Regional Support Network (RSN) – Project for Assistance in Transition from Homelessness (PATH)</b>		
<b>Description:</b> To provide contractual services under the PATH.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	82,152	82,152
<b>Program: D810 Developmental Disabilities – Administration</b>		
<b>Description:</b> This program is responsible for the administration of developmental disability programs. Activities include program planning, budgeting, contracting, monitoring, evaluation and coordination.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	482,651	418,890
<b>Program: C828, C946 &amp; D830 Disabled Recreation Activities &amp; Developmental Disabilities – Training</b>		
<b>Description:</b> Recreating activities serving persons with physical and developmental disabilities ages 8 through adult conducted year-round. This program includes costs incurred for planned, structured activities for the purpose of providing or improving job-related knowledge and skills of staff, providers and volunteers in the provision of developmental disability services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	65,000	314,829

**Programs:****Program: D840 Developmental Disabilities – Community Information**

**Description:** This program includes costs incurred for activities to inform and/or educate the general public about developmental disabilities and related services. Includes information and referral services, activities aimed at promoting public awareness and involvement, community consultation and capacity building.

Budget:	2014 Budget	2015 Preliminary
Expenditures	20,000	20,000

**Program: D862 Developmental Disabilities – Group Supported Employment**

**Description:** Contractual services for the provision of employment and training opportunities in regular business and industry settings leading to an individual with developmental disabilities being able to secure gainful employment earning a living wage.

Budget:	2014 Budget	2015 Preliminary
Expenditures	276,388	276,388

**Program: D864 Developmental Disabilities – Individual Employment**

**Description:** Contractual services for the provision of placement and follow-up services necessary to help persons with developmental disabilities obtain and continue integrated, living wage employment in the community either in business or industry.

Budget:	2014 Budget	2015 Preliminary
Expenditures	3,238,292	3,373,734

**Program: D865 Developmental Disabilities – Technical Assistance Services**

**Description:** Services for the provision of assessment and consultation to the employment provider, client and their support system to identify and address existing barriers to employment.

Budget:	2014 Budget	2015 Preliminary
Expenditures	13,000	13,000

**Program: D867 Developmental Disabilities – Community Access**

**Description:** Contractual services for the provision of services for people with developmental disabilities aged 62 and older who have retired and choose not to work. Services will assist individuals to participate in activities, events and organizations in the community in ways similar to others of retirement age.

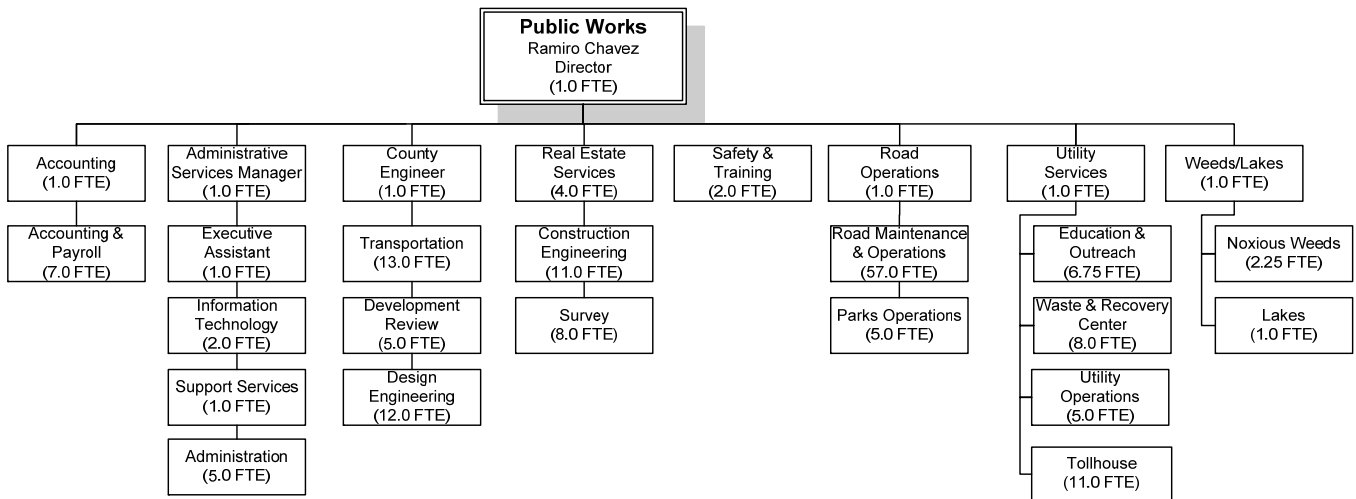
Budget:	2014 Budget	2015 Preliminary
Expenditures	72,392	72,392

**Program: D890 Developmental Disabilities – Other Activities**

**Description:** Contractual services for the provision of an array of Millage funded activities geared toward persons with developmental disabilities that meet requirements of necessary service enhancement, promising practices, or evidence-based programs.

Budget:	2014 Budget	2015 Preliminary
Expenditures	379,444	260,744

<b>Programs:</b>		
<b>Program: D894 Developmental Disabilities – Partnership Projects</b>		
<b>Description:</b> Development of collaborative partnerships with schools districts, employment providers, Division of Vocational Rehabilitation, families, employers and other community collaborators needed to provide the employment supports and services young adults with developmental disabilities require to become employed during the school year until they turn 21.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	43,818	84,741
<b>Program: C650 and C654 Housing Community Renewal – Affordable Housing (Fund 1400)</b>		
<b>Description:</b> Preserve and maintain the existing rental and homeowner housing and promote new rental affordable housing stock to low income populations within Thurston County. (State and federal grant contracts, RCW 36.22.178)		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,104,446	1,441,835
<b>Program: C628 &amp; C656 Housing Community Renewal , Homeless Housing, Housing &amp; Essential Needs, Consolidated Homeless (Fund 1400)</b>		
<b>Description:</b> Provides assistance to non-profit service providers to serve the homeless population within Thurston County. (State grants, RCW 36.22.179 and 36.22.1791)		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	3,376,904	1,863,557
<b>Program: C659 Community Renewal – Community Development Block Grant Programs (Fund 1400)</b>		
<b>Description:</b> Administers State Community Development Block Grant program activities that may include public facilities such as water/wastewater and streets, community centers, homeless shelters, childcare centers, public infrastructure and micro enterprise assistance.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,283,684	818,684
<b>Program: C640 and C620 Housing Community Renewal – Administration (Fund 1400)</b>		
<b>Description:</b> Costs associated with overall operation and ensuring state and federal regulatory compliance of the Housing program. Activities include: planning, coordination, contracting, monitoring, financial, data and project management, and staffing activities for meetings.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	503,807	475,187
<b>Program: C665 Regional Health &amp; Human Services Council (RHHSC) (Fund 1400)</b>		
<b>Description:</b> Thurston County's contribution to RHHSC, a council comprised of elected officials and citizen representatives that provides funding recommendations to the cities of Lacey, Olympia, Tumwater, and Thurston County, to address human service needs in the community.		
<b>Budget:</b>	<b>2013 Budget</b>	<b>2014 Adopted</b>
<b>Expenditures</b>	434,000	634,000

**Organization:****Vision:**

Developing a safe, sustainable community through innovation.

**Mission:**

Our team is proud to provide services that improve the quality of life for the people of Thurston County.

**Values:**

**TEAM:** We believe in working together as a team—safely, responsibly and productively.

- **Public Service:** We are committed to providing the highest level of service to all Thurston County residents and visitors.
- **Respect:** We believe that respect for the public, the environment, our resources, and our colleagues defines our organization.
- **Innovation:** We believe that no challenge is too great if we work together using innovative methods and ideas.
- **Dedication:** We are dedicated to creating and maintaining safe and cost-effective public works systems for the people of Thurston County.
- **Excellence:** We strive to provide outstanding service by using the county's resources efficiently, while protecting and preserving our environment for generations to come.

**2015 Goals:**

The accomplishment of the following goals is fiscally constrained by the current economic reality.

- Development Review will continue to deliver permitting services in the most efficient way possible while maintaining excellent customer service.
- Operate and maintain utilities at a high standard meeting all regulatory requirements while providing customers with high quality water and collecting and treating sewage in an environmentally sound manner.
- Construct and maintain a safe, efficient transportation network in an environmentally sound manner that provides ease and safe transport of freight and people throughout the county, taking into account important traffic generators and key destinations.
- Develop and implement strategies and capital projects that encourage bicycling, walking, and other alternate modes of transportation in a safe and efficient manner.
- Public Works Public Web Site/Social Media – Increase distribution of documents and information relevant to common public requests on our web site. Continue to utilize, and further develop, social media solutions such as Twitter and Blog tools. We are working with staff to update their procedures and practices to accommodate these popular methods of information distribution.
- Identify mitigation requirements is for projects and operations that lie within habitat of protected or listed species.
- Complete 60 bridge load ratings for new specialized hauling vehicles as required by FHWA remaining bridges to be load rated by FHWA deadline of December 31, 2017.
- Prepare ADA transition plan with assistance from local special interest groups.
- Reduce the spread of noxious weeds and to continue to educate the public on the identification and control of noxious weeds on private property.
- Continue to work with the Lakes Management Boards to protect water quality and provide high quality habitat for wildlife and recreational uses.
- Maintain a responsive and efficient IT division for the varied specializations and needs of Public works. Minimize staff downtime via rapid response to daily service calls and emergencies. Advance new technological solutions appropriate to the mission, goals and needs of the Public Works department.
- Continue social media options, web site, blog-format, RSS fees, as well as the potential for Sharepoint solutions as they are made available.
- Provide, and continue implementing, wireless in-field access solutions for staff as it benefits staff time, vehicle trip reduction and efficient information access needs.
- Continue development of our asset management software, including areas of Sidewalks,/ADA compliance and Pavement Markings.
- Pursue and implement network upgrades at the WARC. This includes upgrading the existing security camera network to facilitate additional camera coverage, higher resolutions, and longer storage. Upgrade the link between the WARC and the main campus.
- Continue to expand use of digital document options whenever appropriate as a method to curb printing and paper use.



**2015 Challenges:****ROADS**

- Aging infrastructure - Higher maintenance and replacement costs
- Fixed revenue & increasing costs - Most revenue tied to property tax and gas tax
- Grants – Competition increases, grants decrease
- Climate change - may affect frequency & severity of natural disasters, water supply, etc.
- More stringent regulations to protect critical areas & species – Projects require additional studies & mitigation, increase project timelines and costs.
- Increasing reporting requirements from funding agencies – Requires additional contract administration.
- Sand Shed at Tilley Campus - Shed critical to responding snow/ice emergencies, existing shed within wetland buffer
- ADA Transition Plan – Required to ensure programs and services available to all citizens.
- Bridge Load Rating -Required to update ratings by Dec 2017.
- Pavement Preservation – At current funding level, pavement condition will continue to deteriorate.

**SOLID WASTE**

- Funding for waste management– With increased recycling and waste prevention, less refuse disposal tipping fee funds will be available.
- Increasing cost for and complexity of environmental regulation and reporting - Regulatory agencies requiring higher level of environmental system monitoring and sampling.

**WEEDS**

- New species continue to be discovered each year - Increases staff workload
- Permanent location for Weeds operations has not been finalized - Will impact future budgets
- Other invasive species impacting control efforts -Equipment used in some aquatic environments must undergo extensive decontamination procedures
- Grants are becoming more competitive
- Climate change - Changing weather patterns are increasing season growth patterns -New species are adapting to the new climate

**LAKES**

- Climate Change - Affects weather patterns, Shallow lakes, high nutrient levels, Increased plant & algae growth, degraded habitat, anoxic conditions as plants decay, and new noxious species
- Long Lake LMD expires 12/31/15 - Staff time may be required to coordinate new LMD
- Curly Leaf Pondweed – Long Lake - Harvesting not recommended, IPM prescription required to treat additional areas, prescription ready for review in 2015.

**UTILITIES**

- Grand Mound– Providing infrastructure to meet the growth. Private development projects anticipated, utilities will require upgrades, including the need of a new reservoir.
- Aging infrastructure - Higher maintenance and replacement cost. Lack of funding for capital projects

**Funds:**

The Public Works department operates with a variety of funds.

**Road Fund 1190.** This fund receives property tax and fuel tax revenues dedicated to road maintenance and improvements.

**Noxious Weed Control Fund 1350.** This is a special revenue assessment fund established to educate, consult and help landowners to protect lands from the impact of invasive noxious weeds.

**Long Lake LMD Fund 1720.** This is a special revenue fund established to provide a long-term vegetation lake management program that balances use of this natural resource between recreational users and wildlife through the control of aquatic vegetation (native and non-native invasive species) in Long Lake.

**Lake Lawrence LMD Fund 1740.** This is a special revenue fund established to provide a long-term vegetation lake management program that balances use of this natural resource between recreational users and wildlife through the control of aquatic vegetation (native and non-native invasive species) in Lake Lawrence.

**Roads Construction in Progress Fund 3010.** This fund tracks capital projects for road improvements.

**Transportation Impact Fees Fund 3190.** This fund collects the Road Fund impact fees received from building permits issued.

**Parks Impact Fees Fund 3200.** This fund collects the Parks Fund impact fees received from residential building permits issued.

**Solid Waste M&O Fund 4030.** This fund accounts for the administration of the county's solid waste programs.

**Solid Waste Reserves Fund 4040.** This fund has four different reserves dedicated to solid waste future expenditures: post closure reserve, transfer station equipment reserve, anticipated expense reserve and future construction reserve.

**Boston Harbor Water and Sewer Fund 4200.** This fund accounts for the maintenance and operations of the Boston Harbor Water and Wastewater Systems.

**Boston Harbor Reserve Fund 4210.** This fund accounts for revenues and expenditures of activities related to design and construction of water and sewer utility facilities in Boston Harbor, as well as establishing reserve monies in connection with the operations of the water and sewer system.

**Tamoshan/Beverly Beach Sewer Fund 4300.** This fund accounts for the maintenance and operations of a wastewater treatment plant for the Tamoshan and Beverly Beach homeowners.

**Grand Mound Sewer M&O Fund 4340.** This fund accounts for the maintenance and operations of the Grand Mound Wastewater System.

**Grand Mound Water M&O Fund 4350.** This fund accounts for the maintenance and operations of the Grand Mound Water System.

**Tamoshan Water M&O Fund 4400.** This fund accounts for the maintenance and operations of the Tamoshan Water System and sewage collection for the Tamoshan residents.

**Olympic View M&O Fund 4410.** This fund accounts for the maintenance and operations of the wastewater utility in the Olympic View subdivision.

**Tamoshan Reserve Fund 4420.** This fund accounts for reserve monies in connection with the operations of the Tamoshan/Beverly Beach water and wastewater systems.

**Grand Mound Wastewater Capital Reserve Fund 4440.** This fund accounts for revenues and expenditures of activities related to design and construction of sewer utility facilities in Grand Mound, as well as establishing reserve monies in connection with the operations of the sewer system.

**Grand Mound Water Capital Reserve Fund 4450.** This fund accounts for revenues and expenditures of activities related to design and construction of water utility facilities in Grand Mound, as well as establishing reserve monies in connection with the operations of the water system.

### TOTAL EXPENDITURES & FTEs BY DEPARTMENT

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	174.00	178.00	178.00	178.00
<b>Expenditures</b>				
Personnel	14,955,993	15,899,730	10,072,216	16,213,706
Internal Services	9,050,779	9,421,613	5,781,135	9,235,926
Professional Services	15,180,649	18,845,726	9,800,439	17,694,728
Operating Costs	5,216,837	6,353,272	3,760,702	6,740,180
Debt Services	17,884	14,337	14,285	18,930
Capital Expenses	6,226,135	16,540,184	4,768,989	6,642,812
Transfers to Other County Funds	3,150,608	6,993,511	980,456	6,198,254
<b>Department Total</b>	53,798,885	74,068,373	35,178,302	62,744,536

## EXPENDITURE BY FUND

<b>Roads &amp; Transportation</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	9,954,667	10,425,047	6,465,456	10,494,747
Internal Services	6,958,103	6,906,082	4,555,081	6,741,250
Professional Services	2,451,379	3,584,501	1,567,357	3,514,431
Operating Costs	3,718,031	4,113,180	2,570,444	4,250,132
Debt Services	17,602	14,337	13,211	18,450
Capital Expenses	1,136,931	522,342	93,268	558,479
Transfers to Other County Funds	1,736,433	2,652,357	978,456	2,008,046
<b><i>Fund Total</i></b>	<b>25,973,146</b>	<b>28,217,846</b>	<b>16,243,273</b>	<b>27,585,535</b>

<b>Construction in Progress</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	1,227,914	1,499,459	966,170	1,573,121
Internal Services	269,545	289,998	193,332	308,481
Professional Services	255,906	653,554	139,411	124,237
Operating Costs	62,066	347	58,344	0
Capital Expenses	4,861,968	11,762,193	4,605,521	1,313,022
<b><i>Fund Total</i></b>	<b>6,677,398</b>	<b>14,205,551</b>	<b>5,962,779</b>	<b>3,318,861</b>

Noxious Weeds	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Personnel	383,206	405,512	282,864	397,634
Internal Services	128,510	119,772	53,380	132,665
Professional Services	18,850	11,898	11,164	11,898
Operating Costs	35,787	42,119	15,522	37,104
Capital Expenses	0	6,000	0	6,000
<b>Fund Total</b>	566,354	585,301	362,929	585,301

Long Lake LMD	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Personnel	39,512	50,008	41,795	69,500
Internal Services	15,681	29,087	9,270	26,059
Professional Services	114,148	209,150	92,526	140,100
Operating Costs	3,113	14,500	4,693	23,800
Transfers to Other County Funds	419	0	0	0
<b>Fund Total</b>	172,873	302,745	148,283	259,459

Lake Lawrence LMD	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Personnel	23,156	23,741	15,282	28,262
Internal Services	9,052	4,854	3,395	6,071
Professional Services	49,499	55,150	6,511	48,462
Operating Costs	1,865	2,922	1,002	3,872
Transfers to Other County Funds	419	0	0	0
<b>Fund Total</b>	83,992	86,667	26,190	86,667

<b>Solid Waste M&amp;O</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	2,489,084	2,516,279	1,692,837	2,673,707
Internal Services	1,226,724	1,681,412	708,043	1,636,468
Professional Services	12,037,516	13,681,950	7,763,696	13,223,950
Operating Costs	948,782	1,127,830	744,757	1,331,443
Debt Services	188	0	716	0
Capital Expenses	107,064	3,116,736	70,200	3,666,736
Transfers to Other County Funds	947,788	864,143	0	846,864
<b><i>Fund Total</i></b>	<b>17,757,146</b>	<b>22,988,350</b>	<b>10,980,249</b>	<b>23,379,168</b>

<b>Solid Waste Reserve for Closure</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	261,451	343,677	191,360	349,037
Internal Services	86,442	58,736	35,113	61,735
Professional Services	100,293	407,750	135,117	412,550
Operating Costs	118,954	534,845	122,478	534,845
Capital Expenses	63,446	1,029,985	0	1,004,733
Transfers to Other County Funds	2,148	2,785,911	0	2,492,444
<b><i>Fund Total</i></b>	<b>632,733</b>	<b>5,160,904</b>	<b>484,068</b>	<b>4,855,344</b>

<b>Boston Harbor Water/Sewer</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	168,971	189,460	102,857	185,842
Internal Services	66,058	55,833	37,546	56,136
Professional Services	17,037	26,385	14,887	26,385
Operating Costs	69,344	79,763	44,925	82,997
Debt Services	27	0	102	80
Transfers to Other County Funds	5,000	20,000	0	20,000
<b><i>Fund Total</i></b>	<b>326,436</b>	<b>371,441</b>	<b>200,318</b>	<b>371,440</b>

<b>Boston Harbor Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	5,155	0	8,169	0
Internal Services	2,461	1,243	829	1,118
Professional Services	9,803	0	2,626	0
Operating Costs	4,095	144,650	9,079	110,000
<b><i>Fund Total</i></b>	<b>21,513</b>	<b>145,893</b>	<b>20,702</b>	<b>111,118</b>

<b>Tamoshan/Beverly Beach Sewer</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	67,790	58,627	42,345	58,433
Internal Services	30,233	28,633	19,719	28,892
Professional Services	18,844	17,869	6,488	17,869
Operating Costs	26,434	39,541	30,400	39,396
Debt Services	13	0	51	80
Capital Expenses	2,999	0	0	0
Transfers to Other County Funds	1,600	10,000	0	10,000
<b><i>Fund Total</i></b>	<b>147,913</b>	<b>154,670</b>	<b>99,003</b>	<b>154,670</b>

<b>Grand Mound Wastewater</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	205,419	242,927	159,144	235,474
Internal Services	128,917	128,265	86,421	130,746
Professional Services	84,746	134,273	39,438	121,600
Operating Costs	169,694	169,063	104,395	172,613
Debt Services	13	0	51	80
Capital Expenses	0	6,958	0	0
Transfers to Other County Funds	199,800	250,000	0	250,000
<b><i>Fund Total</i></b>	<b>788,590</b>	<b>931,486</b>	<b>389,448</b>	<b>910,513</b>



<b>Grand Mound Water</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	76,306	102,372	69,178	102,950
Internal Services	81,839	80,100	53,955	79,456
Professional Services	4,534	16,600	4,109	11,600
Operating Costs	41,699	60,844	45,902	58,417
Debt Services	13	0	51	80
Capital Expenses	6,843	6,842	0	6,842
Transfers to Other County Funds	255,000	399,100	0	358,900
<b><i>Fund Total</i></b>	<b>466,234</b>	<b>665,858</b>	<b>173,195</b>	<b>618,245</b>

<b>Tamoshan Water/Sewer</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	27,323	28,152	22,367	28,940
Internal Services	21,246	19,481	13,044	17,087
Professional Services	3,553	7,646	3,668	7,646
Operating Costs	14,418	19,065	7,806	20,590
Debt Services	13	0	51	80
Transfers to Other County Funds	0	10,000	0	10,000
<b><i>Fund Total</i></b>	<b>66,553</b>	<b>84,344</b>	<b>46,936</b>	<b>84,343</b>

<b>Olympic View Sewer</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>				
Personnel	4,833	14,469	2,038	13,600
Internal Services	8,439	6,935	4,623	7,450
Professional Services	10,542	9,000	978	4,000
Operating Costs	2,555	4,603	2,210	4,971
Debt Services	13	0	51	80
Capital Expenses	0	2,128	0	0
Transfers to Other County Funds	2,000	2,000	2,000	2,000
<b>Fund Total</b>	<b>28,383</b>	<b>39,135</b>	<b>11,900</b>	<b>32,101</b>

<b>Tamoshan Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>				
Personnel	4,798	0	0	0
Internal Services	6,394	6,779	4,519	745
Capital Expenses	46,885	0	0	0
<b>Fund Total</b>	<b>58,077</b>	<b>6,779</b>	<b>4,519</b>	<b>745</b>

<b>Grand Mound Wastewater Capital Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>				
Personnel	16,250	0	10,291	2,459
Internal Services	8,871	2,702	1,801	1,292
Professional Services	4,000	30,000	12,475	0
Operating Costs	0	0	0	70,000
Capital Expenses	0	60,000	0	60,000
<b>Fund Total</b>	<b>29,120</b>	<b>92,702</b>	<b>24,568</b>	<b>133,751</b>

<b>Grand Mound Water Capital Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	157	0	63	0
Internal Services	2,266	1,701	1,134	275
Professional Services	0	0	0	30,000
Capital Expenses	0	27,000	0	27,000
<b><i>Fund Total</i></b>	<b>2,423</b>	<b>28,701</b>	<b>1,197</b>	<b>57,275</b>

## TOTAL REVENUE

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b><i>Revenue</i></b>				
Roads/Transportation	27,400,807	25,904,426	15,125,008	25,664,977
Noxious Weeds	541,460	536,643	320,617	523,312
Long Lake LMD	170,995	165,648	103,935	169,550
Lake Lawrence LMD	92,787	92,150	61,876	91,950
Construction in Progress	6,162,172	13,572,072	3,909,382	3,240,055
Transportation Impact Fees	341,429	500,000	601,841	500,000
Parks Impact Fees	134,489	250,000	199,624	250,000
Solid Waste M&O	20,541,817	21,777,899	12,990,674	21,668,317
Solid Waste Reserve for Closure	952,589	866,248	2,105	846,864
Boston Harbor Water/Sewer	361,318	386,621	208,093	385,065
Boston Harbor Reserve	7,071	25,006	1,267	22,000
Tamoshan/Beverly Beach Sewer	154,011	165,898	90,341	165,350
Grand Mound Sewer	865,474	847,873	479,967	846,363
Grand Mound Water	579,992	605,951	359,501	604,802
Tamoshan Water/Sewer	96,241	95,310	57,794	94,991
Olympic View Sewer	27,296	31,358	19,220	28,803
Tamoshan Reserve	51,550	20,579	453	20,150
Grand Mound Wastewater Capital Reserve	5,019	62,523	1,410	62,400
Grand Mound Water Capital Reserve	23,520	28,486	858	28,260
Grand Mound Debt	539,800	849,100	0	808,900
<b><i>Department Total</i></b>	<b>59,049,837</b>	<b>66,783,791</b>	<b>34,533,966</b>	<b>56,022,109</b>

## REVENUE BY FUND

<b>Roads &amp; Transportation</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Taxes	17,302,040	17,693,974	9,577,485	17,693,974
Fees and Licenses	1,266,134	1,708,022	790,843	1,493,598
From Other Funds	259,045	678,834	375,266	653,809
Intergovernmental Revenue	4,889,366	4,876,990	3,309,513	4,876,990
Misc Revenue	1,018,422	255,600	276,668	255,600
Grants	2,665,799	691,006	795,233	691,006
<b>Fund Total</b>	<b>27,400,807</b>	<b>25,904,426</b>	<b>15,125,008</b>	<b>25,664,977</b>

<b>Noxious Weeds</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	86,458	75,265	68,253	75,265
From Other Funds	0	3,276	3,276	0
Intergovernmental Revenue	585	370	0	370
Misc Revenue	415,718	414,803	238,420	419,929
Grants	38,699	42,929	10,668	27,748
<b>Fund Total</b>	<b>541,460</b>	<b>536,643</b>	<b>320,617</b>	<b>523,312</b>

<b>Long Lake LMD</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	0	0	3,354	0
From Other Funds	0	298	298	0
Misc Revenue	170,995	165,350	100,283	169,550
<b>Fund Total</b>	<b>170,995</b>	<b>165,648</b>	<b>103,935</b>	<b>169,550</b>

Lake Lawrence LMD	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
From Other Funds	0	200	200	0
Misc Revenue	92,787	91,950	61,676	91,950
<b>Fund Total</b>	92,787	92,150	61,876	91,950

Construction in Progress	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	620,973	0	81,468	231,000
From Other Funds	1,555,573	1,651,172	864,172	1,100,000
Misc Revenue	11,476	0	4,087	0
Grants	3,974,150	11,920,900	2,959,655	1,909,055
<b>Fund Total</b>	6,162,172	13,572,072	3,909,382	3,240,055

Transportation Impact Fees	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	340,681	500,000	599,641	500,000
Misc Revenue	748	0	2,200	0
<b>Fund Total</b>	341,429	500,000	601,841	500,000

Parks Impact Fees	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	134,197	250,000	198,773	250,000
Misc Revenue	292	0	851	0
<b>Fund Total</b>	134,489	250,000	199,624	250,000

<b>Solid Waste M&amp;O</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	20,310,977	18,940,541	12,812,013	18,940,541
From Other Funds	2,148	2,811,855	25,944	2,492,444
Misc Revenue	43,430	25,503	30,832	25,503
Grants	185,261	0	121,885	209,829
<b>Fund Total</b>	<b>20,541,817</b>	<b>21,777,899</b>	<b>12,990,674</b>	<b>21,668,317</b>

<b>Solid Waste Reserve for Closure</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	947,788	866,248	2,105	846,864
Misc Revenue	4,801	0	0	0
<b>Fund Total</b>	<b>952,589</b>	<b>866,248</b>	<b>2,105</b>	<b>846,864</b>

<b>Boston Harbor Water/Sewer</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	356,880	383,565	202,517	383,565
From Other Funds	0	1,556	1,556	0
Misc Revenue	4,438	1,500	4,020	1,500
<b>Fund Total</b>	<b>361,318</b>	<b>386,621</b>	<b>208,093</b>	<b>385,065</b>

<b>Boston Harbor Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	5,000	20,006	6	20,000
Misc Revenue	2,071	5,000	1,261	2,000
<b>Fund Total</b>	<b>7,071</b>	<b>25,006</b>	<b>1,267</b>	<b>22,000</b>

<b>Tamoshan/Beverly Beach Sewer</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	153,094	164,050	89,517	164,050
From Other Funds	0	548	548	0
Misc Revenue	917	1,300	276	1,300
<b>Fund Total</b>	<b>154,011</b>	<b>165,898</b>	<b>90,341</b>	<b>165,350</b>

<b>Grand Mound Sewer</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	800,343	813,823	438,663	813,823
From Other Funds	0	1,510	1,510	0
Misc Revenue	65,130	32,540	39,795	32,540
<b>Fund Total</b>	<b>865,474</b>	<b>847,873</b>	<b>479,967</b>	<b>846,363</b>

<b>Grand Mound Water</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	518,703	574,912	308,615	574,912
From Other Funds	0	1,149	1,149	0
Misc Revenue	61,289	29,890	49,736	29,890
<b>Fund Total</b>	<b>579,992</b>	<b>605,951</b>	<b>359,501</b>	<b>604,802</b>



<b>Tamoshan Water/Sewer Collection</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	94,926	93,991	57,121	93,991
From Other Funds	0	319	319	0
Misc Revenue	1,314	1,000	354	1,000
<b>Fund Total</b>	<b>96,241</b>	<b>95,310</b>	<b>57,794</b>	<b>94,991</b>

<b>Olympic View Sewer</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	26,956	30,303	18,940	28,303
From Other Funds	0	55	55	0
Misc Revenue	340	1,000	225	500
<b>Fund Total</b>	<b>27,296</b>	<b>31,358</b>	<b>19,220</b>	<b>28,803</b>

<b>Tamoshan Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	51,485	20,429	429	20,000
Misc Revenue	65	150	24	150
<b>Fund Total</b>	<b>51,550</b>	<b>20,579</b>	<b>453</b>	<b>20,150</b>

<b>Grand Mound Wastewater Capital Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	2,841	60,123	123	60,000
Misc Revenue	2,178	2,400	1,287	2,400
<b>Fund Total</b>	<b>5,019</b>	<b>62,523</b>	<b>1,410</b>	<b>62,400</b>

<b>Grand Mound Water Capital Reserve</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	0	27,226	226	27,000
Misc Revenue	23,520	1,260	632	1,260
<b>Fund Total</b>	<b>23,520</b>	<b>28,486</b>	<b>858</b>	<b>28,260</b>

<b>Grand Mound Debt Service</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	539,800	849,100	0	808,900
<b>Fund Total</b>	<b>539,800</b>	<b>849,100</b>	<b>0</b>	<b>808,900</b>

## Roads & Transportation

<b>Programs:</b>		
<b>Program: R010, R012 &amp; R015 Administration</b>		
<b>Description:</b> This division provides overall management of the department, personnel, clerical, accounting and IT support.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	6,352,037	5,652,629
<b>Program: R141-R146 Construction in Progress (Fund 3010)</b>		
<b>Description:</b> The Roads Capital Construction Fund manages capital projects and supporting grants. All roads capital projects are represented in this fund and all phases of a project are reflected including right of way, survey, design, engineering and construction.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	14,205,551	3,318,861
<b>Program: R017, R052, R120, R124, R130 Engineering Services</b>		
<b>Description:</b> Design engineering, right of way, survey, emergency road repairs and construction inspection support. This is the operations side of projects that are not reflected in the capital budget.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	2,664,010	2,802,409

<b>Programs:</b>		
<b>Program: R121 Engineering Capital</b>		
<b>Description:</b> This program is for any capital projects done by the Public Works engineering team that do not pertain to any of the other department funds.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	32,508	0
<b>Program: R135, R150, R155, R160, R165, R170 - R175, R180, R200, R205, R210, R220, R230, R260 Roads Operations &amp; Transportation Impact Fees</b>		
<b>Description:</b> This program tracks maintenance of the county road system. Activities include the following: roadway, bridge and drainage maintenance; vegetation management; traffic operations; and emergency response.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	17,172,140	17,383,774
<b>Program: R252 Development Review</b>		
<b>Description:</b> Review and inspection to ensure that roads in new developments meet county standards.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	633,352	670,880
<b>Program: R122 Rural Community Support Program</b>		
<b>Description:</b> This program is for the de-federalized dollars that we spend for work done in cities and towns in Thurston County to get additional money on capital projects from the federal government.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	331,521	331,521
<b>Program: R802 – R806 Parks Maintenance &amp; Capital</b>		
<b>Description:</b> Maintenance and repair of park buildings, grounds, and equipment, as well as major maintenance program for park facilities and contracted services provided to Central Services and Stormwater.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,032,278	944,322
<b>Program: C500 &amp; C599 Noxious Weeds</b>		
<b>Description:</b> The Thurston County Noxious Weed Control Board carries out the mandates of the Washington State Noxious Weed Control Law, RCW 17.10. The Noxious Weed Control Program educates, consults with and provides services to landowners to protect and preserve lands from the degrading impact of exotic, invasive noxious weeds. It is funded primarily by an annual assessment on properties.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	585,301	585,301

## Solid Waste

<b>Programs:</b>		
<b>Program: W002-W003, W007-W009, W020, W057, W120 Solid Waste Administration (Fund 4030)</b>		
<b>Description:</b> These programs provide the majority of overhead, operating transfers, and some indirect costs to solid waste, such as engineering administration and insurance services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	2,863,266	2,878,548
<b>Program: W021 Solid Waste General Recycling Administration</b>		
<b>Description:</b> This program coordinates waste reduction and recycling activities throughout the county and with other departments and agencies including private companies, haulers and contract-service providers. The staff in this program participates in workshops through the Washington State Recycling Association and Department of Ecology, and attend various conferences.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	59,843	69,029
<b>Program: W050 Solid Waste Capital Facilities Projects</b>		
<b>Description:</b> This program provides for the construction activities as identified in the Capital Facilities Plan project. Costs include administration, design and engineering, outside professional assistance, and construction.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,207,757	2,019,023
<b>Program: W051 Comprehensive Plan</b>		
<b>Description:</b> This program currently covers the ongoing maintenance of the Solid Waste Comprehensive Plan.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	131,610	138,233
<b>Program: W052 Regional Solid Waste</b>		
<b>Description:</b> As with general recycling administration, this fund provides for the continued coordination with other jurisdictions, the solid waste coordinator, and participation in meetings and events.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	22,057	15,162
<b>Program: W053 Rates Review and Analysis</b>		
<b>Description:</b> Work associated with annual review of rates.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	4,155	4,211

<b>Programs:</b>		
<b>Program: W054 Household Curbside</b>		
<b>Description:</b> This program administers the countywide curbside recycling program for households. County responsibilities include promotion and public education, data collection and evaluation, and general oversight. The provision to provide for collection of recyclable materials from residences in rural and urban areas is mandated under RCW 70.95, Section 7(b) (i) and in our Solid Waste Management Plan.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	62,035	51,000
<b>Program: W055 Moderate Risk Waste</b>		
<b>Description:</b> This program includes Solid Waste staff time associated with general planning and information of hazardous waste not directly associated with the county's HazoHouse and WasteMobile collection programs. This includes policy or regulatory development that affects solid waste, such as disposal of fluorescent lights, home electronics and computer monitors, and latex and oil-based paint.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	6,000	6,000
<b>Program: W150 Waste and Recovery Center (WARC) Maintenance</b>		
<b>Description:</b> This program provides for ongoing maintenance of WARC buildings, roadways, minor equipment, and general operational tasks.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	364,472	341,937
<b>Program: W151 Dog Park Maintenance</b>		
<b>Description:</b> This program covers any costs associated with maintaining the dog park at the Thurston County Waste and Recovery Center.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	38,500	39,242
<b>Program: W175 Transfer Station Operations</b>		
<b>Description:</b> This program provides for the disposal and long-haul contract with Allied/Rabanco Disposal Company and the management of that contract.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	13,139,045	12,790,502
<b>Program: W177 Blue Box Program</b>		
<b>Description:</b> This program provides for the service of the existing drop box recycling locations and administration of the contract. Currently there are three sites, including the site at the WARC. These sites provide self-haul recycling opportunities for residents not participating in curbside collection or for those who have excess material.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	42,000	42,000

<b>Programs:</b>		
<b>Program: W178 Yard Debris Facility and Operations</b>		
<b>Description:</b> This program provides for the administration and operation of the county's yard waste collection facility located at the WARC. A private vendor operates the site.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,624,619	1,350,983
<b>Program: W179 Recycle Center Operations</b>		
<b>Description:</b> This program includes operation of the WARC recycling center operations, including contract administration, staffing of the facility, maintenance and hauling of material for processing.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	38,200	38,200
<b>Program: W200 WARC Tollhouse Operations</b>		
<b>Description:</b> This program provides for tollhouse activities at the WARC.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,250,739	1,202,740
<b>Program: W201 Rainier Tollhouse Operations</b>		
<b>Description:</b> This program provides for tollhouse activities and site maintenance at the Rainier drop box site.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	159,255	209,493
<b>Program: W202 Rochester Tollhouse Operations</b>		
<b>Description:</b> This program provides for tollhouse activities and site maintenance at the Rochester drop box site.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	225,295	246,235
<b>Program: W205 HazoHouse Moderate Risk Waste Collection Facility</b>		
<b>Description:</b> This program provides for the county's Household Moderate Risk Waste collection facility located at the WARC. HazoHouse accepts hazardous waste from residents and also small quantity generators (commercial establishments) that are conditionally exempt from hazardous waste regulations.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	469,626	460,091
<b>Program: W206 Mobile Hazardous Waste Program (The WasteMobile)</b>		
<b>Description:</b> The WasteMobile provides convenient collection of household hazardous waste to underserved portions of the county and provides an opportunity to distribute toxic waste reduction information and education.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	27,963	27,000

<b>Programs:</b>		
<b>Program: W250 Community Litter Program</b>		
<b>Description:</b> The Community Litter Program is a recommended program under Title 70 RCW: Public Health and Safety, Section 70.93.200. It is administered through the Solid Waste Division of the County Public Works Department.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	133,610	116,183
<b>Program: W302 Commercial Waste</b>		
<b>Description:</b> The Commercial Waste Assistance Program provides technical assistance to businesses interested in reducing waste and improving recycling including food waste recycling. Funds also provide for development and distribution of brochures and continued support of the built green efforts in Thurston County.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	110,501	107,260
<b>Program: W303 School Recycling</b>		
<b>Description:</b> The School Recycling Program provides outreach to schools, with presentations to classrooms, tours of the WARC, technical assistance and printing and distribution of the environmental education guide.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	144,440	128,258
<b>Program: W304 In-House Recycling</b>		
<b>Description:</b> The In-House Recycling Program provides for employee education, development of new policies and programs, and collection of recyclables within county facilities, including promotion of the county's Sustainability Policy, which includes a focus on less-toxic substances and environmentally responsible suppliers.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	118,202	112,000
<b>Program: W305 Solid Waste Public Outreach Program</b>		
<b>Description:</b> This program includes the publication of <i>Talkin' Trash</i> twice yearly, maintenance of the county's WasteLine, and other community activities such as outreach at the Thurston County Fair. Also included in this program are the development and distribution of various waste reduction/recycle brochures, DEX brown pages, and the <i>Waste-Not Guide</i> . The program also includes master recycler training and coordination and support for the county's reuse/resale web site: <a href="http://2good2toss.com">2good2toss.com</a> .		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	465,514	460,688
<b>Program: W308 &amp; W311 Solid Waste Organics Management</b>		
<b>Description:</b> The Organics Management Program provides outreach activities, training, workshops, bin sales and education campaigns to encourage organics management. It also includes activities such as Food to Flowers (school food waste composting project), and the development of a Food Waste Pilot Program.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	115,410	405,536

**Programs:****Program: W313 School Technical Assistance**

**Description:** This program is technical assistance on the actual collection and disposal of garbage to help schools reduce outgoing waste.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	164,236	119,614

**Program: Landfill Post-Closure Maintenance (Fund 4040)**

**Description:** Provides statutorily mandated reserve fund for 30-year maintenance following the date the landfill is closed and to accumulate reserves for anticipated expense, transfer station equipment replacement, and future construction.

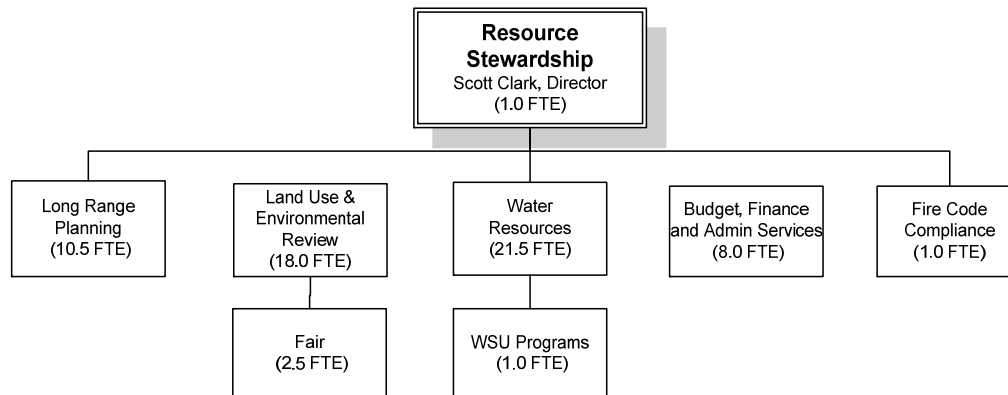
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	5,160,904	4,855,344

**Water and Sewer Utilities****Programs:****Program: Water and Sewer Utilities (Combined)**

**Description:** This program involves management of the Boston Harbor, Tamoshan/Beverly Beach, Olympic View and Grand Mound water and sewer utilities at the standards enforced by the Washington State Department of Health (for water) and the Washington State Department of Ecology (for sewer). The program also includes current capital projects and reserve funds for future capital projects in each utility.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	2,910,421	2,820,327



**Organization:****Mission:**

To enhance public health, safety, environmental protection and sustainable development, with an integrated community education and engagement process.

**2015 Goals:**

- Integrate the Department's objectives and business practices into the County's Strategic Plan.
- Perform LEAN review of the land use and permit application process in order to improve customer service, provide effective and efficient land use review, and comply with federal, state and local code and to reduce staff workloads to manageable levels.
- Develop quantifiable measures of performance and effectiveness for the land use and permitting section based on the outcomes of LEAN process review.
- Develop a fiscally sustainable plan that implements the vision of the Board and the community for the Thurston County Fairgrounds.
- Develop a sustainable plan for facilities to house the operations of the Washington State University Extension.
- Develop a robust internship program to train future planners and assist with reducing development code docket items.
- Provide leadership to ensure that the county remains compliant with its National Pollution Discharge Elimination System (NPDES) permit.
- Provide coordination and leadership to incorporate Low Impact Development (LID) standards into land use regulations, the development code, and road standards as required by the NPDES permit.

**2015 Challenges:**

**Land use and permitting:** Current work load exceeds staff capacity by 60 percent due to recessionary staff reductions and increasingly complex regulatory review requirements. Additionally, the upturn in the U.S. economy is driving the number of permit applications towards pre-recession levels. In order to address staff capacity issues, the Department will have to add current planning staff. Additionally, increasingly complex regulations suggest that the County needs to review and amend the development review processes, provide training to staff, and improve technologies where appropriate.

**Development Code:** Given the current backlog in open land use applications, there is no capacity to address development code docket items. Developing a robust internship program could allow the Department to process some of the less complex development code applications as well as provide a valuable educational experience to future planners and natural resource professionals.

**Thurston County Fairgrounds:** The sustainability of the Fair Fund operating under the current model is problematic. However, the improving U.S. economy along with the County's increased focus and promotion of the fairgrounds' rental facilities and fair events appear to have increased rentals and fair attendance. Increased attendance and vendor revenues have improved the Fair Fund's position and current projections suggest that the Fair will begin 2015 with a fund balance between zero and \$40,000. The County will seek funds to perform a comprehensive review and develop a plan for the fairgrounds long-term sustainability.

**Washington State University Extension Facilities:** The Washington State University (WSU) Extension is housed at the McLane facility. This location creates two challenges. The first challenge is funding the building reserve fund. WSU and the County operate the Extension through a Memorandum of Agreement (MOA) where both parties share costs. For the past two years, the indirect cost charged to County departments to fund and maintain facilities has exceeded WSU's and the County's general fund commitment to the Extension. As a result, the County reduced the building reserve fund charge in order to honor the MOA. The reduction allowed the Extension to continue programs vital to agriculture, nutrition, and food safety programs without interruption. This model is unsustainable as it does not invest in long-term facility maintenance and new facilities. The second challenge is the County's intent to sell the McLane facility in the near future and reinvest those funds in modernizing existing County facilities. Over the next 12 to 24 months, the WSU and the County will need to find a location that is fiscally sustainable for the Extension to operate from.

**Changes from 2014 Budget:**

Building Permit activity is recovering from the recession, resulting in stronger revenues and an increase in the division's fund balance. The Department estimates beginning 2015 with a fund balance of \$ 1,013,917. The fund balance provides the Department with a 2.5 month operating reserve as well as funds to hire 2.0 FTE. The addition of these positions should assist the Department in reducing permit backlogs, provide timely customer service and ensure a thorough review of development applications.

**Stormwater Utility Fund 4060**

In 2015, three notable program activities, begun in 2014, will continue to meet the additional requirements of the National Pollutant Discharge Elimination System (NPDES) permit. These activities include, drafting development codes that require the use of Low Impact Development practices, meeting the increased permit conditions for the new 2013-2018 NPDES Permit, and complying with the new permit condition for an expanded regulated boundary.

The work associated with changing the development codes includes a prescriptive process that identifies special interest groups, which must be included in the code revision process. In addition, the code revision work includes the updating the 2009 Drainage Manual. The codes' revision and outreach process will be completed by December 2016.

**Funds:**

The majority of the units making up Resource Stewardship operate as fee-based enterprise funds. Revenues are generated by service fees, including building and land use permits, and special revenue assessments. The WSU Extension program receives General Fund support.

**WSU Extension Fund 0010.** fund engages people, organizations and communities to advance knowledge, economic well-being and quality of life by fostering inquiry, learning, and the application of research.

**Thurston County Fair Fund 1030.** This is a special revenue fund which supports a five-day county fair and off-season events, facility rentals and an RV storage operation.

**Basin Planning and Enhancement Projects Fund 1780.** This is a special revenue fund established to account for grant activity related to water quality.

**Storm and Surface Water Utility Fund 4060.** This enterprise fund is supported by dedicated revenue assessment that enables storm water management and water quality improvements through programs such as the administration of the Drainage Design and Erosion Control Manual, education and outreach, water quality and quantity monitoring, facility inspection and maintenance, drainage infrastructure mapping and illicit discharge detection elimination and planning and coordinating compliance with the county's National Pollution Discharge Elimination System permit.

**Storm and Surface Water Capital Fund 4070.** This enterprise fund was established to support storm water capital facilities projects that provide local flood reduction, habitat and water quality improvement. Revenue is provided through operating transfers from the Storm and Surface Water Utility Fund.

**Land Use and Permitting Fund 4124.** This fund supports the review of land use proposals and building permit applications to ensure compliance with Thurston County Codes and operates as a fee-based enterprise fund with General Fund support for non-permit related technical assistance, Code Compliance, and administrative support for the Boundary Review Board and the Historic Commission.

## TOTAL EXPENDITURES &amp; FTEs BY DEPARTMENT

Resource Stewardship	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	55.25	54.25	54.25	52.7
<b>Expenditures</b>				
Personnel	4,513,673	4,696,468	3,043,595	5,140,798
Internal Services	2,958,805	3,377,903	1,585,235	3,271,447
Professional Services	798,431	1,695,820	670,746	1,225,290
Operating Costs	572,093	744,419	419,629	844,935
Debt Services	10,632	8,156	6,480	8,156
Capital Expenses	105,215	764,500	81,019	1,088,100
Transfers to Other County Funds	922,748	970,000	460,000	991,400
<b>Department Total</b>	9,881,595	12,257,266	6,266,704	12,570,126

Planning	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	9.00	9.50	9.50	10.80
<b>Expenditures</b>				
Personnel	929,270	780,012	500,185	1,046,101
Internal Services	147,574	166,934	99,047	161,073
Professional Services	384,226	758,751	49,500	576,712
Operating Costs	103,891	204,270	127,629	191,065
<b>Department Total</b>	1,564,961	1,909,967	776,361	1,974,951

**EXPENDITURES BY FUND**

<b>General Fund – WSU Extension</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	115,028	105,158	80,118	111,313
Internal Services	140,489	105,338	70,053	101,027
Professional Services	97,345	104,590	59,077	104,590
Operating Costs	21,524	25,360	10,721	26,798
Debt Services	3,325	3,032	2,477	3,032
<b><i>Fund Total</i></b>	<b>377,711</b>	<b>343,478</b>	<b>222,446</b>	<b>346,760</b>

<b>General Fund – Planning</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	929,270	760,012	500,185	1,046,101
Internal Services	147,574	166,934	99,047	161,073
Professional Services	384,226	758,751	49,500	576,712
Operating Costs	103,891	204,570	127,629	191,065
<b><i>Fund Total</i></b>	<b>1,564,961</b>	<b>1,909,967</b>	<b>776,361</b>	<b>1,974,951</b>

<b>Fair</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	170,627	220,596	148,816	229,322
Internal Services	175,813	132,809	95,448	126,938
Professional Services	63,883	140,400	47,453	62,100
Operating Costs	113,314	99,690	81,427	109,440
Capital Expenses	0	0	63,929	0
<b><i>Fund Total</i></b>	<b>523,637</b>	<b>593,495</b>	<b>437,072</b>	<b>527,800</b>

<b>Basin Planning &amp; Enhancement Projects</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	22,930	24,779	4,216	4,567
Internal Services	11,901	25,000	17,657	30,000
Professional Services	55,695	261,262	38,367	525,000
Operating Costs	180	5,200	375	0
Capital Expenses	0	400,000	0	950,000
<b><i>Fund Total</i></b>	<b>90,706</b>	<b>716,241</b>	<b>60,616</b>	<b>1,509,567</b>

<b>Storm &amp; Surface Water Utility</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	1,878,850	2,039,823	1,269,301	2,237,811
Internal Services	1,606,956	1,807,738	695,087	1,769,331
Professional Services	133,719	499,850	129,591	371,700
Operating Costs	364,518	495,243	244,720	610,018
Debt Services	24	15	10	15
Capital Expenses	93,852	55,000	14,181	13,100
Transfers to Other County Funds	922,748	970,000	460,000	991,400
<b><i>Fund Total</i></b>	<b>5,000,666</b>	<b>5,867,669</b>	<b>2,812,890</b>	<b>5,993,375</b>

<b>Storm &amp; Surface Water Capital</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	83,573	32,772	22,469	19,771
Internal Services	44,736	312,380	44,045	202,396
Professional Services	366,005	596,343	352,730	82,500
Operating Costs	79	450	175	500
Capital Expenses	11,363	304,500	2,909	125,000
<b><i>Fund Total</i></b>	<b>505,756</b>	<b>1,246,445</b>	<b>422,328</b>	<b>430,167</b>

<b>Land Use &amp; Permitting</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	2,242,664	2,273,340	1,518,676	2,538,014
Internal Services	978,909	994,638	662,946	1,041,755
Professional Services	81,785	93,375	43,526	79,400
Operating Costs	72,479	118,476	82,212	98,179
Debt Services	7,283	5,109	3,992	5,109
Capital Expenses	0	5,000	0	0
<b><i>Fund Total</i></b>	<b>3,383,118</b>	<b>3,489,938</b>	<b>2,311,352</b>	<b>3,762,457</b>



**TOTAL REVENUE**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
General Fund – WSU Extension	151,921	155,008	59,289	158,290
Fair	551,191	569,535	479,331	505,100
Basin Planning & Enhancement Projects	91,081	716,453	41,607	1,509,567
Storm & Surface Water Utility	5,147,608	5,540,140	5,362,929	5,958,626
Storm & Surface Water Capital	932,551	1,316,062	609,221	998,900
Land Use & Permitting	3,958,994	3,619,923	2,710,114	3,738,481
<b>Department Total</b>	10,833,345	11,917,121	9,262,491	12,868,964

**TOTAL REVENUE**

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
General Fund – Planning	691,389	1,194,832	311,200	1,249,140
<b>Department Total</b>	691,389	1,194,832	311,200	1,249,140

**REVENUE BY FUND**

General Fund – WSU Extension	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	148,745	147,008	58,572	150,290
Misc Revenue	3,176	8,000	717	8,000
<b>Fund Total</b>	151,921	155,008	59,289	158,290

<b>General Fund – Planning</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	11,782	28,870	26,371	87,900
Grants	679,607	1,165,962	284,830	1,161,240
<b>Fund Total</b>	<b>691,389</b>	<b>1,194,832</b>	<b>311,200</b>	<b>1,249,140</b>

<b>Fair</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
General Fund Contribution	76,967	105,000	105,000	105,000
Fees and Licenses	110,574	113,000	113,740	113,000
From Other Funds	25,000	3,124	3,124	0
Intergovernmental Revenue	38,577	35,000	41,668	35,000
Misc Revenue	300,073	273,800	215,799	252,100
Grants	0	39,611	0	0
<b>Fund Total</b>	<b>551,191</b>	<b>569,535</b>	<b>479,331</b>	<b>505,100</b>

<b>Basin Planning &amp; Enhancement Projects</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	0	212	212	0
Misc Revenue	7,876	0	71	0
Grants	83,205	716,241	41,324	1,509,567
<b>Fund Total</b>	<b>91,081</b>	<b>716,453</b>	<b>41,607</b>	<b>1,509,567</b>

<b>Storm &amp; Surface Water Utility</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	121,003	61,000	9,711	55,000
From Other Funds	0	15,311	15,311	0
Misc Revenue	4,993,042	5,413,829	5,316,033	5,903,626
Grants	33,563	50,000	21,874	0
<b>Fund Total</b>	<b>5,147,608</b>	<b>5,540,140</b>	<b>5,362,929</b>	<b>5,958,626</b>

<b>Storm &amp; Surface Water Capital</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	920,000	970,663	460,663	991,400
Misc Revenue	7,726	7,500	5,931	7,500
Grants	4,824	337,899	142,627	0
<b>Fund Total</b>	<b>932,551</b>	<b>1,316,062</b>	<b>609,221</b>	<b>998,900</b>

<b>Land Use &amp; Permitting</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
General Fund Contribution	986,681	852,681	426,342	824,536
Fees and Licenses	2,967,232	2,733,200	2,249,646	2,881,600
From Other Funds	0	30,542	30,542	28,145
Misc Revenue	5,081	3,500	3,584	4,200
<b>Fund Total</b>	<b>3,958,994</b>	<b>3,619,923</b>	<b>2,710,114</b>	<b>3,738,481</b>

**Washington State University (WSU) Extension**

<b>Programs:</b>		
<b>Program: B500 WSU Extension – Administration</b>		
<b>Description:</b> Administrative operating expenses include: county-owned facility rent, utilities, internal service costs, county vehicle, insurance, supplies, leased copy equipment, administrative supervisor position (0.50 FTE) and a portion of the director's salary (0.50 FTE), which provides administrative support and oversight to all programs and services.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	147,762	145,485
<b>Program: B520 4-H</b>		
<b>Description:</b> 4-H Youth Development provides hands-on teaching, leadership development and outreach to youth, grades K-12 in many subject areas. The 4-H Adventure Program creates problem-solving activities that build cohesive, effective teams and assists in improving skills such as communication, critical thinking, and trust building within those teams.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	47,190	47,190
<b>Program: B540 Master Gardener</b>		
<b>Description:</b> The Master Gardener and Master Composter Programs provide a wide array of formal and informal education opportunities for the public. Full training courses in gardening and composting are offered annually. After intensive training, gardening and composting volunteers fulfill sixty and forty hours of volunteer work, respectively, at the Master Gardener demonstration gardens, diagnostic clinics and workshops. These are regularly staffed with volunteers who answer questions on soils, plants, insects, composting and gardening techniques. Clinics are located at Olympia Farmers Market and the WSU Extension office.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	87,731	93,290
<b>Program: B542 Master Gardener - Annual Training Program</b>		
<b>Description:</b> The Master Gardener/Master Composter training courses are provided annually. Revenue covers expenses for training local community members to become official Master Gardeners or Master Composters by WSU standard practices. Any revenue collected beyond training expenses is returned to support the program, demonstration gardens and clinics.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	11,795	11,795

**Programs:****Program: B565 Native Plant Salvage**

**Description:** The Native Plant Salvage Project helps protect water quality and wildlife habitat through action-based educational activities. Volunteer opportunities include rescuing plants from areas slated for new development, streamside vegetation projects, installing and maintaining learning landscapes at area schools, fundraising and assisting with public workshops on plant identification, naturescaping and propagation. WSU Extension's Native Plant Salvage and Water Resources/Environmental Education program is fully funded by fees, grants or WSU sources in order to provide programs and services to county residents.

Budget:	2014 Budget	2015 Preliminary
Expenditures	30,000	30,000

**Program: B580 Food Safety**

**Description:** The WSU Extension Food Safety and Nutrition Program provides information on nutrition, healthy food choices, safe food handling and storage, preventing food borne illnesses, hand washing and assisting low-income residents with food budget-stretching ideas. Training for Public Health's Food and Beverage Worker permits is overseen by the WSU Thurston County faculty. Additional funds are provided as a small contribution in support of the WSU Food Safety faculty member's salary.

Budget:	2014 Budget	2015 Preliminary
Expenditures	19,000	19,000

**Thurston County Fair****Programs:****Program: Annual Fair**

**Description:** Annual agricultural county fair as per RCW 36.37.010.

Budget:	2014 Budget	2015 Preliminary
Expenditures	449,411	383,877

**Program: Non-fair Activities**

**Description:** Off-season activities including facility rentals, storage, camping, and off-season events.

Budget:	2014 Budget	2015 Preliminary
Expenditures	144,084	143,923

## Lake Management Districts

<b>Programs:</b>		
<b>Program: W435 &amp; W439 Basin Planning and Enhancement (Fund 1780)</b>		
<b>Description:</b> Water Resources staff will use a \$1.8 million Department of Ecology grant to develop an in lieu fee program and purchase and permanently protect land containing wetland habitat in the Deschutes River watershed. Other grants will help fund efforts to implement the Black Lake Integrated Aquatic Vegetation Management Plan.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	716,241	1,509,567

## Stormwater & Surface Water Utilities

<b>Programs:</b>		
<b>Program: W600 Stormwater Public Information &amp; Education (Fund 4060)</b>		
<b>Description:</b> Education and outreach services include focused programs for youth and adults. Youth programs include school programs and field activities to restore sites and monitor for macro invertebrates (Stream Team). Adult outreach programs include partnerships with WSU Extension, Chehalis River Partnership, and the Nisqually River Council and other county departments such as Public Health - Environmental Health division.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	325,558	408,200
<b>Program: W601 &amp; W607 Stormwater Planning, Policy &amp; Compliance</b>		
<b>Description:</b> This program coordinates all county actions toward compliance with the National Pollution Discharge Elimination System (NPDES) Phase II Stormwater Permit and the planning activities for resource preservation and protection. The Thurston County Drainage Design and Erosion Control Manual is administered under these activities.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	597,343	570,536
<b>Program: W602 &amp; W604 Stormwater Monitoring</b>		
<b>Description:</b> This program includes monitoring ground water elevations in flood-prone areas, stream flow stations for flood-prone streams, and precipitation gages throughout the county. Additionally, the program provides contracted services to the cities of Olympia, Lacey and Tumwater. The program also provides ambient water quality data.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	682,708	659,441

**Programs:****Program: W603 & W608 Stormwater Infrastructure Management**

**Description:** This program involves inspecting and maintaining public facilities, ensuring that private facilities are inspected and maintained, collecting data to manage county-owned assets, and developing a map of the county's storm water infrastructure. The program also provides technical assistance for ratepayers.

Budget:	2014 Budget	2015 Preliminary
Expenditures	1,682,491	1,678,456

**Program: W605-W606, W634 Stormwater Utility Administration**

**Description:** Utility administration provides staff management, develops program priorities, implements fiscal controls, and develops data for the customer billing system and the NPDES compliance tracking system.

Budget:	2014 Budget	2015 Preliminary
Expenditures	2,503,589	2,589,740

**Program: W609 Illicit Discharge Detection Elimination**

**Description:** The illicit discharge detection elimination program involves inspecting and investigating any unauthorized discharges or connections to the storm water systems, and taking appropriate corrective action which may range from awareness education to enforcement.

Budget:	2014 Budget	2015 Preliminary
Expenditures	75,980	87,002

**Stormwater Capital Facilities****Programs:****Program: Stormwater Capital Facilities Program (Fund 4070)**

**Description:** This program focuses on retrofitting, replacing, or installing new infrastructure. In many cases, the program installs new or additional drainage infrastructure in subdivisions that were built before storm water standards were adopted.

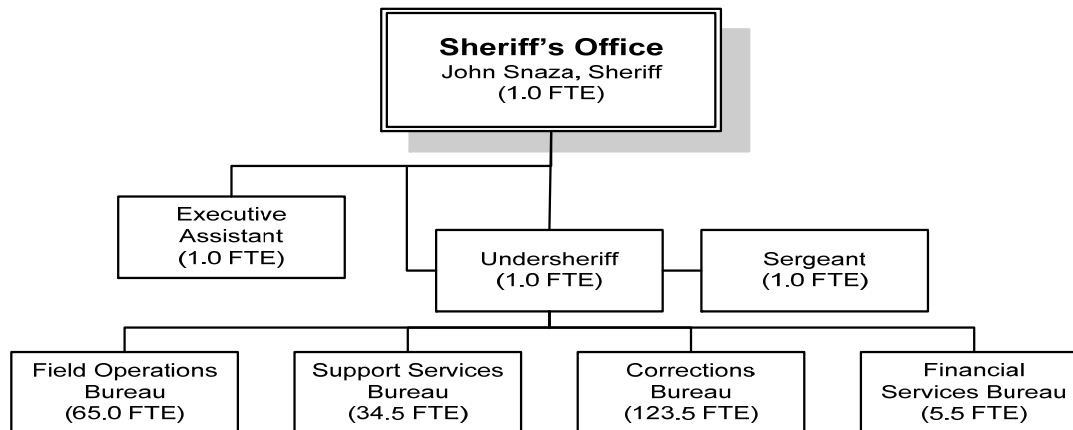
Budget:	2014 Budget	2015 Preliminary
Expenditures	1,246,445	430,167

## Land Use & Permitting

<b>Programs:</b>		
<b>Program: C230 &amp; C233 Administrative Services</b>		
<b>Description:</b> The Administrative Services division provides support to all divisions of Resource Stewardship. Within this section, accounting support (daily cash deposits and accounts receivable and payable, payroll, and budget) and IT support is provided to all Amanda users.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	479,671	680,284
<b>Program: C235 Permit Assistance Center</b>		
<b>Description:</b> The Permit Assistance Center provides one-stop assistance to citizens, contractors, and property owners seeking property information, permits and authorizations to develop land and coordinate projects that require intradepartmental review.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	534,249	459,897
<b>Program: C245 Planning &amp; Environmental Services</b>		
<b>Description:</b> The Planning and Environmental Review division reviews proposed land-use actions for their consistency with the Thurston County Comprehensive Plan and related zoning and development standards.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,123,219	1,152,735
<b>Program: C247 Hearings Examiner</b>		
<b>Description:</b> This program is contracted out and issues decisions on land use proposals, oversees the public hearing process and hears appeals of administrative decisions.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	50,000	50,000
<b>Program: C250 Solid Waste Compliance</b>		
<b>Description:</b> The Compliance Unit investigates complaints related to building without permits, critical areas and zoning violations, grading violations, and junk vehicle complaints.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	262,059	280,480
<b>Program: C255 Building Inspections</b>		
<b>Description:</b> The Building and Fire Safety Division inspects all new construction within unincorporated Thurston County for compliance with building and fire codes.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	433,753	397,088



<b>Programs:</b>		
<b>Program: C260 &amp; C233 Building Plan Review</b>		
<b>Description:</b> The Building and Fire Safety division reviews building plans for all new construction within unincorporated Thurston County for compliance with building, flood and fire codes.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	395,990	526,964
<b>Program: C270 Fire Code Inspections</b>		
<b>Description:</b> The Fire Code Inspection division reviews building plans and inspects all non-residential new construction within unincorporated Thurston County for compliance with state and local fire codes. This division conducts regular inspections on all non-residential structures for compliance with state and local fire codes.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	166,945	171,113
<b>Program: C282 Boundary Review Board</b>		
<b>Description:</b> Land Use and Permitting provides staff support for this voluntary board, which reviews annexation proposals and issues recommendations on these proposals.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	12,598	11,915
<b>Program: C283 Historic Commission</b>		
<b>Description:</b> Administrative staff provides support for activities related to the conservation, preservation and support of historical locations within Thurston County and assists the citizen commission with projects related to conservation and preservation of historic sites within rural Thurston County.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	31,454	31,981

**Organization:****Mission:**

In partnership with our citizens, we are committed to protecting life, property and individual rights while providing professional and ethical service to our community.

**Purpose:**

The Sheriff's Office provides Emergency Response and law enforcement in unincorporated Thurston County and operates the Adult Corrections Facility, providing detention for pre-trial and convicted individuals and offers alternative programs that afford offenders opportunities for successful reintegration into the community.

**2015 Goals:**

- Work to improve/increase statewide standards for the field of Corrections
- Successful transition and operation of the new jail
- Reduction in response time for priority 1 and 2 calls for service
- Continue to work with other agencies to combine resources to investigate local crime within cities and unincorporated Thurston County
- Continue to work with schools to provide safety for youth

**2015 Challenges:**

- Develop service reduction plans within the Sheriff's Operations
- Find new ways to maintain or enhance technology within the Sheriff's Office
- Work with county law and justice partners to stabilize the inmate population within the Correction Facility
- Develop plans to deal with reduced budgets in Corrections and Operations

**Funds:**

The Sheriff's Office operates primarily from the General Fund. It also uses the following special revenue funds for specific purposes.

**Special Programs Fund 1440.** This fund was established to record vessel registration fees received from the state to support the boating enforcement program and any grants received for boating safety.

**Prisoners Concession Fund 1450.** This fund was established to contribute to the projects, activities and well-being of inmates and their environment by using the revenue from the sale of inmate commissary and telephone commissions.

**24/7 Sobriety Program Fund 1460.** This fund was established to record fees received for the 24/7 Sobriety Program (RCW 36.28A.300). Fees are to be used to cover the recurring costs of the 24/7 Sobriety Program, including maintaining equipment, funding support services, and ensuring compliance.

## TOTAL EXPENDITURES &amp; FTEs BY DEPARTMENT

<b>Sheriff</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>FTEs</b>	105.00	107.00	107.00	107.00
<b>Expenditures</b>				
Personnel	12,385,498	11,989,081	8,102,438	12,054,992
Internal Services	3,260,942	3,532,556	2,349,559	3,536,572
Professional Services	81,430	87,776	28,912	47,230
Operating Costs	641,072	529,108	293,090	536,438
Debt Services	11,472	11,584	9,560	11,946
Capital Expenses	34,470	5,000	30,711	5,000
<b>Department Total</b>	<b>16,414,884</b>	<b>16,155,105</b>	<b>10,814,271</b>	<b>16,192,178</b>

<b>Corrections</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>FTEs</b>	125.00	120.00	120.00	120.00
<b>Expenditures</b>				
Personnel	11,631,184	12,422,403	8,005,410	12,545,050
Internal Services	2,335,689	2,605,336	1,737,078	2,477,648
Professional Services	2,483,336	2,427,994	1,463,542	2,425,036
Operating Costs	1,073,752	758,396	600,283	766,395
Debt Services	16,141	11,380	14,165	11,380
Capital Expenses	8,600	0	0	0
<b>Department Total</b>	<b>17,548,702</b>	<b>18,225,509</b>	<b>11,820,478</b>	<b>18,225,509</b>

**EXPENDITURES BY FUND**

<b>Sheriff – General Fund</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	12,349,622	11,954,035	8,068,907	12,019,226
Internal Services	3,258,083	3,530,725	2,348,339	3,535,461
Professional Services	81,430	87,776	28,912	47,230
Operating Costs	640,279	529,108	289,049	536,438
Debt Services	11,472	11,584	9,560	11,946
Capital Expenses	34,470	5,000	30,711	5,000
<b><i>Fund Total</i></b>	<b>16,375,357</b>	<b>16,118,228</b>	<b>10,775,479</b>	<b>16,155,301</b>

<b>Sheriff – Special Programs</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	35,876	35,046	33,531	35,766
Internal Services	2,859	1,831	1,221	1,111
Operating Costs	793	0	4,041	0
<b><i>Fund Total</i></b>	<b>39,528</b>	<b>36,877</b>	<b>38,792</b>	<b>36,877</b>

<b>Corrections – General Fund</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	11,470,801	12,234,595	7,901,543	12,365,234
Internal Services	2,323,826	2,593,987	1,729,512	2,466,306
Professional Services	2,314,853	2,249,340	1,340,198	2,246,382
Operating Costs	1,053,286	736,161	583,829	736,161
Debt Services	16,141	11,380	14,165	11,380
Capital Expenses	8,600	0	0	0
<b><i>Fund Total</i></b>	<b>17,187,507</b>	<b>17,825,463</b>	<b>11,569,247</b>	<b>17,825,463</b>

<b>Corrections – Prisoners’ Concessions</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	160,383	172,808	103,867	164,816
Internal Services	11,863	11,349	7,566	11,342
Professional Services	168,482	168,654	123,343	168,654
Operating Costs	20,466	22,235	16,455	30,234
<b><i>Fund Total</i></b>	<b>361,194</b>	<b>375,046</b>	<b>251,231</b>	<b>375,046</b>

<b>24/7 Sobriety Program</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	0	15,000	0	15,000
Professional Services	0	10,000	0	10,000
<b><i>Fund Total</i></b>	<b>0</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>

## TOTAL REVENUE

Sheriff	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
General Fund	1,059,969	989,538	704,730	1,038,611
Special Programs	82,054	63,692	63,181	63,389
<b>Department Total</b>	1,142,024	1,053,230	767,911	1,102,000

Corrections	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
General Fund	2,029,127	2,343,778	1,241,656	2,283,778
Prisoner's Concessions	335,218	361,391	210,900	359,400
24/7 Sobriety	0	25,000	131	25,000
<b>Department Total</b>	2,364,345	2,730,169	1,452,686	2,668,178

## REVENUE BY FUND

Sheriff – General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	650,169	767,828	484,355	780,928
Misc Revenue	194,213	8,400	97,274	181,667
Grants	215,587	213,310	123,101	76,016
<b>Fund Total</b>	1,059,969	989,538	704,730	1,038,611

Sheriff – Special Programs	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
From Other Funds	0	303	303	0
Intergovernmental Revenue	80,468	61,789	61,789	61,789
Misc Revenue	1,587	1,600	1,090	1,600

<b>Fund Total</b>	82,054	63,692	63,181	63,389
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<b>Corrections – General Fund</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	402,901	451,400	298,918	391,400
From Other Funds	1,577,879	1,891,678	942,363	1,891,678
Misc Revenue	3,481	700	374	700
Grants	44,867	0	0	0
<b>Fund Total</b>	<b>2,029,127</b>	<b>2,343,778</b>	<b>1,241,656</b>	<b>2,283,778</b>

<b>Corrections – Prisoners' Concessions</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	200,128	204,900	143,543	214,900
From Other Funds	0	1,991	1,991	0
Misc Revenue	135,090	154,500	65,366	144,500
<b>Fund Total</b>	<b>335,218</b>	<b>361,391</b>	<b>210,900</b>	<b>359,400</b>

<b>24/7 Sobriety</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Fees and Licenses	0	25,000	131	25,000
<b>Fund Total</b>	<b>0</b>	<b>25,000</b>	<b>131</b>	<b>25,000</b>



## Sheriff

<b>Program: B100 Operations – Administration</b>		
<b>Description:</b> Provides overall administrative support for the Sheriff's Office, including the budget, labor relations and policy development.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	660,851	669,973
<b>Program: B101 Operations – Accounting Services</b>		
<b>Description:</b> Provides accounting services for all fiscal aspects of the office. Responsible for budget development, all office revenue and expenditure tracking, the Telestaff scheduling program, inmate medical and all other duties associated with accounting and budgeting within the office.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Adopted</b>
<b>Expenditures</b>	369,141	369,141
<b>Program: B102 Operations – Special Operations</b>		
<b>Description:</b> Specialty teams (SWAT, Riot and Dive Teams) are necessary to respond efficiently and effectively to special situations that may arise. Without these teams, needed responses would be greatly delayed and could cause needless injury or loss of life to a member of the agency and/or to county citizens.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Adopted</b>
<b>Expenditures</b>	74,519	74,519
<b>Program: B105 Operations – Investigation</b>		
<b>Description:</b> The Investigation Unit conducts follow-up investigations on felony crimes that require additional time and/or expertise above what can be offered by a first responding Patrol Deputy. Crimes include, but are not limited to: homicide, assault, sex offenses, arson, kidnapping, fraud/forgery, computer crimes, burglary and auto theft. The Sex Offender Unit monitors all registered sex offenders within Thurston County, investigates sex offenders that fail to register, verifies residency of sex offenders and performs several other tasks associated with sex offender registration. The Evidence Unit collects, processes and preserves evidence associated with criminal activity. This includes processing crime scene evidence and working with the Washington State Crime Lab.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	2,088,756	1,906,401
<b>Program: B110 Operations – Patrol</b>		
<b>Description:</b> Uniformed personnel provide 24 hour a day 7 days a week response to emergency and non-emergency calls for service, conducts initial crime scene investigations, investigates traffic collisions, provides traffic enforcement, and responds to and resolves civil complaints. The Sheriff's Office currently maintains four substations within Thurston County, one each in the Rochester, Yelm, Amtrak and Martin Way areas.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	6,941,087	7,032,345
<b>Program: B111 Operations – Boat Patrol</b>		
<b>Description:</b> Patrols Thurston County waterways, educates the public on safe boating and enforces boating laws.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	20,772	20,772

<b>Program: B113 Traffic Unit – Grants</b>		
<b>Description:</b> Thurston County Sheriff's Office receives many grants from the Washington Traffic Safety Commission which help maintain public safety. <b>Note: There were no grant awards identified for 2015 when this document was published.</b>		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	27,126	0
<b>Program: B114 Operations – Drug Unit</b>		
<b>Description:</b> Works with the Thurston County Narcotics Task Force to interdict narcotic dealers and supplies at the mid and upper level.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	408,049	421,385
<b>Program: B121 Operations – Staff Services</b>		
<b>Description:</b> The Staff Services Unit is responsible for ordering supplies, all inter-fund accounts, collective bargaining unit required purchases and additional staff support for operation of the office. The Civil Unit receives, processes and serves all manner of civil service matters. The Front Desk Unit handles complaints, receives and processes applications for concealed weapon permits and gun transfers, answers phones and performs a multitude of other assigned duties. The Warrants Unit receives, processes and enters warrants into state and national databases and arranges all warrant extraditions.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,403,690	1,420,854
<b>Program: B125 Operations – Records</b>		
<b>Description:</b> Receives, reviews, processes and stores all records associated with the Sheriff's Office.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	235,098	243,739
<b>Program: B131 Operations – Canine Unit</b>		
<b>Description:</b> Responds to incidents where a K-9 application is necessary to apprehend wanted subjects, locate missing people or articles of evidence, provides public demonstration on the unit's capabilities, and provides care and custody of K-9's.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	381,806	483,974
<b>Program: B132 Interfund</b>		
<b>Description:</b> Payments made to interfund costs.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	3,507,333	3,512,198

**Program: B100 & B111 Special Programs – Boat Patrol (Fund 1440)**

**Description:** This fund (Fund 1440) is used to record vessel registration fees received from the state and supports the boating enforcement program.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Adopted</b>
<b>Expenditures</b>	36,877	36,877

## Corrections

<b>Programs:</b>		
<b>Program: B200 Corrections – Administration</b>		
<b>Description:</b> Develops policies and procedures for the Corrections Bureau, oversees the Accountability and Restitution Center (ARC) planning process; recruits, hires and trains new staff; and provides budget oversight and overall administration of the Corrections Bureau.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	797,351	894,081
<b>Program: B201 Corrections – Inmate Medical Services</b>		
<b>Description:</b> Provides medical and dental health services within the facility and transports inmates to outside medical appointments when necessary.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,280,747	1,280,747
<b>Program: B203 Corrections – Main Facility</b>		
<b>Description:</b> Provides custody and security for incarcerated adult prisoners in a humane fashion while providing a secure facility for staff, provides a variety of inmate services and programs, such as the Chemical Dependency Program, Domestic Violence Offender Program, Educational, Vocational and others.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	9,078,256	8,887,984
<b>Program: B205 Corrections – Facilities</b>		
<b>Description:</b> Funding for repairs, replacement and maintenance Corrections Bureau facilities.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	2,556,857	2,427,849
<b>Program: B206 Corrections – Options</b>		
<b>Description:</b> Monitors those inmates court ordered, and appropriate for, alternative jail programs such as electronic home monitoring (EHM), work release (WR), day jail (DJ) and day reporting (DR).		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,539,226	1,554,850
<b>Program: B207 Corrections – Court</b>		
<b>Description:</b> Provides safe and secure movement of prisoners from the jail to the courts, as well as security for the courts during trials.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	861,328	1,068,254

**Programs:****Program: B209 Corrections – Jail Kitchen****Description:** Provides all meals for jail inmates and the juvenile detention facility.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	690,100	690,100

**Program: B101, B200, B211 – B212, B216 Prisoners' Concession, Inmate Medical, Administration & DUI Programs, Mental Health (Funds 0010 & 1450)****Description:** This fund was established to help contribute to the projects/activities and well-being of inmates and their environment by using revenue from the sale of inmate commissary and inmate telephone commissions.

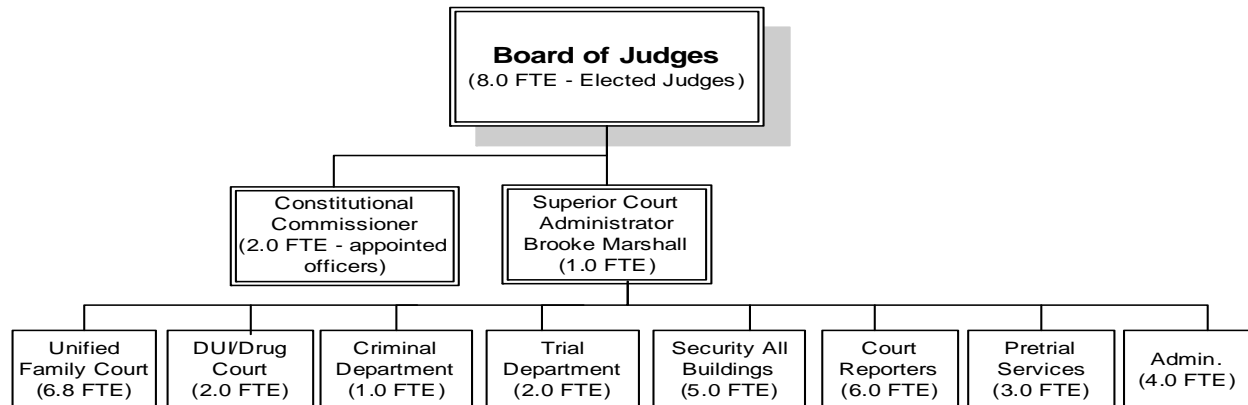
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	858,211	861,813

**Program: B215 Treatment Sales Tax****Description:** Improves the quality of life for county residents and decreases the criminal justice system costs by reducing negative outcomes associated with substance abuse and untreated mental illness. Provides service to include re-entry and transition services for incarcerated people who are mentally ill and have chemical dependency issues.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	538,433	534,831

**Program: B110 Special Programs – 24/7 Sobriety Program (Fund 1460)****Description:** This fund (Fund 1460) was established to record fees received for the 24/7 Sobriety Program (RCW 36.28A.300). Fees are to be used to cover the recurring costs of the 24/7 Sobriety Program, including maintaining equipment, funding support services, and ensuring compliance.

<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Adopted</b>
<b>Expenditures</b>	25,000	25,000

**Organization:**

Note: ½ of judicial salaries and all benefits are paid by the State of Washington

**Mission and Purpose:**

To serve the public through the prompt resolution of civil and criminal cases in a manner that ensures access and fair treatment.

Thurston County Superior Court is a court where all can safely and easily access the court, its programs and services, and have an opportunity to be heard. Through well-trained judicial officers and court staff, the court uses innovative techniques and manages public resources responsibly. The court seeks community input to ensure public confidence in the judiciary and to reflect the diverse community needs.

**2015 Goals:**

- Work with County officials, other interested parties and the public to develop next steps, based on the report from Thomas Architecture Studio, for the construction of a non-obsolete and appropriate justice facility.
- Until a courthouse facility with appropriate integrated security is completed, work with county officials to improve the safety of county staff and the public by prioritizing and seeking funding for physical improvements and staffing adjustments.
- Fully develop and implement changes to organizational structure to ensure that all functions and staff are appropriately supported, supervised, and accountable.

- With other criminal justice partners, continue to develop the priorities, location, staffing level, supervision, and best practices for the Pretrial Services Unit.
- Continue to serve as a pilot county for the new statewide Superior Court Case Management System, complete training of all staff, and begin implementing the new Case Management System in June, 2015.
- Continue to implement transition of many criminal court sessions involving in-custody defendants to video appearances and electronic documents.

### **2015 Challenges:**

- A recent professional architectural review found that the current Superior Court facility at Building 2 is inadequate, and that very serious security needs cannot be addressed, even with costly remodeling of the existing facility. Specifically, the existing space is insufficient for staff work areas, conference space, attorney meeting rooms, jury rooms, and courtrooms; there is no dedicated jury orientation room; many areas in Building 2 are not ADA compliant; the entry is inadequate for security screening and directing the public; and scheduling courtrooms and other spaces with competing needs (including the use of a courtroom by district court) utilizes a very limited staff resource. Superior Court will continue to work with county officials and others to stress the need to plan for, seek funding, and build an appropriate courthouse facility.
- Many years of budget cuts have severely impacted the organizational structure of Superior Court. Almost all staff currently reports to one supervisor, and that has resulted in a lack of supervision, support, training, and accountability. In order to improve the basic services the court must provide, adequate organizational structure will be a priority, and non-mandatory functions must be funded by other sources.
- Especially with the implementation of the new Case Management System and the transition to electronic courtroom documents and video proceedings, the IT needs of Superior Court are dramatically increasing. The court has no IT staff, and the lack of IT staff dedicated to the needs of the court is already impacting the court daily. This dramatic increase in need and impact will continue until resolved.

### **Funds:**

The Superior Court operates primarily within the General Fund. However, it also uses two additional funds.

**Family Court Fund 1080.** Revenue for this fund comes from the \$15 marriage license surcharge and is split with the Clerk's Office. Per statute, these funds pay for professional services for children and families.

**Law Library Fund 1040.** Funded by a portion of the civil case filing fees, this fund pays for library subscriptions for the county law library. This is a statutory requirement; however, we are exploring moving to electronic library resources as current space for the books is not sufficient.

## TOTAL EXPENDITURES &amp; FTEs BY DEPARTMENT

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	42.80	40.80	40.80	40.80
<b>Expenditures</b>				
Personnel	3,554,823	3,653,013	2,247,011	3,679,213
Internal Services	917,625	1,009,068	671,156	991,288
Professional Services	851,282	858,305	313,488	875,507
Operating Costs	356,014	364,679	143,070	344,957
Debt Services	9,348	13,823	4,819	7,923
<b>Department Total</b>	5,689,092	5,898,888	3,379,544	5,898,888

## EXPENDITURES BY FUND

General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Personnel	3,553,655	3,639,683	2,246,404	3,678,088
Internal Services	904,372	996,820	662,991	978,948
Professional Services	845,282	818,305	292,388	823,352
Operating Costs	272,588	274,679	121,1462	254,999
Debt Services	9,348	13,823	4,819	7,923
<b>Fund Total</b>	5,585,245	5,743,310	3,327,748	5,743,310



<b>Law Library</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	1,160	1,125	607	1,125
Internal Services	12,649	11,932	7,955	11,974
Operating Costs	83,426	90,000	21,924	89,958
<b><i>Fund Total</i></b>	<b>97,235</b>	<b>103,057</b>	<b>30,485</b>	<b>103,057</b>

<b>Family Court Services</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	8	12,205	0	0
Internal Services	604	316	211	366
Professional Services	6,000	40,000	21,101	52,155
<b><i>Fund Total</i></b>	<b>6,612</b>	<b>52,521</b>	<b>21,311</b>	<b>52,521</b>

**TOTAL REVENUE**

	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Revenue</i></b>				
General Fund	1,599,496	1,559,581	453,786	1,559,581
Law Library	98,056	107,000	67,830	107,000
Family Court Services	33,353	27,149	28,367	27,000
<b><i>Department Total</i></b>	<b>1,730,905</b>	<b>1,693,730</b>	<b>549,984</b>	<b>1,693,581</b>

## REVENUE BY FUND

General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	124,377	110,000	91,506	110,000
From Other Funds	549,313	919,195	248,877	919,195
Misc Revenue	0	0	250	0
Grants	925,806	530,386	113,153	530,386
<b>Fund Total</b>	1,599,496	1,559,581	453,786	1,559,581

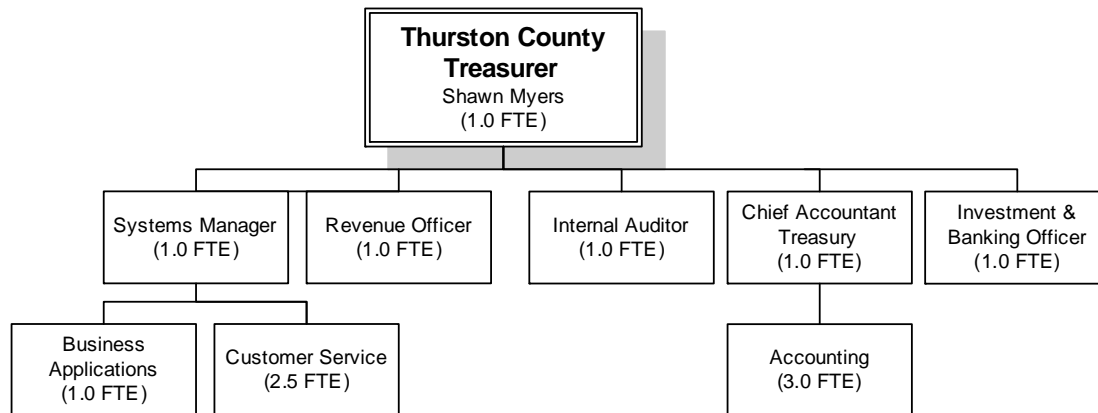
Law Library	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	98,056	107,000	67,830	107,000
<b>Fund Total</b>	98,056	107,000	67,830	107,000

Family Court Services	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	32,816	27,000	27,825	27,000
From Other Funds	0	149	149	0
Misc Revenue	538	0	394	0
<b>Fund Total</b>	33,353	27,149	28,367	27,000

<b>Programs:</b>		
<b>Program: A600 Jury</b>		
<b>Description:</b> Summons, processes and manages jurors for trials in the superior, district and Olympia Municipal courts. Processes jury fees for superior and municipal courts.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	340,943	343,120
<b>Program: A610 Family Juvenile Court</b>		
<b>Description:</b> Provides office, courtroom, and judicial support for family related matters including adoptions, dissolutions, dependencies, guardianships, and probate matters.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	907,840	928,133
<b>Program: A620 Building Two</b>		
<b>Description:</b> Superior Court salaries (exclusive of security, judges, commissioners, court reporters), mental illness commissioner, supplies, leases (copiers), witness fees, postage and general office expenses.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	770,783	927,258
<b>Program: A621 Arbitration</b>		
<b>Description:</b> Mandatory arbitration for cases where the amount in controversy is under \$50,000.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	25,000	25,000
<b>Program: A622 Guardian ad Litem</b>		
<b>Description:</b> Guardian ad Litem(s) are appointed at court expense to represent the best interest of children when/where the parent(s) are involved in the dissolution of marriage or there are post-decree issues with parenting plans. The parents or a parent must be found indigent before the court makes such an appointment. (RCWs: 13.34.100, 13.32A.190, 11.88.090(10), 26.33.070)		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	20,000	20,000
<b>Program: A623 Safe 2B at Large</b>		
<b>Description:</b> Safe 2B at Large services are ordered by the court when a judge determines more information regarding a defendants' mental stability and propensity for violence is needed before setting release conditions. These types of assessments require professional credentials not held by staff in our Pre-Trial Services Unit and require significant time on the part of the defendant and evaluator.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	2,500	1,200

<b>Programs:</b>		
<b>Program: A624 Interpreters</b>		
<b>Description:</b> Mandated by Title VI of the Civil Rights Act of 1964; 45 CFR Sect. 80 and RCW 2.42 and 2.43, requiring all level of courts to make accessible proceedings to those with no or limited English proficiency. Interpreters are appointed at court expense for criminal matters and in limited civil cases, notably child dependency actions. (RCWs: 2.43.040 & 2.43.040(2))		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	30,000	30,000
<b>Program: A640 Security</b>		
<b>Description:</b> Superior Court provides security screening services for building two, building three and the Family and Juvenile Court facility. This service is mandated by RCW 36.28.010(5) which directs the county sheriff to attend each session of the court.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	383,990	384,274
<b>Program: A650 Drug Court</b>		
<b>Description:</b> The Drug/DUI Court program is a diversion program that assists defendants with addiction problems that are either the underlying cause of criminal acts or the criminal act itself that has led to arrest. This program reduces costs in jail and court time and is effective in reducing recidivism.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	798,860	799,460
<b>Program: A660 Court Reporter</b>		
<b>Description:</b> Court Reporters are authorized by RCW 2.32.180 and are the official reporter of the court or judicial district. Reporter transcripts are the record for appeal purposes. The statute provides that "Such reporter in each court is hereby declared to be a necessary part of the judicial system of the State of Washington." There are six reporters working with eight judges. An eighth reporter was not authorized when the eighth judicial position was funded in 2007. The seventh position was lost in the 2008 budget reductions.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	614,814	622,820
<b>Program: A680 Judges</b>		
<b>Description:</b> Thurston County has eight elected superior court judges to whom the state pays half of the salaries and all of the benefits while the county pays half the salary of each judge.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	594,018	625,452
<b>Program: A633-A636 Juvenile Court Programs (CASA, Safe 2B at Large, etc.)</b>		
<b>Description:</b> A633 – Juvenile Guardian ad Litem appointments; A635 - Interpreters for dependencies and Juvenile Criminal/Civil matters; A634 – Juvenile dependency expenses; A636 – Juvenile Safe2B at Large – Contract for evaluation services to determine mental health/issues of violence for release decisions.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	46,500	46,500

<b>Programs:</b>		
<b>Program: A670 Interfund Transfers for Internal Service Charges</b>		
<b>Description:</b> These costs include insurance risk, Central Services, fixed and variable internal charges.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	879,912	863,063
<b>Program: A625 Psych Evaluation</b>		
<b>Description:</b> Funds court-ordered psychological evaluations which may be ordered to determine competency to stand trial.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	1,000	200
<b>Program: A630 Juvenile Services – Family Court (Funds 0010 &amp; 1080)</b>		
<b>Description:</b> This fund is financed per RCW 26.12.220 by a portion of marriage license fees and provides mediation, investigation, evaluation and other services a family court professional may consider necessary.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	87,521	102,521
<b>Program: A620 Law Library (Fund 1040)</b>		
<b>Description:</b> The law library is fully funded per RCW 27.24.070 by filing fees from superior and district courts and is governed by a board of trustees. The library is open to the public and employees during business hours and provides a variety of legal resources.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	103,057	103,057
<b>Program: A665 Pre-Trial Services</b>		
<b>Description:</b> Pre-Trial Services, formerly a part of District Court, moved to the Superior Court budget in June 2009. This four person unit interviews jail inmates prior to first appearances before a judge and prepares a release review report consisting of the criminal history, risk assessment score, and verified personal information. This report is distributed to the criminal presiding judge(s), prosecutor(s) and defender(s) and is used by the court to make release decisions. The unit also provides pre-trial supervision for defendants who require monitoring for drug/alcohol use and those defendants without stable housing or employment. Such supervision is a tool in preventing new offenses and assists defendants with attending court dates and keeping appointments with treatment providers. Starting September 2009, this unit administers a needs assessment to clients. In 2010, this unit was assigned domestic violence treatment reviews for monitoring of offender compliance. Overall, the work of the unit is directly responsible for managing jail population, reducing jail days, and reducing warrants.		
<b>Budget:</b>	<b>2014 Budget</b>	<b>2015 Preliminary</b>
<b>Expenditures</b>	292,150	76,830

**Organization:****Mission:**

Manage public funds with professionalism and integrity while providing excellent customer service by being responsive, knowledgeable, efficient and courteous.

**2015 Goals:**

- Operate cost effective tax collection service.
- Maximize return on cash management operations.

**2014 Challenges:**

- Maintaining optimum service with current FTEs.

**Funds:**

The Treasurer operates within the General Fund. The Treasurer also pays debt service and handles investments for other funds, but these are not Treasurer operating funds.

**Treasurers M&O Fund 1010.** These funds are collected and expended for the foreclosure process which may include: filing fees, service, publication, title search, notice fees, sale expenses, postage, staff time, phone calls, and any reasonable office operations costs, including supplies and equipment such as a computer, which, by accepted accounting records, can be traced to the delinquent taxpayer and property.

**Investment Administration Fund 1120.** These funds are fees from pool participants which reimburse the Treasurer's Office for the actual expenses incurred in administering the investment function under a local pooling program.

**Real Estate Technology Fund 1160.** A surcharge fee has been added to the processing of Real Estate Excise Tax Affidavits to provide funds to create an automated system of processing the affidavits and their related information.

**Road Improvement District (RID) Fund 2280.** This fund accounts for the principal and interest payments for the outstanding debt incurred in Road Improvement District #2. The RID was created to finance road improvements for the purpose of implementing a landslide stabilization project on Sunrise Beach Road. The revenue source is a special assessment paid by the property owners in the Sunrise Beach area.

**G.O. Bond Funds 2220 – 2261 and several Utility Debt Funds.** These funds account for the payment of principal and interest for past debt issuance.

### TOTAL EXPENDITURES & FTEs BY DEPARTMENT

	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>FTEs</b>	12.50	12.50	12.50	12.50
<b>Expenditures</b>				
Personnel	1,110,052	893,141	779,710	893,200
Internal Services	214,754	187,045	128,069	185,167
Professional Services	184,446	65,000	83,156	48,000
Operating Costs	117,700	56,084	88,878	87,119
Debt Services	8,578,083	8,812,050	1,889,935	9,077,850
Transfers to Other County Funds	28,224	28,150	2,479	28,150
<b>Department Total</b>	10,233,260	10,041,470	2,972,553	10,319,486

### EXPENDITURE BY FUND

General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Personnel	753,444	893,141	541,883	893,200
Internal Services	196,978	187,045	122,717	185,167
Professional Services	29,574	40,000	21,578	38,000
Operating Costs	65,021	53,000	51,838	56,819
<b>Fund Total</b>	1,045,018	1,173,186	738,015	1,173,186

<b>Treasurer's M&amp;O</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	125,503	0	84,457	0
Internal Services	15,241	0	5,322	0
Professional Services	104,587	0	43,452	0
Operating Costs	16,871	0	11,742	0
<b><i>Fund Total</i></b>	<b>262,201</b>	<b>0</b>	<b>144,972</b>	<b>0</b>

<b>Investment Administration</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Personnel	231,106	0	153,371	0
Internal Services	35	0	30	0
Professional Services	24,060	0	11,599	0
Operating Costs	33,814	0	25,624	0
<b><i>Fund Total</i></b>	<b>289,015</b>	<b>0</b>	<b>190,623</b>	<b>0</b>

<b>REET Technology</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Internal Services	2,500	0	0	0
Professional Services	26,225	25,000	6,528	10,000
Operating Costs	1,994	0	0	0
<b><i>Fund Total</i></b>	<b>30,719</b>	<b>25,000</b>	<b>6,528</b>	<b>10,000</b>



<b>Roads &amp; Transportation</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Operating Costs	0	3,084	0	30,300
Debt Service Costs	0	0	0	57,500
<b><i>Fund Total</i></b>	<b>0</b>	<b>3,084</b>	<b>0</b>	<b>87,800</b>

<b>GO Bonds 2004</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Debt Services	744,432	744,650	151,285	824,950
<b><i>Fund Total</i></b>	<b>744,432</b>	<b>744,650</b>	<b>151,285</b>	<b>824,950</b>

<b>GO Bonds 2005</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Debt Services	2,277,194	2,270,350	224,995	2,234,250
<b><i>Fund Total</i></b>	<b>2,277,194</b>	<b>2,270,350</b>	<b>224,995</b>	<b>2,234,250</b>

<b>GO Bonds 2007</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Debt Services	362,518	364,750	77,411	366,350
<b><i>Fund Total</i></b>	<b>362,518</b>	<b>364,750</b>	<b>77,411</b>	<b>366,350</b>

<b>GO Bonds 2009</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Expenditures</i></b>				
Debt Services	2,653,789	2,874,850	847,147	3,061,550
<b><i>Fund Total</i></b>	<b>2,653,789</b>	<b>2,874,850</b>	<b>847,147</b>	<b>3,061,550</b>

GO Bonds 2010	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Debt Services	2,167,586	2,199,250	427,776	2,191,750
<b>Fund Total</b>	2,167,586	2,199,250	427,776	2,191,750

RID #2	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Transfers to Other County Funds	28,224	28,150	2,479	28,150
<b>Fund Total</b>	28,224	28,150	2,479	28,150

Grand Mound Water Utility Debt Service	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Debt Services	1,085	1,100	0	1,000
<b>Fund Total</b>	1,085	1,100	0	1,000

Olympic View Debt Service	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Debt Services	547	500	410	300
<b>Fund Total</b>	547	500	410	300

Grand Mound Debt Service	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Debt Services	284,962	239,850	119,621	225,850
<b>Fund Total</b>	284,962	239,850	119,621	225,850

Community Loan #1	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Debt Services	15,611	15,900	8,214	15,300
<b>Fund Total</b>	15,611	15,900	8,214	15,300

Central Services Debt Service	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Debt Services	6,377	3,450	1,627	3,450
<b>Fund Total</b>	6,377	3,450	1,627	3,450

ER&R Maintenance Debt Service	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Expenditures</b>				
Debt Services	63,982	97,400	31,449	95,600
<b>Fund Total</b>	63,982	97,400	31,449	95,600

**TOTAL REVENUE**

	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b><i>Revenue</i></b>				
General Fund	984,173	945,000	695,720	879,100
Treasurer's M&O	253,557	0	142,623	0
Investment Administration	251,409	0	198,494	0
REET Technology	619	21,500	28,860	35,400
Tax Refunds	64	0	40	0
GO Bonds 2005	28,224	28,150	2,479	28,150
GO Bonds 2009	585,092	0	0	0
GO Bonds 2010	956,110	249,000	125,066	246,400
RID #2	37,179	21,000	17,048	16,400
Olympic View Debt Service	2,475	2,200	2,214	2,200
Tamoshan/Beverly Beach Debt Service	1,320	700	1,173	600
Grand Mound Debt Service	60,711	60,500	1,830	48,600
ER&R Maintenance	0	0	0	33,800
<b><i>Department Total</i></b>	<b>3,160,934</b>	<b>1,328,050</b>	<b>1,215,546</b>	<b>1,290,650</b>

## REVENUE BY FUND

General Fund	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Taxes	49,619	52,000	32,105	45,000
Fees and Licenses	287,051	287,000	246,875	317,000
Misc Revenue	632,027	591,500	398,689	501,500
Grants	15,475	14,500	18,051	15,600
<b>Fund Total</b>	984,173	945,000	695,720	879,100

Treasurer's M&O	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	252,945	0	142,230	0
Misc Revenue	612	0	393	0
<b>Fund Total</b>	253,557	0	142,623	0

Investment Administration	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Misc Revenue	251,409	0	198,494	0
<b>Fund Total</b>	251,409	0	198,494	0

REET Technology	2013 Actual	2014 Budget	2014 Actual as of September 19	2015 Preliminary
<b>Revenue</b>				
Fees and Licenses	0	20,000	16,263	20,000
Intergovernmental Revenue	0	1,000	12,293	15,000
Misc Revenue	619	500	305	400
<b>Fund Total</b>	619	21,500	28,860	35,400

<b>Tax Refunds</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Taxes	1	0	0	0
Misc Revenue	63	0	40	0
<b>Fund Total</b>	64	0	40	0

<b>GO Bonds 2005</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	28,224	28,150	2,479	28,150
<b>Fund Total</b>	28,224	28,150	2,479	28,150

<b>GO Bonds 2009</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	585,092	0	0	0
<b>Fund Total</b>	585,092	0	0	0

<b>GO Bonds 2010</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	705,000	0	0	0
Grants	251,110	249,000	125,066	246,400
<b>Fund Total</b>	956,110	249,000	125,066	246,400

<b>RID #2</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Misc Revenue	37,179	21,000	17,048	16,400
<b>Fund Total</b>	37,179	21,000	17,048	16,400

<b>Olympic View Debt Service</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
From Other Funds	2,000	2,000	2,000	2,000
Misc Revenue	475	200	214	200
<b>Fund Total</b>	<b>2,475</b>	<b>2,200</b>	<b>2,214</b>	<b>2,200</b>

<b>Tamoshan/Beverly Beach Debt Service</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Misc Revenue	1,320	700	1,173	600
<b>Fund Total</b>	<b>1,320</b>	<b>700</b>	<b>1,173</b>	<b>600</b>

<b>Grand Mound Debt Service</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Misc Revenue	60,711	60,500	1,830	48,600
<b>Fund Total</b>	<b>60,711</b>	<b>60,500</b>	<b>1,830</b>	<b>48,600</b>

<b>ER&amp;R Maintenance</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2014 Actual as of September 19</b>	<b>2015 Preliminary</b>
<b>Revenue</b>				
Grants	0	0	0	33,800
<b>Fund Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,800</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b>0010 - GENERAL FUND</b>			
<b>Beginning Fund Balance</b>	<b>14,637,452</b>	<b>9,299,829</b>	<b>9,082,338</b>
<b>Revenues</b>			
Taxes	51,240,650	52,224,761	54,418,672
Licenses & Permits	1,995,487	1,917,450	1,934,450
Intergov't Revenues	8,441,027	8,526,914	8,533,643
Charges for Goods & Services	11,961,753	12,525,188	12,399,577
Fines & Forfeitures	2,692,575	2,733,235	2,733,235
Misc Revenues	2,791,871	2,414,515	2,498,674
Other Financing Sources	4,913,548	5,981,216	5,155,318
<b>Total Revenues</b>	<b>84,036,910</b>	<b>86,323,279</b>	<b>87,673,569</b>
<b>Expenditures</b>			
ASSESSOR	3,515,490	3,444,416	3,444,416
AUDITOR	4,936,732	4,761,309	4,761,309
COMMISSIONERS	1,986,850	1,957,748	1,957,748
TREASURER	1,045,018	1,173,186	1,173,186
CLERK	3,352,058	3,163,515	3,163,515
SUPERIOR COURT	5,585,245	5,743,310	5,743,310
DISTRICT COURT	3,207,912	3,600,155	3,600,155
JUVENILE COURT	6,905,697	7,151,260	7,151,260
PROSECUTING ATTORNEY	8,237,381	7,891,661	7,964,889
SHERIFF-OPERATIONS	16,375,357	16,118,228	16,155,301
SHERIFF-CORRECTIONS	17,187,507	17,825,463	17,825,463
CORONER	1,012,054	998,303	997,089
HUMAN RESOURCES	1,394,414	1,639,323	1,639,323
NON DEPARTMENTAL	7,573,250	5,046,228	4,988,083
OFFICE OF ASSIGNED COUNSEL	3,780,287	3,895,445	3,895,445
RESOURCE STEWARDSHIP	377,711	343,478	346,760
EMERGENCY SERVICES	1,563,312	1,635,978	1,420,578
PLANNING DEPARTMENT	1,564,961	1,909,967	1,974,951
STATE EXAMINER	111,665	115,000	115,000
<b>Total Expenditures</b>	<b>89,712,901</b>	<b>88,413,973</b>	<b>88,317,781</b>
<b>End of Year Adjustment</b>	<b>338,367</b>		
<b>Ending Fund Balance</b>	<b>9,299,829</b>	<b>7,209,135</b>	<b>8,438,126</b>



# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>1020 - FAMILY COURT SERVICES</u></b>			
<b>Beginning Fund Balance</b>	<b>340,992</b>	<b>370,555</b>	<b>370,555</b>
<b>Revenues</b>			
Charges for Goods & Services	226,878	246,500	246,500
Misc Revenues	3,671	6,000	6,000
Other Financing Sources	-	2,986	-
<b>Total Revenues</b>	<b>230,549</b>	<b>255,486</b>	<b>252,500</b>
<b>Expenditures</b>			
CLERK	200,986	427,060	427,060
<b>Total Expenditures</b>	<b>200,986</b>	<b>427,060</b>	<b>427,060</b>
<b>Ending Fund Balance</b>	<b>370,555</b>	<b>198,981</b>	<b>195,995</b>
<b><u>1030 - FAIR</u></b>			
<b>Beginning Fund Balance</b>	<b>14,711</b>	<b>42,264</b>	<b>30,000</b>
<b>Revenues</b>			
Intergov't Revenues	38,577	74,611	35,000
Charges for Goods & Services	110,574	113,000	113,000
Misc Revenues	254,364	273,800	252,100
Other Financing Sources	147,676	108,124	105,000
<b>Total Revenues</b>	<b>551,191</b>	<b>569,535</b>	<b>505,100</b>
<b>Expenditures</b>			
RESOURCE STEWARDSHIP	523,637	593,495	527,800
<b>Total Expenditures</b>	<b>523,637</b>	<b>593,495</b>	<b>527,800</b>
<b>Ending Fund Balance</b>	<b>42,264</b>	<b>18,304</b>	<b>7,300</b>
<b><u>1040 - LAW LIBRARY</u></b>			
<b>Beginning Fund Balance</b>	<b>10,471</b>	<b>11,291</b>	<b>11,291</b>
<b>Revenues</b>			
Charges for Goods & Services	98,056	107,000	107,000
<b>Total Revenues</b>	<b>98,056</b>	<b>107,000</b>	<b>107,000</b>
<b>Expenditures</b>			
SUPERIOR COURT	97,235	103,057	103,057
<b>Total Expenditures</b>	<b>97,235</b>	<b>103,057</b>	<b>103,057</b>
<b>Ending Fund Balance</b>	<b>11,291</b>	<b>15,234</b>	<b>15,234</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>1050 - AUDITOR-M&amp;O</u></b>			
<b>Beginning Fund Balance</b>	<b>442,241</b>	<b>632,538</b>	<b>632,538</b>
<b>Revenues</b>			
Intergov't Revenues	120,175	105,000	90,000
Charges for Goods & Services	200,651	198,000	161,000
Misc Revenues	11,316	11,200	11,200
Other Financing Sources	-	1,547	-
<b>Total Revenues</b>	<b>332,142</b>	<b>315,747</b>	<b>262,200</b>
<b>Expenditures</b>			
AUDITOR	141,845	195,885	195,885
<b>Total Expenditures</b>	<b>141,845</b>	<b>195,885</b>	<b>195,885</b>
<b>Ending Fund Balance</b>	<b>632,538</b>	<b>752,400</b>	<b>698,853</b>
<b><u>1080 - SUPERIOR COURT - FAMILY COURT SERVICES</u></b>			
<b>Beginning Fund Balance</b>	<b>86,532</b>	<b>113,273</b>	<b>113,273</b>
<b>Revenues</b>			
Charges for Goods & Services	32,816	27,000	27,000
Misc Revenues	538	-	-
Other Financing Sources	-	149	-
<b>Total Revenues</b>	<b>33,353</b>	<b>27,149</b>	<b>27,000</b>
<b>Expenditures</b>			
SUPERIOR COURT	6,612	52,521	52,521
<b>Total Expenditures</b>	<b>6,612</b>	<b>52,521</b>	<b>52,521</b>
<b>Ending Fund Balance</b>	<b>113,273</b>	<b>87,901</b>	<b>87,752</b>
<b><u>1090 - AUDITOR-ELECTION RESERVE</u></b>			
<b>Beginning Fund Balance</b>	<b>361,021</b>	<b>293,206</b>	<b>293,206</b>
<b>Revenues</b>			
Charges for Goods & Services	69,201	169,608	134,328
Misc Revenues	1,772	-	-
Other Financing Sources	-	4,559	-
<b>Total Revenues</b>	<b>70,974</b>	<b>174,167</b>	<b>134,328</b>
<b>Expenditures</b>			
AUDITOR	138,789	227,907	227,907
<b>Total Expenditures</b>	<b>138,789</b>	<b>227,907</b>	<b>227,907</b>
<b>Ending Fund Balance</b>	<b>293,206</b>	<b>239,466</b>	<b>199,627</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>1100 - DETENTION FACILITY SALES TAX</u></b>			
<b>Beginning Fund Balance</b>	<b>9,132,991</b>	<b>6,736,195</b>	<b>4,407,969</b>
<b>Revenues</b>			
Taxes	4,113,245	4,137,798	4,179,176
Charges for Goods & Services	653	-	-
Misc Revenues	61,286	26,151	14,620
Other Financing Sources	5,556	-	-
<b>Total Revenues</b>	<b>4,180,739</b>	<b>4,163,949</b>	<b>4,193,796</b>
<b>Expenditures</b>			
COMMISSIONERS	6,577,534	6,492,176	6,360,683
<b>Total Expenditures</b>	<b>6,577,534</b>	<b>6,492,176</b>	<b>6,360,683</b>
<b>Ending Fund Balance</b>	<b>6,736,195</b>	<b>4,407,968</b>	<b>2,241,082</b>
<b><u>1110 - VICTIM ADVOCATE PROGRAM</u></b>			
<b>Beginning Fund Balance</b>	<b>47,102</b>	<b>91,104</b>	<b>80,000</b>
<b>Revenues</b>			
Intergov't Revenues	76,739	120,600	120,600
Charges for Goods & Services	199,988	200,200	205,088
Fines & Forfeitures	12,105	11,000	11,000
Misc Revenues	1,089	300	300
Other Financing Sources	-	4,120	-
<b>Total Revenues</b>	<b>289,921</b>	<b>336,220</b>	<b>336,988</b>
<b>Expenditures</b>			
PROSECUTING ATTORNEY	241,722	351,029	342,909
<b>Total Expenditures</b>	<b>241,722</b>	<b>351,029</b>	<b>342,909</b>
<b>End of Year Adjustment</b>	<b>(4,198)</b>		
<b>Ending Fund Balance</b>	<b>91,104</b>	<b>76,295</b>	<b>74,079</b>
<b><u>1140 - EMERGENCY MANAGMENT COUNCIL</u></b>			
<b>Beginning Fund Balance</b>	<b>4,314</b>	<b>2,860</b>	<b>1,597</b>
<b>Revenues</b>			
Charges for Goods & Services	1,899	2,000	3,000
Misc Revenues	24	24	10
<b>Total Revenues</b>	<b>1,923</b>	<b>2,024</b>	<b>3,010</b>
<b>Expenditures</b>			
EMERGENCY SERVICES	3,377	3,287	3,000
<b>Total Expenditures</b>	<b>3,377</b>	<b>3,287</b>	<b>3,000</b>
<b>Ending Fund Balance</b>	<b>2,860</b>	<b>1,597</b>	<b>1,607</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>1160 - REET TECHNOLOGY FUND</u></b>			
<b>Beginning Fund Balance</b>	<b>102,532</b>	<b>72,432</b>	<b>100,000</b>
<b>Revenues</b>			
Intergov't Revenues	-	1,000	15,000
Charges for Goods & Services	-	20,000	20,000
Misc Revenues	619	500	400
<b>Total Revenues</b>	<b>619</b>	<b>21,500</b>	<b>35,400</b>
<b>Expenditures</b>			
TREASURER	30,719	25,000	10,000
<b>Total Expenditures</b>	<b>30,719</b>	<b>25,000</b>	<b>10,000</b>
<b>Ending Fund Balance</b>	<b>72,432</b>	<b>68,932</b>	<b>125,400</b>
<b><u>1170 - TRIAL COURT IMPROVEMENT</u></b>			
<b>Beginning Fund Balance</b>	<b>273,602</b>	<b>251,941</b>	<b>251,941</b>
<b>Revenues</b>			
Intergov't Revenues	71,984	72,000	72,000
Misc Revenues	1,901	2,000	2,000
<b>Total Revenues</b>	<b>73,885</b>	<b>74,000</b>	<b>74,000</b>
<b>Expenditures</b>			
COMMISSIONERS	95,546	145,658	100,665
<b>Total Expenditures</b>	<b>95,546</b>	<b>145,658</b>	<b>100,665</b>
<b>Ending Fund Balance</b>	<b>251,941</b>	<b>180,283</b>	<b>225,276</b>
<b><u>1180 - TREATMENT SALES TAX</u></b>			
<b>Beginning Fund Balance</b>	<b>2,955,638</b>	<b>3,205,207</b>	<b>2,086,035</b>
<b>Revenues</b>			
Taxes	4,104,639	3,936,828	4,015,565
Other Financing Sources	-	835	-
<b>Total Revenues</b>	<b>4,104,639</b>	<b>3,937,663</b>	<b>4,015,565</b>
<b>Expenditures</b>			
COMMISSIONERS	3,855,070	5,026,836	5,022,517
<b>Total Expenditures</b>	<b>3,855,070</b>	<b>5,026,836</b>	<b>5,022,517</b>
<b>Ending Fund Balance</b>	<b>3,205,207</b>	<b>2,116,034</b>	<b>1,079,083</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>1190 - ROADS &amp; TRANSPORTATION</u></b>			
<b>Beginning Fund Balance</b>	<b>12,189,946</b>	<b>14,736,415</b>	<b>5,439,676</b>
<b>Revenues</b>			
Taxes	17,302,040	17,693,974	17,693,974
Licenses & Permits	461,891	503,000	473,000
Intergov't Revenues	7,555,165	5,567,996	5,567,996
Charges for Goods & Services	804,243	1,205,022	1,020,598
Misc Revenues	78,022	85,600	85,600
Non-Revenues	75	-	-
Other Financing Sources	1,199,370	848,834	823,809
<b>Total Revenues</b>	<b>27,400,807</b>	<b>25,904,426</b>	<b>25,664,977</b>
<b>Expenditures</b>			
TREASURER	-	3,084	87,800
PUBLIC WORKS	25,973,146	28,217,846	27,585,535
<b>Total Expenditures</b>	<b>25,973,146</b>	<b>28,220,930</b>	<b>27,673,335</b>
<b>End of Year Adjustment</b>	<b>1,118,809</b>		
<b>Ending Fund Balance</b>	<b>14,736,415</b>	<b>12,419,911</b>	<b>3,431,318</b>
<b><u>1200 - VETERANS</u></b>			
<b>Beginning Fund Balance</b>	<b>317,306</b>	<b>173,690</b>	<b>77,383</b>
<b>Revenues</b>			
Taxes	271,043	286,393	289,236
Intergov't Revenues	336	3,700	2,360
Misc Revenues	1,617	3,075	1,375
Other Financing Sources	5,094	32,197	31,500
<b>Total Revenues</b>	<b>278,089</b>	<b>325,365</b>	<b>324,471</b>
<b>Expenditures</b>			
PUBLIC HEALTH	421,705	421,672	319,668
<b>Total Expenditures</b>	<b>421,705</b>	<b>421,672</b>	<b>319,668</b>
<b>Ending Fund Balance</b>	<b>173,690</b>	<b>77,383</b>	<b>82,186</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>1280 - MEDIC ONE-RESERVE</u></b>			
<b>Beginning Fund Balance</b>	<b>10,854,775</b>	<b>11,220,338</b>	<b>11,220,338</b>
<b>Revenues</b>			
Taxes	63,910	53,000	53,000
Intergov't Revenues	8,753	50,000	50,000
Charges for Goods & Services	75	30	30
Misc Revenues	115,996	304,370	304,370
Other Financing Sources	181,425	34,448	33,000
<b>Total Revenues</b>	<b>370,159</b>	<b>441,848</b>	<b>440,400</b>
<b>Expenditures</b>			
EMERGENCY SERVICES	4,596	26,500	6,500
<b>Total Expenditures</b>	<b>4,596</b>	<b>26,500</b>	<b>6,500</b>
<b>Ending Fund Balance</b>	<b>11,220,338</b>	<b>11,635,686</b>	<b>11,654,238</b>
<b><u>1290 - MEDIC ONE</u></b>			
<b>Beginning Fund Balance</b>	<b>8,006,322</b>	<b>7,021,909</b>	<b>3,430,564</b>
<b>Revenues</b>			
Taxes	9,555,859	9,753,156	9,323,049
Intergov't Revenues	12,542	9,320	9,320
Charges for Goods & Services	19,978	24,000	24,000
Other Financing Sources	4,596	33,550	6,500
<b>Total Revenues</b>	<b>9,592,975</b>	<b>9,820,026</b>	<b>9,362,869</b>
<b>Expenditures</b>			
EMERGENCY SERVICES	10,577,389	12,829,678	12,788,599
<b>Total Expenditures</b>	<b>10,577,389</b>	<b>12,829,678</b>	<b>12,788,599</b>
<b>Ending Fund Balance</b>	<b>7,021,909</b>	<b>4,012,257</b>	<b>4,834</b>
<b><u>1300 - STADIUM/CONVENTION/ART CENTER</u></b>			
<b>Beginning Fund Balance</b>	<b>21,864</b>	<b>4,433</b>	<b>19,097</b>
<b>Revenues</b>			
Taxes	17,716	15,262	15,857
Misc Revenues	14	25	25
<b>Total Revenues</b>	<b>17,730</b>	<b>15,287</b>	<b>15,882</b>
<b>Expenditures</b>			
COMMISSIONERS	35,161	137	25,220
<b>Total Expenditures</b>	<b>35,161</b>	<b>137</b>	<b>25,220</b>
<b>Ending Fund Balance</b>	<b>4,433</b>	<b>19,583</b>	<b>9,759</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>1350 - NOXIOUS WEED</u></b>			
<b>Beginning Fund Balance</b>	<b>186,581</b>	<b>161,688</b>	<b>164,433</b>
<b>Revenues</b>			
Intergov't Revenues	39,284	43,299	28,118
Charges for Goods & Services	86,458	75,265	75,265
Misc Revenues	415,718	414,803	419,929
Other Financing Sources	-	3,276	-
<b>Total Revenues</b>	<b>541,460</b>	<b>536,643</b>	<b>523,312</b>
<b>Expenditures</b>			
RESOURCE STEWARDSHIP	566,354	585,301	585,301
<b>Total Expenditures</b>	<b>566,354</b>	<b>585,301</b>	<b>585,301</b>
<b>Ending Fund Balance</b>	<b>161,688</b>	<b>113,030</b>	<b>102,444</b>
<b><u>1380 - CONSERVATION FUTURES</u></b>			
<b>Beginning Fund Balance</b>	<b>5,701,276</b>	<b>5,048,642</b>	<b>4,912,953</b>
<b>Revenues</b>			
Taxes	1,215,544	1,243,033	1,256,368
Intergov't Revenues	1,513	9,200	9,500
Misc Revenues	34,215	17,350	24,488
Other Financing Sources	22,924	8,000	10,000
<b>Total Revenues</b>	<b>1,274,195</b>	<b>1,277,583</b>	<b>1,300,356</b>
<b>Expenditures</b>			
COMMISSIONERS	1,926,830	2,811,771	3,921,369
<b>Total Expenditures</b>	<b>1,926,830</b>	<b>2,811,771</b>	<b>3,921,369</b>
<b>Ending Fund Balance</b>	<b>5,048,642</b>	<b>3,514,454</b>	<b>2,291,940</b>
<b><u>1400 - HOUSING &amp; COMMUNITY RENEWAL</u></b>			
<b>Beginning Fund Balance</b>	<b>2,301,261</b>	<b>1,572,828</b>	<b>719,489</b>
<b>Revenues</b>			
Intergov't Revenues	3,467,444	3,573,071	3,634,785
Charges for Goods & Services	1,684,036	2,120,890	1,448,946
Misc Revenues	44,624	26,513	25,000
Other Financing Sources	133,604	128,010	125,607
<b>Total Revenues</b>	<b>5,329,709</b>	<b>5,848,484</b>	<b>5,234,338</b>
<b>Expenditures</b>			
SOCIAL SERVICES	6,058,142	6,702,841	5,233,263
<b>Total Expenditures</b>	<b>6,058,142</b>	<b>6,702,841</b>	<b>5,233,263</b>
<b>Ending Fund Balance</b>	<b>1,572,828</b>	<b>718,471</b>	<b>720,564</b>

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>1440 - SHERIFF'S SPECIAL PROGRAMS</u></b>			
<b>Beginning Fund Balance</b>	<b>168,969</b>	<b>211,495</b>	<b>211,495</b>
<b>Revenues</b>			
Intergov't Revenues	80,468	61,789	61,789
Misc Revenues	1,587	1,600	1,600
Other Financing Sources	-	303	-
<b>Total Revenues</b>	<b>82,054</b>	<b>63,692</b>	<b>63,389</b>
<b>Expenditures</b>			
SHERIFF-OPERATIONS	39,528	36,877	36,877
<b>Total Expenditures</b>	<b>39,528</b>	<b>36,877</b>	<b>36,877</b>
<b>Ending Fund Balance</b>	<b>211,495</b>	<b>238,310</b>	<b>238,007</b>
<b><u>1450 - PRISONER'S CONCESSIONS</u></b>			
<b>Beginning Fund Balance</b>	<b>123,981</b>	<b>98,004</b>	<b>98,004</b>
<b>Revenues</b>			
Charges for Goods & Services	200,128	204,900	214,900
Misc Revenues	135,090	154,500	144,500
Other Financing Sources	-	1,991	-
<b>Total Revenues</b>	<b>335,218</b>	<b>361,391</b>	<b>359,400</b>
<b>Expenditures</b>			
SHERIFF-CORRECTIONS	361,194	375,046	375,046
<b>Total Expenditures</b>	<b>361,194</b>	<b>375,046</b>	<b>375,046</b>
<b>Ending Fund Balance</b>	<b>98,004</b>	<b>84,349</b>	<b>82,358</b>
<b><u>1490 – PUBLIC HEALTH &amp; SOCIAL SERVICES - TECHNOLOGY</u></b>			
<b>Beginning Fund Balance</b>	<b>123,272</b>	<b>101,444</b>	<b>90,672</b>
<b>Revenues</b>			
Misc Revenues	713	1,000	1,000
Other Financing Sources	31,800	31,800	31,800
<b>Total Revenues</b>	<b>32,513</b>	<b>32,800</b>	<b>32,800</b>
<b>Expenditures</b>			
PUBLIC HEALTH	54,341	43,571	32,076
<b>Total Expenditures</b>	<b>54,341</b>	<b>43,571</b>	<b>32,076</b>
<b>Ending Fund Balance</b>	<b>101,444</b>	<b>90,673</b>	<b>91,396</b>



	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>1500 - PUBLIC HEALTH &amp; SOCIAL SERVICES</u></b>			
<b>Beginning Fund Balance</b>	<b>16,835,798</b>	<b>18,910,441</b>	<b>16,856,203</b>
<b>Revenues</b>			
Taxes	776,413	822,663	830,890
Licenses & Permits	610,969	622,773	625,310
Intergov't Revenues	14,470,822	15,345,965	14,132,197
Charges for Goods & Services	22,584,091	22,592,176	25,435,604
Fines & Forfeitures	4,000	-	-
Misc Revenues	787,366	607,887	597,387
Other Financing Sources	2,489,087	2,747,127	2,670,664
<b>Total Revenues</b>	<b>41,722,748</b>	<b>42,738,591</b>	<b>44,292,052</b>
<b>Expenditures</b>			
PUBLIC HEALTH	8,094,881	8,443,846	8,547,932
SOCIAL SERVICES	31,553,223	36,403,910	38,052,666
<b>Total Expenditures</b>	<b>39,648,104</b>	<b>44,847,756</b>	<b>46,600,598</b>
<b>Ending Fund Balance</b>	<b>18,910,441</b>	<b>16,801,276</b>	<b>14,547,657</b>
<b><u>1720 - LONG LAKE – LAKE MANAGEMENT DISTRICT (LMD)</u></b>			
<b>Beginning Fund Balance</b>	<b>212,840</b>	<b>210,963</b>	<b>180,000</b>
<b>Revenues</b>			
Fines & Forfeitures	508	150	150
Misc Revenues	170,487	165,200	169,400
Other Financing Sources	-	298	-
<b>Total Revenues</b>	<b>170,995</b>	<b>165,648</b>	<b>169,550</b>
<b>Expenditures</b>			
PUBLIC WORKS	172,873	302,745	259,459
<b>Total Expenditures</b>	<b>172,873</b>	<b>302,745</b>	<b>259,459</b>
<b>Ending Fund Balance</b>	<b>210,963</b>	<b>73,866</b>	<b>90,091</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>1740 - LAKE LAWRENCE - LMD</u></b>			
<b>Beginning Fund Balance</b>	<b>30,930</b>	<b>39,725</b>	<b>40,392</b>
<b>Revenues</b>			
Fines & Forfeitures	322	300	300
Misc Revenues	92,465	91,650	91,650
Other Financing Sources	-	200	-
<b>Total Revenues</b>	<b>92,787</b>	<b>92,150</b>	<b>91,950</b>
<b>Expenditures</b>			
PUBLIC WORKS	83,992	86,667	86,667
<b>Total Expenditures</b>	<b>83,992</b>	<b>86,667</b>	<b>86,667</b>
<b>Ending Fund Balance</b>	<b>39,725</b>	<b>45,208</b>	<b>45,675</b>
<b><u>1780 - BASIN PLANNING &amp; ENHANCEMENTS</u></b>			
<b>Beginning Fund Balance</b>	<b>29,182</b>	<b>29,557</b>	<b>29,557</b>
<b>Revenues</b>			
Intergov't Revenues	83,205	716,241	1,509,567
Misc Revenues	7,876	-	-
Other Financing Sources	-	212	-
<b>Total Revenues</b>	<b>91,081</b>	<b>716,453</b>	<b>1,509,567</b>
<b>Expenditures</b>			
RESOURCE STEWARDSHIP	90,706	716,241	1,509,567
<b>Total Expenditures</b>	<b>90,706</b>	<b>716,241</b>	<b>1,509,567</b>
<b>Ending Fund Balance</b>	<b>29,557</b>	<b>29,769</b>	<b>29,557</b>
<b><u>1900 – ANTI - PROFITEERING</u></b>			
<b>Beginning Fund Balance</b>	<b>22,255</b>	<b>22,139</b>	<b>22,000</b>
<b>Revenues</b>			
Fines & Forfeitures	10	100	100
Misc Revenues	136	200	200
<b>Total Revenues</b>	<b>146</b>	<b>300</b>	<b>300</b>
<b>Expenditures</b>			
PROSECUTING ATTORNEY	262	20,240	20,240
<b>Total Expenditures</b>	<b>262</b>	<b>20,240</b>	<b>20,240</b>
<b>Ending Fund Balance</b>	<b>22,139</b>	<b>2,199</b>	<b>2,060</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>1910 – LEGAL FINANCIAL OBLIGATION (LFO) COLLECTION FUND</u></b>			
<b>Beginning Fund Balance</b>	<b>559,840</b>	<b>558,721</b>	<b>558,721</b>
<b>Revenues</b>			
Intergov't Revenues	331,581	-	-
Fines & Forfeitures	12,610	320,000	320,000
Misc Revenues	3,494	8,000	8,000
<b>Total Revenues</b>	<b>347,686</b>	<b>328,000</b>	<b>328,000</b>
<b>Expenditures</b>			
CLERK	344,815	564,355	564,355
<b>Total Expenditures</b>	<b>344,815</b>	<b>564,355</b>	<b>564,355</b>
<b>End of Year Adjustment</b>	<b>(3,989)</b>		
<b>Ending Fund Balance</b>	<b>558,721</b>	<b>322,366</b>	<b>322,366</b>
<b><u>1920 - TOURISM PROMOTION AREA</u></b>			
<b>Revenues</b>			
Charges for Goods & Services	-	450,000	760,000
<b>Total Revenues</b>	<b>-</b>	<b>450,000</b>	<b>760,000</b>
<b>Expenditures</b>			
COMMISSIONERS	-	400,000	760,000
<b>Total Expenditures</b>	<b>-</b>	<b>400,000</b>	<b>760,000</b>
<b>Ending Fund Balance</b>	<b>-</b>	<b>50,000</b>	<b>-</b>
<b><u>1930 – HISTORIC PRESERVATION</u></b>			
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>217,491</b>
<b>Revenues</b>			
Charges for Goods & Services	-	-	60,000
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>60,000</b>
<b>Expenditures</b>			
COMMISSIONERS	-	-	78,145
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>78,145</b>
<b>Ending Fund Balance</b>	<b>-</b>	<b>-</b>	<b>199,346</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>2220 - GO BONDS 2004</u></b>			
<b>Beginning Fund Balance</b>	<b>725</b>	<b>346</b>	<b>500</b>
<b>Revenues</b>			
Misc Revenues	(7)	-	-
Other Financing Sources	744,060	744,771	824,950
<b>Total Revenues</b>	<b>744,053</b>	<b>744,771</b>	<b>824,950</b>
<b>Expenditures</b>			
TREASURER	744,432	744,650	824,950
<b>Total Expenditures</b>	<b>744,432</b>	<b>744,650</b>	<b>824,950</b>
<b>Ending Fund Balance</b>	<b>346</b>	<b>467</b>	<b>500</b>
<b><u>2230 - GO BONDS 2005</u></b>			
<b>Beginning Fund Balance</b>	<b>198</b>	<b>297</b>	<b>200</b>
<b>Revenues</b>			
Misc Revenues	3	-	-
Other Financing Sources	2,277,290	2,270,361	2,234,607
<b>Total Revenues</b>	<b>2,277,293</b>	<b>2,270,361</b>	<b>2,234,607</b>
<b>Expenditures</b>			
TREASURER	2,277,194	2,270,350	2,234,250
<b>Total Expenditures</b>	<b>2,277,194</b>	<b>2,270,350</b>	<b>2,234,250</b>
<b>Ending Fund Balance</b>	<b>297</b>	<b>308</b>	<b>557</b>
<b><u>2240 - GO BONDS 2007</u></b>			
<b>Beginning Fund Balance</b>	<b>606</b>	<b>343</b>	<b>450</b>
<b>Revenues</b>			
Misc Revenues	(6)	-	-
Other Financing Sources	362,262	364,761	366,350
<b>Total Revenues</b>	<b>362,262</b>	<b>364,761</b>	<b>366,350</b>
<b>Expenditures</b>			
TREASURER	362,518	364,750	366,350
<b>Total Expenditures</b>	<b>362,518</b>	<b>364,750</b>	<b>366,350</b>
<b>Ending Fund Balance</b>	<b>343</b>	<b>354</b>	<b>450</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>2250 - GO BONDS 2009</u></b>			
Beginning Fund Balance	107	585,392	585,392
Revenues			
Misc Revenues	26,702	20,250	13,650
Other Financing Sources	3,212,371	2,724,529	2,822,900
<b>Total Revenues</b>	<b>3,239,073</b>	<b>2,744,779</b>	<b>2,836,550</b>
Expenditures			
TREASURER	2,653,789	2,874,850	3,061,550
<b>Total Expenditures</b>	<b>2,653,789</b>	<b>2,874,850</b>	<b>3,061,550</b>
<b>Ending Fund Balance</b>	<b>585,392</b>	<b>455,321</b>	<b>360,392</b>
<b><u>2260 - GO BONDS 2010</u></b>			
Beginning Fund Balance	1,432	410,366	410,366
Revenues			
Intergov't Revenues	251,110	249,000	246,400
Misc Revenues	22,035	10,000	17,330
Other Financing Sources	2,498,374	2,044,136	2,083,620
<b>Total Revenues</b>	<b>2,771,519</b>	<b>2,303,136</b>	<b>2,347,350</b>
Expenditures			
TREASURER	2,167,586	2,199,250	2,191,750
<b>Total Expenditures</b>	<b>2,167,586</b>	<b>2,199,250</b>	<b>2,191,750</b>
<b>End of Year Adjustment</b>	<b>(194,999)</b>		
<b>Ending Fund Balance</b>	<b>410,366</b>	<b>514,252</b>	<b>565,966</b>
<b><u>2261 - 2010C DEBT SINKING FUND</u></b>			
Beginning Fund Balance	195,496	296,741	296,741
Revenues			
Misc Revenues	1,246	-	-
Other Financing Sources	100,000	100,000	100,000
<b>Total Revenues</b>	<b>101,246</b>	<b>100,000</b>	<b>100,000</b>
Expenditures			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>296,741</b>	<b>396,741</b>	<b>396,741</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>2280 – ROAD IMPROVEMNET DISTRICT (RID) #2</u></b>			
<b>Beginning Fund Balance</b>	<b>31,788</b>	<b>40,743</b>	<b>30,000</b>
<b>Revenues</b>			
Misc Revenues	37,179	21,000	16,400
<b>Total Revenues</b>	<b>37,179</b>	<b>21,000</b>	<b>16,400</b>
<b>Expenditures</b>			
TREASURER	28,224	28,150	28,150
<b>Total Expenditures</b>	<b>28,224</b>	<b>28,150</b>	<b>28,150</b>
<b>Ending Fund Balance</b>	<b>40,743</b>	<b>33,593</b>	<b>18,250</b>
<b><u>3010 - ROADS CONSTRUCTION IN PROGRESS</u></b>			
<b>Beginning Fund Balance</b>	<b>2,437,982</b>	<b>1,922,755</b>	<b>1,168,709</b>
<b>Revenues</b>			
Intergov't Revenues	3,974,150	11,920,900	1,909,055
Charges for Goods & Services	620,973	-	231,000
Misc Revenues	11,476	-	-
Other Financing Sources	1,555,573	1,651,172	1,100,000
<b>Total Revenues</b>	<b>6,162,172</b>	<b>13,572,072</b>	<b>3,240,055</b>
<b>Expenditures</b>			
PUBLIC WORKS	6,677,398	14,205,551	3,318,861
<b>Total Expenditures</b>	<b>6,677,398</b>	<b>14,205,551</b>	<b>3,318,861</b>
<b>Ending Fund Balance</b>	<b>1,922,755</b>	<b>1,289,276</b>	<b>1,089,903</b>
<b><u>3080 - JAIL CAPITAL PROJECTS</u></b>			
<b>Beginning Fund Balance</b>	-	-	-
<b>Revenues</b>			
Other Financing Sources	2,574,224	148,334	28,687
<b>Total Revenues</b>	<b>2,574,224</b>	<b>148,334</b>	<b>28,687</b>
<b>Expenditures</b>			
COMMISSIONERS	1,792,006	148,334	28,687
<b>Total Expenditures</b>	<b>1,792,006</b>	<b>148,334</b>	<b>28,687</b>
<b>End of Year Adjustment</b>	<b>(782,218)</b>		
<b>Ending Fund Balance</b>	-	-	-

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>3150 - TILLEY MASTER PLAN</u></b>			
Beginning Fund Balance	1,502,468	1,261,150	1,261,150
Revenues			
Misc Revenues	8,706	-	-
Total Revenues	8,706	-	-
Expenditures			
CENTRAL SERVICES/FACILITIES	250,054	-	-
Total Expenditures	250,054	-	-
Ending Fund Balance	1,261,150	1,261,150	1,261,150
<b><u>3160 - REAL ESTATE EXCISE TAX</u></b>			
Beginning Fund Balance	9,251,913	8,932,653	8,932,653
Revenues			
Taxes	2,715,841	2,300,000	2,331,510
Misc Revenues	58,941	14,025	9,683
Total Revenues	2,774,782	2,314,025	2,341,193
Expenditures			
COMMISSIONERS	2,846,569	2,684,158	2,792,525
Total Expenditures	2,846,569	2,684,158	2,792,525
End of Year Adjustment	(247,473)	-	-
Ending Fund Balance	8,932,653	8,562,520	8,481,321
<b><u>3170 - 2010 DEBT HOLDING</u></b>			
Beginning Fund Balance	2,318,541	381,299	381,299
Revenues			
Misc Revenues	6,920	6,000	6,000
Total Revenues	6,920	6,000	6,000
Expenditures			
COMMISSIONERS	1,241,231	381,299	356,299
Total Expenditures	1,241,231	381,299	356,299
End of Year Adjustment	(702,930)	-	-
Ending Fund Balance	381,299	6,000	31,000

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>3190 - TRANSPORTATION IMPACT FEES</u></b>			
Beginning Fund Balance	-	341,429	841,121
<b>Revenues</b>			
Charges for Goods & Services	340,681	500,000	500,000
Misc Revenues	748	-	-
<b>Total Revenues</b>	<b>341,429</b>	<b>500,000</b>	<b>500,000</b>
<b>Expenditures</b>			
PUBLIC WORKS	-	-	200,000
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>200,000</b>
<b>Ending Fund Balance</b>	<b>341,429</b>	<b>841,429</b>	<b>1,421,121</b>
<b><u>3200 - PARKS IMPACT FEES</u></b>			
Beginning Fund Balance	-	134,489	384,369
<b>Revenues</b>			
Charges for Goods & Services	134,197	250,000	250,000
Misc Revenues	292	-	-
<b>Total Revenues</b>	<b>134,489</b>	<b>250,000</b>	<b>250,000</b>
<b>Ending Fund Balance</b>	<b>134,489</b>	<b>384,489</b>	<b>634,369</b>
<b><u>4030 - SOLID WASTE</u></b>			
Beginning Fund Balance	10,894,526	13,714,684	12,441,060
<b>Revenues</b>			
Intergov't Revenues	185,261	-	209,829
Charges for Goods & Services	20,310,977	18,940,541	18,940,541
Misc Revenues	42,550	25,503	25,503
Other Financing Sources	3,029	2,811,855	2,492,444
<b>Total Revenues</b>	<b>20,541,817</b>	<b>21,777,899</b>	<b>21,668,317</b>
<b>Expenditures</b>			
PUBLIC WORKS	17,757,146	22,988,350	23,379,168
<b>Total Expenditures</b>	<b>17,757,146</b>	<b>22,988,350</b>	<b>23,379,168</b>
<b>End of Year Adjustment</b>	<b>35,487</b>		
<b>Ending Fund Balance</b>	<b>13,714,684</b>	<b>12,504,233</b>	<b>10,730,209</b>



# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>4040 - SOLID WASTE RESERVE FOR CLOSRE</u></b>			
<b>Beginning Fund Balance</b>	<b>21,789,576</b>	<b>22,109,425</b>	<b>20,440,114</b>
<b>Revenues</b>			
Misc Revenues	4,378	-	-
Other Financing Sources	948,210	866,248	846,864
<b>Total Revenues</b>	<b>952,589</b>	<b>866,248</b>	<b>846,864</b>
<b>Expenditures</b>			
PUBLIC WORKS	632,733	5,160,904	4,855,344
<b>Total Expenditures</b>	<b>632,733</b>	<b>5,160,904</b>	<b>4,855,344</b>
<b>End of Year Adjustment</b>	<b>(7)</b>		
<b>Ending Fund Balance</b>	<b>22,109,425</b>	<b>17,814,769</b>	<b>16,431,634</b>
<b><u>4060 - STORM &amp; SURFACE WATER UTILITY</u></b>			
<b>Beginning Fund Balance</b>	<b>2,627,771</b>	<b>2,770,632</b>	<b>3,284,562</b>
<b>Revenues</b>			
Intergov't Revenues	33,563	50,000	-
Charges for Goods & Services	121,003	61,000	55,000
Misc Revenues	4,993,042	5,413,829	5,903,626
Other Financing Sources	-	15,311	-
<b>Total Revenues</b>	<b>5,147,608</b>	<b>5,540,140</b>	<b>5,958,626</b>
<b>Expenditures</b>			
RESOURCE STEWARDSHIP	5,000,666	5,867,669	5,993,375
<b>Total Expenditures</b>	<b>5,000,666</b>	<b>5,867,669</b>	<b>5,993,375</b>
<b>End of Year Adjustment</b>	<b>(4,080)</b>		
<b>Ending Fund Balance</b>	<b>2,770,632</b>	<b>2,442,103</b>	<b>3,249,813</b>
<b><u>4070 - STORM &amp; SURFACE WATER CAPITAL</u></b>			
<b>Beginning Fund Balance</b>	<b>968,384</b>	<b>1,395,170</b>	<b>1,395,170</b>
<b>Revenues</b>			
Intergov't Revenues	4,824	337,899	-
Misc Revenues	7,726	7,5000	7,500
Other Financing Sources	920,000	970,663	991,400
<b>Total Revenues</b>	<b>932,551</b>	<b>1,316,062</b>	<b>998,900</b>
<b>Expenditures</b>			
RESOURCE STEWARDSHIP	505,756	1,246,445	430,167
<b>Total Expenditures</b>	<b>505,756</b>	<b>1,246,445</b>	<b>430,167</b>
<b>End of Year Adjustment</b>	<b>(8)</b>		
<b>Ending Fund Balance</b>	<b>1,395,170</b>	<b>1,464,787</b>	<b>1,963,903</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>4124 - LAND USE &amp; PERMITTING</u></b>			
<b>Beginning Fund Balance</b>	<b>325,245</b>	<b>869,992</b>	<b>1,116,500</b>
<b>Revenues</b>			
Licenses & Permits	1,385,153	1,293,000	1,334,000
Charges for Goods & Services	1,582,079	1,440,200	1,547,600
Misc Revenues	5,081	3,500	4,200
Other Financing Sources	986,681	883,223	852,681
<b>Total Revenues</b>	<b>3,958,994</b>	<b>3,619,923</b>	<b>3,738,481</b>
<b>Expenditures</b>			
RESOURCE STEWARDSHIP	3,383,118	3,489,938	3,762,457
<b>Total Expenditures</b>	<b>3,383,118</b>	<b>3,489,938</b>	<b>3,762,457</b>
<b>End of Year Adjustment</b>	<b>(31,129)</b>		
<b>Ending Fund Balance</b>	<b>869,992</b>	<b>999,977</b>	<b>1,092,524</b>
<b><u>4200 - BOSTON HARBOR WATER/SEWER</u></b>			
<b>Beginning Fund Balance</b>	<b>207,731</b>	<b>242,762</b>	<b>243,084</b>
<b>Revenues</b>			
Charges for Goods & Services	356,880	383,565	383,565
Misc Revenues	4,438	1,500	1,500
Other Financing Sources	-	1,556	-
<b>Total Revenues</b>	<b>361,318</b>	<b>386,621</b>	<b>385,065</b>
<b>Expenditures</b>			
PUBLIC WORKS	326,436	371,441	371,440
<b>Total Expenditures</b>	<b>326,436</b>	<b>371,441</b>	<b>371,440</b>
<b>End of Year Adjustment</b>	<b>149</b>		
<b>Ending Fund Balance</b>	<b>242,762</b>	<b>257,942</b>	<b>256,709</b>
<b><u>4210 - BOSTON HARBOR RESERVE</u></b>			
<b>Beginning Fund Balance</b>	<b>346,497</b>	<b>331,995</b>	<b>210,575</b>
<b>Revenues</b>			
Misc Revenues	2,071	5,000	2,000
Other Financing Sources	5,000	20,006	20,000
<b>Total Revenues</b>	<b>7,071</b>	<b>25,006</b>	<b>22,000</b>
<b>Expenditures</b>			
PUBLIC WORKS	21,513	145,893	111,118
<b>Total Expenditures</b>	<b>21,513</b>	<b>145,893</b>	<b>111,118</b>
<b>End of Year Adjustment</b>	<b>(60)</b>		
<b>Ending Fund Balance</b>	<b>331,995</b>	<b>211,108</b>	<b>121,457</b>

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>4300 - TAMOSHAN/BEVERLY BEACH SEWER</u></b>			
<b>Beginning Fund Balance</b>	<b>105,656</b>	<b>111,416</b>	<b>122,475</b>
<b>Revenues</b>			
Charges for Goods & Services	153,094	164,050	164,050
Misc Revenues	917	1,300	1,300
Other Financing Sources	-	548	-
<b>Total Revenues</b>	<b>154,011</b>	<b>165,898</b>	<b>165,350</b>
<b>Expenditures</b>			
PUBLIC WORKS	147,913	154,670	154,670
<b>Total Expenditures</b>	<b>147,913</b>	<b>154,670</b>	<b>154,670</b>
<b>End of Year Adjustment</b>	<b>(338)</b>		
<b>Ending Fund Balance</b>	<b>111,416</b>	<b>122,644</b>	<b>133,155</b>
<b><u>4340 - GRAND MOUND SEWER</u></b>			
<b>Beginning Fund Balance</b>	<b>878,859</b>	<b>955,383</b>	<b>716,390</b>
<b>Revenues</b>			
Charges for Goods & Services	800,343	813,823	813,823
Misc Revenues	9,146	8,500	8,500
Prop Trust Gain/Loss	55,984	24,040	24,040
Other Financing Sources	-	1,510	-
<b>Total Revenues</b>	<b>865,474</b>	<b>847,873</b>	<b>846,363</b>
<b>Expenditures</b>			
PUBLIC WORKS	788,590	931,486	910,513
<b>Total Expenditures</b>	<b>788,590</b>	<b>931,486</b>	<b>910,513</b>
<b>End of Year Adjustment</b>	<b>(360)</b>		
<b>Ending Fund Balance</b>	<b>955,383</b>	<b>871,770</b>	<b>652,240</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>4350 - GRAND MOUND WATER</u></b>			
<b>Beginning Fund Balance</b>	<b>857,586</b>	<b>960,301</b>	<b>802,033</b>
<b>Revenues</b>			
Charges for Goods & Services	518,703	574,912	574,912
Misc Revenues	10,539	9,000	9,000
Prop Trust Gain/Loss	50,750	20,890	20,890
Other Financing Sources	-	1,149	-
<b>Total Revenues</b>	<b>579,992</b>	<b>605,951</b>	<b>604,802</b>
<b>Expenditures</b>			
TREASURER	1,085	1,100	1,000
PUBLIC WORKS	466,234	665,858	618,245
<b>Total Expenditures</b>	<b>467,319</b>	<b>666,958</b>	<b>619,245</b>
<b>End of Year Adjustment</b>	<b>(9,958)</b>		
<b>Ending Fund Balance</b>	<b>960,301</b>	<b>899,294</b>	<b>787,590</b>
<b><u>4380 - OLYMPIC VIEW DEBT SERVICE</u></b>			
<b>Beginning Fund Balance</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Revenues</b>			
Fines & Forfeitures	31	-	-
Misc Revenues	445	200	200
Other Financing Sources	2,000	2,000	2,000
<b>Total Revenues</b>	<b>2,475</b>	<b>2,200</b>	<b>2,200</b>
<b>Expenditures</b>			
TREASURER	547	500	300
<b>Total Expenditures</b>	<b>547</b>	<b>500</b>	<b>300</b>
<b>End of Year Adjustment</b>	<b>(1,928)</b>		
<b>Ending Fund Balance</b>	<b>500</b>	<b>2,200</b>	<b>2,400</b>

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>4400 - TAMOSHAN WATER/SEWER COLLECTION</u></b>			
<b>Beginning Fund Balance</b>	<b>123,000</b>	<b>152,608</b>	<b>153,179</b>
<b>Revenues</b>			
Charges for Goods & Services	94,926	93,991	93,991
Misc Revenues	1,314	1,000	1,000
Other Financing Sources	-	319	-
<b>Total Revenues</b>	<b>96,241</b>	<b>95,310</b>	<b>94,991</b>
<b>Expenditures</b>			
PUBLIC WORKS	66,553	84,344	84,343
<b>Total Expenditures</b>	<b>66,553</b>	<b>84,344</b>	<b>84,343</b>
<b>End of Year Adjustment</b>	<b>(80)</b>		
<b>Ending Fund Balance</b>	<b>152,608</b>	<b>163,574</b>	<b>163,827</b>
<b><u>4410 - OLYMPIC VIEW SEWER</u></b>			
<b>Beginning Fund Balance</b>	<b>58,390</b>	<b>57,193</b>	<b>45,935</b>
<b>Revenues</b>			
Charges for Goods & Services	26,956	30,303	28,303
Misc Revenues	340	1,000	500
Other Financing Sources	-	55	-
<b>Total Revenues</b>	<b>27,296</b>	<b>31,358</b>	<b>28,803</b>
<b>Expenditures</b>			
PUBLIC WORKS	28,383	39,135	32,101
<b>Total Expenditures</b>	<b>28,383</b>	<b>39,135</b>	<b>32,101</b>
<b>End of Year Adjustment</b>	<b>(110)</b>		
<b>Ending Fund Balance</b>	<b>57,193</b>	<b>49,416</b>	<b>42,637</b>

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>4420 - TAMOSHAN RESERVE</u></b>			
<b>Beginning Fund Balance</b>	<b>17,761</b>	<b>11,289</b>	<b>24,720</b>
<b>Revenues</b>			
Misc Revenues	65	150	150
Other Financing Sources	51,485	20,429	20,000
<b>Total Revenues</b>	<b>51,550</b>	<b>20,579</b>	<b>20,150</b>
<b>Expenditures</b>			
PUBLIC WORKS	58,077	6,779	745
<b>Total Expenditures</b>	<b>58,077</b>	<b>6,779</b>	<b>745</b>
<b>End of Year Adjustment</b>	<b>55</b>		
<b>Ending Fund Balance</b>	<b>11,289</b>	<b>25,089</b>	<b>44,125</b>
<b><u>4440 - GRAND MOUND WASTEWATER CAPITAL RESERVE</u></b>			
<b>Beginning Fund Balance</b>	<b>370,146</b>	<b>345,981</b>	<b>288,928</b>
<b>Revenues</b>			
Misc Revenues	2,178	2,400	2,400
Other Financing Sources	2,841	60,123	60,000
<b>Total Revenues</b>	<b>5,019</b>	<b>62,523</b>	<b>62,400</b>
<b>Expenditures</b>			
PUBLIC WORKS	29,120	92,702	133,751
<b>Total Expenditures</b>	<b>29,120</b>	<b>92,702</b>	<b>133,751</b>
<b>End of Year Adjustment</b>	<b>(64)</b>		
<b>Ending Fund Balance</b>	<b>345,981</b>	<b>315,802</b>	<b>217,577</b>
<b><u>4450 - GRAND MOUND WATER CAPITAL RESERVE</u></b>			
<b>Beginning Fund Balance</b>	<b>143,568</b>	<b>164,665</b>	<b>132,921</b>
<b>Revenues</b>			
Misc Revenues	23,520	1,260	1,260
Other Financing Sources	-	27,226	27,000
<b>Total Revenues</b>	<b>23,520</b>	<b>28,486</b>	<b>28,260</b>
<b>Expenditures</b>			
PUBLIC WORKS	2,423	28,701	57,275
<b>Total Expenditures</b>	<b>2,423</b>	<b>28,701</b>	<b>57,275</b>
<b>Ending Fund Balance</b>	<b>164,665</b>	<b>164,450</b>	<b>103,906</b>

# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>4460 - TAMOSHAN/BEVERLY BEACH DEBT SERVICE</u></b>			
<b>Beginning Fund Balance</b>	<b>196,868</b>	<b>99,548</b>	<b>100,000</b>
<b>Revenues</b>			
Fines & Forfeitures	526	-	-
Misc Revenues	794	700	600
<b>Total Revenues</b>	<b>1,320</b>	<b>700</b>	<b>600</b>
<b>Expenditures</b>			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>End of Year Adjustment</b>	<b>(98,640)</b>		
<b>Ending Fund Balance</b>	<b>99,548</b>	<b>100,248</b>	<b>100,600</b>
<b><u>4480 - GRAND MOUND DEBT SERVICE</u></b>			
<b>Beginning Fund Balance</b>	<b>188,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Revenues</b>			
Fines & Forfeitures	1,670	2,500	1,000
Misc Revenues	59,041	58,000	47,600
Other Financing Sources	539,800	849,100	808,900
<b>Total Revenues</b>	<b>600,511</b>	<b>909,600</b>	<b>857,500</b>
<b>Expenditures</b>			
TREASURER	284,962	239,850	225,850
<b>Total Expenditures</b>	<b>284,962</b>	<b>239,850</b>	<b>225,850</b>
<b>End of Year Adjustment</b>	<b>(303,549)</b>		
<b>Ending Fund Balance</b>	<b>200,000</b>	<b>869,750</b>	<b>831,650</b>
<b><u>4510 - COMMUNITY LOAN REPAYMENT #1</u></b>			
<b>Beginning Fund Balance</b>	<b>464,454</b>	<b>393,196</b>	<b>427,010</b>
<b>Revenues</b>			
Misc Revenues	12,203	14,100	14,100
Other Financing Sources	-	171,000	171,000
<b>Total Revenues</b>	<b>12,203</b>	<b>185,100</b>	<b>185,100</b>
<b>Expenditures</b>			
TREASURER	15,611	15,900	15,300
PUBLIC HEALTH	1,887	151,286	151,286
<b>Total Expenditures</b>	<b>17,498</b>	<b>167,186</b>	<b>166,586</b>
<b>End of Year Adjustment</b>	<b>(65,963)</b>		
<b>Ending Fund Balance</b>	<b>393,196</b>	<b>411,110</b>	<b>445,524</b>

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>5030 - UNEMPLOYMENT COMPENSATION</u></b>			
Beginning Fund Balance	2,904,122	3,364,392	3,364,392
Revenues			
Misc Revenues	641,226	563,437	563,437
Other Financing Sources	-	597	-
Total Revenues	641,226	564,034	563,437
Expenditures			
HUMAN RESOURCES	181,774	622,209	622,209
Total Expenditures	181,774	622,209	622,209
End of Year Adjustment	818		
Ending Fund Balance	3,364,392	3,306,217	3,305,620
<b><u>5050 - INSURANCE RISK</u></b>			
Beginning Fund Balance	5,007,647	5,163,019	5,163,019
Revenues			
Charges for Goods & Services	1,724,936	1,758,500	1,751,000
Other Financing Sources	14,661	3,095	-
Total Revenues	1,739,597	1,761,595	1,751,000
Expenditures			
HUMAN RESOURCES	1,771,842	2,149,773	2,149,773
Total Expenditures	1,771,842	2,149,773	2,149,773
End of Year Adjustment	187,617		
Ending Fund Balance	5,163,019	4,774,841	4,764,246
<b><u>5060 - BENEFITS ADMINISTRATION</u></b>			
Beginning Fund Balance	1,727,366	1,877,147	837,333
Revenues			
Misc Revenues	330,986	585,634	260,265
Total Revenues	330,986	585,634	260,265
Expenditures			
HUMAN RESOURCES	181,407	1,462,708	390,565
Total Expenditures	181,407	1,462,708	390,565
End of Year Adjustment	202		
Ending Fund Balance	1,877,147	1,000,073	707,033



# Fund Balance Report

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>5210 - CENTRAL SERVICES/FACILITIES</u></b>			
<b>Beginning Fund Balance</b>	<b>2,547,950</b>	<b>2,662,438</b>	<b>2,500,000</b>
<b>Revenues</b>			
Charges for Goods & Services	13,029,441	12,778,471	12,548,421
Misc Revenues	9,785	-	-
Other Financing Sources	314,567	368,095	298,706
<b>Total Revenues</b>	<b>13,353,792</b>	<b>13,146,566</b>	<b>12,847,127</b>
<b>Expenditures</b>			
TREASURER	6,377	3,450	3,450
CENTRAL SERVICES/FACILITIES	13,116,568	13,506,114	13,217,310
<b>Total Expenditures</b>	<b>13,122,945</b>	<b>13,509,564</b>	<b>13,220,760</b>
<b>End of Year Adjustment</b>	<b>(116,359)</b>		
<b>Ending Fund Balance</b>	<b>2,662,438</b>	<b>2,299,440</b>	<b>2,126,367</b>
<b><u>5220 - CENTRAL SERVICES RESERVE</u></b>			
<b>Beginning Fund Balance</b>	<b>4,875,697</b>	<b>5,140,755</b>	<b>5,100,000</b>
<b>Revenues</b>			
Intergov't Revenues	385,129	-	-
Charges for Goods & Services	1,863,330	2,042,221	2,113,550
Misc Revenues	148,863	107,953	110,533
Prop Trust Gain/Loss	41,372	-	-
Other Financing Sources	1,427,826	601,299	421,299
<b>Total Revenues</b>	<b>3,866,520</b>	<b>2,751,473</b>	<b>2,645,124</b>
<b>Expenditures</b>			
CENTRAL SERVICES/FACILITIES	3,601,461	3,137,167	2,451,068
<b>Total Expenditures</b>	<b>3,601,461</b>	<b>3,137,167</b>	<b>2,451,068</b>
<b>Ending Fund Balance</b>	<b>5,140,755</b>	<b>4,755,061</b>	<b>5,294,056</b>
<b><u>5230 - CENTRAL SERVICES/FACILITY ENGINEERING</u></b>			
<b>Beginning Fund Balance</b>	<b>119,076</b>	<b>109,201</b>	<b>118,000</b>
<b>Revenues</b>			
Charges for Goods & Services	332,734	388,094	290,894
Misc Revenues	390	-	300
Other Financing Sources	-	3,729	-
<b>Total Revenues</b>	<b>333,124</b>	<b>391,823</b>	<b>291,194</b>
<b>Expenditures</b>			
CENTRAL SERVICES/FACILITIES	343,001	382,262	291,194
<b>Total Expenditures</b>	<b>343,001</b>	<b>382,262</b>	<b>291,194</b>
<b>End of Year Adjustment</b>	<b>2</b>		
<b>Ending Fund Balance</b>	<b>109,201</b>	<b>118,762</b>	<b>118,000</b>

	2013 Actual	2014 Revised Budget	2015 Budget Preliminary
<b><u>5410 – EQUIPMENT RESERVE &amp; REPLACEMENT (ER&amp;R) - MAINTENANCE</u></b>			
<b>Beginning Fund Balance</b>	<b>2,222,512</b>	<b>1,898,331</b>	<b>1,700,000</b>
<b>Revenues</b>			
Intergov't Revenues	-	-	33,800
Charges for Goods & Services	3,671,374	3,647,148	3,482,886
Misc Revenues	7,917	11,500	11,500
Other Financing Sources	673,665	582,318	567,700
<b>Total Revenues</b>	<b>4,352,955</b>	<b>4,240,966</b>	<b>4,095,886</b>
<b>Expenditures</b>			
TREASURER	63,982	97,400	95,600
CENTRAL SERVICES/FACILITIES	4,458,292	5,020,204	4,984,202
<b>Total Expenditures</b>	<b>4,522,274</b>	<b>5,117,604</b>	<b>5,079,802</b>
<b>End of Year Adjustment</b>	<b>(154,863)</b>		
<b>Ending Fund Balance</b>	<b>1,898,331</b>	<b>1,021,693</b>	<b>716,084</b>
<b><u>5420 - ER&amp;R - REPLACEMENT</u></b>			
<b>Beginning Fund Balance</b>	<b>11,514,421</b>	<b>12,401,597</b>	<b>12,401,597</b>
<b>Revenues</b>			
Charges for Goods & Services	3,562,120	3,522,270	3,522,270
Prop Trust Gain/Loss	39,061	-	-
Other Financing Sources	78,872	100,000	100,000
<b>Total Revenues</b>	<b>3,680,053</b>	<b>3,622,270</b>	<b>3,622,270</b>
<b>Expenditures</b>			
CENTRAL SERVICES/FACILITIES	2,792,878	5,332,150	5,332,150
<b>Total Expenditures</b>	<b>2,792,878</b>	<b>5,332,150</b>	<b>5,332,150</b>
<b>Ending Fund Balance</b>	<b>12,401,597</b>	<b>10,691,717</b>	<b>10,691,717</b>

*This glossary is intended to help readers understand many of the terms used in this budget document. It is organized in alphabetical order and may show common abbreviations along with the full terms.*

**Adopted Budget:** The appropriations as originally adopted by the Board of County Commissioners by ordinance in the preceding December.

**Appropriation:** The expenditure authority granted to an office or department in a budget ordinance adopted by the Board of County Commissioners. No office or department of the county may spend more than the amount authorized in its expenditure appropriation.

**Assessed Value (AV):** The value of a piece of property as determined by the County Assessor's Office for the purpose of determining the annual property tax. Sometimes assessed value is referred to as "AV," particularly when it refers to the aggregated assessed value in the county.

**Auditor's Filings and Recordings Fees:** These are fees charged for documents recorded by the County Auditor's Office, including real estate transactions, marriage and divorce records, and survey maps. The fees are established by state statute and the revenues are distributed between the state and the county and are accounted for in the General Fund.

**Bond Fund:** When bonds are sold, proceeds are accounted for in a bond fund established for and dedicated to the specific bond issuance.

**Budget:** The budget is a plan of revenue and expenditures, a document that shows how the county expects to manage its finances during the coming fiscal year. State statute requires that county budgets be balanced. That means that Thurston County may not budget more expenditures than it expects to have available as a result of anticipated revenues combined with fund balances. When the budget is adopted, the appropriations included in the budget are legally binding on each office, department and fund.

**Budget Development Process:** The County prepares its budget in accordance with state law (RCW 36.40). Each September, county elected officials and department heads submit proposed operating budgets and revenue estimates for the upcoming new fiscal year. The preliminary budget is presented by the County Manager and Budget and Fiscal Manager, with assistance from county fiscal staff. The Board of County Commissioners reviews budget materials, proposals, estimates and forecasts. Public hearings are conducted at the courthouse to obtain citizens' comments on the preliminary budget. The new annual budget is adopted prior to December 31.

**Budget Development Schedule:** Thurston County's annual budget is developed in accordance with Washington State laws and regulations. The preliminary budget is presented each November preceding the commencement of the new fiscal year. A public hearing is held in December of each year. The Board of County Commissioners adopts the budget for the following calendar year prior to the end of December.

**Budget Period:** Thurston County's fiscal year is January 1 through December 31 of each year.

**Cable Franchise Fees:** Pursuant to the Cable Communications Policy Act of 1984, this fee was established to levy franchise fees on cable TV operators. Fees collected are accounted for in the General Fund.

**Capital Facilities Plan (CFP):** A capital facilities plan, sometimes called “CFP,” is the plan mandated by the State Growth Management Act (RCW 36.70A.020) explaining how the county will provide the requisite public services and facilities adequate to serve new development anticipated over the course of a 20-year planning horizon. It is a chapter in the county’s Comprehensive Plan. The public facilities include roadways, street lighting, sidewalks, traffic signals, domestic water systems, storm and sanitary sewer systems, parks and recreational facilities, and schools. Public services include fire protection, law enforcement, public health, education, recreation, environmental protection, and other government services. The CFP is intended to provide a general assessment of major public services which impact land-use issues, rather than a detailed analysis of every service provided by government. It includes facilities and services provided by other governments as well as by the county. The CFP provides a general summary of how and when these basic services will be provided to support future growth as envisioned by the Comprehensive Plan and in what manner they will be funded.

**Capital Improvement Project/Plan (CIP):** A capital improvement project is a project that adds to the county’s infrastructure. Examples of capital improvement projects include the construction of roads, curbs, gutters, sidewalks or buildings. Because it is typical for a capital improvement project to require multiple years and considerable expense for the phases of planning, design, property acquisition and construction, capital improvement projects are described and financing for them is managed through a capital improvement plan. The abbreviation “CIP” is sometimes used for either the project or the plan. The county’s CIP is a sub-set of the county’s Capital Facilities Plan (CFP), which may include projects planned by other governmental entities, unfunded but desired projects and a longer span of planning time (up to 20 years).

**Conservation Futures:** The Conservation Futures property tax levy finances the acquisition of open space and park land. The tax rate may not exceed \$.625 per \$1,000 of assessed value. The Conservation Futures Fund accounts for this tax revenue and associated expenditures.

**Consumer Price Index (CPI):** A measure of the change in prices paid over time for a fixed market basket of goods and services. The Bureau of Labor Statistics (BLS) updates the CPI monthly, surveying over 60,000 goods in 85 urban areas. The BLS also produces a bimonthly Seattle-Tacoma-Bremerton CPI.

**Court Appointed Special Advocate (CASA):** Trained volunteer Guardians ad Litem appointed for children in dependency and termination (child welfare) cases.

**Disposal Charges:** These are fees charged for disposal of refuse at the Thurston County Waste and Recovery Center. They are accounted for in the Solid Waste Maintenance & Operations Fund.

**Election Services:** Elections are conducted by the County Auditor's Office and include all primary, general, and special elections for federal, state, and local candidates and issues in Thurston County. Reimbursements from other governments for their pro-rata share of election costs are accounted for in the General Fund.

**Electronic Home Monitoring and Work Release Fees:** Fees charged to individuals in court-ordered electronic monitoring or work release programs as part of their criminal sentence(s) are accounted for in the General Fund.

**Enterprise Fund:** An enterprise fund is a fund established to account for operations that are financed and operated in such a way that the cost of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges. An example of an enterprise fund is the Solid Waste Fund, which receives no General Fund contributions and is financed primarily from disposal fees.

**Equipment Replacement and Revolving Fund (ER&R):** An account established to replace vehicles, construction and maintenance equipment, and miscellaneous other materials, supplies and services (RCW 36.33A.010).

**Financial Policies:** The County's financial policies are the guiding principles used in establishing the preliminary budget.

**Fines, Forfeitures, Penalties, Assessments:** Monies collected from traffic and other legal infractions, which are accounted for in the General Fund.

**Fund Balance:** A fund balance is the amount remaining in a fund after revenues have been deposited and expenditures have been completed. This amount is a resource carried over for use in the following or a subsequent fiscal year. In proprietary funds, liquidity (working capital) is based on the difference between current assets and current liabilities. Fund balance amounts may be undesignated or reserved for specified purposes. In this budget publication, beginning fund balance amounts are determined by final accounting for prior-year balances, and ending fund balance amounts are the arithmetic result of adding the beginning fund balance plus estimated revenues and then subtracting the appropriated (or proposed, in the preliminary budget) expenditures.

**General Fund:** The General Fund is used to record the revenue and expenditure activity of all general government services. All non-designated revenues are deposited into this fund. It is the only fund that can be used to support other funds as well as pay for general government services.

**General Levy:** The general property tax levy, along with other general revenue sources, funds the primary operations budgets of the county's general government services, such as Assessor, Auditor, Clerk, Commissioners, Coroner, District Court, Superior Court, Juvenile Court/Probation, Prosecuting Attorney, Office of Assigned Counsel, Sheriff, Jail/Corrections, and Treasurer. For tax year 2014, the general levy rate is approximately \$1.38 per \$1,000 of assessed value and is approximately 10.46% of the property taxes collected by the County Treasurer.

**Grant:** A grant is monetary assistance or tangible property given to the county for a specific project or service, primarily by the state and/or federal governments, which is not regular or ongoing revenue. When grants are received, they are deposited in and accounted for within the fund applicable to the specific service involved. For example, a grant for public health services is applied to the Public Health and Social Services fund; a grant for storm or surface water management services is applied to the Storm and Surface Water Utility fund; a grant for a road improvement project is applied to the Road fund etc.

**Guardian ad Litem (GAL):** A person appointed by the court to represent the best interests of children or incapacitated adults.

**Implicit Price Deflator (IPD):** A measure of the level of prices of all new, domestically produced, final goods and services in an economy. It is derived by dividing current dollar (nominal) consumer expenditures by constant dollar (real) consumer expenditures.

**Interest Earnings:** Interest is earned upon the average daily balance of cash within the County Treasurer's investment pool. The County Treasurer administers the investment pool. Interest earnings are applied monthly to the fund source of the invested cash, unless specifically directed otherwise.

**Interfund Charges:** Charges for services provided by one fund, office or department for another fund, office or department, within the county government. Payments from one fund to another are made based on billings for services rendered. Examples of interfund billings include central services (computer, phone and mail-related charges), equipment operations and replacement charges, space use charges, indirect cost reimbursement charges, insurance charges, etc.

**Internal Service Fund:** An internal service fund is used to account for goods or services given to one department by another on a cost-reimbursement basis.

**Liquor Control Board Profits:** Thurston County receives a share of state-distributed license and permit fees, penalties, forfeitures, and other income received by the state Liquor Control Board. Distribution to local governments is based on population, except local governments that prohibit the sale of liquor within their jurisdictions do not share in the distribution. Two percent must be spent on substance abuse treatment programs.

**Liquor Excise Tax:** The county no longer receives a share of state-distributed taxes on liquor beginning 3<sup>rd</sup> quarter 2012.

**Medic One:** The Medic One property tax levy is a levy specifically approved by Thurston County voters. The tax rate may not exceed \$0.50 per \$1,000 of assessed value. This levy finances countywide delivery of emergency medical services, advanced life support (paramedic level) response and transport services. The Medic One fund accounts for this tax revenue and associated expenditures.

**Mental Health Services:** Thurston County is the financial agent that receives and disburses the state and federal portion of Medicaid funds from the State Division of Mental Health for Thurston/Mason RSN. Thurston County does not currently provide mental health services directly; rather, it contracts with other community agencies to provide the service using these RSN funds. This revenue is accounted for in the Public Health and Social Services fund.

**Modified (Revised) Budget:** During the course of each fiscal year, the budget is modified with due public notice and hearings. Modifications are made to update and adjust appropriations in accordance with changes in expected revenue and to reflect actual fund balances which are established following each fiscal year. The Board of County Commissioners makes budget modifications at least quarterly.

**Motor Vehicle Fuel Tax - County Roads:** This state-enacted and -distributed tax on the sale of motor vehicle fuels is required to be used for county road purposes. This tax is accounted for in the Roads fund.

**Motor Vehicle License Fees:** License fees for motor vehicles and vessels are accounted for in the General Fund. The rate Thurston County receives for county uses is \$3.00 per vehicle license renewal processed within Thurston County excluding the renewals through the State Department of Licensing office.

**Operating Transfers:** A transfer of money from one county fund to another county fund without the expectation of the paying fund receiving a service or product in return.

**Operating Assessments:** Assessments levied on assessed value pursuant to specific legislation and designated for special purposes. Examples include the storm and surface water management fees and noxious weed control levy. Also included are lakes management levies, which are applied to properties surrounding certain lakes as a result of approval by those voters.

**Permit Fees:** Fees charged to obtain permits for certain actions, such as land-use plan review, septic systems, and construction. These fees and charges, associated with growth and development (including zoning and subdivision fees) are accounted for in the Land Use and Permitting and Public Health funds.

**Property Tax:** Property tax is the single largest source of revenue for county general government services and for many other jurisdictions for which the county collects the property tax. The County Assessor values real and personal property annually, in accordance with the true and fair market value for property taxes, with certain exemptions as required by law. These assessed property values are the base upon which the property tax is applied. Property tax payments are due twice a year, April 30 and October 31. The County Treasurer collects the property taxes and then distributes them to the various governments in the county (taxing jurisdictions) that levied the respective taxes. More than half of property taxes go to school districts. The property tax levies received by county government are: the general levy, the Roads District levy, the Medic One levy, and the Land Conservation Futures levy. Each of these levies is subject to the 1% per year annual growth limit, as passed into law via Initiative 747 and reestablished by the State Legislature when Initiative 747 was declared invalid by the Superior Court of the State of Washington.

The State of Washington receives the State Schools levy. Other taxing jurisdictions receiving their own respective levies are: school districts, cities and towns, fire districts, Port of Olympia, Timberland Regional Library, Public Utility District #1 and cemetery districts.

**Preliminary Budget:** The preliminary budget is prepared by county staff on behalf of the Board of County Commissioners and presented to the Commissioners in November of each year. This is the budget offered for public comment prior to the Board of County Commissioners' adoption of the final budget.

**Real Estate Excise Tax (REET):** This tax is an excise tax paid by the seller upon the sale of real property within Thurston County and is accounted for in the Real Estate Excise Tax Fund. The original tax was 0.25% of the value of the sale. This is sometimes called "1<sup>st</sup> ¼ REET." An additional 0.25% was approved by the Board of County Commissioners, effective February 18, 1992. This is sometimes called "2<sup>nd</sup> ¼ REET." Monies received from both tax increments must be spent on capital projects specified in the county's Capital Facilities Plan, an element of the county's Comprehensive Plan.

**Regional Support Network (RSN):** State legislation created "Regional Support Networks" (RSN) which give county governments' responsibility and authority to serve chronically and acutely mentally ill individuals through contracted inpatient and outpatient mental health services. Thurston/Mason RSN serves residents in both Thurston and Mason Counties. The Thurston/Mason RSN is also a capitated prepaid inpatient health plan (PIHP). PIHPs implement locally-operated managed behavioral health care systems. PIHPs receive the state and federal portion of Medicaid funds and other state and federal grants from the Mental Health Division of the Washington State Department of Health and Social Services.

**Road Levy:** The Road levy is a specific property tax levy that is applied only to unincorporated area assessed value and is dedicated to financing and maintaining county roads in the unincorporated area of the county.

**Sales Tax:** Sales taxes are applied to the sale or consumption of goods and/or services, with limited specific exemptions. The state collects and distributes these taxes. There are several types of sales tax utilized in Thurston County, as follows:

- **Local Retail Sales and Use Tax:** The base tax rate in unincorporated Thurston County is 7.9%, or 7.9 cents on the dollar. Of the 7.9 cent sales tax, Thurston County government receives a portion of 1 cent. The other 6.5 cents is retained by the state. Thurston County's share of the 1 cent is the combination of: (a) 15% of the 1 cent collected on sales in incorporated areas, plus (b) 100% of the 1 cent collected on sales in unincorporated areas. Additionally, three voter-approved special 1/10<sup>th</sup> cent sales taxes produce a combined-total sales tax rate of 8.7 cents in Thurston County. These special 1/10<sup>th</sup> cent sales taxes are dedicated to criminal justice, detention facilities, and emergency communications 911.
- **Criminal Justice Sales Tax:** A special 1/10<sup>th</sup> cent sales tax was approved by voters in 1990. The proceeds are used exclusively for criminal justice services. This tax revenue is accounted for in the General Fund.



- **Detention Facilities Sales Tax:** A special 1/10<sup>th</sup> cent sales tax was approved by voters in 1995. The funds are used exclusively for construction and operation of juvenile detention facilities and adult jails. This tax revenue is accounted for in the Detention Facilities Sales Tax Holding Fund.
- **Chemical Dependency/Mental Health Services Tax (Treatment Sales Tax):** A sales and use tax (1/10<sup>th</sup> of one percent) is imposed in Thurston County for the purpose of providing new or expanded chemical dependency or mental health treatment services and for the operation of new or expanded therapeutic court programs. This tax is sometimes referred to as the “Treatment Sales Tax” and the revenue is accounted for in the Treatment Sales Tax fund.

**Social Services Levy:** Pursuant to state statute, RCW 71.20.110, a small fraction, \$.025 per \$1,000 of assessed value, of the general property tax levy is apportioned to Thurston County's Public Health and Social Services fund. These funds are used to help fund mental health, chemical dependency, substance abuse, and developmental disabilities services.

**Timber Harvest Tax/Private Harvest Tax:** This is a tax levied on private timber harvests pursuant to state statute, RCW 84.33.051, .081. It is distributed to taxing districts located where the timber is harvested.

**Timber Sales/State Forest Board:** This is income generated by proceeds from timber sales on state forest lands. The distribution of net proceeds to counties is based on the timber sale revenues from land within each county, per state statute RCW 335.02.33. Counties then distribute the monies among taxing districts (schools, etc.) based on respective property tax rates.

**Veterans Fund:** A small fraction of the general levy, \$.01125 (one & one-eighth cents) per \$1,000 of assessed value is apportioned to the Veterans Fund pursuant to state statute, RCW 73.08.080. Proceeds are used to provide assistance to eligible indigent veterans in Thurston County.

**Water and Sewer Utility Revenues:** These revenues include fees and charges for various services. The county operates several water and sewer utilities, including Boston Harbor, Olympic View, Tamoshan/Beverly Beach and Grand Mound. Customers of these utilities pay bills for their use of water and sewer service, and those receipts are the funds used to finance services rendered.

