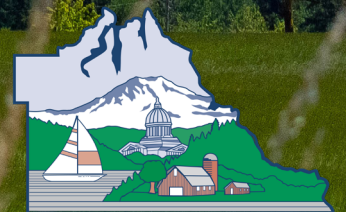


# 2021 Thurston County Adopted Budget



THURSTON COUNTY

WASHINGTON

SINCE 1852



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(D) = Democrat

(R) = Republican

(I) = Independent

Date indicates end of term

## Thurston County Commissioners



Commissioner  
John Hutchings (I) 2020



Commissioner  
Gary Edwards (I) 2020



Commissioner  
Tye Menser (D) 2022

---

## Other County Elected Officials



Assessor  
Steven Drew  
(D) 2022



Auditor  
Mary Hall  
(D) 2022



Clerk  
Linda Myhre-Enlow  
(D) 2022



Coroner  
Gary Warnock  
(D) 2022



Prosecuting Attorney  
Jon Tunheim  
(D) 2022



Sheriff  
John Snaza  
(I) 2022



Treasurer  
Jeff Gadman  
(D) 2022

## Superior Court Judges



Left to Right: John C. Skinder, Erik D. Price, Christine Schaller, Chris Lanese, James Dixon, Mary Sue Wilson, Anne Hirsch, Carol Murphy

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## District Court Judges

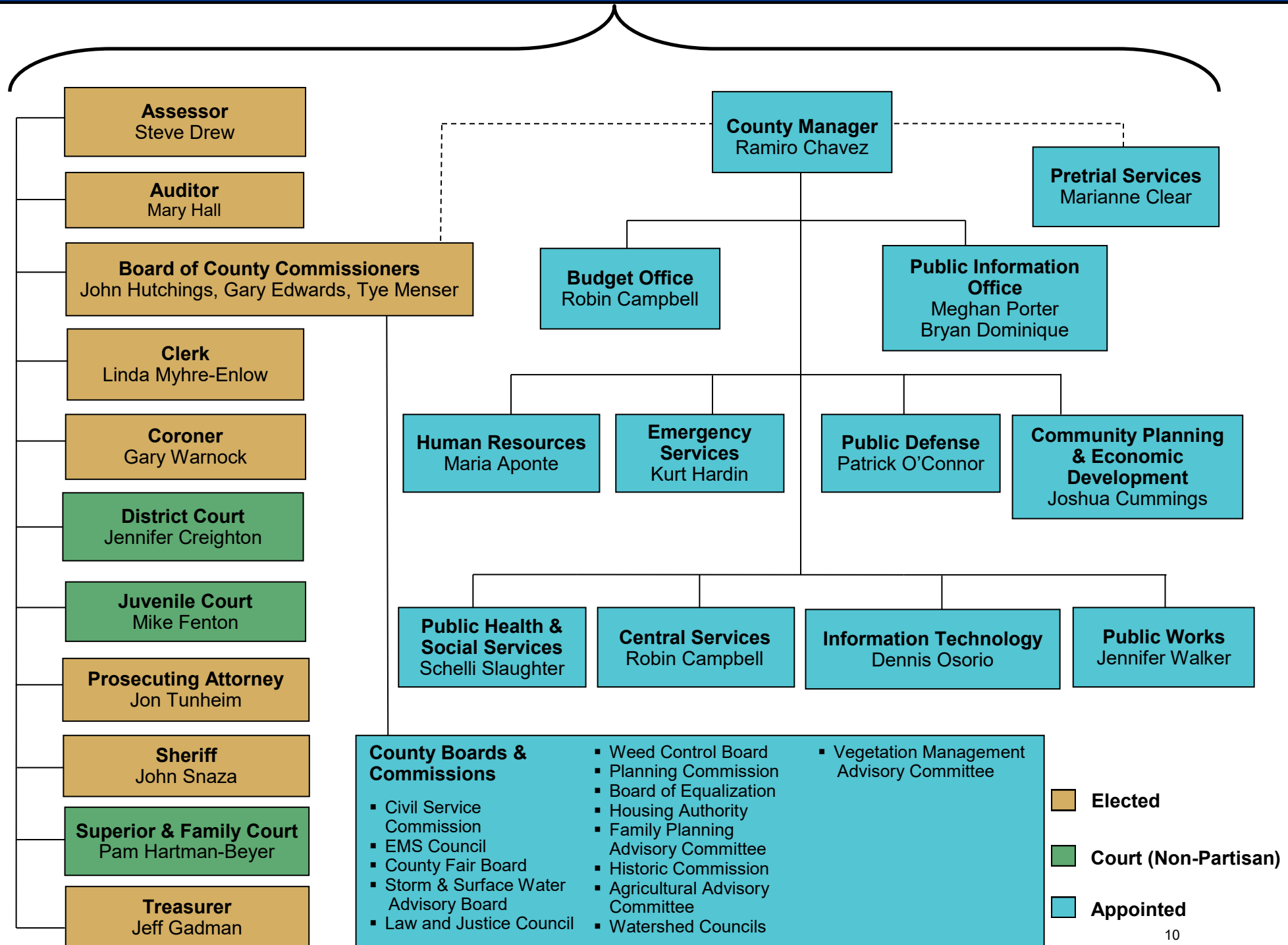


Brett Buckley

Sam Meyer

Kalo Wilcox

# The Residents of Thurston County





## Committee Representation

Committee	Primary	Alternate
Alliance for a Healthy South Sound	Menser	Edwards
Animal Services	Menser	Hutchings
Area Agency on Aging	Edwards	Hutchings
Behavioral Health Organization	Hutchings	Edwards
Canvassing Board	Hutchings	Menser
Capitol Lake/Lower Deschutes - Department of Enterprise Services, State of Washington	Hutchings	Edwards
Cascade Pacific Action Alliance	Menser	Hutchings
Chehalis Basin Flood Authority	Menser	Edwards
Chehalis Basin Partnership	Menser	Edwards
Chehalis Watershed Office	Menser	Edwards
Community Investment Partnership	Hutchings	Menser
Department of Enterprise Services Community Officials Roundtable	Hutchings	Edwards
Disability Board	Hutchings	Edwards
Economic Development Council	Hutchings	Menser
Emergency Food & Shelter Program	Hutchings	Menser
Thurston County Emergency Medical Services Council (Medic One)	Edwards	Menser
Finance Committee	Hutchings	Menser
Fire Commissioners Association	Edwards	Menser
Intercity Transit	Menser	Hutchings
Law and Justice Council	Menser	Edwards
Law Library Board	Hutchings	Menser
Lodging Tax Advisory Committee	Edwards	Menser
LOTT Clean Water Alliance	Menser	Hutchings
Lucky Eagle 2% Committee	Menser	Hutchings
Mayor's Forum	Hutchings	Menser
Nisqually River Council	Edwards	Menser
North Lewis Industrial Access Steering Committee	Menser	Edwards
Olympic Region Clean Air Agency	Menser	Hutchings
Pacific Mountain Workforce Development Consortium	Hutchings	Edwards
PSP Salmon Recovery Council	Menser	Edwards
Shared Legislative Strategy	Hutchings	Menser
South Sound Military Community Partnership Elected Officials Council	Edwards	Hutchings
TCOMM 911 Administrative Board	Edwards	Hutchings
Thurston Thrives Coordinating Council	Menser	Edwards
Tourism Promotion Area	Hutchings	Co. Auditor
Transportation Policy Board	Edwards	Menser

## Committee Representation

Committee	Primary	Alternate
Thurston Regional Planning Council	Menser	Edwards
Voluntary Stewardship Program	Edwards	Menser
Washington Counties Risk Pool	Edwards	Menser
Washington State Association of Counties Board of Directors	Hutchings	Edwards
Washington State Association of Counties Legislative Steering Committee	Hutchings	Edwards

## Governmental Fund Types

The *general fund* is a government's basic operating fund and accounts for everything not accounted for in another fund.

*Special revenue funds* are intended to be used to report specific revenue sources that are limited to being used for a particular purpose.

Anti-Profitteering	Medic One Reserve
Auditor's Election Reserve	Noxious Weed
Auditor's Maintenance and Operations	Parks and Trails
Basin Planning and Enhancements	Public Educational and Governmental
Communications	Prisoner's Concessions
Conservation Futures	Public Health & Social Services
Detention Facility Sales Tax	Public Health & Social Services Technology
Election Stabilization Reserve	Real Estate Excise Tax Technology
Emergency Management Council	Roads and Transportation
Fair	Sheriff's Special Programs
Family Court Services	Medic One
Historic Preservation	Stadium/Convention/Art Center
Housing & Community Renewal	Superior Court Family Court Services
Interlocal Drug Enforcement	Tax Refunds (Not budgeted)
Investment Administration (Not budgeted)	Tourism Promotion Area
Lake Lawrence Lake Management District	Treasurer's Maintenance & Operation (Not budgeted)
Law Library	Treatment Sales Tax
Legal Financial Obligation Collection	Trial Court Improvement
Long Lake Management District	Veterans
Medic One	Victim Advocate Program

*Debt service funds* account for the repayment of debt.

Corrections Flex Unit	General Obligation Bonds 2015
General Obligation Bonds 2010	General Obligation Bonds 2016
General Obligation Bonds 2010 Sinking Fund	



## Fund Structure

*Capital projects funds* account for the construction, rehabilitation, and acquisition of capital assets, such as buildings, equipment and roads.

Courthouse Project	Real Estate Excise Tax Second Quarter
Jail Capital Projects	Roads Construction in Progress
Parks Impact Fees	Transportation Impact Fees
Real Estate Excise Tax First Quarter	

## Proprietary Fund Types

*Enterprise funds* account for various business-type activities for which a fee is charged to external users for services.

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

*Internal service funds* account for centralized services provided to other county departments or agencies on a cost reimbursement basis.

Benefits Administration	Information Technology Operations
Central Services Facilities	Information Technology Reserves
Central Services Facility Engineering	Insurance Risk
Central Services Reserve	Large System Replacement Reserve
Equipment Rental and Revolving - Maintenance	Unemployment Compensation
Equipment Rental and Revolving - Replacement	

## **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.

## Budget Development Approach

For the past four years, Thurston County adopted two -year, or biennial operating and capital budgets in even numbered years. Due to uncertainty in estimating revenues and expenditures during the coronavirus pandemic, the Board of County Commissioners voted to convert to an annual budget for 2021.

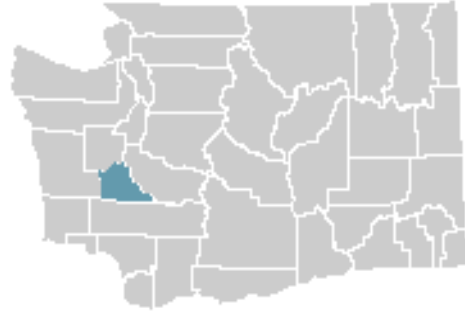
The operating budget includes all operations except for projects that meet the capital definition for budget purposes. Examples of capital projects include construction, repair and upgrades to county buildings, parks, storm water infrastructure, roads, bridges and culvers. The operating budget is adopted at the fund and office/department level. Unspent appropriations revert at year-end and are not automatically carried forward to the following year. The capital budget is adopted by project. Over the course of the year, there are a limited number of opportunities to amend the appropriations.

Once the budget requests are submitted, the Board of County Commissioners considered the four-year forecast for the General Fund, alternative revenue sources and the need for a sustainable budget with a fund balance necessary to maintain positive cash flow.

Throughout this book, the 2020 budget reflects amendments adopted as of publication.

## Thurston County Quick Facts

	<u>Amount</u>
Population 2020	291,000
Unincorporated Area	145,300
Incorporated	145,700
Land Area – Square Miles	721.96
Assessed Value 2019	\$38,007,000,000
New Construction 2019	\$653,000,000
Median Household Income 2019	\$75,924



## Role of Counties

Most services provided by counties are mandated by the State of Washington and in some cases the county is acting as an agent of the state. Counties are complex because the area and residents served depends on the duty being performed. Many services are provided to all residents county-wide such as conducting elections and providing public defense. Other services are only provided in the unincorporated area of the county such as providing building permits and the construction and maintenance of roads and bridges.

### County Duties and (Responsible Thurston County Office or Department)

Serving All Thurston County Residents	Serving Unincorporated Area
Alcoholism & Drug Abuse (Public Health and Social Services) *	Building Permits (Community Planning and Economic Development)
Aging and Senior Services (Area Agency on Aging – separate agency)	Garbage & Recycling (Public Works)
Cooperative Extension (Community Planning and Economic Development)	Growth Management Policies (Community Planning and Economic Development)
Corrections (Sheriff) *	Land Use Planning (Community Planning and Economic Development)
County Fair (Community Planning and Economic Development)	Law Enforcement (Sheriff) *
Developmental Disabilities (Public Health and Social Services) *	Parks & Recreation (Public Works)
District Court (District Court) *	Roads and Bridges (Public Works) *
Domestic Violence (Prosecuting Attorney)	Sewer Service (Public Works)
Document Recording (Auditor) *	Surface Water Management (Public Works)



## Budget Summary

<b>Serving All Thurston County Residents</b>	<b>Serving Unincorporated Area</b>
E-911 & Central Dispatch (Thurston 911 Communications, separate agency)	Water Service (Public Works)
Economic Development (Community Planning and Economic Development)	Weed Control (Public Works)
Elections (Auditor) *	Zoning (Community Planning and Economic Development)
Emergency Planning and Management (Emergency Management)	
Energy & Weatherization (Thurston Regional Planning Council, separate agency)	
Housing Programs (Public Health and Social Services)	
Juvenile Court (Juvenile Court) *	
Juvenile Detention (Juvenile Court) *	
Medical Examiner (Coroner) *	
Medic 1 (Emergency Services)	
Mental Health (Public Health and Social Services) *	
Property Tax Administration (Assessor and Treasurer) *	
Prosecuting Attorney (Prosecuting Attorney) *	
Public Defender (Public Defense) *	
Public Health Services (Public Health and Social Services)	
River Basin Flood Plans (Emergency Management and Community Planning and Economic Development)	
Search and Rescue (Sheriff)	
Specialized Law Enforcement (Sheriff)	
Solid Waste Management (Public Works)	
Superior Court (Superior Court and the Clerk) *	
Tourism (Tourism Promotion Area, separate organization)	
Treasury (Treasurer) *	
Vehicle & Marriage Licenses (Auditor) *	
Veteran's Assistance (Public Health and Social Services)	
Vital Statistics (Public Health & Social Services) *	

\* County acting as an agent of the State of Washington

### Economic and Budget Forecast

The outlook for Thurston County finances remains positive, though there are continuing risks due to effects of the coronavirus pandemic (COVID-19). The impact of COVID-19 on residents is significant whether they are directly affected by illness or death, have experienced loss of employment, now work remotely, changed how they shop or simply spend more time at home. Likewise, businesses and employers have experienced substantial changes. Some have closed, others have had to adapt to operating limitations and many shifted employees to working at home. Some business experienced unprecedented demand such as lumber, home improvement products and outdoor recreation equipment. Other businesses such as restaurants and bars struggle to survive with limitations on indoor operations.

County finances have weathered 2020 better than many other counties because tax revenue continues to come in strong. One reason is the State of Washington, the county's largest single employer, has not implemented significant layoffs. Though unemployment rose to nearly 16% during stay at home orders, by November it fell to 6.3%. Even with more people out of work, sales taxes have continued to be higher than expected in part due to federal stimulus payments and enhanced unemployment benefits. The single largest revenue source is property tax which remains stable even through recessions. Although Thurston County ends 2020 in good financial shape and the forecast is positive, but that could change if the county does not receive enough resources to respond to the pandemic or if the State of Washington has significant layoffs.

The Washington State Economic and Revenue Forecast Council's November Forecast includes the following insights:

- "U.S. Economic activity has expanded, but a recent increase in COVID-19 cases threatens the recovery."
- "The forecast assumes rates of infection and death remain elevated until a vaccine becomes available in mid-2021."
- "The Washington economy continues to recover from the recession, but growth is slowing."
- "The Washington forecast features lower income and employment but higher housing construction and inflation than did the forecast adopted in September."
- "Revenue has been coming in higher than forecasted but retail activity is expected to slow through the middle of 2021."

While it is good news that revenue is higher than expected, the state revenue and economic forecast reflects the uncertainty caused by the COVID-19 pandemic.

### *Employment/Unemployment*

Employment has been strong in Thurston County for several years. Prior to the pandemic unemployment was below 5%, which is considered full employment. During stay-at-home orders and business closure, unemployment spiked to 15.9% in April 2020. It has since fallen to 6.3% in November.

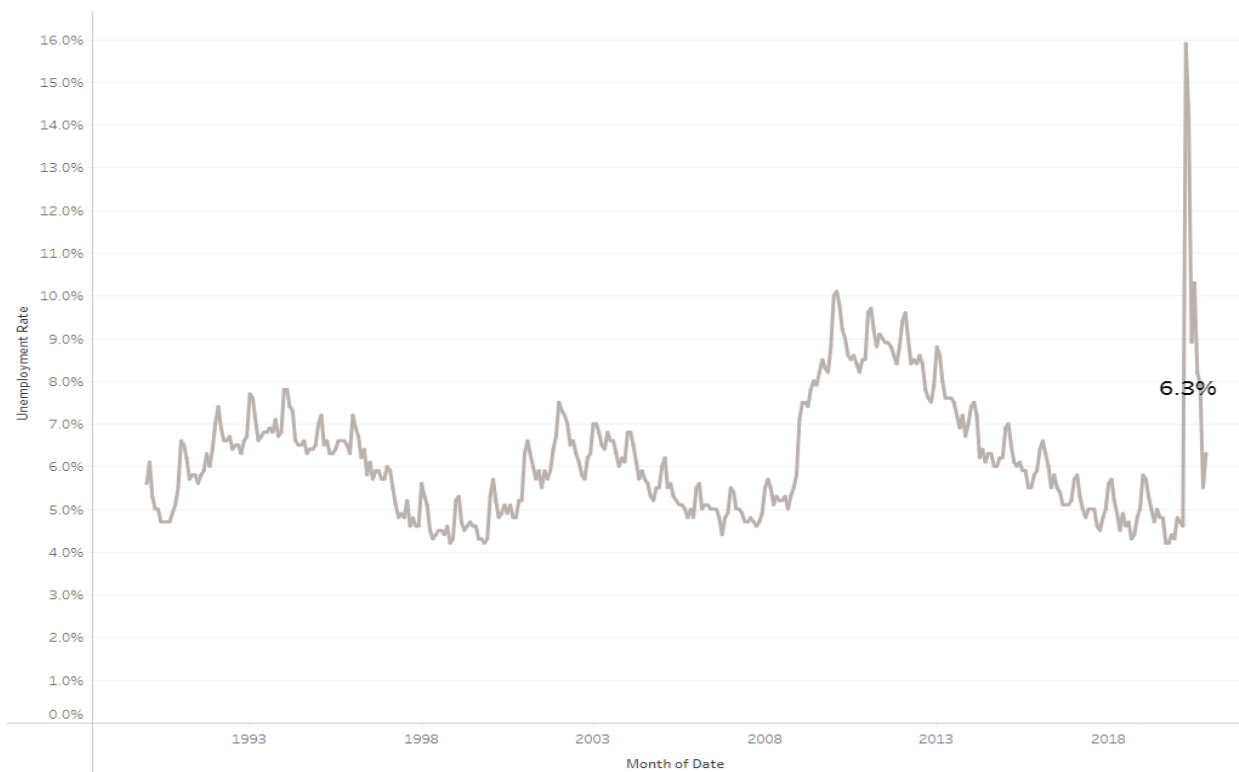
## Budget Summary

Based on the November data, there are 6,000 fewer people employed in non-farm jobs as compared to November 2019. Losses have primarily occurred in the following industries:

- -1,400 Leisure and Hospitality
- -1,500 Government
- -900 Trade, Transportation, Warehousing and Utilities
- -700 Retail Trade

There are risks that surges in COVID-10 cases and hospitalizations may result in business restrictions and push unemployment back up. Economists predict that it will take until the end of 2022 for employment to fully rebound.

**Thurston County Unemployment Rate January 1990 to November 2020**



Source: Washington State Employment Security Department

### *Property Tax*

Property tax is the single largest revenue source for the county in total and the General Fund. In 2021 it is projected to total \$83,305,937 with \$ 44,000,000 going to the General Fund. Although the county mails property tax bills and receives the payment, only a small portion is retained for county operations.

## Budget Summary

A total of 60.35 cents of each dollar received goes to fund schools. Cities receive 8.46 cents, fire districts receive 9.37 cents, and all other jurisdictions collect 5.51 cents on the dollar. The county retains a total of 16.31 cents of each dollar as follows:



In general property tax is a stable revenue source with predictable collections. State law limits annual property tax revenue growth to 1 percent, with two exceptions. The first exception is the addition to new construction to the tax base. This drives the biggest increase in revenue at roughly 1 percent; it is also the most affected by the economy. The second exception is voter approved levy lid lifts, allowing the growth rate to exceed 1 percent. Thurston County does not have a levy lid lift. The 1 percent limit is a challenge because this critical tax does not grow at the same rate as costs.

### Sales Tax

Sales Tax receipts are tracking well against the original forecast for 2020 and 2021 is assumed to increase by 8.2%. Sales taxes were bolstered by COVID-19 stimulus payments, higher than normal unemployment benefits and a significant shift to on-line shopping. The amount of sales tax collected by the county, depends on the location of the sale, with the county collecting the most on purchases in the unincorporated areas. In the COVID-19 era, considerable shopping has shifted from brick and mortar stores to on-line. Purchases in homes located in rural areas are part of the activity driving increases in sales tax.

Industries have been affected very differently in 2020. Among the top 10 industries for Thurston County, three show substantial increases in year to date comparisons with 2019 through November.

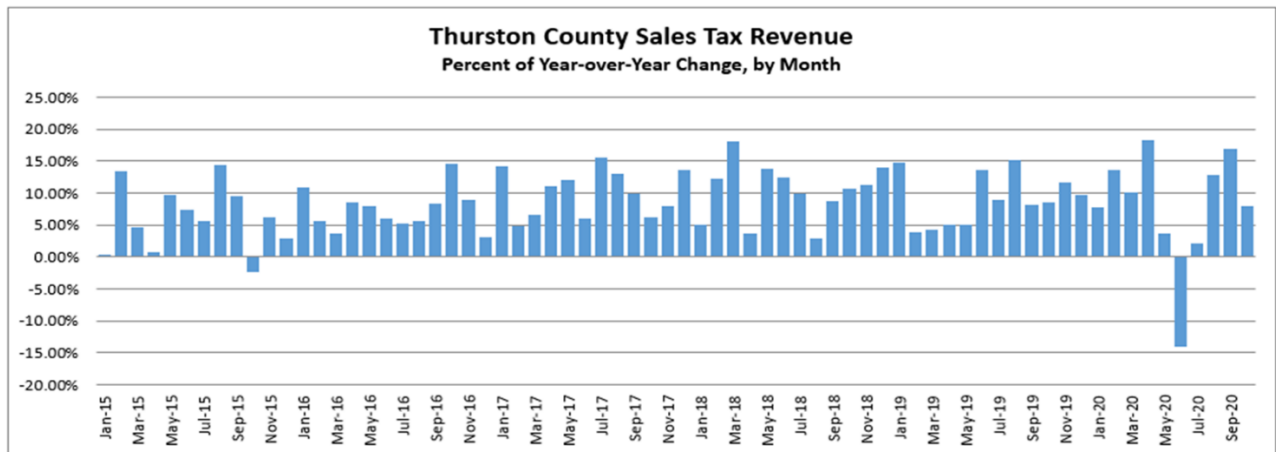
- Retail Trade is up \$467,945 a 6% increase over 2019
- Administrative & Support & Waste Management is up \$252,634 a 27% increase over 2019
- Real Estate and Rental & Leasing is up \$183,328 a 63% increase over 2019

## Budget Summary

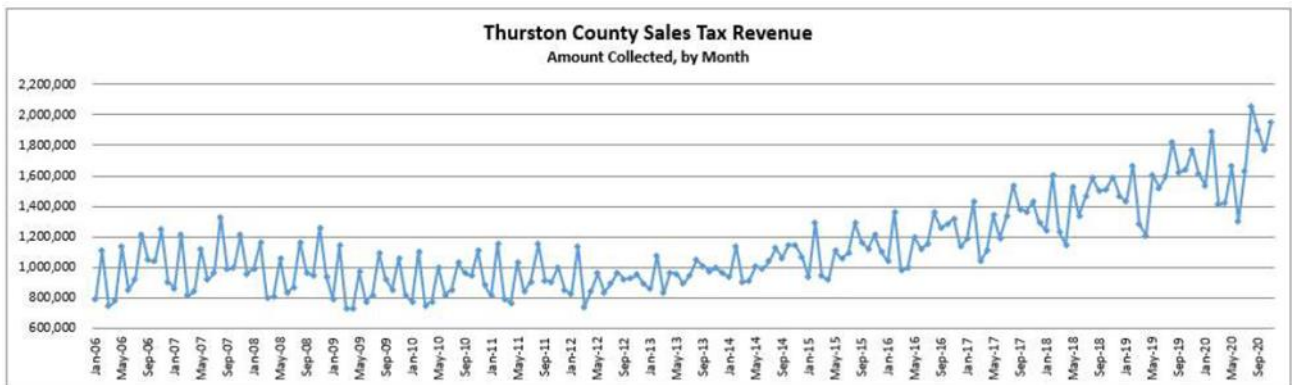
Top ten 10 industries with substantial decreases include:

- Construction is down by -\$429,332 an 11% decrease over 2019
- Accommodations and Food Services is down by -\$225,551 an 18% decrease over 2019
- Information is down -\$230,009 a 24% decrease over 2019

The following chart shows the comparison of Sales Tax Revenue comparing monthly receipts to the previous year.



Sales Tax collected monthly shows a generally upward trend since 2013.



Forecasted sales tax for 2021 assumes growth of 8.2% for a total of \$21,000,000. This is based on overall strong sales tax receipts in 2020 and continued economic recovery in 2021.

### Real Estate

The real estate market remains strong, particularly residential property. Sales result in Real Estate Excise Tax revenue for the county. The 2020 revenue is holding steady as compared to 2019, both at \$6.1 million. Homes are selling within days of going on the market and there is currently no end in sight.



Permits for construction remain strong. It is too soon to tell the impact of the shift to remote work on the residential market. Remote work is effective for some people, but not for everyone and not for all jobs. For some, it provides them with the opportunity to live anywhere and Thurston County has an excellent quality of life. The segment of the real estate market with uncertainty is commercial. There are some business closures and employers may downsize offices because of the success of remote work.

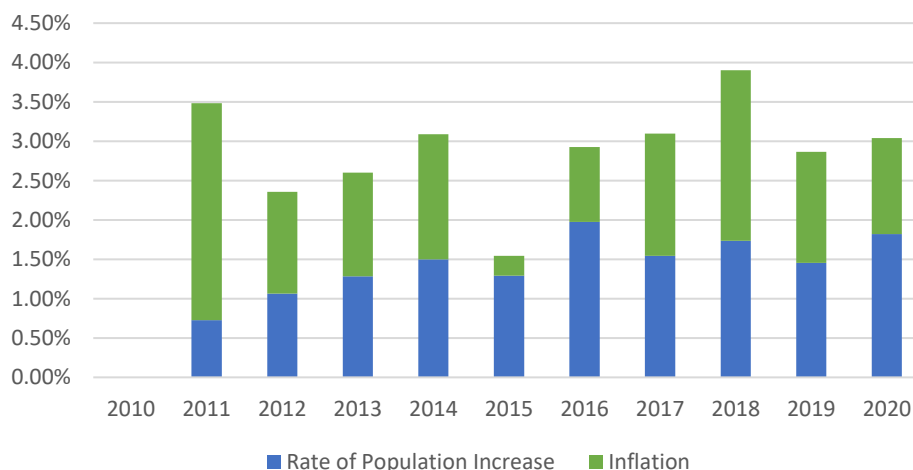
### *Responding to COVID-19 in 2021*

Though there is hope that the end of the pandemic is in sight, responding to COVID-19 is the major challenge and risk to the budget. The 2021 budget includes \$2,000,000 to address COVID-19, however that will not nearly cover the costs. In 2020, the county received and spent nearly \$26,000,000 in federal and state assistance to address COVID-19 response. A federal \$900 billion COVID-19 aid bill was enacted into law just before Christmas. It will take some time to understand the amount of funding, if any, that Thurston County will receive and whether it is enough to adequately respond to the pandemic in 2021.

### *Cost of doing business outpaces revenues*

There is continued financial pressure to provide services to within limited revenues and increasing costs. Counties are very dependent on Property Tax revenue which is limited to an annual increase of 1%. This limit was originally passed by voter initiative. It was struck down by the courts and then reinstated by the Legislature. The 1% increase does not keep up with inflation and population growth.

**% of Population Growth and Inflation**



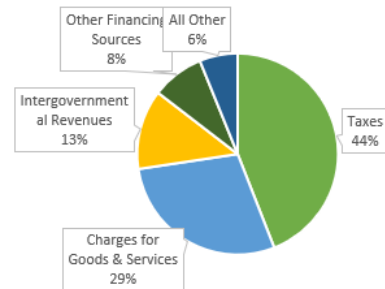
## Revenue Supporting the Budget

Taxes total 44% of all revenues and are the largest source supporting the Operating budget. The primary tax sources are Property Taxes which are budgeted at \$809,305,937 and Sales Tax which is budgeted at \$21,000,000. Together, these sources total \$101,305,937 or 31% of total revenues.

In comparing revenues between 2021 and 2020, there is a major decrease in total revenues and specifically Intergovernmental revenue. Intergovernmental revenues include federal and state grants and other assistance. In 2020 the county received nearly \$26,000,000 for COVID-19 response. The 2021 budget does not include those resources since there is no certainty additional funds will be received.

### Operating Revenues by Source

	2020	2021
Taxes	138,207,201	142,982,942
Charges for Goods & Services	90,494,681	92,643,403
Intergovernmental Revenues	71,882,732	41,573,044
Other Financing Sources	33,737,701	27,958,924
All Other	27,572,739	19,315,151
Totals	361,895,054	324,473,464



Examples of Revenue include:

Taxes:

- Property Tax
- Sales and Use Tax
- Special Revenue Taxes such as Treatment Sales Tax

Charges for Services:

- Garbage disposal fees at the Waste and Recovery Center
- Internal service charges such as financial services

Intergovernmental Revenues:

- Federal and State grants for services such as roads and housing
- State revenue sharing such as Liquor Profits

Licenses and Permits; Fine and Forfeits

- Marriage and vehicle licenses
- Construction permits

## Budget Summary

- Court fines, such as speeding tickets

### Miscellaneous Revenue

- Investment interest

### Transfers (Other Finance Sources)

- Transfer from Roads account to Road Construction account for projects

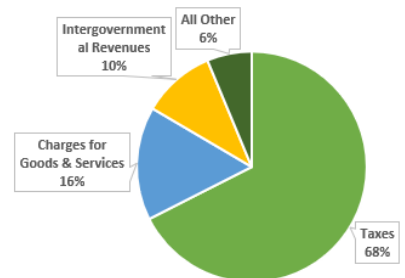
## The General Fund

The General Fund is the one truly flexible fund as it can be used for any legal county purpose.

The largest source of revenue for the General Fund is taxes. In 2021, they total 68% of total revenues. The primary difference between 2020 and 2021 is the impact of COVID-19 assistance in intergovernmental revenue in 2020.

### General Fund Revenues by Source

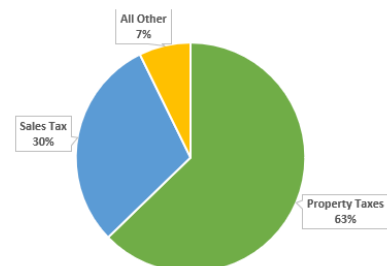
	2020	2021
Taxes	67,512,600	70,100,500
Charges for Goods & Services	16,374,621	16,503,126
Intergovernmental Revenues	23,662,425	10,657,484
All Other	9,683,830	6,531,359
Totals	117,233,476	103,792,469



General Fund Taxes are made up of two main sources, property taxes and sales tax. Property tax totals 68% and sales tax 30% of total General Fund revenue.

### General Fund Tax Revenues

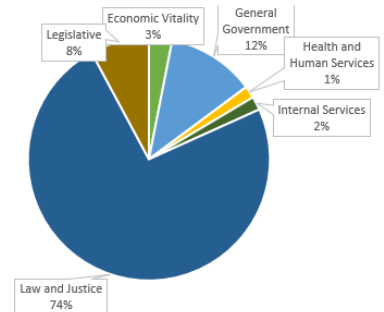
	2020	2021
Property Taxes	43,000,000	44,000,000
Sales Tax	19,404,000	21,000,000
All Other	5,108,600	5,100,500
Total	67,512,600	70,100,500



These revenues support a broad range of services. Seventy four percent is spent on Law and Justice including the courts, Sheriff, Prosecutor, Public Defense, Coroner and Pretrial Services.

## General Fund Expenditures by Strategic Area

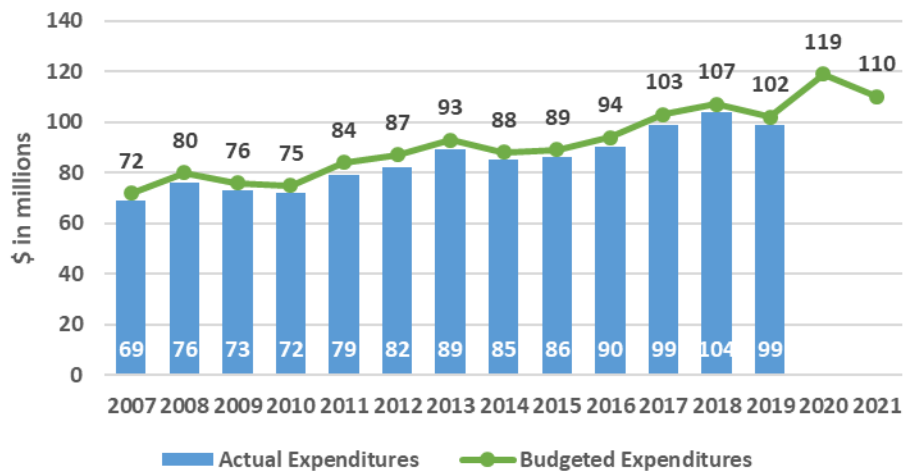
	2020	2021
Economic Vitality	2,877,220	3,433,001
General Government	13,746,273	13,059,970
Health and Human Services	2,235,222	1,797,848
Internal Services	2,181,881	1,997,822
Law and Justice	80,658,150	82,316,045
Legislative	20,397,044	8,725,342
Totals	122,095,790	111,330,028



Why do budgeted expenditures exceed budgeted revenue? It is because offices and departments typically spend about 3% less than their appropriation and most years revenue exceeds expenditures. Additionally, the fund balance is healthy and some of the balance can be used to fund expenditures. Results are monitored to make sure the fund remains healthy.

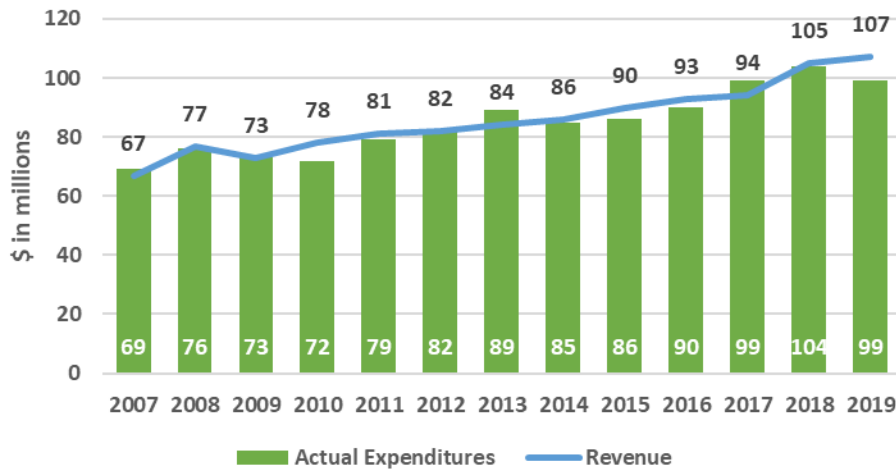
The following chart shows historical budgeted versus actual expenditures. Actuals for 2020 will not be available until March due to annual fiscal year closing activities.

## General Fund Budgeted vs Actual Expenditures



The following chart compares historical actual revenues and revenues.

### General Fund Actual Revenues and Expenditures



### Operating Budget

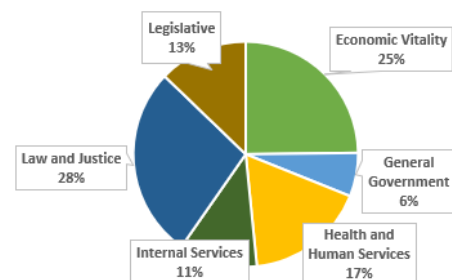
The operating budget includes all expenditures except for capital improvement projects. The COVID-19 response dominated the budget in 2020 and considerable resources were received from the federal and state governments for that effort. As a result, the 2021 budgets may be lower than 2020. That may change should federal and state resources become available for the continuing COVID-19 response in 2021.

The 2021 budget also includes:

- A 1.5% Cost of Living Adjustment (COLA) increase for staff in all offices and departments.
- On-going reductions implemented in 2020 Amendment 4 for General Fund 2% across the board cuts elimination of vacant General Fund positions and hiring delays.

### Total Operating Budget by Strategic Area

	2020	2021
Economic Vitality	87,479,900	82,704,249
General Government	21,533,793	20,889,184
Health and Human Services	71,699,352	57,828,748
Internal Services	44,887,676	37,595,445
Law and Justice	90,117,093	91,997,663
Legislative	52,355,984	42,937,286
<b>Totals</b>	<b>368,073,798</b>	<b>333,952,575</b>





## Economic Vitality Strategic Area

Economic Vitality is comprised of Public Works and Community Planning and Economic Development.

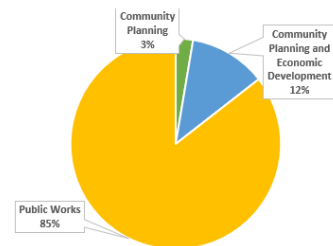
Public Works provides for road and bridge construction, road maintenance and traffic safety, garbage and recycling, noxious weed and lakes management, parks and trails, water and sewer utilities, storm and surface water utility and infrastructure construction and permits for work in county right-of-way, all in the unincorporated area of Thurston County.

Community Planning and Economic Development (CPED) includes the Building Development Center which issues permits for building projects in county unincorporated areas, operation of the Thurston County Fair and fairgrounds, the Washington State University Extension Office and Community Planning.

Community Planning (is separated from CPED for budget purposes) prepares for growth, protects natural resources, reduces urban sprawl in the unincorporated area of the county through development of the Comprehensive Plan and Development Code Docket.

### Economic Development Operating Budget

Department	2020	2021
Community Planning	2,370,528	2,195,682
Community Planning and Economic Development	10,106,372	9,778,238
Public Works	75,003,000	70,730,329
<b>Total Economic Development</b>	<b>87,479,900</b>	<b>82,704,249</b>



Overall, the 2021 operating budget is \$4,700,000 lower than 2020 primarily due to a shift of approximately \$2,000,000 the Public Works Road Preservation Program Operating Budget to the Capital Budget and a reduction of \$3,000,000 in Public Works transfers between Solid Waste funds.

The decrease in Community Planning is due to reductions implemented for part of 2020 and continued throughout 2021 including a hiring delay, a 2% reduction in the general fund and elimination of a vacant General Fund position.

In Community Planning and Economic Development, the reduction is primarily due to reducing the budget for professional services to the level needed in 2021.

## General Government Strategic Area

The General Government Strategic Area includes the Assessor's Office, the Auditor's Office and the Treasurer's Office. The State Examiner was also included in this category through 2020. It was a separate department for the purpose of paying the State of Washington Office of State Auditor billings. The appropriation and accounting for the State Auditor bills has been transferred to the Non-Departmental in the Legislative Strategic Area.

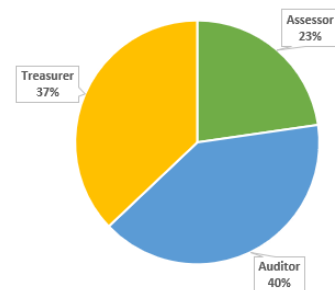
The Assessor's Office is responsible for identifying, locating and fairly valuing all real or personal property within the county for tax purposes.

The Auditor's Office provides election, licensing, document recording, passport and financial services. Election services include voter registration, voter information, candidate filings, ballot processing and election security. Licensing services include car and boat tab renewals, title transfers, marriage licenses, business licenses and pet licenses (unincorporated Thurston County only). Recording services include document recording services and access to records such as maps, land documents and marriage certificates. Passport services includes taking applications passports and photos. Financial Services produces county wide financial reports, guidance to offices and departments, accounting, and processing of payments.

The Treasurer's Office acts as the bank for the county, local cities, school districts, fire districts, special purpose districts and other units of local government. The Treasurer's Office receipts, disburses, invests and accounts for the funds of each of these entities. In addition, the Treasurer is charged with the collection of various taxes that benefit a wide range of governmental function.

### General Government Operating Budget

Department	2020	2021
Assessor	4,495,195	4,744,197
Auditor	9,445,807	8,396,823
Treasurer	7,592,791	7,748,164
State Examiner	184,000	-
<b>Total General Government</b>	<b>21,717,793</b>	<b>20,889,184</b>



The increase in the Assessor's Office is due to the addition of a Property Control Analyst in 2021, the staff COLA and increases in Internal service costs.

The Auditor's Office budget is \$1.1 million lower in 2021 as compared to 2020. This is due to one-time grants in 2020 including COVID-19 response.

The increase in the Treasurer's Office is due to an increase in county debt payments, internal service rates and the staff COLA.

## Health and Human Services Strategic Area

Departments included in the Health and Human Services Strategic Area include Emergency Management, Emergency Services, Public Health and Social Services.

Emergency Management takes reasonable measures to mitigate, prepare for, respond to and recover from disasters.

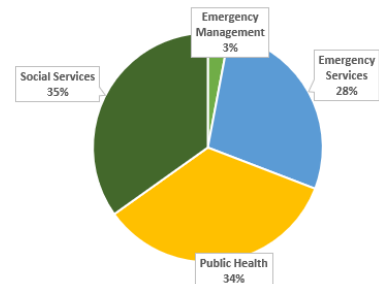
Emergency Services operates Medic One, a county-wide, system of basic and advanced life support. Medic One provides coordination, equipment, supplies, training, medical direction, financial and technical support to the county's 12 fire agencies for Emergency Medical Services. Emergency Services also provides cardiopulmonary resuscitation and public access defibrillation training free to citizens.

Public Health includes Disease Control and Prevention, Environmental Health and Vital Services Divisions. Disease Control and Prevention includes investigation and control of diseases including COVID-19, the opioid response and syringe exchange programs. Environmental Services protects public health through programs such as food safety permits and restaurant inspections, ground and surface water monitoring and protection and on-site sewage system permitting and management. Vital Services issues birth and death certificates and public health emergency preparedness and response.

Social Services provides financial assistance and support services to military veterans and their families, housing and homeless services, developmental disabilities support for youth and adults and specialized recreation for people with disabilities.

## Health and Human Services Operating Budget

Department	2020	2021
Emergency Management	2,263,858	1,713,244
Emergency Services	17,453,088	16,122,767
Public Health	28,023,216	19,836,192
Social Services	23,959,190	20,156,545
<b>Total Health and Human Services</b>	<b>71,699,352</b>	<b>57,828,748</b>



The reduction in Emergency Management is due to one-time COVID-19 funding received in 2020.

In Emergency Services the overall decrease of \$1.33 million is caused by one-time COVID-19 funding in 2020 plus a decrease of the 2021 transfer from the Medic One Reserve Fund to the Medic One Operating Fund based on planned decreases in expenditures.

Overall, the funding in Public Health decreased by \$8.2 million. This is due to a combination of the one-time funding for COVID-19 in 2020 which is partially offset in 2021 by investments in staffing and a new Law Enforcement Assisted Diversion Program.

Social Services has a decrease of \$3.8 million which is made up of a reduction of COVID-19 funding in 2021 and the addition of approximately new grants for 2021.

## Internal Service Strategic Area

The Internal Service Strategic Area include Central Services, Human Resources and Information Technology. These departments provide services to offices and departments county-wide.

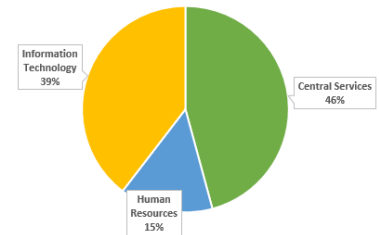
Central Services provides facilities maintenance and construction, vehicle and equipment management, records archiving and mail delivery.

Human Resources administers employee benefits, employee classification and compensation, employment law compliance, labor relations, recruitment, training and organizational development and risk management and safety.

Information Technology manages county networks, applications, desktops, cyber security and Geo Data.

### Internal Services Operating Budget

Department	2020	2021
Central Services	23,440,719	17,214,112
Human Resources	6,138,701	5,497,517
Information Technology	15,124,256	14,883,816
<b>Total Internal Services</b>	<b>44,703,676</b>	<b>37,595,445</b>



The \$6.2 million reduction in Central Services is due to one-time COVID-19 grants in 2020 and Equipment Rental and Revolving fund reductions in 2021.

Human Resources is down approximately \$600,000 in 2021 as compared to 2020. It is due to the reductions implemented for part of 2020 that are applied to all of 2021 including a hiring delay, a 2% reduction to the General Fund and vacant position elimination in the General Fund.

The decrease in Information Technology is due to the combination of one-time funding for COVID-19 in 2020 and is offset by new investments in major system replacement in 2021.

### *Law and Justice Strategic Area*

The Law and Justice Strategic Area includes the Clerk, the Coroner, District Court, Juvenile Court, Pretrial Services, the Prosecuting Attorney, Public Defense, Sheriff's Office Corrections and Law Enforcement and Superior Court.

The Clerk is the administrator of all records and documents presented in a Superior Court actions. The Clerk also acts as the fiscal agent collecting fees and fines and holding funds in trust as necessary.

The Coroner performs death investigations for those who die in Thurston County focusing on the circumstances, time and causes of death.

District Court is a court of limited jurisdiction hearing criminal misdemeanor and gross misdemeanors, traffic and non-traffic infractions, civil cases for damages of \$100,000 or less, anti-harassment protection orders, name changes and small claims cases of \$10,000 or less. District Court also holds Mental Health Court and Veterans Court.

Juvenile Court is a department of Superior Court and hears juvenile offender matters as well as adoptions, child dependency cases, family law, civil domestic violence and other protection order cases, probates and guardianships. It also operates the juvenile detention facility.

Pretrial Services provides accurate and timely information to the Court and counsel to make informed pretrial release decisions and supervises those on conditional release.

The Prosecuting Attorney's Office receives referrals from law enforcement for possible felony criminal charges. This includes felony cases county-wide and misdemeanor and gross misdemeanor offenses in the unincorporated area of the Thurston County. If the Prosecutor files criminal charges, the office prepares and prosecutes the case. The Civil Division of the Prosecuting Attorney's Office provides legal advice and representation to County offices, departments and independent boards and commissions.

Public Defense provides representation for individuals when assigned by a judge and that do not have enough income to hire a private attorney. Representation is provided for felony and misdemeanor, probation violation, juvenile delinquency, civil commitment/involuntary treatment and dependency/child protection cases.

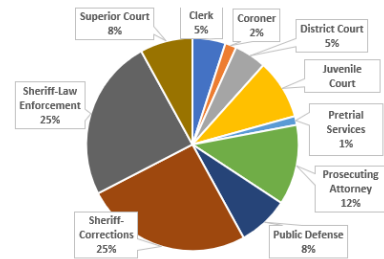
The Sheriff's Office includes Corrections and Field Operations (Law Enforcement). Corrections operates a jail housing about 425 inmates for pretrial and convicted individuals. The Law Enforcement provides 24-hour uniformed deputy response for both emergency and non-emergency situations. Additionally, several specialty teams providing services such as response to civil event such as demonstrations or civil disturbances, a dive rescue team and a search and rescue unit.

Superior Court is a state trial court of general jurisdiction and has state-wide jurisdiction. It hears major criminal matters, civil cases, domestic relations matters, appeals from District and Municipal Courts and appeals from state administrative agencies.



## Law and Justice Operating Budget

Department	2020	2021
Clerk	4,801,116	4,635,182
Coroner	1,313,228	1,584,598
District Court	4,399,881	4,486,013
Juvenile Court	8,188,755	8,351,086
Pretrial Services	798,000	1,225,852
Prosecuting Attorney	11,168,170	11,219,010
Public Defense	7,246,075	7,129,905
Sheriff-Corrections	23,156,146	23,394,915
Sheriff-Law Enforcement	21,939,313	22,604,615
Superior Court	7,106,409	7,366,487
<b>Total Law and Justice</b>	<b>90,117,093</b>	<b>91,997,663</b>



Overall, the law and justice budget increases by about \$1.9 million.

The decrease in the Clerk's Office is due to the combination of many factors including receiving one-time funding in 2020 for grants including COVID-19, a 2021 position that only lasts six months, continuing reductions from 2020 and reduced Internal Service costs.

In the Coroner's Office, the increase is due to investment in imaging equipment (CT scan) to reduce the need for autopsies.

The District Court budget is increased because of funding of an Information Technology position dedicated to support the court.

Juvenile Court increases are mainly in salaries, employees and Internal Service rates.

Four new positions were authorized in Pretrial Services to expand pre-charge diversion services and provide pretrial screening for individuals that will appear in district court.

The Prosecuting Attorney's Office budget increase is because a temporary position was added to 2021 and made permanent in the Victim Advocate Fund.

Public Defense budget decrease is caused by the receipt of one-time COVID-19 funds in 2020 and in 2021 the addition of on-call funding, the addition of a social worker and the reduction of Treatment Sales Tax funding.

The increase to the Sheriff – Corrections budget, due to a combination of receipt of COVID-19 funding in 2020, the extension of reductions implemented in 2020 to 2021 which partially offset the addition of four additional Corrections Deputies in the jail and to fund three correctional deputies to support operation of the off-site courtroom.

## Budget Summary

The Sheriff – Law Enforcement budget increase is primarily due to one-time COVID-19 funding in 2020 which partially offsets the addition of two new road deputies, an increase overtime budget and transfers to add equipment to the Central Services Equipment Rental and Revolving Fund.

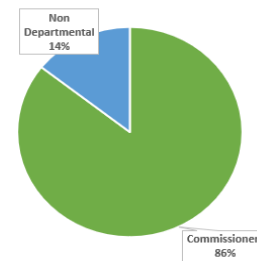
Superior Court increase is due to funding for the lease of space and equipment and security for an off-site courtroom. Additionally, a placeholder is included in the budget for new statutory requirements for minor guardianship cases.

### Legislative Strategic Area

The Legislative Strategic Area is comprised of the Board of County Commissioner's Office (Commissioners) and Non-Departmental. The Commissioners Office includes the County Commissioners, the County Manager, Public Information, Economic Development and Budget. Non-Departmental is comprised of General Fund expenditures that do not belong to any one office or department such as payments to Animal Services, medical costs for retired members of the law enforcement retirement plan 1, warm closure of the old jail and association dues.

### Legislative Operating Budget

Department	2020	2021
Commissioners	34,409,705	36,755,656
Non Departmental	17,946,279	6,181,630
<b>Total Legislative</b>	<b>52,355,984</b>	<b>42,937,286</b>



The increase in the Commissioner's Office is primarily due to an increase in the estimated revenues that are then passed on to TCOMM 911.

Non- Departmental decreases by \$11.8 million in 2021 as compared to 2020. The main cause is that COVID-19 funding was received in this department and subsequently transferred to the office or department making the expenditure. The reduction is offset by limited funding in 2021 for COVID-19 costs, funding for the Thurston Climate Mitigation Plan and transfer of the billing for the Office of State Auditor from a separate department.

### Capital Budget

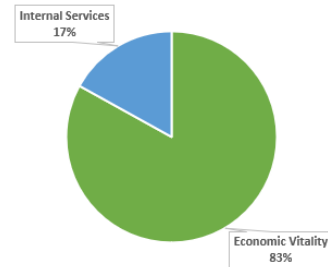
The Capital Budget includes projects that meet one of the following:

- A new construction, expansion, renovation or replacement project for an existing facility or facilities that has a total cost of at least \$25,000 over its lifetime. Project costs can include land, engineering, architectural planning and contract services.
- A maintenance or rehabilitation of existing facilities with a cost of \$25,000 or more and an economic life of at least 10 years.
- Any Real Estate Excise Tax funded project, excluding debt payments, operations and/or maintenance.

The Capital Budget is adopted at the fund, department and project level. Since capital improvement projects often take multiple years, the appropriation is for all costs for the duration of the project.

## Capital Budget by Strategic Area for 2020 and 2021

<b>Capital Expenditures by Strategic Area</b>	<b>2020</b>	<b>2021</b>
Economic Vitality	25,551,513	31,765,066
Internal Services	6,527,100	6,491,106
Legislative	11,500,000	0
<b>Totals</b>	<b>43,578,613</b>	<b>38,256,172</b>



A substantial portion of capital construction is in the category economic vitality. Examples include transportation, parks, and utilities. Internal services include other projects to maintain or repair county buildings. Projects in the legislative category included the jail flex unit and the replacement of the courthouse. As the coronavirus pandemic unfolded the replacement of the courthouse was cancelled and the jail flex unit project was put on hold. The following chart shows projects by category for the full capital budget appropriations.

## Capital Budget by Strategic Area

<b>Economic Vitality Capital Projects</b>	<b>2021 Budget</b>	<b>Future Years</b>	<b>Total Budget</b>
Public Works Parks and Trails Projects	1,875,000	1,310,000	3,185,000
Public Works Solid Waste Projects	4,933,454	8,340,000	13,273,454
Public Works Storm and Surface Water Projects	2,488,685	1,542,999	4,031,684
Public Works Transportation Projects	21,055,927	27,378,000	48,433,927
Public Works Water and Sewer Utility Projects	1,412,000	4,693,000	6,105,000
<b>Totals Economic Vitality Capital Budget</b>	<b>31,765,066</b>	<b>43,263,999</b>	<b>75,029,065</b>

<b>Internal Services Capital Projects</b>	<b>2021 Budget</b>	<b>Future Years</b>	<b>Total Budget</b>
Central Services County Building Projects	6,491,106	53,809,106	60,300,212

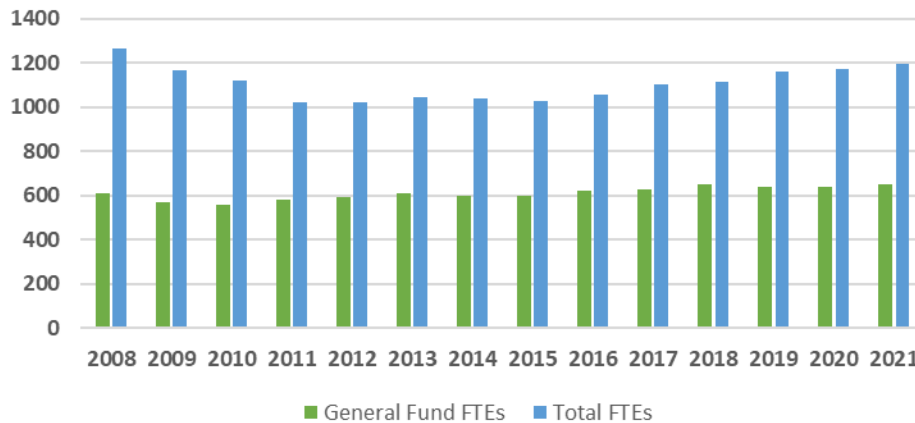
  

<b>Grand Totals</b>	<b>38,256,172</b>	<b>97,073,105</b>	<b>135,329,277</b>
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## Workforce

In 2021 Thurston County has 1,195 Full Time Equivalents (FTEs) budgeted in a wide range of occupations, from nurses, planners, law enforcement, cashiers to engineers. Just over half of the FTEs are funded by the General Fund. The following chart shows the county historical workforce broken down between General Fund FTEs and total FTEs. The effects of the Great Recession begin in 2009. After adopting the budget, a major restructure occurred reducing 14 departments to 8, realigning functions between departments and eliminating 30 FTEs. Then in 2010, Communications and the Pacific Mountain Workforce Consortium each created independent organizations and separated from the county resulting in a reduction of approximately 100 FTEs. Beginning in 2011 a trend of slow growth begins. In 2019 there was a decrease in General Fund FTEs due to a budgeting and accounting change called Direct Appropriation that moved over 39 FTEs from the General Fund to other funds. The prior practice was the FTEs were recorded in the General Fund and other funds reimbursed the General Fund. By implementing Direct Appropriation, the positions were budgeted and accounted for in the fund supporting the position.

**County Historical Workforce  
General Fund FTEs and Total FTEs**



Budget and FTEs by Department			Both Operating and Capital	
Department	Fund #	Fund Name	2021 Expenditure	FTEs
<b>Assessor</b>				
	0010	General Fund	4,676,242	32.00
	1160	Real Estate Excise Tax Technology Fund	67,955	1.00
		<b>Assessor Total</b>	<b>4,744,197</b>	<b>33.00</b>
<b>Auditor</b>				
	0010	General Fund	7,089,759	41.75
	1050	Auditor's Maintenance and Operations	814,315	2.25
	1090	Auditor's Election Reserve	492,565	0.00
	1610	Election Stabilization Reserve	184	0.00
		<b>Auditor Total</b>	<b>8,396,823</b>	<b>44.00</b>
<b>Central Services</b>				
	3220	Courthouse Project	549,106	0.00
	5210	Central Services Facilities	8,400,199	29.20
	5220	Central Services Reserve	6,487,509	0.00
	5230	Central Services Facility Engineering	809,328	6.80
	5410	Equipment Rental & Revolving-Maintenance	4,630,717	15.00
	5420	Equipment Rental & Revolving-Replacement	2,828,359	0.00
		<b>Central Services Total</b>	<b>23,705,218</b>	<b>51.00</b>
<b>Clerk</b>				
	0010	General Fund	4,178,849	39.25
	1020	Family Court Services	248,149	2.50
	1910	Legal Financial Obligations Collection Fund	208,184	2.00
		<b>Clerk Total</b>	<b>4,635,182</b>	<b>43.75</b>
<b>Commissioners</b>				
	0010	General Fund	2,543,712	17.00
	1100	Detention Facility Sales Tax	3,837,947	0.00
	1170	Trial Court Improvement	150,732	0.00
	1300	Stadium/Convention/Art Center	45,710	0.00
	1380	Conservation Futures	3,972,102	0.00
	1550	Communications	16,693,900	0.00
	1620	PEG - Public Educational & Governmental	53,137	0.00
	1920	Tourism Promotion Area	942,663	0.00
	1930	Historic Preservation	102,631	0.00
	3080	Jail Capital Projects	3,932	0.00
	3160	Real Estate Excise Tax First Quarter	2,462,473	0.00
	3210	Real Estate Excise Tax Second Quarter	5,871,820	0.00
	3220	Courthouse Project	74,897	0.20
		<b>Commissioners Total</b>	<b>36,755,656</b>	<b>17.20</b>
<b>Community Planning</b>				
	0010	General Fund	2,195,682	14.41
		<b>Community Planning Total</b>	<b>2,195,682</b>	<b>14.41</b>
<b>Community Planning and Economic Development</b>				
	0010	General Fund	1,122,319	5.23
	1030	Fair	363,059	2.16
	4060	Storm & Surface Water Utility	2,431,229	8.48
	4124	Land Use & Permitting	5,861,631	34.67
		<b>Community Planning and Economic Development Total</b>	<b>9,778,238</b>	<b>50.54</b>

Budget and FTEs by Department			Both Operating and Capital	
Department	Fund #	Fund Name	2021 Expenditure	FTEs
<b>Coroner</b>				
	0010	General Fund	1,584,598	7.50
		<b>Coroner Total</b>	<b>1,584,598</b>	<b>7.50</b>
<b>District Court</b>				
	0010	General Fund	3,836,136	29.00
	1180	Treatment Sales Tax	649,877	4.75
		<b>District Court Total</b>	<b>4,486,013</b>	<b>33.75</b>
<b>Emergency Management</b>				
	0010	General Fund	1,681,679	7.80
	1140	Emergency Management Council	31,565	0.00
		<b>Emergency Management Total</b>	<b>1,713,244</b>	<b>7.80</b>
<b>Emergency Services</b>				
	1140	Emergency Management Council	139,990	0.00
	1280	Medic One - Reserve	1,800,000	0.00
	1290	Medic One	14,182,777	10.45
		<b>Emergency Services Total</b>	<b>16,122,767</b>	<b>10.45</b>
<b>Human Resources</b>				
	0010	General Fund	1,997,822	12.60
	5030	Unemployment Compensation	278,744	0.60
	5050	Insurance Risk	2,887,306	3.10
	5060	Benefits Administration	333,645	2.70
		<b>Human Resources Total</b>	<b>5,497,517</b>	<b>19.00</b>
<b>Information Technology</b>				
	5240	Large System Replacement Reserve	4,124,953	2.33
	5250	Information Technology Operations	9,570,251	44.85
	5260	Information Technology Reserves	1,188,612	0.00
		<b>Information Technology Total</b>	<b>14,883,816</b>	<b>47.18</b>
<b>Juvenile Court</b>				
	0010	General Fund	7,235,210	50.00
	1100	Detention Facility Sales Tax	801,178	5.00
	1180	Treatment Sales Tax	314,698	2.00
		<b>Juvenile Court Total</b>	<b>8,351,086</b>	<b>57.00</b>
<b>Non Departmental</b>				
	0010	General Fund	6,181,630	0.00
		<b>Non Departmental Total</b>	<b>6,181,630</b>	<b>0.00</b>
<b>Pretrial Services</b>				
	0010	General Fund	911,169	7.00
	1180	Treatment Sales Tax	314,683	3.00
		<b>Pretrial Services Total</b>	<b>1,225,852</b>	<b>10.00</b>
<b>Prosecuting Attorney</b>				
	0010	General Fund	9,865,464	66.75
	1110	Victim Advocate Program	845,181	9.00
	1180	Treatment Sales Tax	400,000	0.00
	1470	Interlocal Drug Enforcement	98,365	1.00
	1900	Anti-Profiteering	10,000	0.00
		<b>Prosecuting Attorney Total</b>	<b>11,219,010</b>	<b>76.75</b>



Budget and FTEs by Department			Both Operating and Capital	
Department	Fund #	Fund Name	2021 Expenditure	FTEs
<b>Public Defense</b>				
	0010	General Fund	6,788,569	37.84
	1180	Treatment Sales Tax	341,336	2.16
		<b>Public Defense Total</b>	<b>7,129,905</b>	<b>40.00</b>
<b>Public Health</b>				
	0010	General Fund	89,169	0.50
	1180	Treatment Sales Tax	4,415,398	8.05
	1490	Public Health & Social Services - Technology	30,787	0.00
	1500	Public Health & Social Services	8,508,865	52.79
	4510	Community Loan Repayment #1	2,221	0.00
	4520	Environmental Health	6,789,752	43.08
		<b>Public Health Total</b>	<b>19,836,192</b>	<b>104.42</b>
<b>Public Works</b>				
	0010	General Fund	115,000	0.00
	1190	Roads & Transportation	33,099,328	109.83
	1330	Parks and Trails	3,027,491	5.75
	1350	Noxious Weed	671,531	3.63
	1720	Long Lake - Lake Management District	193,990	0.42
	1740	Lake Lawrence - Lake Management District	96,714	0.20
	3010	Roads Construction In Progress	16,068,576	17.43
	3190	Transportation Impact Fees	1,251,431	0.00
	3200	Parks Impact Fees	1,474,838	0.00
	4030	Solid Waste	26,679,495	33.21
	4040	Solid Waste Reserve for Closure	2,057,445	2.00
	4050	Solid Waste Reserves	4,142,684	1.47
	4060	Storm & Surface Water Utility	5,671,022	15.35
	4070	Storm & Surface Water Capital	2,782,195	2.47
	4200	Boston Harbor Water and Wastewater Utility	621,802	2.19
	4210	Boston Harbor Reserve	586,722	0.27
	4300	Tamoshan/Beverly Beach Sewer Utility	251,781	0.63
	4340	Grand Mound Wastewater Utility	1,455,318	2.87
	4350	Grand Mound Water Utility	1,080,024	1.74
	4400	Tamoshan Water Utility	148,164	0.45
	4410	Olympic View Sewer Utility	66,718	0.13
	4420	Tamoshan Reserve	215,003	0.13
	4440	Grand Mound Wastewater Capital Reserve	553,610	0.25
	4450	Grand Mound Water Capital Reserve	184,513	0.24
		<b>Public Works Total</b>	<b>102,495,395</b>	<b>200.66</b>
<b>Sheriff-Corrections</b>				
	0010	General Fund	19,541,079	111.61
	1100	Detention Facility Sales Tax	2,502,009	22.39
	1180	Treatment Sales Tax	1,004,387	1.00
	1450	Prisoner's Concessions	347,440	0.25
		<b>Sheriff-Corrections Total</b>	<b>23,394,915</b>	<b>135.25</b>
<b>Sheriff-Law Enforcement</b>				
	0010	General Fund	22,004,046	119.51
	1440	Sheriff's Special Programs	90,133	0.14
	1470	Interlocal Drug Enforcement	510,436	1.67
		<b>Sheriff-Law Enforcement Total</b>	<b>22,604,615</b>	<b>121.32</b>

Budget and FTEs by Department			Both Operating and Capital	
Department	Fund #	Fund Name	2021 Expenditure	FTEs
<b>Social Services</b>				
	0010	General Fund	27,000	0.00
	1200	Veterans	367,480	0.90
	1400	Housing & Community Renewal	12,950,747	5.25
	1500	Public Health & Social Services	6,811,318	6.40
		<b>Social Services Total</b>	<b>20,156,545</b>	<b>12.55</b>
<b>Superior Court</b>				
	0010	General Fund	6,370,925	40.22
	1040	Law Library	101,450	0.00
	1080	Superior Court - Family Court Services	52,676	0.00
	1180	Treatment Sales Tax	841,436	5.00
		<b>Superior Court Total</b>	<b>7,366,487</b>	<b>45.22</b>
<b>Treasurer</b>				
	0010	General Fund	1,293,969	8.90
	1010	Treasurer's Maintenance and Operations - Not Budgeted	0	1.50
	1120	Investment Administration - Not Budgeted	0	2.20
	1160	Real Estate Excise Tax Technology Fund	10,000	0.00
	1190	Roads & Transportation	87,615	0.00
	2260	General Obligation Bonds 2010	2,013,990	0.00
	2270	General Obligation Bonds 2015	890,700	0.00
	2290	General Obligation Bonds 2016	3,369,000	0.00
	4350	Grand Mound Water Utility	465	0.00
	4510	Community Loan Repayment #1	7,360	0.00
	5410	Equipment Rental & Revolving-Maintenance	75,065	0.00
		<b>Treasurer Total</b>	<b>7,748,164</b>	<b>12.60</b>
		<b>Grand Total</b>	<b>372,208,747</b>	<b>1,195.35</b>

Budget and FTEs by Department			Operating Only	
Department	Fund #	Fund Name	2021 Expenditure	FTEs
<b>Assessor</b>				
	0010	General Fund	4,676,242	32.00
	1160	Real Estate Excise Tax Technology Fund	67,955	1.00
		<b>Assessor Total</b>	<b>4,744,197</b>	<b>33.00</b>
<b>Auditor</b>				
	0010	General Fund	7,089,759	41.75
	1050	Auditor's Maintenance and Operations	814,315	2.25
	1090	Auditor's Election Reserve	492,565	0.00
	1610	Election Stabilization Reserve	184	0.00
		<b>Auditor Total</b>	<b>8,396,823</b>	<b>44.00</b>
<b>Central Services</b>				
	5210	Central Services Facilities	8,400,199	29.20
	5220	Central Services Reserve	545,509	0.00
	5230	Central Services Facility Engineering	809,328	6.80
	5410	Equipment Rental & Revolving-Maintenance	4,630,717	15.00
	5420	Equipment Rental & Revolving-Replacement	2,828,359	0.00
		<b>Central Services Total</b>	<b>17,214,112</b>	<b>51.00</b>
<b>Clerk</b>				
	0010	General Fund	4,178,849	39.25
	1020	Family Court Services	248,149	2.50
	1910	Legal Financial Obligations Collection Fund	208,184	2.00
		<b>Clerk Total</b>	<b>4,635,182</b>	<b>43.75</b>
<b>Commissioners</b>				
	0010	General Fund	2,543,712	17.00
	1100	Detention Facility Sales Tax	3,837,947	0.00
	1170	Trial Court Improvement	150,732	0.00
	1300	Stadium/Convention/Art Center	45,710	0.00
	1380	Conservation Futures	3,972,102	0.00
	1550	Communications	16,693,900	0.00
	1620	PEG - Public Educational & Governmental	53,137	0.00
	1920	Tourism Promotion Area	942,663	0.00
	1930	Historic Preservation	102,631	0.00
	3080	Jail Capital Projects	3,932	0.00
	3160	Real Estate Excise Tax First Quarter	2,462,473	0.00
	3210	Real Estate Excise Tax Second Quarter	5,871,820	0.00
	3220	Courthouse Project	74,897	0.20
		<b>Commissioners Total</b>	<b>36,755,656</b>	<b>17.20</b>
<b>Community Planning</b>				
	0010	General Fund	2,195,682	14.41
		<b>Community Planning Total</b>	<b>2,195,682</b>	<b>14.41</b>
<b>Community Planning and Economic Development</b>				
	0010	General Fund	1,122,319	5.23
	1030	Fair	363,059	2.16
	4060	Storm & Surface Water Utility	2,431,229	8.48
	4124	Land Use & Permitting	5,861,631	34.67
		<b>Community Planning and Economic Development Total</b>	<b>9,778,238</b>	<b>50.54</b>
<b>Coroner</b>				
	0010	General Fund	1,584,598	7.50
		<b>Coroner Total</b>	<b>1,584,598</b>	<b>7.50</b>

Budget and FTEs by Department			Operating Only	
Department	Fund #	Fund Name	2021 Expenditure	FTEs
<b>District Court</b>				
	0010	General Fund	3,836,136	29.00
	1180	Treatment Sales Tax	649,877	4.75
		<b>District Court Total</b>	<b>4,486,013</b>	<b>33.75</b>
<b>Emergency Management</b>				
	0010	General Fund	1,681,679	7.80
	1140	Emergency Management Council	31,565	0.00
		<b>Emergency Management Total</b>	<b>1,713,244</b>	<b>7.80</b>
<b>Emergency Services</b>				
	1140	Emergency Management Council	139,990	0.00
	1280	Medic One - Reserve	1,800,000	0.00
	1290	Medic One	14,182,777	10.45
		<b>Emergency Services Total</b>	<b>16,122,767</b>	<b>10.45</b>
<b>Human Resources</b>				
	0010	General Fund	1,997,822	12.60
	5030	Unemployment Compensation	278,744	0.60
	5050	Insurance Risk	2,887,306	3.10
	5060	Benefits Administration	333,645	2.70
		<b>Human Resources Total</b>	<b>5,497,517</b>	<b>19.00</b>
<b>Information Technology</b>				
	5240	Large System Replacement Reserve	4,124,953	2.33
	5250	Information Technology Operations	9,570,251	44.85
	5260	Information Technology Reserves	1,188,612	0.00
		<b>Information Technology Total</b>	<b>14,883,816</b>	<b>47.18</b>
<b>Juvenile Court</b>				
	0010	General Fund	7,235,210	50.00
	1100	Detention Facility Sales Tax	801,178	5.00
	1180	Treatment Sales Tax	314,698	2.00
		<b>Juvenile Court Total</b>	<b>8,351,086</b>	<b>57.00</b>
<b>Non Departmental</b>				
	0010	General Fund	6,181,630	0.00
		<b>Non Departmental Total</b>	<b>6,181,630</b>	<b>0.00</b>
<b>Pretrial Services</b>				
	0010	General Fund	911,169	7.00
	1180	Treatment Sales Tax	314,683	3.00
		<b>Pretrial Services Total</b>	<b>1,225,852</b>	<b>10.00</b>
<b>Prosecuting Attorney</b>				
	0010	General Fund	9,865,464	66.75
	1110	Victim Advocate Program	845,181	9.00
	1180	Treatment Sales Tax	400,000	0.00
	1470	Interlocal Drug Enforcement	98,365	1.00
	1900	Anti-Profiteering	10,000	0.00
		<b>Prosecuting Attorney Total</b>	<b>11,219,010</b>	<b>76.75</b>
<b>Public Defense</b>				
	0010	General Fund	6,788,569	37.84
	1180	Treatment Sales Tax	341,336	2.16
		<b>Public Defense Total</b>	<b>7,129,905</b>	<b>40.00</b>

# Budget and FTEs by Department

## Operating Only

			2021	
Department	Fund #	Fund Name	Expenditure	FTEs
<b>Public Health</b>				
	0010	General Fund	89,169	0.50
	1180	Treatment Sales Tax	4,415,398	8.05
	1490	Public Health & Social Services - Technology	30,787	0.00
	1500	Public Health & Social Services	8,508,865	52.79
	4510	Community Loan Repayment #1	2,221	0.00
	4520	Environmental Health	6,789,752	43.08
		<b>Public Health Total</b>	<b>19,836,192</b>	<b>104.42</b>
<b>Public Works</b>				
	0010	General Fund	115,000	0.00
	1190	Roads & Transportation	27,099,328	109.83
	1330	Parks and Trails	1,152,491	5.75
	1350	Noxious Weed	671,531	3.63
	1720	Long Lake - Lake Management District	193,990	0.42
	1740	Lake Lawrence - Lake Management District	96,714	0.20
	3010	Roads Construction In Progress	1,012,649	17.43
	3190	Transportation Impact Fees	1,251,431	0.00
	3200	Parks Impact Fees	1,474,838	0.00
	4030	Solid Waste	26,679,495	33.21
	4040	Solid Waste Reserve for Closure	1,020,445	2.00
	4050	Solid Waste Reserves	246,230	1.47
	4060	Storm & Surface Water Utility	5,671,022	15.35
	4070	Storm & Surface Water Capital	293,510	2.47
	4200	Boston Harbor Water and Wastewater Utility	621,802	2.19
	4210	Boston Harbor Reserve	45,129	0.27
	4300	Tamoshan/Beverly Beach Sewer Utility	251,781	0.63
	4340	Grand Mound Wastewater Utility	1,455,318	2.87
	4350	Grand Mound Water Utility	1,080,024	1.74
	4400	Tamoshan Water Utility	148,164	0.45
	4410	Olympic View Sewer Utility	56,468	0.13
	4420	Tamoshan Reserve	19,920	0.13
	4440	Grand Mound Wastewater Capital Reserve	34,963	0.25
	4450	Grand Mound Water Capital Reserve	38,086	0.24
		<b>Public Works Total</b>	<b>70,730,329</b>	<b>200.66</b>
<b>Sheriff-Corrections</b>				
	0010	General Fund	19,541,079	111.61
	1100	Detention Facility Sales Tax	2,502,009	22.39
	1180	Treatment Sales Tax	1,004,387	1.00
	1450	Prisoner's Concessions	347,440	0.25
		<b>Sheriff-Corrections Total</b>	<b>23,394,915</b>	<b>135.25</b>
<b>Sheriff-Law Enforcement</b>				
	0010	General Fund	22,004,046	119.51
	1440	Sheriff's Special Programs	90,133	0.14
	1470	Interlocal Drug Enforcement	510,436	1.67
		<b>Sheriff-Law Enforcement Total</b>	<b>22,604,615</b>	<b>121.32</b>

Budget and FTEs by Department			Operating Only	
Department	Fund #	Fund Name	2021 Expenditure	FTEs
<b>Social Services</b>				
	0010	General Fund	27,000	0.00
	1200	Veterans	367,480	0.90
	1400	Housing & Community Renewal	12,950,747	5.25
	1500	Public Health & Social Services	6,811,318	6.40
		<b>Social Services Total</b>	<b>20,156,545</b>	<b>12.55</b>
<b>Superior Court</b>				
	0010	General Fund	6,370,925	40.22
	1040	Law Library	101,450	0.00
	1080	Superior Court - Family Court Services	52,676	0.00
	1180	Treatment Sales Tax	841,436	5.00
		<b>Superior Court Total</b>	<b>7,366,487</b>	<b>45.22</b>
<b>Treasurer</b>				
	0010	General Fund	1,293,969	8.90
	1010	Treasurer's Maintenance and Operations - Not Budgeted	0	1.50
	1120	Investment Administration - Not Budgeted	0	2.20
	1160	Real Estate Excise Tax Technology Fund	10,000	0.00
	1190	Roads & Transportation	87,615	0.00
	2260	General Obligation Bonds 2010	2,013,990	0.00
	2270	General Obligation Bonds 2015	890,700	0.00
	2290	General Obligation Bonds 2016	3,369,000	0.00
	4350	Grand Mound Water Utility	465	0.00
	4510	Community Loan Repayment #1	7,360	0.00
	5410	Equipment Rental & Revolving-Maintenance	75,065	0.00
		<b>Treasurer Total</b>	<b>7,748,164</b>	<b>12.60</b>
		<b>Grand Total</b>	<b>333,952,575</b>	<b>1,195.35</b>

Budget and FTEs by Department			Capital Only	
Department	Fund #	Fund Name	2021 Expenditure	FTEs
<b>Central Services</b>				
	3220	Courthouse Project	549,106	0.00
	5220	Central Services Reserve	5,942,000	0.00
		<b>Central Services Total</b>	<b>6,491,106</b>	<b>0.00</b>
<b>Public Works</b>				
	1190	Roads & Transportation	6,000,000	0.00
	1330	Parks and Trails	1,875,000	0.00
	3010	Roads Construction In Progress	15,055,927	0.00
	4040	Solid Waste Reserve for Closure	1,037,000	0.00
	4050	Solid Waste Reserves	3,896,454	0.00
	4070	Storm & Surface Water Capital	2,488,685	0.00
	4210	Boston Harbor Reserve	541,593	0.00
	4410	Olympic View Sewer Utility	10,250	0.00
	4420	Tamoshan Reserve	195,083	0.00
	4440	Grand Mound Wastewater Capital Reserve	518,647	0.00
	4450	Grand Mound Water Capital Reserve	146,427	0.00
		<b>Public Works Total</b>	<b>31,765,066</b>	<b>0.00</b>
		<b>Grand Total</b>	<b>38,256,172</b>	<b>0.00</b>



## Capital Improvement Project Summary

Project	2021	Future Costs	Total Cost
<b>Central Services - County Buildings Projects</b>			
Building #4 Resource Room (25615)	100,000	0	100,000
Building #6 Roof Repairs (25612)	50,000	300,000	350,000
County-Wide Security Improvements (25571)	800,000	0	800,000
Courthouse Building #3 Secured Entrance (25584)	225,000	10,000	235,000
Courthouse Building #5 Parking Lot Repair (25595)	150,000	0	150,000
Fairgrounds Building Infrastructure Improvements (25560-2237)	250,000	0	250,000
FJC Camera Controls (25537)	185,000	0	185,000
FJC Hydronic Repairs (25611)	50,000	450,000	500,000
Major Maintenance - Special Projects (25999)	300,000	1,500,000	1,800,000
Regional Transition Center (25F04)	150,000	0	150,000
TC Infrastructure Upgrades (25610)	549,106	50,049,106	50,598,212
TCCF Recreation Yard (25607)	200,000	0	200,000
TCCF Roof/Siding Repair (25605)	350,000	0	350,000
Tilley Bldg #E HVAC Improvements (25614)	150,000	0	150,000
Tilley Campus Sand and Material Storage (25567)	1,080,000	0	1,080,000
Tilley Power System Improvements (25539)	147,000	0	147,000
Tilley South Parking Lot (25603)	255,000	0	255,000
Thurston County Long Term Bed Expansion (25578)	1,500,000	1,500,000	3,000,000
<b>Central Services County Buildings Project Totals</b>	<b>4,991,106</b>	<b>53,809,106</b>	<b>57,300,212</b>

<b>Public Works - Parks and Trails Projects</b>			
Burfoot Park Restroom Replacement (51077)	1,100,000	0	1,100,000
Burfoot Trail System-Footbridge/Stairway (51011)	5,000	0	5,000
Chehalis Western Trail - 41st Avenue Trailhead (51006)	55,000	450,000	505,000
Chehalis Western Trail Culvert Replacement (51078)	50,000	150,000	200,000
Deschutes Falls Park Walkway & View Point Improvements (51088)	550,000	0	550,000
Kenneydell Park Restroom Replacement (51099)	55,000	660,000	715,000
Parks & Trails Asset Management Implementation (51093)	5,000	0	5,000
Parks Improvements and Development 2021-2022 Program (51096)	25,000	25,000	50,000
Parks, Trails and Open Space Acquisition 2021-2022 Program (51095)	25,000	25,000	50,000
Yelm Tenino Trail Deschutes River Trestle Repair (51092)	5,000	0	5,000
<b>Public Works Parks and Trails Project Totals</b>	<b>1,875,000</b>	<b>1,310,000</b>	<b>3,185,000</b>

## Capital Improvement Project Summary

Project	2021	Future Costs	Total Cost
<b>Public Works - Solid Waste Projects</b>			
Flare Station System Replacement (91075)	455,000	0	455,000
Public Tipping Area with New Scales and Scalehouses (91723)	300,000	7,000,000	7,300,000
Rainier Drop Box -Renovation, Security and Utility Upgrades, and Scale Installation (91078)	1,698,227	0	1,698,227
Rochester Drop Box - Renovation, Security, and Utility Upgrades, and Scale Installation (91079)	1,698,227	0	1,698,227
Scada System Replacement (91726)	522,000	0	522,000
Security, Technology and Site Improvements (91081)	100,000	1,000,000	1,100,000
Solid Waste General Facilities Renovations and Upgrades Program (91728)	50,000	50,000	100,000
Solid Waste General Facilities Renovations and Upgrades Program (91728)	50,000	50,000	100,000
Sump/Vault Access Hatch and Well Cover Replacement/Retrofit (91084)	10,000	0	10,000
Transfer Station Operations Facilities Upgrades and Improvements (91720)	50,000	240,000	290,000
<b>Public Works Solid Waste Project Totals</b>	<b>4,933,454</b>	<b>8,340,000</b>	<b>13,273,454</b>

<b>Public Works - Storm and Surface Water Projects</b>			
Albany Street Stormwater Pond Retrofit (27W08)	5,000	0	5,000
Boston Harbor Rd NE Stormwater Conveyance and Outfall Improvements (27W15)	1,493,685	10,000	1,503,685
Lemon Road Pond (34W05)	274,000	682,000	956,000
Madrona Beach Rd NW Vicinity Retrofits (27W16)	70,000	100,000	170,000
Manzanita Road Conveyance (27W88)	10,000	0	10,000
Meadows Subdivision Pond 4C Retrofit (27W17)	141,000	575,000	716,000
Stormwater Facility Improvement Program 2021 - 2022 (27W89)	50,000	50,000	100,000
Stormwater Land Acquisition/Conservation Program 2021-2022 (27W80)	50,000	50,000	100,000
Woodard Creek Retrofit Site 1 (27W71)	10,000	0	10,000
Woodard Creek Retrofit Site 4 (27W07)	300,000	75,999	375,999
Woodland Creek Estates (27W82)	85,000	0	85,000
<b>Public Works Storm and Surface Water Totals</b>	<b>2,488,685</b>	<b>1,542,999</b>	<b>4,031,684</b>

## Capital Improvement Project Summary

Project	2021	Future Costs	Total Cost
<b>Public Works - Transportation Projects</b>			
188th Ave and Moon Road Intersection (61534)	300,000	0	300,000
2018 Highway Safety Improvement Project (61501)	50,000	0	50,000
2024 Highway Safety Improvement Program (61546)	100,000	3,100,000	3,200,000
Carpenter Road Barrier (77172)	200,000	0	200,000
Carpenter Road Pedestrian Improvements - Regional Transition Center (61544)	350,000	0	350,000
Case Road SW Fish Barrier Removal (63007)	5,000	0	5,000
Fish Passage Enhancement Program through 2022 (63006)	710,000	1,472,000	2,182,000
Gate Road Culvert Replacement (63015)	2,000,000	5,000	2,005,000
Johnson Point Rd NE at Hawks Prairie Rd Intersection Improvement (61364)	125,000	3,692,000	3,817,000
Littlerock Rd SW & 113th Avenue SE (61320)	157,343	2,515,000	2,672,343
Marvin Rd Upgrade Phase 2 (Mullen Rd Intersection) (61545)	20,797	0	20,797
Marvin Road Improvements - Pacific Ave/SR510 to Mullen Rd (61478)	225,000	9,720,000	9,945,000
Mullen Road Upgrade Phase 1 - City of Lacey Limits to Carpenter Road) (61487)	4,544,787	15,000	4,559,787
Old Hwy 99 & Tilley Rd S Intersection Improvement (61317)	70,000	0	70,000
Reeder Rd Bridge (R-3) at Beaver Creek (61510)	28,000	0	28,000
Road Preservation Program (98220)	6,000,000	3,200,000	9,200,000
Sargent Rd SW (US12 to Old Hwy 99) (61507)	100,000	100,000	200,000
Spurgeon Creek Fish Passage Replacement (63008)	1,736,000	10,000	1,746,000
SR 12 Urban Improvements (Old Highway 99 to West UGA Boundary) (61502)	400,000	2,722,000	3,122,000
Thurston County Americans with Disabilities Act Pedestrian Transportation Improvement Program (61495)	50,000	50,000	100,000
Vail Road SE Improvements Phase 2 (138th Ave SE to 153rd Ave SE) (61450)	1,735,000	10,000	1,745,000
Yelm Hwy SE and Meridian Rd SE Intersection Improvement (61318)	2,000,000	7,000	2,007,000
Yelm Hwy SE and Pacific Ave SE Pedestrian Improvement Phase 1 (61518)	149,000	760,000	909,000
<b>Public Works Transportation Project Totals</b>	<b>21,055,927</b>	<b>27,378,000</b>	<b>48,433,927</b>

## Capital Improvement Project Summary

Project	2021	Future Costs	Total Cost
<b>Public Works - Water and Sewer Utility Projects</b>			
Boston Harbor 2021-2022 Sewer Infrastructure Improvement (94070)	100,000	75,000	175,000
Boston Harbor 2021-2022 Water Infrastructure Improvement (94072)	60,000	50,000	110,000
Boston Harbor Wastewater Treatment Plant Generator Replacement (94073)	366,000	-	366,000
Grand Mound 2021-2022 Sewer Infrastructure Improvement (94517)	125,000	95,000	220,000
Grand Mound 2021-2022 Water Infrastructure Improvement (94519)	100,000	100,000	200,000
Grand Mound Clarifier #2 Rebuild and Recoating (94054)	120,000	-	120,000
Grand Mound New Water Sources (94038)	31,000	1,898,000	1,929,000
Grand Mound Odor Mitigation Upgrade at the North Vac Station (94523)	20,000	-	20,000
Grand Mound Wastewater Treatment Plant Expansion for Class A Reclamation (94023)	200,000	2,000,000	2,200,000
Olympic View 2021-2022 Sewer Infrastructure Improvement (94412)	10,000	-	10,000
SCADA Control System Evaluation/Upgrades (94214)	8,333	25,000	33,333
SCADA Control System Evaluation/Upgrades (94214)	8,333	25,000	33,333
SCADA Control System Evaluation/Upgrades (94214)	28,572	85,714	114,286
SCADA Control System Evaluation/Upgrades (94214)	4,762	14,286	19,048
Tamoshan 2021-2022 Sewer Infrastructure Improvement (94311)	105,000	105,000	210,000
Tamoshan 2021-2022 Water Infrastructure Improvement Program (94309)	35,000	30,000	65,000
Tamoshan Water Treatment Unit Assessment/Upgrade (94314)	40,000	140,000	180,000
Utilities Asset Management Plan (94211)	7,260	7,260	14,520
Utilities Asset Management Plan (94211)	250	250	500
Utilities Asset Management Plan (94211)	6,750	6,750	13,500
Utilities Asset Management Plan (94211)	25,075	25,075	50,150
Utilities Asset Management Plan (94211)	10,665	10,665	21,330
<b>Public Works Water and Sewer Utility Project Totals</b>	<b>1,412,000</b>	<b>4,693,000</b>	<b>6,105,000</b>

Capital Improvement Project Summary	
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Project	2021	Future Costs	Total Cost
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Overall Summary Capital Improvement Projects			
Central Services County Building Project Totals	6,491,106	53,809,106	60,300,212
Public Works Parks and Trails Project Totals	1,875,000	1,310,000	3,185,000
Public Works Solid Waste Project Totals	4,933,454	8,340,000	13,273,454
Public Works Storm and Surface Water Project Totals	2,488,685	1,542,999	4,031,684
Public Works Transportation Project Totals	21,055,927	27,378,000	48,433,927
Public Works Water and Sewer Utility Projects	1,412,000	4,693,000	6,105,000
<b>Grand Total</b>	<b>38,256,172</b>	<b>97,073,105</b>	<b>135,329,277</b>

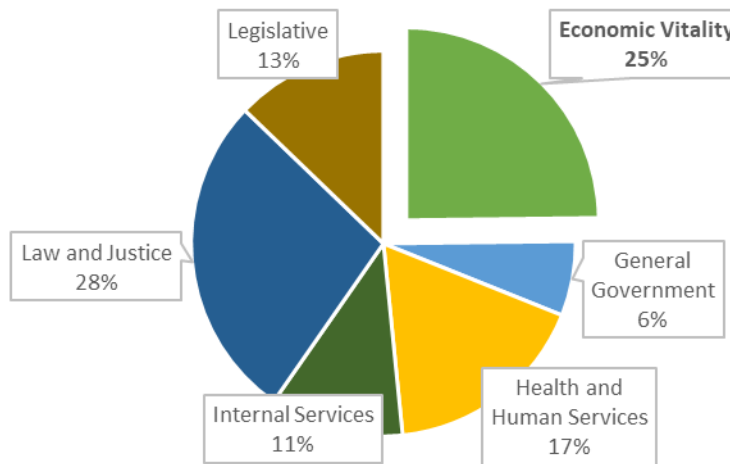
## Economic Vitality

The Economic Vitality strategic area includes Community Planning and Economic Development (CPED), Community Planning and Public Works. Economic Vitality is the largest strategic area of the combined Operating and Capital budget at \$114,469,315 or 31% of the total budget. A substantial portion of this category, 27%, is Public Works Capital Improvement Projects.

### Economic Vitality Operating Budget Summary:

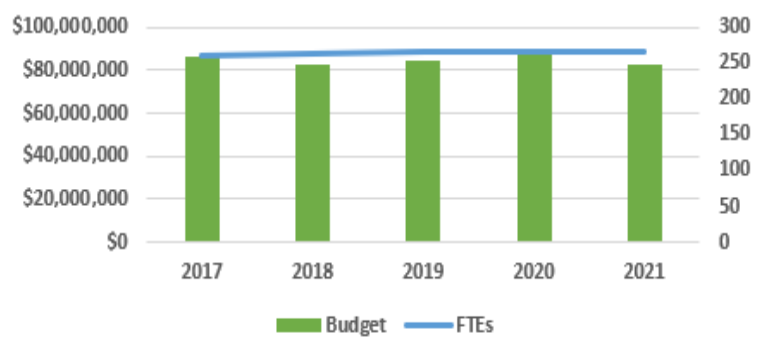
The Economic Vitality Operating Budget is the second largest category, totaling \$82,704,249, or 25%:

**Operating Budget by Strategic Area**



**Economic Vitality, Operating Budget and FTEs**

2021 Economic Vitality Budget by Department		
Department	Budget	FTEs
Community Planning	2,195,682	14.41
Community Planning and Economic Development	9,778,238	50.54
Public Works	70,730,329	200.66
<b>Economic Vitality Totals</b>	<b>82,704,249</b>	<b>265.61</b>



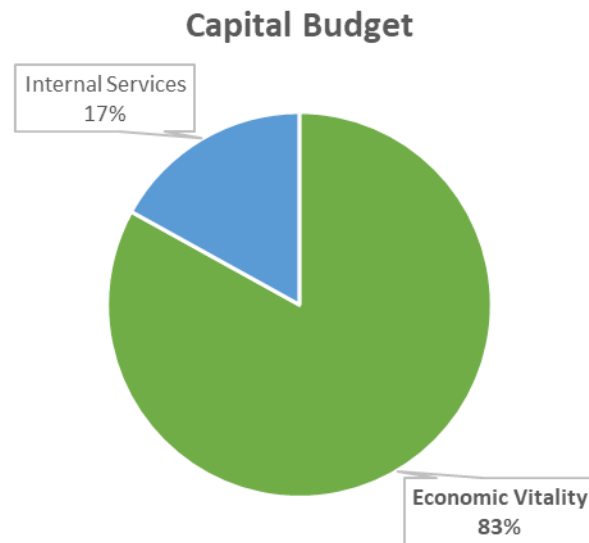
## Operating Policy Investments

Department	Request Title	Revenue Change	Expenditure Change
CPED	Copier Leases		46,451
CPED	Increase Requested for the General Fund Transfer to the Building Development Center	1,000	
CPED	Increasing the General Fund Appropriation for Compliance		23,498
Community Planning	Increasing Land Purchase Authority to Align with the Habitat Conservation Plan (HCP)		500,000
Public Works	Boston Harbor Utility Reallocation of Step Tank Repairs and Pumping from Reserves to M&O Fund		(15,000)
Public Works	Conservation Futures Funding Increase for Eligible Parks & Trails Expenses	6,812	6,812
Public Works	Lake Lawrence Management District Assessment Increase	1,053	
Public Works	Long Lake Management District Assessment Increase	5,614	
Public Works	Long Lake Management District Parcel Rate Increase	44,227	
Public Works	Long Lake Management District Professional Services Funding Increase		34,840
Public Works	Parks & Trails Maintenance Staff FTE Increase		44,690
Public Works	Parks & Trails Program - Black Lake Special District Kenneydell and Guerin Parks Special Assessment		10,800
Public Works	Public Works Asset Manager FTE Request		75,294
Public Works	Public Works Right of Way Agent I FTE Request		88,999
Public Works	Public Works Tilley Campus Improvements and Master Planning		100,000
Public Works	Road Operations Extra Help Staff Funding Increase		186,500
Public Works	Roads and Transportation Capital Project Pre-Design Studies Funding	410,000	617,062
Public Works	Roads Development Review Cost-of-Services Study		60,000
Public Works	Solid Waste Division Contractual Services Increases		1,124,843
Public Works	Solid Waste Division Rate Study		30,000
Public Works	Solid Waste Operating Transfer Adjustments	2,953,629	2,953,629
Public Works	Solid Waste Pre-Design Studies Funding		150,000
Public Works	Storm and Surface Water Utility Comprehensive Plan		200,000
Public Works	Storm and Surface Water Utility Drainage Design and Erosion Control Manual Update		18,000
Public Works	Storm and Surface Water Utility Drainage Studies and Alternatives Design Funding		35,000
Public Works	Storm and Surface Water Utility WSDOT Drainage Studies and Alternatives Design Funding		20,000
Public Works	Water & Sewer Utility Operating Transfer Adjustments	571,000	571,000
Public Works	Water and Sewer Utilities Overtime, Holiday and On Call Expenses		33,615
Public Works	Water and Sewer Utilities Software Upgrade		5,000
Public Works	Water and Sewer Utility Cost-Of-Service Study for Evaluation of Utility Consolidation		65,000



**Economic Vitality Capital Budget Summary:**

Capital Projects often last longer than a year and are appropriated for the duration of the project. Public Works capital projects total \$31,765,066 and represent 83% of the total Capital Budget:



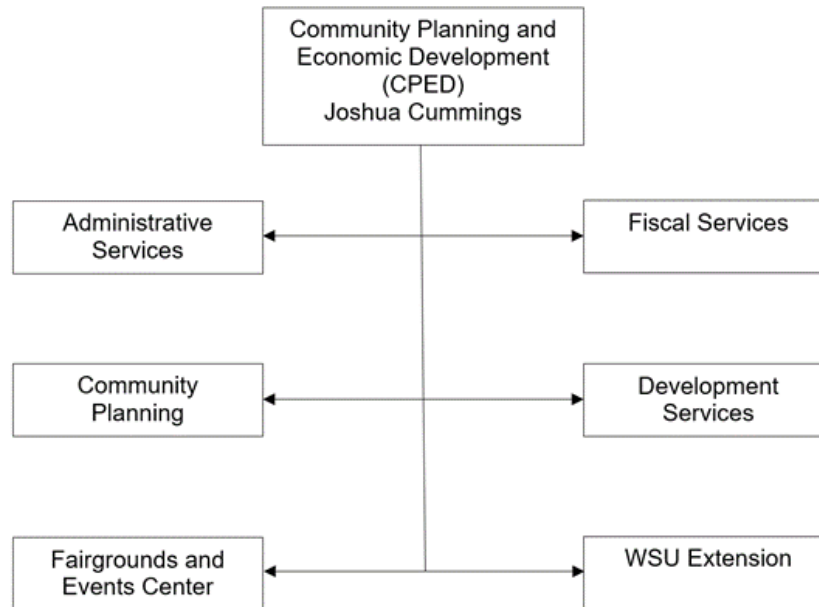
<b>Economic Vitality Capital Projects</b>	<b>2021 Budget</b>	<b>Future Years</b>	<b>Total Budget</b>
Public Works Parks and Trails Projects	1,875,000	1,310,000	3,185,000
Public Works Solid Waste Projects	4,933,454	8,340,000	13,273,454
Public Works Storm and Surface Water Projects	2,488,685	1,542,999	4,031,684
Public Works Transportation Projects	21,055,927	27,378,000	48,433,927
Public Works Water and Sewer Utility Projects	1,412,000	4,693,000	6,105,000
<b>Totals Economic Vitality Capital Budget</b>	<b>31,765,066</b>	<b>43,263,999</b>	<b>75,029,065</b>

**Economic Vitality Capital Policy Investments:**

Department	Request Title	Revenue Change	Expenditure Change
Public Works	Parks & Trails Capital Project - Chehalis Western Trail 41st Ave NE Trailhead	55,000	93,670
Public Works	Parks & Trails Capital Project - Kenneydell Park Restroom Replacement	55,000	88,170
Public Works	Parks & Trails Capital Project - Parks, Trails & Open Space 2021-2022 Acquisition Program	25,000	40,077
Public Works	Parks & Trails Capital Project Funding Increase - Burfoot Park Restroom Replacement	1,100,000	1,763,370
Public Works	Parks & Trails Capital Project Funding Increase - Deschutes Falls Park Walkway and View Point Improvement	550,000	816,648
Public Works	Parks & Trails Capital Project Reduction - Chehalis Western Trail BNSF Bridge-Talcott Crossing		(100,000)
Public Works	Parks & Trails Improvements and Development 2021-2022 Program	25,000	22,360
Public Works	Placeholder for City of Rainier Tennis and Pickleball Courts	300,000	600,000
Public Works	Roads & Transportation Capital Proj - Latigo St at Spurgeon Ck & Chehalis Western Trail (CRP #63008)	261,250	(95,316)
Public Works	Roads & Transportation Capital Proj - Marvin Rd Upgrade Phase 1 22nd Ave to Pacific Ave (CRP #61478)		(225,519)
Public Works	Roads & Transportation Capital Project - 188th Ave & Moon Rd Intersection (CRP #61534)	300,000	265,338
Public Works	Roads & Transportation Capital Project - Americans w/Disabilities Act (ADA) Program (CRP #61495)		25,737
Public Works	Roads & Transportation Capital Project - Carpenter Rd Barrier Improvements (CRP #77172)		193,068
Public Works	Roads & Transportation Capital Project - Fish Passage Enhancement Program thru 2022 (CRP #63006)	710,000	561,354
Public Works	Roads & Transportation Capital Project - Gate Road Culvert Replacements (CRP# 63015)	2,000,000	1,572,900
Public Works	Roads & Transportation Capital Project - Johnson Pt Rd & Hawks Prairie Rd Intersection (CRP #61364)	100,000	155,677
Public Works	Roads & Transportation Capital Project - Littlerock Rd & 113th Ave Bridge & Intersection (CRP#61320)	157,343	191,486
Public Works	Roads & Transportation Capital Project - Old Hwy 99 and Tilley Rd Intersection (CRP #61317)		49,203
Public Works	Roads & Transportation Capital Project - Road Preservation Program and REET2 Funding Request	700,000	1,032,567
Public Works	Roads & Transportation Capital Project - Sargent Rd NW (US 12 & Old Hwy 99) (CRP #61507)		44,542
Public Works	Roads & Transportation Capital Project - US 12 Urban Improvements Old Hwy 99 to W. UGA (CRP #61502)	(1,855,000)	(1,998,499)
Public Works	Roads & Transportation Capital Project - Yelm Hwy & Meridian Rd Intersection (CRP #61318)		300,000
Public Works	Roads & Transportation Capital Project - Yelm Hwy & Pacific Ave Pedestrian Improvements (CRP #61518)	58,000	(8,096)
Public Works	Roads & Transportation Capital Project 2024 Highway Safety Improvement Program (CRP #61546)	90,000	51,474
Public Works	Solid Waste Capital Project - General Facilities Renovations & Upgrades Program (2021-2022)		100,000
Public Works	Solid Waste Capital Projects - Release of Approved Funding		1,955,000

**Economic Vitality Capital Policy Investments, continued:**

Department	Request Title	Revenue Change	Expenditure Change
Public Works	Solid Waste Fund #4030 Capital Project Re-Appropriations Moved to Reserve Fund #4050		3,367,950
Public Works	Storm & Surface Water Utility Capital Project Funding Increase - Woodland Creek Estates		85,000
Public Works	Storm and Surface Water Utility - Land Acquisition/Conservation Program 2021 - 2022		50,000
Public Works	Storm and Surface Water Utility - Lemon Road Pond Capital Project Funding		244,269
Public Works	Storm and Surface Water Utility - Madrona Beach Road NW Vicinity Retrofits Capital Project Funding		61,256
Public Works	Storm and Surface Water Utility - Meadows Subdivision Pond 4C Retrofit Capital Project Funding		114,767
Public Works	Storm and Surface Water Utility Facility Improvement Program 2021-2022		50,000
Public Works	Water & Sewer Utilities Cap Proj - Boston Harbor 2021-2022 Sewer Infrastructure Improvement Program		96,017
Public Works	Water & Sewer Utilities Cap Proj - Boston Harbor 2021-2022 Water Infrastructure Improvement Program		56,487
Public Works	Water & Sewer Utilities Cap Proj - Grand Mound 2021-2022 Sewer Infrastructure Improvement Program		120,296
Public Works	Water & Sewer Utilities Cap Proj - Olympic View 2021-2022 Sewer Infrastructure Improvement Program		10,000
Public Works	Water & Sewer Utilities Cap Proj Funding Increase - Grand Mound Clarifier No 2 Rebuild and Recoating		54,367
Public Works	Water & Sewer Utilities Cap Proj Funding Increase-Boston Harbor Wastewater Treatment Plant Generator	350,000	362,018
Public Works	Water & Sewer Utilities Cap Project - Grand Mound 2021-2022 Water Infrastructure Improvement Program		86,846
Public Works	Water & Sewer Utilities Capital Project - Grand Mound New Water Sources		26,924
Public Works	Water & Sewer Utilities Capital Project - SCADA Control System Evaluation/Upgrades		48,777
Public Works	Water & Sewer Utilities Capital Project - Tamoshan Water Treatment Unit Process Assessment/Upgrade	40,000	38,434
Public Works	Water & Sewer Utilities Capital Project -Tamoshan 2021-2022 Sewer Infrastructure Improvement Program		105,000
Public Works	Water & Sewer Utilities Capital Project -Tamoshan 2021-2022 Water Infrastructure Improvement Program		31,872

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

Serving citizens to ensure safety, public well-being, economic vitality, and care for the natural environment through transparency, consistency, and accountability.

**2021 Goals:**

- ❖ Collaborate with Public Health and Public Works departments to procure an upgrade or replacement of the permit database and customer user interface (A6 / Amanda) system;
- ❖ Continue to improve internal processes for land use project review;
- ❖ Implement the Project Review Timeline process;
- ❖ Coordinate interdepartmental work on water policy and data use;
- ❖ Continue monitoring and research on water and natural hazards for internal and external customers;
- ❖ Provide data-driven environmental education programs;
- ❖ Continue to collaborate and support the partnership between WSU and the County;
- ❖ Collaborate with Public Health and Public Works departments on an updated Fee Study;
- ❖ Complete the restructuring of CPED that aligns adequate and appropriate funding sources, which would transfer fund 36 into fund 27. Furthermore, this action would create only one funding source for CPED. Finally, this action will create and support the alignment of funding within CPED that meets both constituent and business needs;

- ❖ Continue to adequately forecast revenue and expenditures during unprecedented and uncertain budgetary impacts in 2021 and 2022.

## **2021 Challenges:**

**Development Services (DS):** This division includes the sections of Land Use Permitting, Building Development Center, Code Compliance, and Building Services. Continuing, to navigate staff vacancies and the increasing complex development site conditions; the pace of application submittals and customer contacts; and pocket gopher site inspections, while supporting division staff to ensure plan review timeframes remain at current level of service. Going forward, the strong building economy will likely continue to drive the total workload steadily upward. To address review timeframes, the division is examining and implementing paperless applications, electronic routing, video and e-inspections, a simplified fee schedule, and potentially providing a web-based platform to submit applications, plans, and check status of permits in process. To continue increasing customer service, staff performance, confidence, and job satisfaction - enhanced resources for training and equipment will be essential, along with the potential need for additional staff.

**Community Planning (CP):** Continue to navigate workload allocation and projects during staff vacancies that ensure fulfillment of grant requirements and tasks to obtain reimbursement. Updates to the three sub-area plans are also underway involving multiple stakeholders throughout the County. Along with these key planning efforts, in 2019 CP submitted to the US Fish and Wildlife Service, a Board of County Commissioner approved fourth draft of the Prairie Habitat Conservation Plan (HCP) to address federal requirements relating the Mazama Pocket Gopher and other species. This work, and associated studies will continue and will require a level of expertise and resources external to the County. Additional staff and professional services will be necessary to continue moving forward on this issue. Items related to addressing water availability and streamflow restoration will require multiple division involvement and staff resources. Other significant projects include completing the draft update of the Shoreline Management Program for Board of County Commissioner Review and approval and updating the Building and Development Codes to provide increased flexibility and opportunity for citizens.

Continue to implement a broad range of programs to improve and protect water quality, control local flooding, and attenuate flow countywide. Some of these programs include education and outreach, coordinating the WA Department of Ecology required Phase II Municipal Stormwater Permit compliance throughout the county departments, monitoring ground and surface waters, inspection, maintenance and infrastructure management of the drainage and operation facilities, and the administration of the 2016 Drainage Design and Erosion Control Manual for new and redevelopment. The

Department of Ecology will reissue the Phase II Municipal Stormwater Permit in August 2019 which is expected to include additional new permit obligations, including: long-term MS4 (Multiple Separate Storm Sewer System) planning, community-based social marketing, source control business inspection program, obligations related to the Deschutes River Watershed TMDLs (Total Maximum Daily Loads), and a new update for the County's Drainage Design and Erosion Control Manual. The Capital Facilities program will identify and propose to the Board of County Commissioner stormwater retrofit and restoration projects. Stormwater retrofitting will continue to focus on existing pre-1990 stormwater facilities to reduce localized flooding and improve stormwater treatment before it is discharged into our ground and surface waters. These efforts are in support of the mission to maintain and improve our community's well-being and safety.

**Thurston County Fairgrounds & Event Center (Fair):** Continue to sustain a positive Fair Fund balance and budget by increasing the rentals of the fair facilities and seeking out new rental opportunities. The Fair event has had consistent, direct management over the last five years, which has provided stability and cohesion for the event and among the different groups involved within the fair. Improvements, through the utilization of technology, have streamlined the fair's internal and external processes and this will help to manage increasing labor costs. Partnering with other county groups to hold events within the fair event helps squarely root a diversified cross-section of fairgoers to attend yearly. The County will continue this positive growth trajectory and exploring options for the fairgrounds long-term sustainability. The current circumstances of social distancing and limited gatherings will continue to impact this potential positive trajectory, but staff remains committed to finding creative paths forward for stability.

**Washington State University Extension (WSU Ext):** Continue to bring research and education to local citizens to help address locally relevant issues and challenges. The agriculture program will evaluate high-value market opportunities for farmers. The water resources program will help Thurston County meet water quality targets in fresh and marine waters and utilize ecological restoration to build resilience to drought and other natural disasters. The Master Gardener/Master Recycler Composter program will provide gardening education to county residents and help divert waste going to landfills. The 4-H program will help reduce youth delinquency by providing meaningful learning and leadership experiences for the county's younger population. The nutrition education program will help youth and adults embrace healthy living habits through eating and exercise, while connecting farms to students and low-income residents of the county. We will also be focused on building strategic partnerships to support this work in our community. Furthermore, the next two years will provide an opportunity to review WSU legacy processes to continue the growth of accountability, consistency and transparency as well as, review of WSU budget numbers to ensure accuracy and documentation for clear annual and biennial budget tracking. Finally, this next two years

will support the evaluation of dated timelines for administrative tasks that can create delays in essential accounting and other functions.

**Funds:**

The General Fund provides limited funding for Community Planning and Economic Development. Most operations occur in the following funds:

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

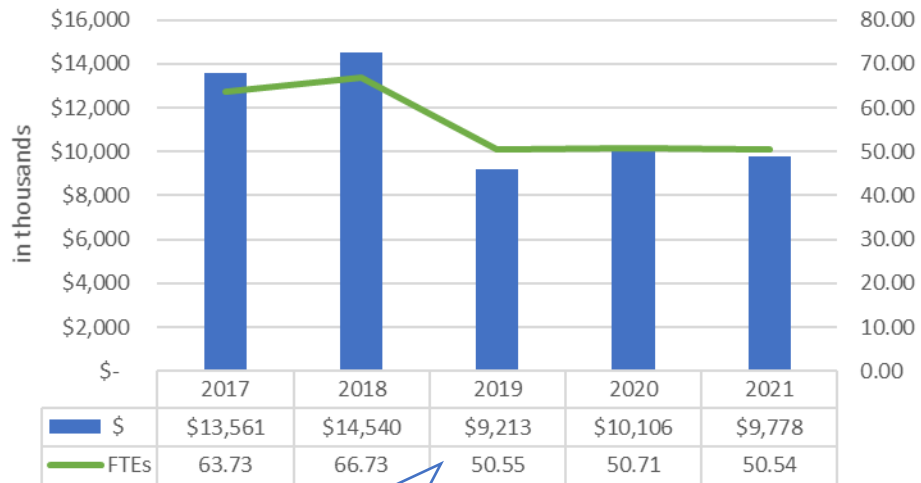
**Land Use and Permitting Fund 4124.** This fund supports the review of land use proposals and building permit applications to ensure compliance with Thurston County Codes and operates as a fee-based enterprise fund with General Fund support for non-permit related technical assistance, Code Compliance.

**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.



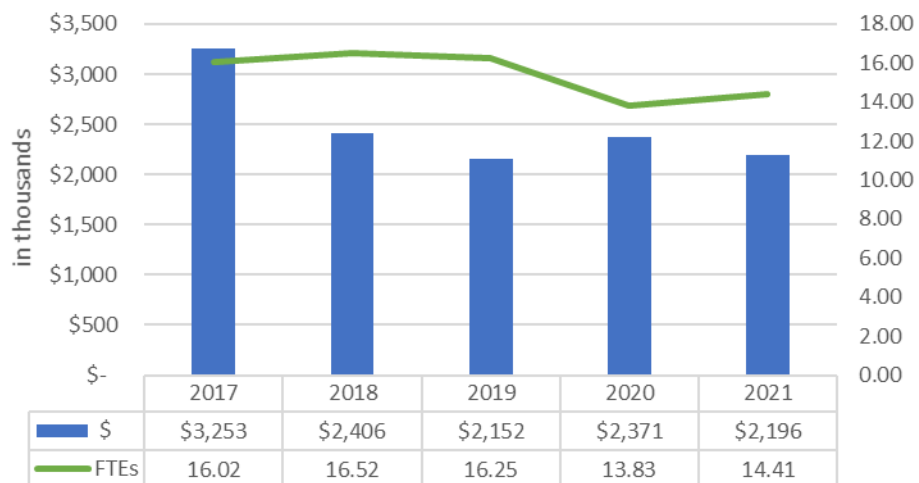
**Budget Snapshots:**

CPED, Budget and FTE Trends



Most of the Storm and Surface Water Program and positions moved to Public Works

Community Planning, Budget and FTE Trends



Budget and FTEs vary based on grant funding

**Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
<b>Development Services</b>						
Permit inquiries (sign-ins)	Number	13,518	14,140	15,839	16,567	15,935
Permit applications	Number	4,180	4,190	4,980	4,673	4,347
Compliance requests	Number	298	276	275	296	278
<b>Community Planning</b>						
Code amendments on the Board Docket	Number	11	20	20	12	12
Comprehensive Plan amendments on the Board Docket	Number	7	7	12	13	15
Grants in process	Number	7	10	9	6	10
<b>Washington State University</b>						
Workshops & community events	Number	287	377	392	342	444
Community participants	Number	5,959	8,150	9,895	7,211	6,649
<b>Fair</b>						
Event attendees	Number	26,248	30,524	21,475	25,650	23,500
Vendors at fair events	Number	94	99	98	91	90
Year round occupancy rate of event	Percent	17%	20%	23%	26%	88%

\* Transferred to Public Works in 2018

2019 Compliance requests do not include enviromental health complaints

EXPENDITURES & FTEs BY DEPARTMENT

Community Planning and Economic Development	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
<i>FTEs</i>	0	50.85	0.00	50.55
Personnel	4,809,600	5,412,330	1,957,875	5,344,606
Internal Services	2,546,388	2,676,779	966,331	2,711,809
Professional Services	453,048	1,605,566	44,603	1,023,714
Operating Costs	350,452	403,556	62,569	441,385
Debt Services	6,031	8,141	2,930	8,141
Capital Expenses	0	0	0	46,451
Transfer to Other County Funds	1,350	0	0	202,132
<b>Community Planning and Economic Development Total</b>	<b>8,166,869</b>	<b>10,106,372</b>	<b>3,034,308</b>	<b>9,778,238</b>

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	176,200	215,781	92,843	584,401
Internal Services	119,739	122,717	62,405	235,327
Professional Services	134,540	142,364	0	227,136
Operating Costs	17,199	22,798	8,006	72,423
Debt Services	3,064	3,032	1,532	3,032
<b>0010 - General Fund Total</b>	<b>450,743</b>	<b>506,692</b>	<b>164,787</b>	<b>1,122,319</b>

1030 - Fair	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	201,748	169,918	80,664	185,776
Internal Services	141,684	136,991	69,008	102,512
Professional Services	105,799	25,994	17,854	13,860
Operating Costs	95,010	62,614	28,014	52,893
Debt Services	2,408	0	1,204	0
Capital Expenses	0	0	0	8,018
<b>1030 - Fair Total</b>	<b>546,649</b>	<b>395,517</b>	<b>196,744</b>	<b>363,059</b>

4060 - Storm & Surface Water Utility	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	975,220	1,063,797	171,373	1,094,270
Internal Services	664,588	764,313	5,260	796,294
Professional Services	167,667	352,693	23,670	337,950

## Department Budget: Community Planning and Economic Development

## Department 27

Operating Costs	104,661	202,715	6,083	202,715
Transfer to Other County Funds	1,350	0	0	0
<b>4060 - Storm &amp; Surface Water Utility Total</b>	<b>1,913,486</b>	<b>2,383,518</b>	<b>206,386</b>	<b>2,431,229</b>

<b>4124 - Land Use &amp; Permitting</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	3,456,431	3,962,834	1,612,995	3,480,159
Internal Services	1,620,377	1,652,758	829,658	1,577,676
Professional Services	45,042	1,084,515	3,079	444,768
Operating Costs	133,583	115,429	20,466	113,354
Debt Services	559	5,109	194	5,109
Capital Expenses	0	0	0	38,433
Transfer to Other County Funds	0	0	0	202,132
<b>4124 - Land Use &amp; Permitting Total</b>	<b>5,255,991</b>	<b>6,820,645</b>	<b>2,466,392</b>	<b>5,861,631</b>

### REVENUE BY DEPARTMENT

<b>Community Planning and Economic Development</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	4,336,438	5,575,393	1,616,677	5,734,460
General Fund Contribution	617,389	691,507	129,018	75,556
From Other Funds	148,420	25,000	0	25,000
Intergovernmental Revenue	33,495	71,937	32,362	35,000
Miscellaneous Revenue	254,580	77,516	39,380	344,051
Grants	48,361	0	0	0
<b>Community Planning and Economic Development Total</b>	<b>5,438,683</b>	<b>6,441,353</b>	<b>1,817,438</b>	<b>6,214,067</b>

### REVENUE BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	279,700	195,093	54,523	213,996
Miscellaneous Revenue	0	500	0	500
<b>0010 - General Fund Total</b>	<b>279,700</b>	<b>195,593</b>	<b>54,523</b>	<b>214,496</b>
<b>1030 - Fair</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	162,554	28,600	800	113,000

## Department Budget: Community Planning and Economic Development

## Department 27

General Fund Contribution	166,839	166,839	50,052	0
From Other Funds	20,500	0	0	0
Intergovernmental Revenue	33,495	32,362	32,362	35,000
Miscellaneous Revenue	205,581	32,016	26,261	260,118
<b>1030 - Fair Total</b>	<b>588,969</b>	<b>259,817</b>	<b>109,475</b>	<b>408,118</b>

<b>4060 - Storm &amp; Surface Water Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	0	40,000	0	0
Grants	48,361	0	0	0
<b>4060 - Storm &amp; Surface Water Utility Total</b>	<b>48,361</b>	<b>40,000</b>	<b>0</b>	<b>0</b>

<b>4124 - Land Use &amp; Permitting</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	3,894,185	5,311,700	1,561,355	5,407,464
General Fund Contribution	450,550	524,668	78,967	75,556
From Other Funds	127,920	25,000	0	25,000
Intergovernmental Revenue	0	39,575	0	0
Miscellaneous Revenue	48,999	45,000	13,119	83,433
<b>4124 - Land Use &amp; Permitting Total</b>	<b>4,521,653</b>	<b>5,945,943</b>	<b>1,653,440</b>	<b>5,591,453</b>

## EXPENDITURES &amp; FTEs BY DEPARTMENT

Community Planning	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	13.45	0.00	16.25
Personnel	1,284,305	1,566,500	503,623	1,330,467
Internal Services	199,720	225,062	107,889	173,184
Professional Services	293,682	532,462	89,314	644,957
Operating Costs	17,881	46,504	3,849	47,074
Capital Expenses	0	0	0	0
<b>Community Planning Total</b>	<b>1,795,588</b>	<b>2,370,528</b>	<b>704,675</b>	<b>2,195,682</b>

## EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	1,284,305	1,566,500	503,623	1,330,467
Internal Services	199,720	225,062	107,889	173,184
Professional Services	293,682	532,462	89,314	644,957
Operating Costs	17,881	46,504	3,849	47,074
<b>0010 - General Fund Total</b>	<b>1,795,588</b>	<b>2,370,528</b>	<b>704,675</b>	<b>2,195,682</b>

## REVENUE BY DEPARTMENT

Community Planning	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	26,517	15,000	23,699	15,000
Intergovernmental Revenue	0	4,000	0	0
Grants	574,216	855,647	98,794	777,648
<b>Community Planning Total</b>	<b>600,732</b>	<b>874,647</b>	<b>122,493</b>	<b>792,648</b>

## REVENUE BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	26,517	15,000	23,699	15,000
Intergovernmental Revenue	0	4,000	0	0
Grants	574,216	855,647	98,794	777,648
<b>0010 - General Fund Total</b>	<b>600,732</b>	<b>874,647</b>	<b>122,493</b>	<b>792,648</b>

Department Budget: Community Planning and Economic Development		Department 27
<b>Program: B500 - Administration</b>		
<b>Description:</b> Administrative operating expenses include: county-owned facility rent, utilities, internal service costs, county vehicle, insurance, supplies, leased copy equipment, and portions of Program administration support.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	217,563	192,529
<b>Revenue</b>	500	500
<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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	74,736	73,386
<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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	157,598	147,862
<b>Revenue</b>	138,093	146,996
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	11,795	11,795
<b>Revenue</b>	12,000	12,000
<b>Program: B565 - Native Plant Salvage</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	45,000	45,000
<b>Revenue</b>	45,000	45,000
<b>Program: B580 - Food Safety</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	4,000

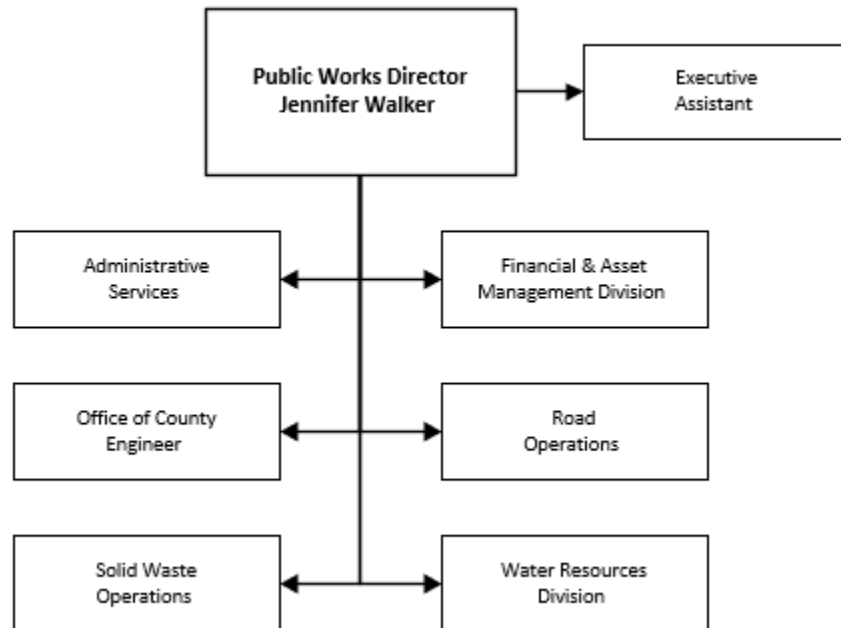
Department Budget: Community Planning and Economic Development		Department 27
Program: C230 - Administration		
<b>Description:</b> The Administration to all divisions of Community Planning and Resource Development (CPED). Services are management, administrative and accounting support.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,215,704	1,246,949
<b>Revenue</b>	146,332	84,433
Program: C233 - Administration Flood Management		
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	12,000	12,000
Program: C235 - Development Assistance Center		
<b>Description:</b> The Development 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	723,105	790,028
<b>Revenue</b>	619,013	690,756
Program: C240 - Advanced Planning		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	894,819	0
<b>Revenue</b>	790,000	0
Program: C245 - Planning and Environmental Services		
<b>Description:</b> The Planning and Environmental Review section reviews proposed land-use actions for their consistency with the Thurston County Comprehensive Plan and related zoning and development standards.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,172,579	2,342,181
<b>Revenue</b>	755,115	1,540,000
Program: C247 - Hearings Examiner		
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	50,000	50,000
<b>Revenue</b>	40,000	40,000
Program: C250 - Solid Waste Compliance		
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	400,389	481,130
<b>Revenue</b>	461,391	10,000



Department Budget: Community Planning and Economic Development		Department 27
<b>Program: C255 - Building Inspections</b>		
<b>Description:</b> The Building and Fire Safety section inspects all new construction within unincorporated Thurston County for compliance with building and fire codes.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	676,944	690,584
<b>Revenue</b>	1,760,558	1,884,264
<b>Program: C260 - Building Plan Review</b>		
<b>Description:</b> The Building and Fire Safety section reviews building plans for all new construction within unincorporated Thurston County for compliance with building, flood and fire codes.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	429,970	492,278
<b>Revenue</b>	1,211,023	1,190,000
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	189,985	201,329
<b>Revenue</b>	125,511	125,000
<b>Program: C282 - Boundary Review Board</b>		
<b>Description:</b> Land Use and Permitting contracts with TRPC (Thurston Regional Planning Council) to provide staff support for this voluntary board, which reviews annexation proposals and issues recommendations on these proposals.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	22,374	12,866
<b>Program: C283 - Historic Commission</b>		
<b>Description:</b> Administrative 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	44,776	35,416
<b>Revenue</b>	25,000	25,000
<b>Program: C300 - Fair Events</b>		
<b>Description:</b> August Fair Event and other events year round including facility rentals		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	8,091	172,398
<b>Revenue</b>	228,891	240,518
<b>Program: C320 - General Operations</b>		
<b>Description:</b> Off-season activities including facility rentals, storage, camping, and off-season events.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,151	22,281

Department Budget: Community Planning and Economic Development		Department 27	
Program: C350 - Fairgrounds			
Description: Operation costs for and of the fairgrounds not directly related to the August Fair Event.			
Budget	2020 Budget		2021 Policy Level
Expense	386,275		334,997
Revenue	30,926		167,600
Program: W651 - Water Resources Planning and Outreach			
Description: Effective January 2019, this program captures the activities of Water Resources Planning and Outreach staff to 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			
Budget	2020 Budget		2021 Policy Level
Expense	1,286,759		1,168,458
Program: W652 - Water Resources Monitoring			
Description: Effective January 2019, Water Resources NPDES Monitoring - 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.			
Budget	2020 Budget		2021 Policy Level
Expense	1,096,759		1,262,771
Revenue	40,000		0

Department Budget: Community Planning		Department 36
<b>Program: P100 - Community Planning</b>		
<b>Description:</b> Community planning includes the maintenance and updating of plans and codes required under the Washington State Growth Management Act, Shorelines Management Act and other state and federal mandates. Provides in house GIS support for all of CPED. The annual work program includes analysis and review of pending legislation impacting local government. General Fund supports Capital Facilities Planning, Conservation Futures, Open space Tax Programs, Low Impact development code update coordination, development code updates, county wide planning policies, staff support of the Board of County Commissioners, committees, work groups and advisory groups.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,562,553	1,414,327
<b>Revenue</b>	19,000	15,000
<b>Program: P199 - Community Planning - Grants</b>		
<b>Description:</b> Community Planning - Federal and State grants: Habitat Conservation Plan Phase II, Habitat Conservation Plan Phase III, Prairie Biologist Field support, HCP public information and outreach, EPA-Deschutes Watershed evaluation, Voluntary Stewardship Program, and Puget Sound Partnership Alliance for a Healthy South Sound-Lead Implementing Organization.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	807,975	781,355
<b>Revenue</b>	855,647	777,648

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

To provide quality public services in all areas of our business.

Public Works strives for accountability and transparency in all services we provide to our community.

**2021 Goals:****PUBLIC WORKS**

- Align with the Thurston County Strategic Plan and implement the strategic initiatives and strategies outlined in the plan.
- Increase communication efforts to tell the story of Public Works and keep the community informed of our activities; expand the use of third-party applications for website communications solutions.
- Develop and implement a master plan for the Tilley campus to provide adequate facilities and infrastructure to provide for staff safety and needs during emergency

response, regulatory conditions (e.g., moving sand shed, spill prevention for traffic paint) and expanding department needs.

- Substantially expand the implementation of the existing Public Works asset management system.
- Continue to improve project delivery by implementing and ensuring consistent utilization of project management tools.
- Continue to expand use of digital document options whenever appropriate as a method to curb printing and paper use.
- Expand the use and benefit of information provided on the county OpenGov dashboard platform.
- Continue to have at least one staff from each team involved in a committee of a relevant professional organization, aligned with the department's mission/vision and the employee's professional interests.

#### **OFFICE OF THE COUNTY ENGINEER**

- Construct, preserve and maintain a safe, efficient transportation network in an environmentally responsible manner that provides ease and safe transport of freight and people throughout the County, considering important traffic generators and key destinations.
- Continue to identify and remove barriers to fish passage through the Fish Passage Enhancement Program.
- Refine Public Works capital project prioritization process; streamline Capital Improvement Program and Transportation Improvement Program development process and schedule projects to balance resources.
- Develop project management and technical training plan.
- Enhance project public outreach communication.
- Improve tracking of review and inspection time on private development projects to assure total cost recovery.
- Evaluate permitting and hourly fees charged.

- Develop quarterly reporting metrics and tools for development activity. Develop process to transfer private development assets to Public Works asset management system.
- Maintain and/or operate 12 traffic signals, 58 school flashers, 40 crosswalk flashers, 1,100 street lights, 16,000 signs, 2,500 markings and paint 1,390 miles of paint line.
- Continue developing and improving the 20-year Transportation Plan; develop concurrency management report and condition of transportation system report.
- Continue updating Public Works facilities and infrastructure systems to meet current Americans with Disabilities Act (ADA) requirements.
- Establish the Property Management Program with new resources as they become available.
- Continue to acquire properties, and obtain certification when necessary, for capital projects.
- Continue to increase efficiencies in Community Planning and Economic Development (CPED) reviews through Real Estate Services.
- Implement a monument protection plan that will protect survey monuments from being destroyed and/or lost due to road maintenance, construction and utility work.
- Establish new ways to use unmanned aircraft systems (UAS) to provide increased information and value.
- Continue to research and develop use of pavement technologies that will provide better cost/benefit to the system.
- Increase planning with the Road Operations division regarding work they will perform prior to pavement preservation contracts.
- Review and document the overall road log program.

## **PARKS & TRAILS**

- Continue to offer a high-quality recreational experience in the safest manner possible in the parks and trails system.
- Maximize available resources through efficiencies in operations.
- Increase the service capacity of the existing parks and trail infrastructure in a way that minimizes the need for additional maintenance and operations funds.
- Update the Trail Permit program to ensure equitability and maximize revenue.

- Replace the existing parks reservation software to lower costs and increase functionality, to include a public facing website.
- Maximize any funding available by working cooperatively with health and wellness programs.
- Capitalize on existing partnerships and explore new partnership opportunities to broaden financial support for our parks and trails assets.

#### **ROADS MAINTENANCE**

- Expand technology available to field staff to allow for improved work flow and productivity.
- Identify low maintenance designs in capital improvement projects to reduce ongoing maintenance costs.

#### **STORMWATER UTILITY**

- Complete Comprehensive and Cost of Compliance Plan.
- Update Drainage Design and Erosion Control Manual (DDECM).
- Identify WSDOT impacted areas to ensure continued maximum funding.
- Refine and enhance Capital Facilities Projects development; incorporate restoration projects into Stormwater Capital Facilities Plan.
- Pro-actively plan for new NPDES permit requirements.

#### **WATER & SEWER UTILITIES**

- Operate and maintain water and sewer 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.
- Continue with utility consolidation process by conducting a Cost of Service Analysis.
- Update water system plans.

#### **NOXIOUS WEEDS & LAKES**

- Reduce the spread of noxious weeds and continue to educate the public on the identification and control of noxious weeds on private property.
- Continue to leverage funding partners for support of our river programs.
- Enhance educational opportunities via website, social media and other outlets.

- Manage Lake Management District funds to provide ability to adapt to changing conditions.

## **SOLID WASTE**

- Successfully manage the increasing number of system users and quantity of solid waste and recyclable materials received at the County's facilities through maintenance of adequate staffing levels, operational and capital improvements, and service support contracts.
- Implement scalehouse software and hardware technology upgrades, to include integrated camera system and computerized HazoHouse module.
- Complete FLARE System upgrade to manage closed landfill gas and Supervisory Control and Data Acquisition System (SCADA) replacement and upgrades for integrated monitoring and control of facilities operating infrastructure.
- Initiate facility upgrades at Rainier and Rochester Drop Box Sites.
- Solid Waste Management Plan adoption by participating cities and County.
- Implement Flow Control to ensure a sustainable source of revenue to maintain Thurston County's Solid Waste System.
- Award 20-year contract for Solid Waste facility operations, transport and disposal services, including recycling and organics.
- Complete Rate Study to align fees with operating costs.
- Execute a robust education and outreach program in alignment with Solid Waste Management Plan goals.

## **2021 Challenges:**

### **PUBLIC WORKS**

- Inflationary pressures on department activities outpacing revenues.
- Managing increasing costs to maintain, preserve, and replace aging infrastructure.
- Employee recruitment and retainage; attracting employees in a competitive environment, including workforce retirements resulting in critical vacancies.
- Maintaining safe operations in a COVID-19 environment.
- Maintaining adequate staffing levels to provide essential services.



**OFFICE OF THE COUNTY ENGINEER**

- Balancing resources (staffing and revenue) to meet overall department/county priorities.
- Limited staff and resources affect program and project delivery.
- Global pandemic has affected revenue and project and program delivery.
- Population growth/development putting pressure on existing infrastructure.
- Effects of climate change may affect existing Public Works infrastructure and change criteria for future projects.
- Increasing regulatory requirements increasing the cost of projects (Endangered Species Act, FEMA, etc.).

**ROADS MAINTENANCE**

- Maintaining existing infrastructure without increasing resources.
- New assets added to system with no increase in resources (staffing or financial).
- Adequate resources to complete preparatory work to be able to expand preservation program.
- COVID-related impacts including physical distancing which places a strain on resources and increases cost of work completed.

**PARKS & TRAILS**

- Ability to offer a high-quality recreational experience in the parks and trails system with limited financial and staff resources.
- Finding ways to further streamline operations to make the most of existing resources.
- Successfully partnering with community groups, other jurisdictions, and civic clubs to improve and maintain the parks and trails.

**WATER & SEWER UTILITIES**

- Covid-19 operational impacts; continued isolation of operational staff due to exposure concerns.
- Aging infrastructure – higher maintenance and replacement costs; limited funding for capital projects.

**NOXIOUS WEEDS & LAKES**

- Covid-19 operational impacts - reduced ability to provide in-person technical assists.
- Continue to work with the Lake Management Districts steering committees to improve communication and accountability.

**SOLID WASTE**

- Operational impacts from significant increase in volume of customers, particularly at Rainier Drop-Box Site.
- Impact to facilities when neighboring facilities shut down or curtail operations.
- Aging infrastructure; limited room for expansion at outlying sites.
- Site security – limited options with current configuration and camera system.

**Funds:**

Public Works utilizes the following funds:

**Boston Harbor Reserve Fund 4210.** This enterprise fund accounts for expenditures related to design and construction of water and sewer utility infrastructure and major maintenance projects in Boston Harbor, as well as establishing reserve monies to address long-term needs of the water and sewer system. Revenue is provided through operating transfers from the Boston Harbor Water & Sewer Utility Fund, as well as capital contributions from development.

**Boston Harbor Water Wastewater Utilities Fund 4200.** This enterprise fund accounts for the maintenance and operations of the Boston Harbor water and sewer systems, including the wastewater treatment plant. The primary revenue source is customer charges for utility services.

**Grand Mound Wastewater Capital Reserve Fund 4440.** This enterprise fund accounts for expenditures related to design and construction of sewer utility infrastructure in Grand Mound, as well as establishing reserve monies to address long-term needs of the sewer system. Revenue is provided through operating transfers from the Grand Mound Sewer Utility Fund, as well as capital contributions from development.

**Grand Mound Wastewater Utility Fund 4340.** This enterprise fund accounts for the maintenance and operations of the Grand Mound sewer system, including the wastewater treatment plant. The primary revenue source is customer charges for utility services.

**Grand Mound Water Capital Reserve Fund 4450.** This enterprise fund accounts for revenues and expenditures related to design and construction of water utility infrastructure in Grand Mound, as well as establishing reserve monies to address long-term needs of the water system. Revenue is provided through operating transfers from the Grand Mound Water Utility Fund, as well as capital contributions from development.

**Grand Mound Water Utility Fund 4350.** This enterprise fund accounts for the maintenance and operations of the Grand Mound water system. The primary revenue source is customer charges for utility services.

**Lake Lawrence – Lake Management District Fund 1740.** This is a special revenue fund established to provide a long-term lake management program that balances use of this natural resource between recreational users and wildlife through the control of aquatic vegetation, both native and non-native invasive species, in Lake Lawrence. Revenue is provided through assessments to property owners in the designated Lake Management District.

**Long Lake - Lake Management District Fund 1720.** This is a special revenue fund established to provide a long-term lake management program that balances use of this natural resource between recreational users and wildlife through the control of aquatic vegetation, both native and non-native invasive species, in Long Lake. Revenue is provided through assessments to property owners in the designated Lake Management District.

**Noxious Weed Fund 1350.** This is a special revenue fund established to educate, consult with and provide services to landowners in protection of lands from the impact of invasive noxious weeds. Revenue is provided through an assessment to county property owners.

**Olympic View Sewer Utility Fund 4410.** This enterprise fund accounts for the maintenance, operations, and capital projects of the sewer utility in in the Olympic View subdivision. The primary revenue source is customer charges for utility services.

**Parks and Trails Fund 1330.** This is a special revenue fund established to capture both the parks and trails operating and capital expenditures. Revenue is provided through parks facility rental income, trail permit fees, Parks Impact Fees, General Fund, Conservation Futures and Real Estate Excise Tax Quarter 2 funding.

**Parks Impact Fees Fund 3200.** This fund collects Parks Impact Fees designated for public improvements of parks and trails, received from residential building permits issued.

**Roads and Transportation Fund 1190.** This fund receives property tax and fuel tax revenues dedicated to road maintenance and improvements, in addition to other revenues collected in support of roads infrastructure development and maintenance needs. This fund accounts for the planning, operations and maintenance of our roads and transportation system, including the roads preservation program.

**Roads Construction in Progress Fund 3010.** This fund tracks capital projects for transportation system improvements. Funding is provided primarily through federal and state grants and operating transfers from the Roads and Transportation Fund.

**Solid Waste Fund 4030.** This enterprise fund accounts for the administration of the county's solid waste programs, and maintenance and operations of the solid waste disposal and recycling facilities for residential and commercial use. The primary revenue sources are customer charges for services.

**Solid Waste Reserve for Closure Fund 4040.** This enterprise fund is a reserve dedicated to the post closure maintenance and operations and infrastructure requirements of the closed landfill. Revenue is provided through operating transfers from the Solid Waste Utility Fund.

**Solid Waste Reserves Fund 4050.** This enterprise fund accounts for expenditures related to design and construction of capital facility and infrastructure needs of the Solid Waste facilities, as well as establishing reserve monies to address long-term needs. Revenue is provided through operating transfers from the Solid Waste Utility Fund.

**Storm and Surface Water Capital Fund 4070.** This enterprise fund supports stormwater 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.

**Storm and Surface Water Utility Fund 4060.** This enterprise fund is supported by a dedicated revenue assessment that enables stormwater 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.

**Tamoshan Reserve Fund 4420.** This enterprise fund accounts for revenues and expenditures related to design and construction of water and sewer utility infrastructure and major maintenance needs in Tamoshan and Beverly Beach, as well as establishing reserve monies to address long-term needs of the water and sewer system. Revenue is provided through operating transfers from the Tamoshan Water and Tamoshan/Beverly Beach Sewer Utility Funds.

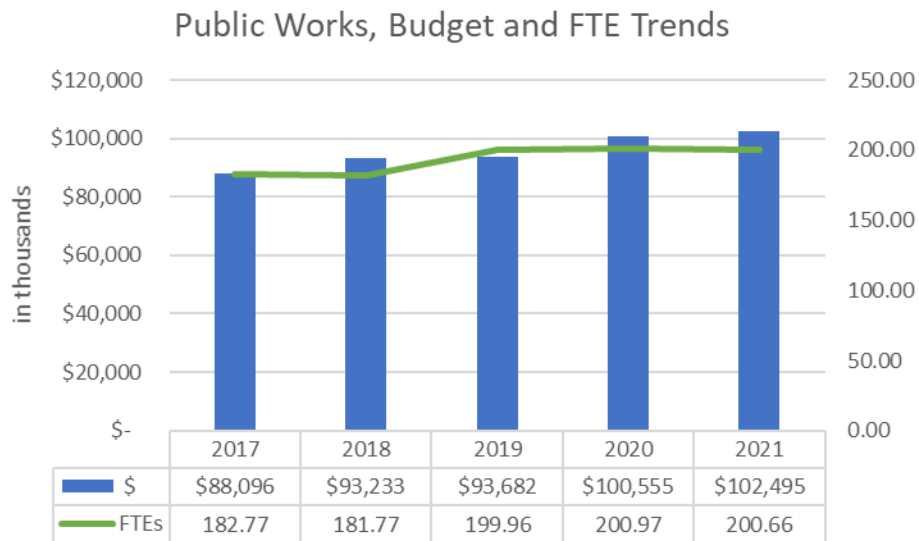
**Tamoshan Water Utility Fund 4400.** This enterprise fund accounts for the maintenance and operations of the Tamoshan water system. The primary revenue source is customer charges for utility services.

**Tamoshan/Beverly Beach Sewer Utility Fund 4300.** This enterprise fund accounts for the maintenance and operations of the Tamoshan/Beverly Beach sewer system, including the

wastewater treatment plant. The primary revenue source is customer charges for utility services.

**Transportation Impact Fees Fund 3190.** This fund collects Traffic Impact Fees designated for public improvements, received from building permits issued.

### **Budget Snapshot:**



### **Budget Drivers:**

See following page:

	Units	2017	2018	2019
<b>OFFICE OF THE COUNTY ENGINEER</b>				
Survey Requests	each	168	173	180
Right of Way Maps	each	80	87	95
Properties Acquired	each	4	55	24
Projects Bid	each	10	11	6
Projects Constructed	each	9	6	11
Overlay and Chip Seal	miles	49	47	42
Bridge Inspections	each	63	81	74
<u>Development Review:</u>				
Permit Applications Received (Utility, Prelim. Plat, Short Plats and Building)	each	3,686	3,466	3,242
<u>Traffic Engineering and Operations:</u>				
Pavement Striping	miles	1,379	1,000	984
Plastic Markings	square feet	24,000	12,000	8,500
Buttons	each	10,000	15,000	25,000
Signs Maintained	each	4,000	1,300	1,432
Street Lights Maintained	each	105	54	64
<b>ROAD MAINTENANCE</b>				
Pavement Prep - Digouts	tons	14,417	7,314	11,632
Culvert Maintenance & Repair	feet	9,300	3,065	4,820
Culvert Installation	feet	1,260	1,150	700
Brush Removal	man-hour	3,115	7,188	9,121
Shoulder Mowing	mile	2,042	567	1,827
Slope Mowing	mile	685	380	1,345
Storm Drain Maintenance	each	239	208	278
Bridge Maintenance & Repair	each	37	52	205
Sweeping/Brooming	mile	4,242	4,698	3,558
Snow Removal/Plowing	man-hour	118	226	2,829
Anti-Icing	gal	511	962	1,162
Sanding	man-hour	120	151	345
Litter Collected	pounds	185,000	137,000	118,756
<b>PARKS &amp; TRAILS</b>				
Parks & Trails Visits	estimated visits	929,694	854,382	942,434
Recreational Property Maintained				
Parks:				
Developed	acres	972	932	932
Undeveloped	acres	1,606	1,646	1,646
Trail Corridor:				
Developed	miles	36	36	36
Undeveloped	miles	20	20	20
<b>STORMWATER UTILITY</b>				
Customer Tech Assists	each	233	228	247
System and Project Inspections	each	704	878	951
Public Infrastructure Assets Inspected	each	7,144	9,626	15,060
Private Developments Inspected	each	704	682	709
<b>WATER &amp; SEWER UTILITIES</b>				
Water Provided	gallons	93,953,725	98,275,613	97,842,077
Wastewater Treated	gallons	82,135,699	83,355,310	80,359,100
Active Billing Accounts	each	769	777	785
<b>NOXIOUS WEEDS AND LAKES</b>				
River and Shoreline Protected	miles	90	90	90
Landowner Technical Assists	each	622	758	419
Number of Sites Monitored	each	4,950	4,701	4,146
Weeds Disposed	pounds	24,560	17,685	15,215
<b>SOLID WASTE</b>				
Material Accepted	tons	219,415	236,468	234,936
Customers Served	transactions	238,654	249,060	265,224

## EXPENDITURES &amp; FTEs BY DEPARTMENT

<b>Public Works</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	200.82	0.00	201.00
Personnel	17,680,617	20,124,631	7,992,830	19,637,623
Internal Services	11,948,191	11,640,240	5,721,712	12,366,422
Professional Services	20,783,585	21,419,998	6,307,768	22,190,727
Operating Costs	5,437,061	6,563,287	1,974,225	6,590,932
Debt Services	16,340	20,049	6,477	19,534
Capital Expenses	76,347	25,883,566	6,694,045	32,327,408
Transfer to Other County Funds	7,784,366	14,902,742	370,163	9,362,749
<b>Public Works Total</b>	<b>63,726,506</b>	<b>100,554,513</b>	<b>29,067,219</b>	<b>102,495,395</b>

## EXPENDITURES BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	0	0	0	71,800
Internal Services	0	0	0	900
Professional Services	0	0	0	7,300
Operating Costs	0	0	0	35,000
<b>0010 - General Fund Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115,000</b>

<b>1190 - Roads &amp; Transportation</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	11,601,567	12,014,286	4,818,554	11,872,481
Internal Services	7,941,639	7,102,735	3,849,728	7,768,346
Professional Services	2,623,143	1,947,119	77,748	1,344,611
Operating Costs	3,724,979	3,938,016	1,185,886	3,956,101
Debt Services	14,426	18,034	5,604	18,034
Capital Expenses	69,505	1,189,272	(4,091)	6,120,500
Transfer to Other County Funds	2,002,670	3,106,426	195,294	2,019,255
<b>1190 - Roads &amp; Transportation Total</b>	<b>27,977,930</b>	<b>29,315,888</b>	<b>10,128,722</b>	<b>33,099,328</b>

<b>1330 - Parks and Trails</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	0	531,056	230,146	488,227
Internal Services	0	235,080	120,360	230,604
Professional Services	0	72,280	51,374	41,160
Operating Costs	0	118,996	76,891	92,500

# Department Budget: Public Works

# Department 34

Capital Expenses	0	2,349,798	1,037,504	2,175,000
<b>1330 - Parks and Trails Total</b>	<b>0</b>	<b>3,307,210</b>	<b>1,516,274</b>	<b>3,027,491</b>

<b>1350 - Noxious Weed</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	327,417	443,411	124,514	454,189
Internal Services	185,271	142,310	70,650	166,313
Professional Services	4,858	8,926	1,412	8,000
Operating Costs	26,087	37,720	2,845	37,720
Transfer to Other County Funds	0	0	0	5,309
<b>1350 - Noxious Weed Total</b>	<b>543,634</b>	<b>632,367</b>	<b>199,422</b>	<b>671,531</b>

<b>1720 - Long Lake - Lake Management District</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	26,744	50,957	16,911	42,224
Internal Services	15,315	28,180	6,594	16,766
Professional Services	30,967	121,000	59,484	120,000
Operating Costs	10,005	20,660	5,268	15,000
<b>1720 - Long Lake - Lake Management District Total</b>	<b>83,031</b>	<b>220,797</b>	<b>88,256</b>	<b>193,990</b>

<b>1740 - Lake Lawrence - Lake Management District</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	14,589	25,625	7,208	20,126
Internal Services	7,700	7,477	3,633	9,588
Professional Services	32,264	65,000	17	65,050
Operating Costs	643	2,000	932	1,950
<b>1740 - Lake Lawrence - Lake Management District Total</b>	<b>55,197</b>	<b>100,102</b>	<b>11,790</b>	<b>96,714</b>

<b>3010 - Roads Construction In Progress</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	238,505	367,925	173,295	172,041
Internal Services	293,942	301,966	151,386	203,546
Professional Services	536,116	271,144	87,981	637,062
Operating Costs	445	0	1,504	0
Capital Expenses	0	16,522,798	3,850,990	15,055,927
<b>3010 - Roads Construction In Progress Total</b>	<b>1,069,008</b>	<b>17,463,833</b>	<b>4,265,156</b>	<b>16,068,576</b>



# Department Budget: Public Works

# Department 34

<b>3190 - Transportation Impact Fees</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	0	1,421	711	1,431
Capital Expenses	0	0	298,572	0
Transfer to Other County Funds	341,486	1,601,489	20,504	1,250,000
<b>3190 - Transportation Impact Fees Total</b>	<b>341,486</b>	<b>1,602,910</b>	<b>319,787</b>	<b>1,251,431</b>

<b>3200 - Parks Impact Fees</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	0	935	468	1,588
Capital Expenses	0	0	655,960	0
Transfer to Other County Funds	42,880	1,125,645	19,364	1,473,250
<b>3200 - Parks Impact Fees Total</b>	<b>42,880</b>	<b>1,126,580</b>	<b>675,792</b>	<b>1,474,838</b>

<b>3210 - Real Estate Excise Tax Second Quarter</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Capital Expenses	0	0	434,089	0
<b>3210 - Real Estate Excise Tax Second Quarter Total</b>	<b>0</b>	<b>0</b>	<b>434,089</b>	<b>0</b>

<b>4030 - Solid Waste</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	2,564,606	3,313,068	1,275,268	3,206,909
Internal Services	2,050,373	2,076,033	650,550	2,076,681
Professional Services	17,129,877	17,470,773	5,878,871	18,662,360
Operating Costs	889,678	1,312,851	379,587	1,300,045
Debt Services	1,914	2,000	873	1,500
Capital Expenses	0	1,571,329	19,327	0
Transfer to Other County Funds	1,455,340	1,436,196	120,000	1,432,000
<b>4030 - Solid Waste Total</b>	<b>24,091,788</b>	<b>27,182,250</b>	<b>8,324,477</b>	<b>26,679,495</b>

<b>4040 - Solid Waste Reserve for Closure</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	202,615	304,590	104,516	253,289
Internal Services	65,510	52,148	27,541	88,158
Professional Services	96,054	289,740	27,125	270,500

Department Budget: Public Works		Department 34		
Operating Costs	97,424	265,004	29,513	283,498
Capital Expenses	0	2,066,347	136,064	1,162,000
<b>4040 - Solid Waste Reserve for Closure Total</b>	<b>461,603</b>	<b>2,977,829</b>	<b>324,759</b>	<b>2,057,445</b>
<b>4050 - Solid Waste Reserves</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	0	0	0	4,393
Internal Services	1,850	737	369	771
Professional Services	0	0	0	150,000
Capital Expenses	0	0	0	3,896,454
Transfer to Other County Funds	30,509	5,037,282	0	91,066
<b>4050 - Solid Waste Reserves Total</b>	<b>32,359</b>	<b>5,038,019</b>	<b>369</b>	<b>4,142,684</b>
<b>4060 - Storm &amp; Surface Water Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	1,556,120	1,760,977	669,439	1,854,209
Internal Services	848,438	1,079,682	534,923	1,140,240
Professional Services	62,287	324,252	9,552	474,245
Operating Costs	271,648	338,868	89,562	330,768
Debt Services	0	15	0	0
Capital Expenses	0	2,500	3,418	10,000
Transfer to Other County Funds	1,905,733	1,941,704	0	1,861,560
<b>4060 - Storm &amp; Surface Water Utility Total</b>	<b>4,644,225</b>	<b>5,447,998</b>	<b>1,306,894</b>	<b>5,671,022</b>
<b>4070 - Storm &amp; Surface Water Capital</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	112,497	175,196	87,075	148,544
Internal Services	16,602	38,684	14,342	38,366
Professional Services	0	429,276	7,117	105,150
Operating Costs	0	1,450	0	1,450
Capital Expenses	0	1,175,420	247,704	2,488,685
<b>4070 - Storm &amp; Surface Water Capital Total</b>	<b>129,099</b>	<b>1,820,026</b>	<b>356,238</b>	<b>2,782,195</b>
<b>4200 - Boston Harbor Water and Wastewater Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	243,788	241,849	119,429	262,550

Department Budget: Public Works		Department 34		
Internal Services	63,926	71,685	36,069	81,282
Professional Services	15,854	32,680	7,772	55,341
Operating Costs	79,558	110,225	44,936	112,363
Transfer to Other County Funds	170,000	119,000	0	110,266
<b>4200 - Boston Harbor Water and Wastewater Utility Total</b>	<b>573,126</b>	<b>575,439</b>	<b>208,207</b>	<b>621,802</b>

<b>4210 - Boston Harbor Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	29,749	19,891	8,038	20,669
Internal Services	4,227	2,415	1,208	4,310
Professional Services	33,602	71,802	25,900	18,850
Operating Costs	452	0	3,719	1,300
Capital Expenses	0	278,890	12,727	541,593
<b>4210 - Boston Harbor Reserve Total</b>	<b>68,030</b>	<b>372,998</b>	<b>51,592</b>	<b>586,722</b>

<b>4300 - Tamoshan/Beverly Beach Sewer Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	73,264	97,334	39,019	76,591
Internal Services	29,466	38,716	19,983	41,119
Professional Services	17,738	16,978	8,554	18,947
Operating Costs	30,154	37,124	10,597	35,124
Transfer to Other County Funds	75,000	15,000	0	80,000
<b>4300 - Tamoshan/Beverly Beach Sewer Utility Total</b>	<b>225,622</b>	<b>205,152</b>	<b>78,153</b>	<b>251,781</b>

<b>4340 - Grand Mound Wastewater Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	371,175	401,100	174,371	375,381
Internal Services	235,716	248,392	126,534	267,061
Professional Services	115,659	105,511	27,483	104,375
Operating Costs	180,327	191,355	77,923	190,980
Transfer to Other County Funds	689,000	185,000	0	517,521
<b>4340 - Grand Mound Wastewater Utility Total</b>	<b>1,591,877</b>	<b>1,131,358</b>	<b>406,311</b>	<b>1,455,318</b>

<b>4350 - Grand Mound Water Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
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Department Budget: Public Works		Department 34		
Personnel	210,997	241,211	92,434	215,219
Internal Services	151,956	163,115	82,082	174,728
Professional Services	6,679	38,348	1,692	33,826
Operating Costs	92,019	148,887	34,866	151,887
Capital Expenses	6,843	6,842	0	6,842
Transfer to Other County Funds	971,000	305,000	0	497,522
<b>4350 - Grand Mound Water Utility Total</b>	<b>1,439,494</b>	<b>903,403</b>	<b>211,074</b>	<b>1,080,024</b>

<b>4400 - Tamoshan Water Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	53,681	67,159	28,716	52,648
Internal Services	20,018	29,697	15,143	26,984
Professional Services	6,270	11,131	1,655	11,100
Operating Costs	23,566	32,432	7,459	32,432
Transfer to Other County Funds	65,000	0	0	25,000
<b>4400 - Tamoshan Water Utility Total</b>	<b>168,534</b>	<b>140,419</b>	<b>52,973</b>	<b>148,164</b>

<b>4410 - Olympic View Sewer Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	19,428	25,963	8,003	17,961
Internal Services	7,232	7,196	3,622	12,058
Professional Services	1,443	16,800	817	18,650
Operating Costs	1,484	7,699	454	7,799
Capital Expenses	0	851	0	10,250
<b>4410 - Olympic View Sewer Utility Total</b>	<b>29,588</b>	<b>58,509</b>	<b>12,896</b>	<b>66,718</b>

<b>4420 - Tamoshan Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	8,460	4,951	1,562	9,919
Internal Services	487	1,203	602	1,701
Professional Services	3,517	2,736	3,404	7,800
Operating Costs	4,280	0	21,924	500
Capital Expenses	0	99,607	0	195,083
Transfer to Other County Funds	0	30,000	15,000	0
<b>4420 - Tamoshan Reserve Total</b>	<b>16,744</b>	<b>138,497</b>	<b>42,491</b>	<b>215,003</b>

# Department Budget: Public Works

# Department 34

<b>4440 - Grand Mound Wastewater Capital Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	13,299	6,037	6,968	11,558
Internal Services	2,848	2,412	1,206	2,855
Professional Services	30,932	47,573	13,612	18,200
Operating Costs	2,631	0	170	2,350
Capital Expenses	0	515,009	0	518,647
Transfer to Other County Funds	28,374	0	0	0
<b>4440 - Grand Mound Wastewater Capital Reserve Total</b>	<b>78,084</b>	<b>571,031</b>	<b>21,957</b>	<b>553,610</b>

<b>4450 - Grand Mound Water Capital Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	12,114	32,045	7,364	6,695
Internal Services	5,673	8,021	4,011	11,026
Professional Services	36,325	76,929	16,198	18,200
Operating Costs	1,681	0	187	2,165
Capital Expenses	0	104,903	1,781	146,427
Transfer to Other County Funds	7,374	0	0	0
<b>4450 - Grand Mound Water Capital Reserve Total</b>	<b>63,167</b>	<b>221,898</b>	<b>29,540</b>	<b>184,513</b>

## REVENUE BY DEPARTMENT

<b>Public Works</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	33,116,131	35,287,691	14,557,726	32,715,673
Taxes	19,536,437	21,484,000	10,256,574	21,660,000
General Fund Contribution	160,000	615,000	615,000	500,000
From Other Funds	8,050,092	17,313,977	1,846,707	14,720,336
Intergovernmental Revenue	5,933,260	4,479,799	1,720,649	6,029,339
Miscellaneous Revenue	8,863,189	7,995,892	7,043,779	7,494,716
Grants	602,074	7,870,770	2,039,582	8,205,071
<b>Public Works Total</b>	<b>76,261,183</b>	<b>95,047,129</b>	<b>38,080,016</b>	<b>91,325,135</b>

## REVENUE BY FUND AND TYPE

Department Budget: Public Works			Department 34	
1190 - Roads & Transportation	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	931,413	893,000	478,150	890,000
Taxes	19,536,437	21,484,000	10,256,574	21,660,000
General Fund Contribution	160,000	0	0	0
From Other Funds	494,383	87,613	0	787,613
Intergovernmental Revenue	5,932,462	4,462,879	1,720,649	6,028,269
Miscellaneous Revenue	613,938	233,311	280,569	421,000
Grants	507,688	538,959	133,552	506,721
<b>1190 - Roads &amp; Transportation Total</b>	<b>28,176,321</b>	<b>27,699,762</b>	<b>12,869,494</b>	<b>30,293,603</b>
1330 - Parks and Trails	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	0	25,000	2,875	25,000
General Fund Contribution	0	615,000	615,000	500,000
From Other Funds	0	2,713,380	1,242,216	2,527,812
Intergovernmental Revenue	0	16,200	0	0
Miscellaneous Revenue	0	47,000	21,103	64,000
<b>1330 - Parks and Trails Total</b>	<b>0</b>	<b>3,416,580</b>	<b>1,881,194</b>	<b>3,116,812</b>
1350 - Noxious Weed	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	455	4,000	0	0
From Other Funds	750	0	0	0
Intergovernmental Revenue	797	545	0	1,070
Miscellaneous Revenue	540,420	523,429	304,340	523,478
Grants	33,419	82,503	(1,031)	42,000
<b>1350 - Noxious Weed Total</b>	<b>575,842</b>	<b>610,477</b>	<b>303,308</b>	<b>566,548</b>
1720 - Long Lake - Lake Management District	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	6,101	5,993	6,286	6,412
Miscellaneous Revenue	203,759	190,143	123,864	241,834
<b>1720 - Long Lake - Lake Management District Total</b>	<b>209,860</b>	<b>196,136</b>	<b>130,150</b>	<b>248,246</b>
1740 - Lake Lawrence - Lake Management District	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Miscellaneous Revenue	106,126	106,120	71,019	107,873

Department Budget: Public Works		Department 34		
<b>1740 - Lake Lawrence - Lake Management District Total</b>	<b>106,126</b>	<b>106,120</b>	<b>71,019</b>	<b>107,873</b>
<b>3010 - Roads Construction In Progress</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	746,365	3,117,837	1,843,242	480,000
From Other Funds	2,284,827	5,102,355	456,316	6,213,000
Miscellaneous Revenue	195	0	0	0
Grants	9,421	7,069,241	2,020,143	7,611,350
<b>3010 - Roads Construction In Progress Total</b>	<b>3,040,808</b>	<b>15,289,433</b>	<b>4,319,700</b>	<b>14,304,350</b>
<b>3190 - Transportation Impact Fees</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	1,727,146	1,500,000	682,603	1,350,000
Miscellaneous Revenue	139,612	35,000	56,182	100,000
<b>3190 - Transportation Impact Fees Total</b>	<b>1,866,758</b>	<b>1,535,000</b>	<b>738,785</b>	<b>1,450,000</b>
<b>3200 - Parks Impact Fees</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	585,503	600,000	306,681	600,000
Miscellaneous Revenue	51,239	25,000	20,252	40,000
<b>3200 - Parks Impact Fees Total</b>	<b>636,742</b>	<b>625,000</b>	<b>326,933</b>	<b>640,000</b>
<b>4030 - Solid Waste</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	25,972,910	25,923,000	9,603,613	25,332,410
From Other Funds	38,009	5,037,282	0	91,066
Miscellaneous Revenue	135,136	11,400	12,284	1,400
Grants	41,203	51,000	0	45,000
<b>4030 - Solid Waste Total</b>	<b>26,187,259</b>	<b>31,022,682</b>	<b>9,615,897</b>	<b>25,469,876</b>
<b>4040 - Solid Waste Reserve for Closure</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	240,500	240,000	120,000	250,000
<b>4040 - Solid Waste Reserve for Closure Total</b>	<b>240,500</b>	<b>240,000</b>	<b>120,000</b>	<b>250,000</b>
<b>4050 - Solid Waste Reserves</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	1,211,178	1,196,196	0	1,182,000
<b>4050 - Solid Waste Reserves Total</b>	<b>1,211,178</b>	<b>1,196,196</b>	<b>0</b>	<b>1,182,000</b>

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<b>4060 - Storm &amp; Surface Water Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	306,706	209,481	427,180	1,124,224
From Other Funds	5,000	0	0	0
Intergovernmental Revenue	0	175	0	0
Miscellaneous Revenue	6,747,364	6,703,639	6,072,917	5,841,947
Grants	10,343	40,000	0	0
<b>4060 - Storm &amp; Surface Water Utility Total</b>	<b>7,069,413</b>	<b>6,953,295</b>	<b>6,500,097</b>	<b>6,966,171</b>
<b>4070 - Storm &amp; Surface Water Capital</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	1,758,056	1,886,704	0	1,824,388
Grants	0	89,067	(113,081)	0
<b>4070 - Storm &amp; Surface Water Capital Total</b>	<b>1,758,056</b>	<b>1,975,771</b>	<b>(113,081)</b>	<b>1,824,388</b>
<b>4200 - Boston Harbor Water and Wastewater Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	514,983	548,840	225,799	548,840
From Other Funds	500	0	0	0
Miscellaneous Revenue	12,817	11,000	6,267	9,000
<b>4200 - Boston Harbor Water and Wastewater Utility Total</b>	<b>528,299</b>	<b>559,840</b>	<b>232,066</b>	<b>557,840</b>
<b>4210 - Boston Harbor Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	197,646	125,406	1,926	461,950
Miscellaneous Revenue	38,762	6,000	19,468	6,000
<b>4210 - Boston Harbor Reserve Total</b>	<b>236,409</b>	<b>131,406</b>	<b>21,394</b>	<b>467,950</b>
<b>4300 - Tamoshan/Beverly Beach Sewer Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	187,310	195,841	81,547	195,841
Miscellaneous Revenue	4,885	4,500	1,464	2,500
<b>4300 - Tamoshan/Beverly Beach Sewer Utility Total</b>	<b>192,196</b>	<b>200,341</b>	<b>83,011</b>	<b>198,341</b>
<b>4340 - Grand Mound Wastewater Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	1,163,993	1,229,544	500,625	1,210,372
From Other Funds	750	0	0	0
Miscellaneous Revenue	31,834	27,000	8,239	18,000
<b>4340 - Grand Mound Wastewater Utility Total</b>	<b>1,196,577</b>	<b>1,256,544</b>	<b>508,863</b>	<b>1,228,372</b>



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<b>4350 - Grand Mound Water Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	829,550	882,710	337,560	800,129
From Other Funds	500	0	0	0
Miscellaneous Revenue	44,525	28,000	7,852	21,000
<b>4350 - Grand Mound Water Utility Total</b>	<b>874,576</b>	<b>910,710</b>	<b>345,412</b>	<b>821,129</b>
<b>4400 - Tamoshan Water Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	109,479	116,518	46,579	116,518
Miscellaneous Revenue	4,527	4,000	1,140	2,500
<b>4400 - Tamoshan Water Utility Total</b>	<b>114,006</b>	<b>120,518</b>	<b>47,719</b>	<b>119,018</b>
<b>4410 - Olympic View Sewer Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	34,216	35,927	14,987	35,927
From Other Funds	63	558	48	163
Miscellaneous Revenue	1,030	1,000	278	1,000
<b>4410 - Olympic View Sewer Utility Total</b>	<b>35,308</b>	<b>37,485</b>	<b>15,314</b>	<b>37,090</b>
<b>4420 - Tamoshan Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	144,606	28,876	1,759	149,234
Miscellaneous Revenue	2,858	2,000	1,941	2,500
<b>4420 - Tamoshan Reserve Total</b>	<b>147,464</b>	<b>30,876</b>	<b>3,700</b>	<b>151,734</b>
<b>4440 - Grand Mound Wastewater Capital Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	152,529	538,405	6,422	731,329
Miscellaneous Revenue	100,606	21,185	17,715	50,684
<b>4440 - Grand Mound Wastewater Capital Reserve Total</b>	<b>253,135</b>	<b>559,590</b>	<b>24,137</b>	<b>782,013</b>
<b>4450 - Grand Mound Water Capital Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	432,795	327,202	3,020	501,781
Miscellaneous Revenue	83,556	16,165	16,887	40,000
<b>4450 - Grand Mound Water Capital Reserve Total</b>	<b>516,351</b>	<b>343,367</b>	<b>19,907</b>	<b>541,781</b>
<b>4460 - Tamoshan/Beverly Beach Debt Service</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	0	30,000	15,000	0

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4460 - Tamoshan/Beverly Beach Debt Service Total	0	30,000	15,000	0
4480 - Grand Mound Debt Service	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
From Other Funds	1,088,000	0	0	0
4480 - Grand Mound Debt Service Total	1,088,000	0	0	0

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<b>Program: C500 - Noxious Weed</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	632,367	671,531
<b>Revenue</b>	610,477	566,548
<b>Program: R001 - Roads Revenue</b>		
<b>Description:</b> This program accounts for all revenue received by the Roads fund which includes property and fuel tax.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	26,770,588	28,663,490
<b>Program: R010 - Director</b>		
<b>Description:</b> This program accounts for costs associated with the Director's office.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	369,680	237,664
<b>Program: R012 - Administration</b>		
<b>Description:</b> This program provides for the Road fund administrative, accounting, and overhead costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	5,125,812	5,222,099
<b>Revenue</b>	8,550	0
<b>Program: R014 - Training</b>		
<b>Description:</b> This program captures travel and training costs for personnel.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	574,915	494,287
<b>Program: R015 - Information Technology</b>		
<b>Description:</b> This program encompasses Information Technology support activities and costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,183,080	1,057,149
<b>Revenue</b>	12,211	0
<b>Program: R017 - Emergency Repairs</b>		
<b>Description:</b> This program tracks emergency repair costs to road infrastructure to ensure the safe travel of the public.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	11,004	0
<b>Program: R052 - Real Estate Services</b>		
<b>Description:</b> This program provides support and management for the departments' real estate services, including securing right-of-way, franchise agreements, access permits, etc.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	335,386	400,019

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<b>Program: R120 - Engineering Services - Administration</b>		
<b>Description:</b> This program accounts for activities associated with the operations of the Office of the County Engineer.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,531,811	1,095,950
<b>Program: R121 - Engineering Capital</b>		
<b>Description:</b> This program accounts for the Woodland Creek Debt expenditure, which is reimbursed as an operating transfer to revenue from REET funding.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	87,613	87,613
<b>Program: R122 - Rural Community Support Program</b>		
<b>Description:</b> This program tracks projects done in cities and towns in Thurston County through de-federalized dollars, to maximize capital project funding opportunities through the federal government and to support regional transportation improvements.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	43,471	0
<b>Program: R124 - Survey Section</b>		
<b>Description:</b> This program accounts for survey services that support maintenance projects and road operations.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	390,246	356,373
<b>Program: R130 - Construction Administration</b>		
<b>Description:</b> This program accounts for non-project specific administration of the construction program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	355,720	403,630
<b>Program: R135 - Maintenance/ Technical Support</b>		
<b>Description:</b> This program accounts for permitting and technical assistance support for road operations and maintenance.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	341,591	292,072
<b>Program: R140 - Roads Capital Improvement Program Revenue</b>		
<b>Description:</b> This program accounts for Roads Capital Fund revenue.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,601,375	1,860,000
<b>Program: R141 - Preliminary Engineering</b>		
<b>Description:</b> This program captures activities associated with the preliminary design and engineering of Road Capital Fund projects.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	101,055	6,993
<b>Program: R142 - Construction Engineering</b>		
<b>Description:</b> This program captures activities associated with construction engineering for Road Capital Fund projects.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	38,760	29,599

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<b>Program: R143 - Right of Way Acquisition</b>		
<b>Description:</b> This program captures activities and costs associated with acquisition of real estate to facilitate Road Capital Fund projects.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	75,867	5,461
<b>Program: R144 - Final Engineering</b>		
<b>Description:</b> This program captures activities related to final engineering for all Road Capital Fund projects.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	132,573	3,870
<b>Program: R146 - Roads Construction - Internal Costs</b>		
<b>Description:</b> This program captures administrative internal costs to the Roads Capital Fund, including indirect costs, insurance risk, etc.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	301,966	203,546
<b>Program: R149 - Non-Capitalized Studies</b>		
<b>Description:</b> This program accounts for study-related project costs that are not capitalizable.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	290,814	763,180
<b>Program: R150 - Traffic</b>		
<b>Description:</b> This program tracks maintenance of the county traffic operations, to include maintenance, street lighting, signs and roadway markings and delineation.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,147,568	2,716,817
<b>Program: R155 - Road Operations - Bridge</b>		
<b>Description:</b> This program pays for all expenses relating to bridge maintenance activities including, superstructure and sub-structure repairs, log jam removals, washing and painting gas well as beaver dam management.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	688,671	690,061
<b>Program: R160 - Drainage</b>		
<b>Description:</b> This program pays for culvert and catch basin repairs and installation/replacement as well as ditch maintenance.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,081,323	983,973
<b>Program: R165 - Emergency Response</b>		
<b>Description:</b> This program pays for any response relating to an emergency including salaries, sand and deicer.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	508,612	431,314
<b>Program: R170 - Road Surfaces</b>		
<b>Description:</b> This program captures all repairs relating to the road surface including pothole patching, dig outs, crack sealing, pre-level and fog sealing.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,884,041	2,046,673

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<b>Program: R171 - Road Surfaces - Chip Seal</b>		
<b>Description:</b> This program pays the salaries of the staff developing the chip seal contract, the contract administration and the professional services contract relating to the chip seal delivery.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	247,793	559
<b>Program: R172 - Road Surfaces - Overlay</b>		
<b>Description:</b> This program pays the salaries of the staff developing the overlay contract, the contract administration and the professional services contract relating to the overlay delivery.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	4,111	1,897
<b>Program: R175 - Stormwater Maintenance</b>		
<b>Description:</b> This program pays for National Pollutant Discharge Elimination System (NPDES) work which includes sweeping, and cleaning of Stormwater structures.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	882,774	842,381
<b>Program: R180 - Vegetation</b>		
<b>Description:</b> This program pays for all vegetation management, mowing, brushing and hazardous tree removal. Maintenance of gravel roads is also tracked here.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,046,833	1,145,647
<b>Program: R185 - Sidewalks</b>		
<b>Description:</b> This program encompasses all activities associated with sidewalk repair and maintenance.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	31,626	77,649
<b>Program: R200 - Litter Control</b>		
<b>Description:</b> This program tracks activities to clean county transportation systems, public areas, illegal dumpsites, and Washington State Department of Transportation (WSDOT) right-of-way in order to keep Thurston County clean and free of litter.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	71,227	61,067
<b>Program: R205 - Facilities Maintenance and Operation</b>		
<b>Description:</b> This program includes operational costs for communications, equipment rentals and building maintenance for the Tilley campus as well as the outlying bull pens. It also includes expenditures for site improvements.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,785,580	779,176
<b>Program: R210 - Maintenance Administration</b>		
<b>Description:</b> This program tracks costs for other road maintenance activities that fall outside of other defined programs. Items in this fund include administrative costs such as uniforms and clothing, licensing, small tools and equipment.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	5,548,763	6,577,338
<b>Revenue</b>	15,300	0

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<b>Program: R220 - Pits and Quarries</b>		
<b>Description:</b> This program tracks activities associated with Public Works owned pits and associated permits.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	14,701	16,016
<b>Program: R225 - Road Deputy</b>		
<b>Description:</b> This program pays for two deputies assigned to Public Works for specific roads safety activities through a MOU, and includes a provision for equipment and training.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	141,850	136,850
<b>Program: R230 - Safety/Training</b>		
<b>Description:</b> This program captures expenses to promote, educate and provide oversight and assistance to Public Works		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	162,462	165,828
<b>Program: R252 - Roads and Development Review</b>		
<b>Description:</b> This program captures activities for the permitting of developments, ensuring compliance with county standards.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	812,756	866,839
<b>Revenue</b>	805,500	842,500
<b>Program: R260 - Transportation Impact Fees</b>		
<b>Description:</b> This program tracks revenue received from Transportation Impact Fees received from new development, and operating transfers to the Roads Capital Fund, designated for transportation public improvement projects.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,602,910	1,251,431
<b>Revenue</b>	1,535,000	1,450,000
<b>Program: R802 - Maintenance Administration</b>		
<b>Description:</b> This program captures administration and management costs of the Parks Division, including personnel, clerical, and budget activities.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	184,368	193,024
<b>Program: R804 - Trails</b>		
<b>Description:</b> This program tracks maintenance and operations of the county trails system. Activities include the following: asphalt surface, bridge and drainage maintenance, vegetation management, and garbage removal.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	366,997	362,545
<b>Revenue</b>	405,000	409,937
<b>Program: R805 - Maintenance and Operations</b>		
<b>Description:</b> This program tracks maintenance and operations of park buildings, grounds, and equipment.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	380,542	410,554
<b>Revenue</b>	638,782	531,875

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<b>Program: R820 - Parks Impact Fees</b>		
<b>Description:</b> This program tracks revenue received from Parks Impact Fees received from new development, and operating transfers to the Roads Fund, designated for parks and trails public improvement projects.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,126,580	1,474,838
<b>Revenue</b>	625,000	640,000
<b>Program: R971 - Parks Major Maintenance</b>		
<b>Description:</b> This program encompasses major maintenance and repair projects benefitting the parks and trails programs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	23,914	169
<b>Revenue</b>	23,000	0
<b>Program: R972 - Parks Capital</b>		
<b>Description:</b> This program tracks parks and trails capital projects.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,511	301,199
<b>Revenue</b>	0	300,000
<b>Program: W002 - Anticipated Expenses Reserve</b>		
<b>Description:</b> This program accounts for operating transfers for management plan and rate review reserves and expenses between solid waste funds.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	223,865	288,066
<b>Revenue</b>	223,865	288,066
<b>Program: W003 - Reserve for Construction</b>		
<b>Description:</b> This program tracks operating transfers for construction reserves and expenditures between solid waste funds.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	6,010,350	985,771
<b>Revenue</b>	6,009,613	985,000
<b>Program: W005 - Post Closure Reserve</b>		
<b>Description:</b> This program tracks operating transfers to the post-closure reserves from the Solid Waste fund.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	240,000	250,000
<b>Revenue</b>	240,000	250,000
<b>Program: W006 - Stormwater Revenues</b>		
<b>Description:</b> This program accounts for the majority of revenues received in the Solid Waste fund, the majority of which are tipping fees for services provided.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	25,280,300	23,341,310



Department Budget: Public Works		Department 34
<b>Program: W007 - PHSS SW/HAZO Waste Program Support</b>		
<b>Description:</b> This program accounts for expenditures supporting solid waste program activities provided by Public Health and Social Services department, such as hazardous waste diversion, prevention, outreach, education and enforcement.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	714,483	714,483
<b>Program: W009 - Indirect Costs</b>		
<b>Description:</b> This program captures indirect costs charged to the solid waste fund such as budget support and financial services.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	629,839	657,477
<b>Program: W010 - Public Works Director</b>		
<b>Description:</b> This program accounts for costs associated with the Director's office.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	177,392	177,662
<b>Program: W020 - Solid Waste Administration</b>		
<b>Description:</b> This program provides for the Solid Waste fund administrative, accounting, and overhead costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,402,896	1,389,882
<b>Program: W021 - General Recycling Administration</b>		
<b>Description:</b> This program includes general administration time on recycling and waste reduction activities, staff management, reporting, grant applications and reports, development of new programs, and keeping up to date on industry issues.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	166,297	40,910
<b>Program: W049 - Solid Waste Construction Administration</b>		
<b>Description:</b> This program accounts for non-project specific administration of the construction program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	12,472	0
<b>Program: W050 - Solid Waste Construction</b>		
<b>Description:</b> This program encompasses 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,300	4,393
<b>Program: W051 - Management Plan</b>		
<b>Description:</b> This program currently covers the ongoing maintenance of the Solid Waste Comprehensive Plan, which guides the objectives established in RCW 70.95 regarding waste reduction, recycling and responsible disposal of waste.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	9,685	196,782

Department Budget: Public Works		Department 34
<b>Program: W052 - Regional Solid Waste Program</b>		
<b>Description:</b> This program provides for coordination, including meetings and events, with other jurisdictions and agencies on regional solid waste issues and activities.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	42,742	37,722
<b>Program: W053 - Rate Review and Analysis</b>		
<b>Description:</b> This program accounts for expenses associated with the annual review of rates.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	15,000	45,000
<b>Program: W054 - Curbside Recycling</b>		
<b>Description:</b> This program involves administration of the county-wide household (curbside) recycling collection program. County responsibilities include promotion and public education, data collection and evaluation, and general oversight.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	10,135	0
<b>Program: W057 - SWAC</b>		
<b>Description:</b> This program accounts for the administration of Thurston County's Solid Waste Advisory Committee (SWAC) as directed by RCW 70.95.165 and Section 8.22 of the Thurston County Code.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	6,691	29,227
<b>Program: W101 - Post Closure Administration</b>		
<b>Description:</b> This program addresses administration activities and expenses of the closed landfill activities pursuant to the financial assurance requirement of RCW 173.350.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	191,644	186,426
<b>Revenue</b>	0	0
<b>Program: W102 - Post Closure Gas System</b>		
<b>Description:</b> This program tracks activities related to the management of the methane gas collection system associated with the closed landfill.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	168,142	170,438
<b>Program: W103 - Post Closure Leachate System</b>		
<b>Description:</b> This program tracks activities related to the management of the leachate collection system associated with the closed landfill.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	152,769	144,283
<b>Program: W104 - Post Closure Stormwater System</b>		
<b>Description:</b> This program tracks activities related to the management of the stormwater collection system associated with the closed landfill.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	61,765	82,749

Department Budget: Public Works		Department 34
<b>Program: W105 - Post Closure Groundwater System</b>		
<b>Description:</b> This program tracks activities related to the management of the groundwater monitoring system associated with the closed landfill.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	207,686	187,200
<b>Program: W106 - Post Closure Landscaping</b>		
<b>Description:</b> This program tracks activities related to the management of the soil cover and vegetation associated with the closed landfill.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	191,267	191,349
<b>Program: W120 - Solid Waste Training</b>		
<b>Description:</b> This program captures travel and training costs for personnel.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	110,834	110,830
<b>Program: W121 - Post Closure Training</b>		
<b>Description:</b> This program captures staff travel and training costs associated with management of the closed landfill.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	32,706	25,800
<b>Program: W125 - Post Closure Construction</b>		
<b>Description:</b> This program accounts for construction projects associated with the closed landfill.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,258	648
<b>Program: W150 - Waste and Recovery Center Maintenance</b>		
<b>Description:</b> This program captures ongoing operation and maintenance expenses of Waste and Recovery Center (WARC) service activities and building and grounds maintenance.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	688,327	708,904
<b>Program: W151 - Solid Waste Dog Park Maintenance</b>		
<b>Description:</b> This program accounts for costs to maintain the dog park at the Waste and Recovery Center.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	24,178	29,809
<b>Program: W175 - Transfer Station Operations</b>		
<b>Description:</b> This program tracks expenses for the operation and maintenance of the Transfer Station, which includes the disposal and long-haul contract.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	14,766,089	15,452,211
<b>Revenue</b>	10,000	0

Department Budget: Public Works		Department 34
<b>Program: W177 - Drop-Box Facility Recycling Center Operations</b>		
<b>Description:</b> This program accounts for the hauling and service of the existing recycling containers at the county's Rainier and Rochester collection sites.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	125,000	125,000
<b>Program: W178 - Yard Waste Operations - Waste and Recovery Center</b>		
<b>Description:</b> This program accounts for the administration and operation of the County's yard waste collection area located at the WARC.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,901,457	2,343,621
<b>Revenue</b>	0	1,242,300
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	49,321	48,900
<b>Program: W200 - Tollhouse Operations</b>		
<b>Description:</b> This program accounts for tollhouse operation expenses at the Waste and Recovery Center.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,548,078	1,431,503
<b>Program: W201 - Rainier Drop Box Program</b>		
<b>Description:</b> This program accounts for tollhouse operation expenses at the Rainier Collection Site.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	181,298	220,199
<b>Revenue</b>	339,000	430,000
<b>Program: W202 - Rochester Drop Box Program</b>		
<b>Description:</b> This program accounts for tollhouse operation expenses at the Rochester Collection Site.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	219,365	247,819
<b>Revenue</b>	328,900	340,000
<b>Program: W203 - Summit Lake Drop Box Program</b>		
<b>Description:</b> This program tracks property taxes associated with the closed Summit Lake collection site.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,020	1,020
<b>Program: W205 - Hazohouse Program</b>		
<b>Description:</b> This program accounts for the County's Household Moderate Risk Waste collection facility operations and maintenance and disposal expenditures.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	592,846	643,090
<b>Revenue</b>	27,200	25,200

Department Budget: Public Works		Department 34
<b>Program: W206 - Public Site Cleanup</b>		
<b>Description:</b> This program captures expenditures associated with site clean-up activities on Public Works properties.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	100,200	100,200
<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, administered to address litter cleanup.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	137,727	124,100
<b>Program: W302 - Commercial Sector Programs</b>		
<b>Description:</b> This program tracks activities to provide technical assistance to public (external) and private organizations on waste reduction, recycling, environmental preferable purchasing, food diversion, and policy development, as recommended under RCW 70.95.090 Section 7(b)(ii) and the Solid Waste Management Plan.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	91,879	118,572
<b>Program: W303 - Youth Sector Programs</b>		
<b>Description:</b> This program tracks education and outreach activities provided to Thurston County schools, including classroom presentations, presentation materials, printing and distribution of youth educational materials, and tours of the Waste and Recovery Center (WARC) pursuant to RCW 70.95 and the Thurston County Solid Waste Management Plan.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	94,946	76,605
<b>Program: W304 - Internal Government Sector Program</b>		
<b>Description:</b> This program tracks internal efforts for environmentally sustainable operations and practices, source reduction and recycling, energy conservation, environmentally preferable purchasing, reporting, employee education, and policy development.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	81,429	64,127
<b>Program: W305 - Residential / Multifamily Sector Programs</b>		
<b>Description:</b> This program tracks activities for general countywide solid waste education and outreach with a focus on the residential consumer. Activities may include production and distribution of newsletters, production of general purpose publications, database maintenance, events, press releases and articles, speaking engagements and presentations, social media maintenance, and volunteer training and coordination.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	93,005	92,992
<b>Program: W308 - Organics Management</b>		
<b>Description:</b> This program provides outreach activities, training, workshops, subsidized bin sales and education campaigns concerning organics management.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	170,038	171,585

Department Budget: Public Works		Department 34
<b>Program: W314 - Special Events</b>		
<b>Description:</b> This program captures activities associated with special events conducted around the county to educate and inform the public on waste reduction, recycling, environmental preferable purchasing, and food diversion.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	36,001	28,815
<b>Program: W410 - Long Lake - Lake Management District Administration</b>		
<b>Description:</b> This program encompasses all administrative and operational activities needed to support the Long Lake Management District (LMD). This is a self-funded district formed to protect the water quality, fish and wildlife habitat, and recreation and aesthetic values of Long Lake.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	220,797	193,990
<b>Revenue</b>	5,575	0
<b>Program: W419 - Lake Management District - Long Lake Revenue</b>		
<b>Description:</b> This program accounts for revenue received in the Long Lake LMD. The primary source is assessment revenue derived from property owners in the designated Lake Management District.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	190,561	248,246
<b>Program: W420 - Lake Lawrence Lake Management District Administration</b>		
<b>Description:</b> This program encompasses all administrative and operational activities needed to support the Lake Lawrence Management District (LMD). This is a self-funded district formed to protect the water quality, fish and wildlife habitat, and recreation and aesthetic values of Lake Lawrence.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	100,102	96,714
<b>Program: W429 - Lake Management District - Lake Lawrence Revenue</b>		
<b>Description:</b> This program accounts for revenue received in the Lake Lawrence LMD. The primary source is assessment revenue derived from property owners in the designated Lake Management District.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	106,120	107,873
<b>Program: W600 - SSWU-Public Information &amp; Education (PIE)</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. In addition, 2016 increases focus on outreach programs that are linked to the NPDES permit, such as illicit discharge detection elimination, reduction in bacteria and nutrients for residential areas.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	0	0
<b>Program: W601 - SSWU-Planning and Policy</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	40,000	0

Department Budget: Public Works		Department 34
<b>Program: W603 - SSWU-Maintenance</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,031,914	1,299,269
<b>Program: W605 - SSWU Data Management</b>		
<b>Description:</b> 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		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	5,750	0
<b>Program: W606 - SSWU Administration</b>		
<b>Description:</b> 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		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,090,429	1,824,578
<b>Revenue</b>	175	0
<b>Program: W607 - SSWU Drainage Manual</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	168,248	150,206
<b>Program: W608 - SSWU Infrastructure Mapping</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	128,926	201,826
<b>Program: W609 - SSWU IDDE and Asset Management</b>		
<b>Description:</b> The Illicit Discharge Detection Elimination Program (IDDE) 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	81,790	68,001
<b>Program: W610 - SSWU COMMUNITY RATING SYSTEM</b>		
<b>Description:</b> Intergovernmental agreements for review of SSWU		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	5,444
<b>Program: W611 - SSW PLANNING/OUTREACH</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	209,904

Department Budget: Public Works		Department 34
<b>Program: W612 - SSWU Training</b>		
<b>Description:</b> This program captures travel and training costs for Storm & Surface Water Utility personnel.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	54,237	87,406
<b>Program: W634 - SSWU-Operating Transfers</b>		
<b>Description:</b> This programs tracks the operating transfers to the Storm & Surface Water Utility capital project fund.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,886,704	1,824,388
<b>Program: W699 - SSWU Revenue</b>		
<b>Description:</b> This program accounts for the majority of revenues received in the Storm & Surface Water Utility fund, the majority of which are operating assessments.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	6,913,120	6,966,171
<b>Program: W700 - Administration Support Costs</b>		
<b>Description:</b> This program accounts for non-project specific administration of the storm and surface water utility capital improvement program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	176,469	215,059
<b>Program: W720 - Stormwater Capital Improvement Program Projects</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	68,137	3,700
<b>Program: W730 - Stormwater Capital Improvement Program Projects Not Capitalized</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	400,000	74,751
<b>Program: W779 - Stormwater Capital Improvement Program Revenue</b>		
<b>Description:</b> This program tracks grant revenue and operating transfers from the Storm & Surface Water Utility fund.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,886,704	1,824,388
<b>Program: W810 - Sewer Treatment Administration</b>		
<b>Description:</b> This program encompasses management and operations activities of the Boston Harbor, Tamoshan/Beverly		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,677,195	1,790,261
<b>Revenue</b>	8,000	8,500



Department Budget: Public Works		Department 34
<b>Program: W813 - Sewer Capital Improvement Program Administration</b>		
<b>Description:</b> This program involves major repair and maintenance projects and strategic planning and management activities of the Boston Harbor, Tamoshan/Beverly Beach, Grand Mound, and Olympic View sewer utilities to ensure proper service to customers and compliance with regulations.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	113,058	70,040
<b>Revenue</b>	309,000	685,000
<b>Program: W814 - Sewer Debt Transfer</b>		
<b>Description:</b> This program involves management of sewer utilities debt service.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	15,000	0
<b>Revenue</b>	15,000	0
<b>Program: W816 - Water Production Administration</b>		
<b>Description:</b> This program encompasses management and operations activities of the Boston Harbor, Tamoshan/Beverly Beach, and Grand Mound water utilities at the standards enforced by the Washington State Department of Ecology and Washington State Department of Health.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,233,596	1,421,658
<b>Revenue</b>	0	0
<b>Program: W818 - Water Capital Facilities Plan Administration</b>		
<b>Description:</b> This program involves major repair and maintenance projects and strategic planning and management activities of the Boston Harbor, Tamoshan and Grand Mound water utilities to ensure proper service to customers and compliance with regulations.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	156,719	70,505
<b>Revenue</b>	315,000	540,000
<b>Program: W819 - Water Debt Transfer</b>		
<b>Description:</b> This program involves management of water utilities debt service.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	15,000	0
<b>Program: W840 - Sewer Training</b>		
<b>Description:</b> This program tracks training activities to support the sewer utilities, ensuring staff maintain proper certifications and implement best management practices.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	27,551	20,255
<b>Program: W846 - Water Training</b>		
<b>Description:</b> This program tracks training activities to support the water utilities, ensuring staff maintain proper certifications and implement best management practices.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	19,987	13,957

Department Budget: Public Works		Department 34
<b>Program: W854 - Sewer Capital Facilities Plan Construction</b>		
<b>Description:</b> This program tracks capital projects in the Boston Harbor, Tamoshan/Beverly Beach, Grand Mound, and Olympic View sewer utilities to ensure the long-term health of sewer infrastructure and operating systems.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	668	472
<b>Program: W859 - Water Capital Facilities Plan Construction</b>		
<b>Description:</b> This program tracks capital projects in the Boston Harbor, Tamoshan and Grand Mound water utilities to ensure the long-term health of water infrastructure and operating systems.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	20,670	381
<b>Program: W880 - Sewer Treatment Operations</b>		
<b>Description:</b> This program encompasses sewer treatment activities, including from point-of-entry in the wastewater plant, treatment and disposal, in the Boston Harbor, Tamoshan/Beverly Beach, Olympic View and Grand Mound sewer utilities.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	55,000	297,506
<b>Program: W881 - Sewer Collection Operations</b>		
<b>Description:</b> This program encompasses sewer collection activities in the Beverly Beach utility.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	66,620
<b>Program: W890 - Sewer Programs</b>		
<b>Description:</b> This program accounts for sewer revenue collected by Boston Harbor, Tamoshan/Beverly Beach, Grand Mound and Olympic View sewer utilities. Primary revenue sources are customer charges for service.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,866,377	1,862,704
<b>Program: W896 - Water Programs</b>		
<b>Description:</b> This program accounts for water revenue collected by Boston Harbor, Tamoshan/Beverly Beach, Grand Mound and Olympic View sewer utilities. Primary revenue sources are customer charges for service.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,248,853	1,179,607
<b>Program: W942 - Grand Mound Wastewater Interest</b>		
<b>Description:</b> This program captures investment earnings for the Grand Mound sewer utility.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	4,000	5,000
<b>Program: W955 - Grand Mound Water Interest</b>		
<b>Description:</b> This program captures investment earnings for the Grand Mound water utility.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	3,000	5,000

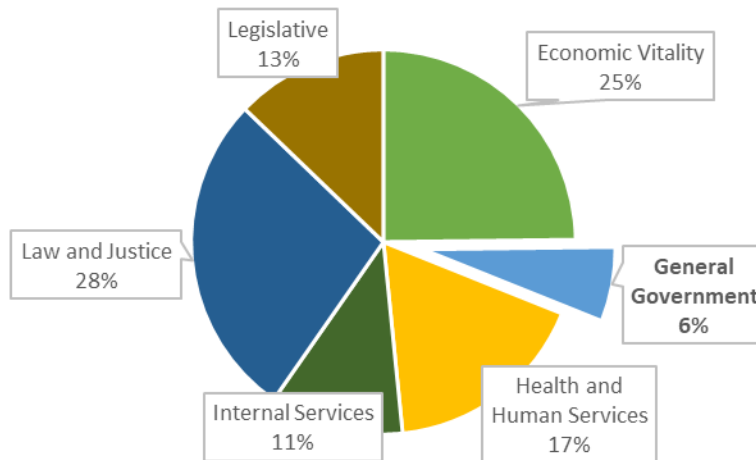
## General Government

The General Government Strategic Area includes the Assessor, Auditor, and Treasurer. Previously, the category also included the State Examiner. In 2021 the State Examiner was transferred from General Government to Legislative.

### General Government Operating Budget Summary:

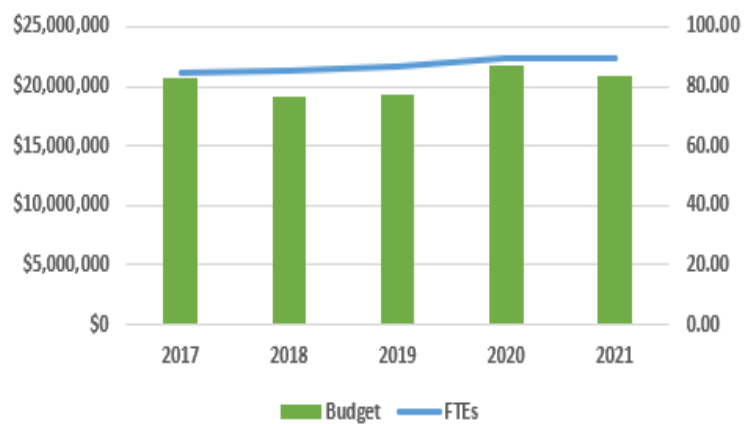
General Government expenditures total \$20,889,184 or 6% of the Operating Budget:

### Operating Budget by Strategic Area



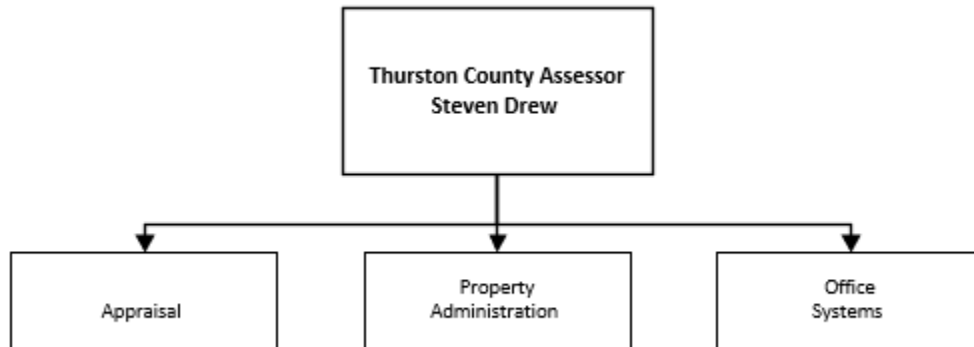
Department	Expenditure	FTEs
Assessor	4,744,197	33.00
Auditor	8,396,823	44.00
Treasurer	7,748,164	12.60
<b>Total General Government</b>	<b>20,889,184</b>	<b>89.60</b>

### General Government Operating Budget and FTEs



**General Government Policy Investments:**

Department	Request Title	Revenue Change	Expenditure Change
Assessor	Property Control Analyst and Office Assistant, Senior		89,499
Auditor	Actuary Costs for Government Accounting Standards Board (GASB) Standard		18,600
Auditor	Add Security Position	33,000	134,356
Auditor	Elections returned envelope postage	85,000	85,000
Auditor	Historic Imaging Project		208,521
Auditor	Placeholder for Possible Criminal Justice Sales Tax Ballot Measure	15,000	
Auditor	Request for Extension of Records Auditor Position Funded by the Auditor's Office.		146,999
State Examiner	Moving the Office of State Auditor Budget to Non-Departmental		(184,000)
Treasurer	Restoring the 2% Reduction for the Treasurers Office		25,000

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

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

**2021 Goals:**

- ❖ 2021-Appraise all property in Thurston County, with over 21,090 physical inspections of properties in Regions 7, 8, 11 and 13. Region 7 covers the area from the south east corner of Tumwater following northeast around the cities and urban growth areas of Olympia and Lacey. To the Nisqually valley bordering I5 and the north eastern border of the county, then south by southwesterly on the Yelm Highway following roughly Spurgeon Creek and back to the Southeast corner of Tumwater. Region 8 includes the western area of the county. Its northern border is Highway 8 to roughly the intersection of The Evergreen State College and Highway 101. The western border is roughly south along Delphi Rd and the Black River to Gate road. This area is mostly encompassed by Capital forest. Region 11 takes us to the southwest portion of the county. It extends to the southern county border from the Maytown Offut lake area on the east of I5 and from the Littlerock, Capital forest area pm the west side of I5, and west of Waldrick Road SW to the western county border. Region 13 will be all Condos county wide. Commercial physical inspections will be for apartments, exempt properties and the small towns of Rainier, Tenino, Bucoda and Rochester. There will be 2,240 commercial parcels inspected.
- ❖ Process all 2020 residential and commercial appeals in a timely manner to be done with responses before June 1, 2021.
- ❖ We have enhanced our website by adding a property tax analysis tool to our website that shows which taxes have fluctuated over the past three years and why for each property.

- ❖ We continue to enhance and expand a market approach Fannie Mae form for BOE and BTA appeals based on market adjustments and to utilize five years of time adjusted sales.
- ❖ 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 commercial property, an additional 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.
- ❖ Review and update commercial land influences, and neighborhood delineation for assessment year 2021.
- ❖ Continue residential re-neighbor hooding project for assessment year 2021.
- ❖ During the 2019 Legislative session the State Assessor's Association was successful in achieving legislative changes in the senior and disabled persons exemption program. The primary change causes household income qualification thresholds to increase based upon each county's median household income. As a result, the highest household income threshold increased from \$40,000 to \$48,566. Since this took effect in 2020 it has created a substantial increase to our workload and expense without adjustment to our annual budget. Our office has processed 1,025 senior disabled exemption applications through July and in all of 2019 we processed 700 total applications. In addition, a substantial increase in workload has resulted from heightened new construction and overall increase in the Real Estate market across Thurston County. We continue to invest considerable time related to the creation and administration of gopher soils assessment impact policy. Our goal is to continue to react to external drivers of workload and expense which occur over the next year even when appropriate adjustments in our budget fail to occur.

### **2021 Challenges:**

- ❖ During the 2017/2018 biennium we conducted a detailed study of how parcel lines are reflected in Geodata tools used by the county and the public. Along the way we were able to make some substantial improvements and to create a greater awareness of the project, scope and FTE needed to transform county wide parcel lines and to produce a survey point based county wide set of tools that would be helpful to internal and external users. This project remains a priority however without Geodata and Central Services placing a high priority on this project we are unable to move forward, lacking the staff, hardware, software, and surveyor time the project requires.

- ❖ Each year the number of parcels we must inspect increases, an additional 2,855 parcels were added in just the past two years and heightened new construction activity presents further challenges due to under staffing. In addition, our senior exemption program has seen a 69% increase in applications. Some of these challenges could be offset with efficiencies if the county would provide higher resolution and oblique aerial imagery flown a minimum of every two years and updated LIDAR however this request has not received sufficient Central Services support. This technology would also protect our field staff and taxpayers during the current COVID 19 pandemic providing the optimum social distancing tool while allowing the inspections to continue.
- ❖ The challenges for 2021 could best be addressed by funding the three change requests that have been submitted. The highest priority request, to have an additional \$20,000 in general fund dollars supplement the REET Technology funded Appraiser Trainee position. These additional funds will ensure the fund balance will remain adequate allowing this essential position to continue and the field team meet statutory deadlines for inspections. Our second priority request for an additional Property Control Analyst 1 FTE and a .5 FTE Office Assistant is to provide adequate staff to process the increased workload created by changes in the Senior Citizen/Disabled veterans exemption program and Senior Citizen/Disabled Persons deferral program. The third request to fund the proposal from Eagleview to provide enhanced aerial imagery with change technology will benefit the entire county and allow our appraisal staff to complete inspections drastically reducing direct personal contact with the public and creating work efficiencies to accommodate the growing parcel and new construction increases.
- ❖ 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. Now our manager to worker ratio, counting The Assessor as a manager, is 1 to 10. Even with these efficiencies and lean practices, the budget cuts of 2014 and 2015 threaten our ability to meet every deadline and have caused an unacceptable rise in the stress level for remaining staff who are under near constant pressure
- ❖ as we move from one linear project to another. Between 2008 and 2010 the Assessor's office saw 9.75 FTE eliminated as the economy crashed and new construction activity all but ceased. This represented a 25.66% reduction in FTE alone. Eleven years later we still have 6 fewer employees even though work has increased. Of the Assessor's general fund budget cuts of 2014 and 2015 which exceeded another \$250,000, only \$35,000 has been restored to date.
- ❖ Today after implementing the Lean management changes detailed above, performing extensive cross training and achieving every imaginable efficiency, we simply cannot absorb the dramatic rise in work due largely to the economic recovery here in Thurston

County without additional staff.

### **Changes from 2021 Budget:**

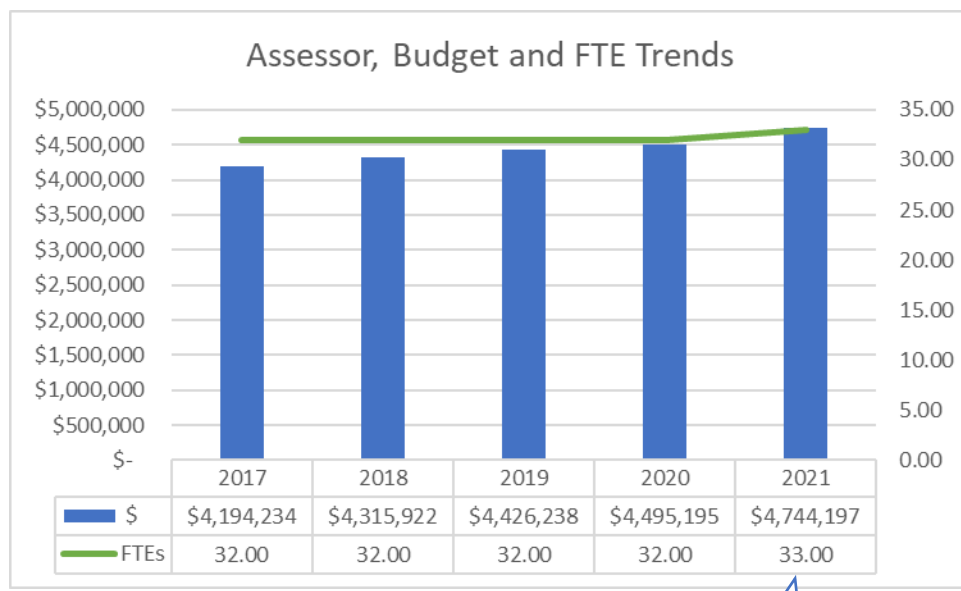
We have presented three policy level requests for consideration.

### **Funds:**

The General Fund supports 96% of the Assessors functions. In addition, the Assessor operates in the following:

**Real Estate Excise Tax Technology Fund 1160.** By RCW 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 which has been completed. The surcharge fee is now dedicated by RCW to an Assessor's property value administration.

### **Budget Snapshot:**



Position added to address  
new legislative  
requirements



**Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
Total Real Property Parcels	Parcels	119,115	119,752	120,113	121,036	121,361
Real Property Valuations	Parcels	119,115	119,752	120,113	121,036	121,361
Real Property Parcel Inspected	Parcels	16,179	19,133	18,612	25,145	23,335
Excises Processed	Excises	10,603	11,388	12,954	12,656	11,898
Permits Issues	Permits	3,439	3,203	3,316	3,251	3,108
Segregations Processed	Segregations	533	491	467	628	433
Senior Exemption*	Applications	342	734	524	769	759
Personal Property Parcels	Parcels	6,701	6,877	6,903	7,181	7,165
Citizens Assisted at the Counter	Citizens	6,060	6,546	7,749	8,240	7,443
Postage Costs for Mandatory Mailings	Dollars	32,806	32,247	32,886	36,920	30,468
Overtime	Dollars	1,709	4,607	11,415	22,217	-

\* Legislative change to income level  
was effective in 2016 & 2020

## EXPENDITURES &amp; FTEs BY DEPARTMENT

Assessor	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	32.00	0.00	33.00
Personnel	3,266,091	3,483,721	1,563,311	3,606,083
Internal Services	966,402	888,335	470,008	1,050,114
Professional Services	8,728	39,139	4,843	1,000
Operating Costs	120,630	84,000	71,419	84,500
Capital Expenses	0	0	0	0
Transfer to Other County Funds	0	0	0	2,500
<b>Assessor Total</b>	<b>4,361,851</b>	<b>4,495,195</b>	<b>2,109,581</b>	<b>4,744,197</b>

## EXPENDITURES BY FUND AND TYPE

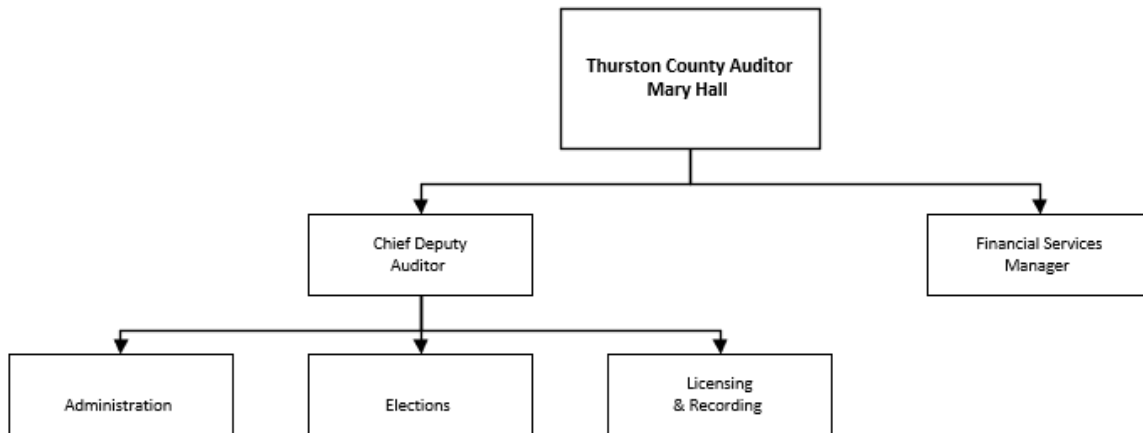
0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	3,229,471	3,402,261	1,563,311	3,538,128
Internal Services	966,402	888,335	470,008	1,050,114
Professional Services	8,728	39,139	4,843	1,000
Operating Costs	120,630	84,000	71,419	84,500
Transfer to Other County Funds	0	0	0	2,500
<b>0010 - General Fund Total</b>	<b>4,325,232</b>	<b>4,413,735</b>	<b>2,109,581</b>	<b>4,676,242</b>

1160 - Real Estate Excise Tax Technology Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	36,619	81,460	0	67,955
<b>1160 - Real Estate Excise Tax Technology Fund Total</b>	<b>36,619</b>	<b>81,460</b>	<b>0</b>	<b>67,955</b>

## REVENUE BY DEPARTMENT

## REVENUE BY FUND AND TYPE

Department Budget: Assessor		Department 01	
Program: A100 - Assessor's Operations			
<b>Description:</b> This program pays for all staff, benefit costs and all other necessary expenses in order to carry out the functions of the Assessor's office mandated by statute.			
Budget		2020 Budget	2021 Policy Level
Expense		4,495,195	4,744,197

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

The Thurston County Auditor's Office is entrusted by the citizens, mandated by law, and driven by integrity to: promote equal access and engage voters in our democracy. Administer accurate, fair, transparent and impartial elections. Process licenses and titles with proficiency while ensuring excellent customer service; accurately record and preserve documents for current and historical research.

Promote and perform excellent financial management and reporting in accordance with industry standards.

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

- ❖ The County Auditor 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 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 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.

**2021 Goals:****Administration**

- ❖ Improve our security posture to ensure the protection of election systems, legal recorded documents and county financial data.
- ❖ Expand communications to provide up-to-date information and statistics on the activities of the County Auditor's Office via the web, social media and newsletters.
- ❖ Create depth of knowledge and backups for staff succession planning of essential functions officewide.
- ❖ Work collaboratively and provide subject matter experts as a county-wide resource to educate staff, operate with sound financial management, and maintain compliance with federal, state and local regulations.

**Elections**

- ❖ Address space issues for adequate space for the ballot processing and voter registration to be at the same location.
- ❖ Enhance security to address cyber risk.
- ❖ Conduct successful elections. Continue to be a statewide leader in accuracy, timely voter registration and election results.
- ❖ Continually streamline processes using lean management, including successful completion of redistricting.
- ❖ Partner with other community organizations to conduct voter outreach and civic engagement.

**Recording/Licensing**

- ❖ Conduct field audits for all Thurston County subagent offices and continue monitoring.
- ❖ Continue to work towards completion of imaging historical documents.
- ❖ Increase county services and revenue by processing more passport applications.
- ❖ Assist staff in advancing through the career ladder within our office.
- ❖ Continue to support e-recording partners in an effort to reduce counter customers and paper submissions of recorded documents.

**Finance**

- ❖ Obtain continuous consecutive certificate of achievements for excellence in financial reporting in preparation of the Comprehensive Annual Financial Report (CAFR).
- ❖ Continue to obtain an unqualified (clean) audit opinion from the Washington State Auditor's Office on the county's annual financial statement audits.
- ❖ Utilize new and existing processes and technologies to a greater extent to increase the efficiency and effectiveness of financial and accounting operations and controls.

**2021 Challenges:****Safety**

Every division of the Auditor staff is responsible for essential functions and elections has been designated by Department of Homeland Security as critical infrastructure. Helping to ensure the safety of county employees and the public we serve during the COVID-19 health crisis is a daily challenge. Coordinating and communicating resources, PPE, masking, hand washing, cleaning, training and physical distancing are vitally important to the health and well being of our community. We do everything in our power to keep our employees and the public we serve safe.

**Security**

The Auditor is responsible for elections which has been designated by Department of Homeland Security as critical infrastructure. We are also responsible for protecting legal historical records, and safekeeping the county financial data. Cybersecurity breaches are a real and serious threat to county government. We are partnering with federal and state agencies for free resources, applying for grants, and seeking other resources. We need to do more to protect the county and view investing in cybersecurity training and staff as a vital measure. We must make cybersecurity a budgetary priority. The threat of a cyber security attack is real. We are only as strong as our weakest link.

**Elections**

Voter registration and elections are conducted by the Auditor's Office for all taxing districts within the county. This includes federal, state, county, and local offices and issues placed on the ballot. Election costs are allocated to participating jurisdictions based on their registered voters and number of issues. Voter registration costs are allocated between the county, cities, and town in Thurston County.

The Elections Division historically conducts three to four elections per year. Elections run on a four year cycle and are divided into odd and even numbered years. Typically, odd year elections have lower turnout and expenditures. Even year elections have the highest turnout and expenditures. Election revenues decline in even year elections and the county carries a higher share of the costs. Funding for fluctuations of election costs is difficult to predict since it is impossible to anticipate what issues will be placed on the ballot in advance.

## **Space**

The Elections Division leases a warehouse for the ballot processing, and we've outgrown the space. Our population and registered voters have grown. Our elections staff are split into multiple locations, which is also not efficient. We must be in a larger space before the next midterm or presidential election.

## **Outreach and Education**

The Auditor is required by federal statute to conduct voter outreach in our community and also is responsible for multiple divisions that require public communication. Currently, there is limited budgeted for materials/supplies necessary to comply. The Auditor works with local community partners to include election messages and voter registration deadlines in their communications. Our challenge is to find alternative ways to accomplish and finance voter outreach and Auditor communications.

## **Aging Equipment and Technology**

### **Elections**

Elections technology is changing fast. The elections sorting machine, a critical piece of equipment for elections, is aging and will need to be replaced in the near future. The Elections Equipment Reserve Fund is for equipment replacement and acquisition of equipment. The revenue is a surcharge on the cost of elections and voter registration costs billed to all local jurisdictions.

### **Financial System**

Thurston County has multiple accounting software systems that are not integrated. Hence, budget workload and project management applications are limited. The Auditor's Office and the County are moving forward to implement enterprise resource planning (ERP) software for an integrated financial system.

### **Licensing & Recording**

The recording division application software has been identified for replacement. There are improvements in recording technology, including electronic recording for customer convenience, that require collaboration with other county offices and departments, as well as multiple vendors. The M&O Recording Reserve Fund is for equipment replacement for the preservation of historic documents. The revenue is generated from Recording fees.

**Staffing**

Thurston County is a decentralized organization in terms of fiscal responsibility. Financial decisions, transactions, and other actions at the department level have a direct effect on financial services staff. Reduction of errors and strengthening of departmental internal controls over fiscal related functions remains a concern. Having detailed training opportunities available to fiscal departmental staff and being involved in the interview process for finance and accounting related jobs across the county are important steps in ensuring accurate reporting and the reduction of audit issues.

The Auditor's Office continues to see a need for countywide Grants Manager position to help reduce the risk of audit findings and utilize grant opportunities. Between 2012 and 2014, the county received five grant-related audit findings. An entity is considered "high risk" for two years after a grant audit finding. Being a high risk entity requires the State Auditors to consider more grants during their annual audit, which increases costs. As a decentralized organization, each department manages their own grants. Since bringing on a grants manager the county has received clean audits 2015 – 2019 which results in reduced audit costs. The grants manager has also helped tremendously with the pandemic response helping ensure all expenses will be reimbursed.

Our staff, as like the county overall, is an aging workforce. We've nearly a dozen long-term key employees that have either recently retired or will be retirement eligible in the next few years. We need to develop our staff for succession planning to continue to provide quality services.

**Legislative Mandates and Policy Changes****Elections**

The 2018 Legislature passed two bills (Same Day Registration and Automatic Voter Registration) that became effective beginning in June, 2019. The Secretary of State's Office launched a new statewide voter registration system (VoteWA). This system experience performance delays and requires significant resources for workarounds, testing and implementation.

**Finance**

The County is moving forward with combining policies, procedures and guidelines into a framework as a centralized resource for staff throughout the county.

**Recording**

The Auditor is responsible for safekeeping of the official recorded documents for the county. Preserving and protecting those documents in the safest manner possible requires cyber security resources.



### **Funds:**

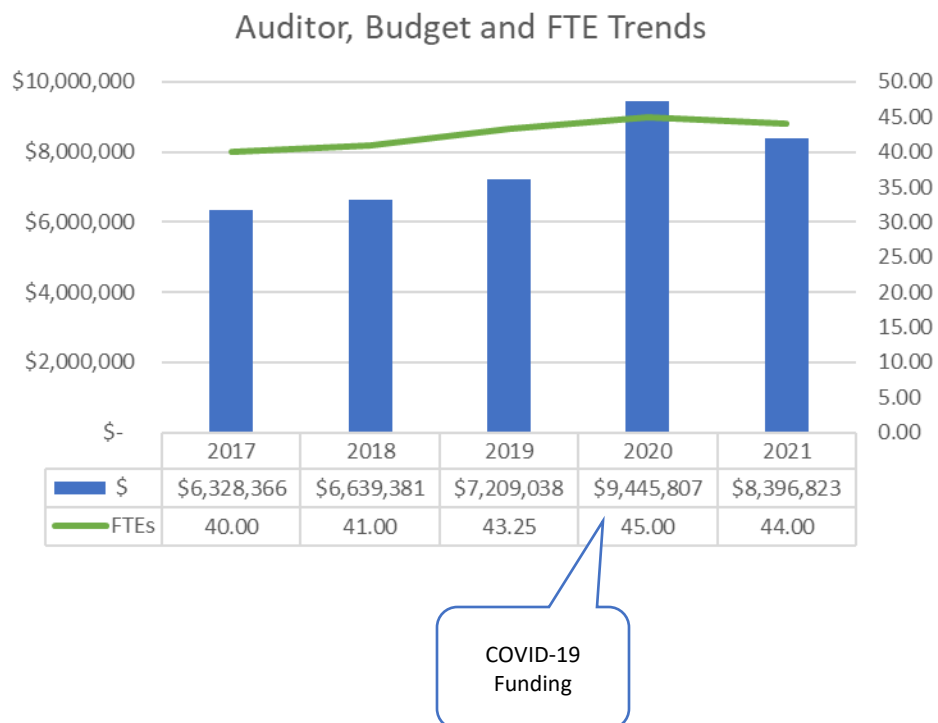
The General Fund supports much of the Auditor's Office functions. In addition, the Auditor operates in the following funds:

**Auditor's Election Reserve Fund 1090.** This fund provides for the replacement and acquisition of elections equipment. The revenue is a surcharge on the cost of elections and voter registration costs billed to local jurisdictions as provided in statute.

**Auditor's Maintenance and Operations Fund 1050.** This fund provides resources for preservation of county historic documents. The revenue is set in statute and is a portion of the fee collected on all documents recorded.

**Election Stabilization Reserve Fund 1610.** This fund provides for fluctuations of election costs to minimize the impact on the general fund in presidential election years.

### **Budget Snapshot:**



**Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
<b>Financial Services</b>						
Accounts Payable Transactions Processed	Number of audited invoices, credit card entries, wire transfers	46,429	48,026	46,034	48,500	48,602
W2's Issued by Payroll to County and Outside Agency Employees	Number of W2's issued	1,497	1,580	1,615	1,671	1,696
Journals Processed in MUNIS	Number of processed journals	25,606	24,310	24,649	25,661	25,381
<b>Licensing &amp; Recording</b>						
Number of Recording Documents	Documents	61,183	63,952	66,511	63,636	67,237
Number of Marriage Applications	Applications	1,815	1,819	1,833	1,924	1,765
Number of Licensing Transactions	Title and non-Title Auditor Transactions	96,521	93,621	92,054	83,249	72,295
Number of Passport Transactions	Passport and photo transactions				428	3,293
Amount of Recording General Fund Revenue	Dollars	587,820	635,003	686,443	666,478	809,153
Amount of Licensing General Fund Revenue	Dollars	1,497,992	1,455,334	1,569,836	1,644,344	1,820,102
<b>Elections</b>						
Total Registered Voters	Voters	164,560	175,424	176,323	181,316	186,573
Elections Conducted	Each	4	4	3	4	4
Ballots Cast Per Year	Ballots	97,016	313,861	92,341	222,048	131,610
Ballot Drop Box Usage During the General Election	Ballots returned at ballot drop box	42,775	99,784	45,456	72,729	51,608

## EXPENDITURES &amp; FTEs BY DEPARTMENT

<b>Auditor</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	45.00	0.00	44.00
Personnel	4,201,963	4,947,407	2,092,045	4,910,813
Internal Services	1,034,655	1,093,254	546,843	1,186,679
Professional Services	214,438	633,075	135,548	293,350
Operating Costs	850,023	1,400,055	635,346	1,084,966
Debt Services	7,094	13,602	2,302	13,602
Capital Expenses	203,480	595,500	11,225	477,500
Transfer to Other County Funds	125,000	762,914	39,223	429,913
<b>Auditor Total</b>	<b>6,636,653</b>	<b>9,445,807</b>	<b>3,462,532</b>	<b>8,396,823</b>

## EXPENDITURES BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	4,122,367	4,785,564	2,001,105	4,585,265
Internal Services	985,360	1,040,575	520,553	1,126,876
Professional Services	188,094	592,075	123,894	252,350
Operating Costs	745,788	1,271,755	575,816	956,666
Debt Services	7,094	13,602	2,302	13,602
Capital Expenses	0	248,000	8,170	30,000
Transfer to Other County Funds	125,000	125,000	0	125,000
<b>0010 - General Fund Total</b>	<b>6,173,704</b>	<b>8,076,571</b>	<b>3,231,840</b>	<b>7,089,759</b>

<b>1050 - Auditor's Maintenance and Operations</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	79,596	161,843	90,941	325,548
Internal Services	48,329	51,255	25,577	56,025
Professional Services	20,914	38,000	11,654	38,000
Operating Costs	55,834	82,329	2,698	82,329
Capital Expenses	10,263	7,500	3,055	7,500
Transfer to Other County Funds	0	157,914	39,223	304,913
<b>1050 - Auditor's Maintenance and Operations Total</b>	<b>214,937</b>	<b>498,841</b>	<b>173,148</b>	<b>814,315</b>

# Department Budget: Auditor

# Department 02

<b>1090 - Auditor's Election Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	918	1,238	619	3,594
Professional Services	5,430	3,000	0	3,000
Operating Costs	48,401	45,971	56,832	45,971
Capital Expenses	193,216	340,000	0	440,000
<b>1090 - Auditor's Election Reserve Total</b>	<b>247,965</b>	<b>390,209</b>	<b>57,451</b>	<b>492,565</b>

<b>1610 - Election Stabilization Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	48	186	93	184
Transfer to Other County Funds	0	480,000	0	0
<b>1610 - Election Stabilization Reserve Total</b>	<b>48</b>	<b>480,186</b>	<b>93</b>	<b>184</b>

## REVENUE BY DEPARTMENT

<b>Auditor</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	10,692,136	10,543,173	5,631,792	10,748,094
General Fund Contribution	125,000	125,000	0	125,000
From Other Funds	0	480,000	0	0
Intergovernmental Revenue	94,733	122,750	0	90,000
Miscellaneous Revenue	29,678	206,060	36,518	31,200
Grants	33,640	637,189	350,719	0
<b>Auditor Total</b>	<b>10,975,187</b>	<b>12,114,172</b>	<b>6,019,029</b>	<b>10,994,294</b>

## REVENUE BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	10,250,096	10,234,373	5,406,215	10,507,294
From Other Funds	0	480,000	0	0
Intergovernmental Revenue	0	32,750	0	0
Miscellaneous Revenue	4,086	194,860	23,802	20,000
Grants	7,670	637,189	350,719	0
<b>0010 - General Fund Total</b>	<b>10,261,852</b>	<b>11,579,172</b>	<b>5,780,736</b>	<b>10,527,294</b>

Department Budget: Auditor	Department 02
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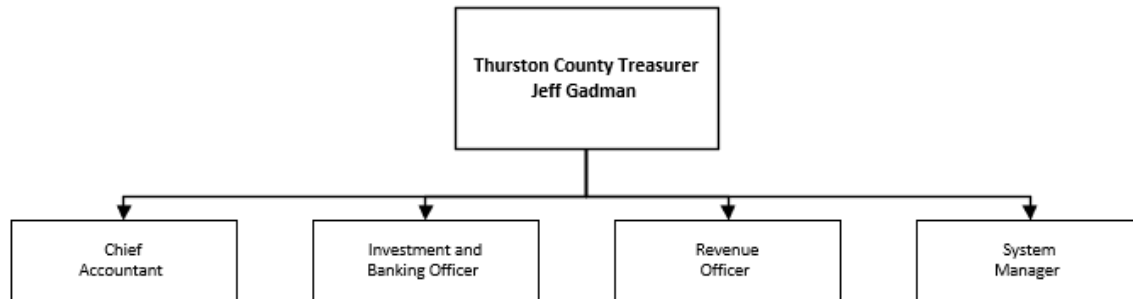
<b>1050 - Auditor's Maintenance and Operations</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	233,350	168,800	127,147	140,800
Intergovernmental Revenue	94,733	90,000	0	90,000
Miscellaneous Revenue	9,135	11,200	5,583	11,200
<b>1050 - Auditor's Maintenance and Operations Total</b>	<b>337,218</b>	<b>270,000</b>	<b>132,730</b>	<b>242,000</b>

<b>1090 - Auditor's Election Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	208,690	140,000	98,429	100,000
Miscellaneous Revenue	10,155	0	3,854	0
Grants	25,969	0	0	0
<b>1090 - Auditor's Election Reserve Total</b>	<b>244,814</b>	<b>140,000</b>	<b>102,283</b>	<b>100,000</b>

<b>1610 - Election Stabilization Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
General Fund Contribution	125,000	125,000	0	125,000
Miscellaneous Revenue	6,303	0	3,280	0
<b>1610 - Election Stabilization Reserve Total</b>	<b>131,303</b>	<b>125,000</b>	<b>3,280</b>	<b>125,000</b>

Department Budget: Auditor		Department 02
<b>Program: A200 - Administration</b>		
<b>Description:</b> Provides direction, support and overall supervision to the Auditor's Office.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	848,581	884,187
<b>Revenue</b>	43,650	0
<b>Program: A210 - Records</b>		
<b>Description:</b> Administers the recording and preservation of real estate and other documents for current and historical research.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	639,791	634,425
<b>Revenue</b>	683,000	523,000
<b>Program: A215 - Auditor Maintenance &amp; Operations</b>		
<b>Description:</b> Provides for the imaging, mapping and preservation of county historic documents.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	498,841	814,315
<b>Revenue</b>	270,000	242,000
<b>Program: A220 - Licensing</b>		
<b>Description:</b> Administers vehicle, vessel, mobile home, business, marriage and animal license program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	755,120	761,435
<b>Revenue</b>	2,086,000	2,011,000
<b>Program: A230 - Election Costs</b>		
<b>Description:</b> Conducts and oversees all elections for federal, state, and local candidates and issues.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,407,768	1,195,023
<b>Revenue</b>	1,297,549	125,000
<b>Program: A231 - Election Costs Special</b>		
<b>Description:</b> Conducts and oversees all special elections for federal, state, and local candidates and issues.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	389,894	389,985
<b>Revenue</b>	590,000	0
<b>Program: A232 - Election Costs Primary</b>		
<b>Description:</b> Conducts and oversees all primary elections for federal, state, and local candidates and issues.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	369,484	231,531
<b>Revenue</b>	54,000	260,000
<b>Program: A233 - Election Costs General</b>		
<b>Description:</b> Conducts and oversees all general elections for federal, state, and local candidates and issues.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	467,400	309,932
<b>Revenue</b>	115,000	576,000

Department Budget: Auditor		Department 02	
Program: A250 - Voter Registration			
Description: Registers qualified voters for cities, towns, and unincorporated areas of Thurston County.			
Budget	2020 Budget	2021 Policy Level	
Expense	665,787	453,316	
Revenue	239,300	156,000	
Program: A270 - Voter Equipment			
Description: Provides budget for the voting equipment.			
Budget	2020 Budget	2021 Policy Level	
Expense	90,209	492,565	
Program: A280 - Auditor-Financial Services			
Description: Provides accounting, budgeting, rate setting and financial reporting services.			
Budget	2020 Budget	2021 Policy Level	
Expense	2,312,932	2,230,109	
Revenue	6,735,673	7,101,294	

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

Maintain the public's trust by managing their funds with integrity while utilizing best professional practices to provide excellent customer service with a staff that is responsive, knowledgeable, efficient, and courteous.

**2021 Goals:**

Operate cost effective tax collection service.

Maximize return on cash management operations.

Remain resilient in an ever-changing pandemic environment.

**2021 Challenges:**

Maintaining optimum service with current staffing and technology.

**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.

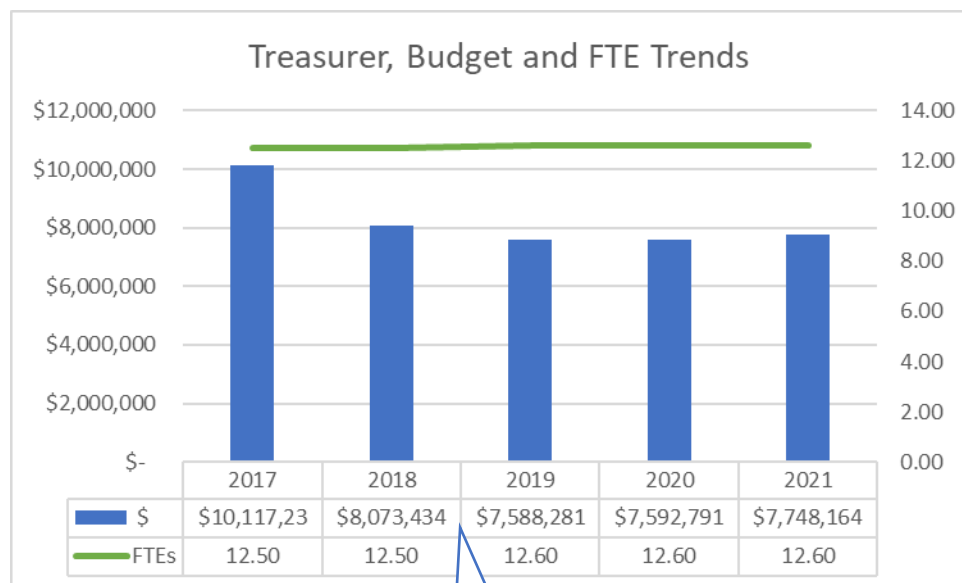
**Treasurers M&O Fund 1010.** These funds are collected and expended for the foreclosure process which may include: filing fees, service, publication, title search, notice fees, sale expenses, postage, staff time, phone calls, and any reasonable office operations costs, including



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.

### **Budget Snapshot:**



Reductions due to payoff of  
two General Obligation Bond  
issues

**Budget Drivers:**

Measures	Unit of Measure	2015	2016	2017	2018	2019
Annual cost of collecting property taxes per parcel (current goal is between \$6.75 and \$7.50)	Dollars	6.32	7.09	7.21	7.11	6.82
Ratio of Thurston County Treasurer's Office staff to the average number of Treasurer's Office staff in comparable counties.*	Percent	89	89	89	89	89
Ratio of electronic property tax payments to total property tax payments	Percent	18.1	19.3	21	23.7	26.9

## EXPENDITURES &amp; FTEs BY DEPARTMENT

<b>Treasurer</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	12.60	0.00	12.60
Personnel	1,345,450	915,133	623,837	930,028
Internal Services	240,736	237,859	119,284	254,571
Professional Services	96,114	49,974	45,388	46,500
Operating Costs	130,388	63,120	75,734	72,870
Debt Services	6,359,351	6,326,705	1,085,700	6,444,195
Capital Expenses	44,696	0	0	0
<b>Treasurer Total</b>	<b>8,216,736</b>	<b>7,592,791</b>	<b>1,949,941</b>	<b>7,748,164</b>

## EXPENDITURES BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	903,048	915,133	415,919	930,028
Internal Services	228,778	237,859	115,486	254,571
Professional Services	17,716	39,855	20,437	36,500
Operating Costs	64,862	63,120	42,355	72,870
<b>0010 - General Fund Total</b>	<b>1,214,404</b>	<b>1,255,967</b>	<b>594,197</b>	<b>1,293,969</b>

<b>1010 - Treasurer's Maintenance and Operations - Not Budgeted</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	149,258	0	70,185	0
Internal Services	11,941	0	3,787	0
Professional Services	37,662	119	17,455	0
Operating Costs	17,314	0	7,474	0
<b>1010 - Treasurer's Maintenance and Operations - Not Budgeted Total</b>	<b>216,174</b>	<b>119</b>	<b>98,902</b>	<b>0</b>

<b>1120 - Investment Administration - Not Budgeted</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	293,144	0	137,733	0
Internal Services	18	0	10	0
Professional Services	32,862	0	7,495	0
Operating Costs	48,213	0	25,905	0
Capital Expenses	44,696	0	0	0
<b>1120 - Investment Administration - Not Budgeted Total</b>	<b>418,933</b>	<b>0</b>	<b>171,143</b>	<b>0</b>

# Department Budget: Treasurer

# Department 04

<b>1160 - Real Estate Excise Tax Technology Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Professional Services	7,873	10,000	0	10,000
<b>1160 - Real Estate Excise Tax Technology Fund Total</b>	<b>7,873</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>

<b>1190 - Roads &amp; Transportation</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Debt Services	87,613	87,650	43,806	87,615
<b>1190 - Roads &amp; Transportation Total</b>	<b>87,613</b>	<b>87,650</b>	<b>43,806</b>	<b>87,615</b>

<b>2260 - General Obligation Bonds 2010</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Debt Services	2,034,303	2,018,250	313,441	2,013,990
<b>2260 - General Obligation Bonds 2010 Total</b>	<b>2,034,303</b>	<b>2,018,250</b>	<b>313,441</b>	<b>2,013,990</b>

<b>2270 - General Obligation Bonds 2015</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Debt Services	936,735	887,750	76,225	890,700
<b>2270 - General Obligation Bonds 2015 Total</b>	<b>936,735</b>	<b>887,750</b>	<b>76,225</b>	<b>890,700</b>

<b>2290 - General Obligation Bonds 2016</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Debt Services	3,161,300	3,266,500	608,100	3,369,000
<b>2290 - General Obligation Bonds 2016 Total</b>	<b>3,161,300</b>	<b>3,266,500</b>	<b>608,100</b>	<b>3,369,000</b>

<b>4350 - Grand Mound Water Utility</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Debt Services	620	550	0	465
<b>4350 - Grand Mound Water Utility Total</b>	<b>620</b>	<b>550</b>	<b>0</b>	<b>465</b>

<b>4480 - Grand Mound Debt Service</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Debt Services	45,677	0	0	0
<b>4480 - Grand Mound Debt Service Total</b>	<b>45,677</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>4510 - Community Loan Repayment #1</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Debt Services	9,545	8,545	4,368	7,360
<b>4510 - Community Loan Repayment #1 Total</b>	<b>9,545</b>	<b>8,545</b>	<b>4,368</b>	<b>7,360</b>

Department Budget: Treasurer			Department 04	
5410 - Equipment Rental & Revolving-Maintenance	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Debt Services	83,558	57,460	39,759	75,065
<b>5410 - Equipment Rental &amp; Revolving-Maintenance Total</b>	<b>83,558</b>	<b>57,460</b>	<b>39,759</b>	<b>75,065</b>

## REVENUE BY DEPARTMENT

Treasurer	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	921,051	484,000	398,090	558,000
Taxes	114,606	53,600	40,834	50,500
From Other Funds	750	0	0	0
Intergovernmental Revenue	21,545	20,000	5,781	20,000
Miscellaneous Revenue	4,282,346	2,352,000	1,807,765	589,300
Grants	276,041	258,620	21,394	249,635
<b>Treasurer Total</b>	<b>5,616,338</b>	<b>3,168,220</b>	<b>2,273,864</b>	<b>1,467,435</b>

## REVENUE BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	654,581	461,000	294,846	535,000
Taxes	114,606	53,600	40,835	50,500
Miscellaneous Revenue	3,915,897	2,351,200	1,574,678	588,500
Grants	22,205	15,900	21,394	16,900
<b>0010 - General Fund Total</b>	<b>4,707,289</b>	<b>2,881,700</b>	<b>1,931,753</b>	<b>1,190,900</b>
1010 - Treasurer's Maintenance and Operations - Not Budgeted	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	239,217	0	92,241	0
From Other Funds	250	0	0	0
Miscellaneous Revenue	2,151	0	2,471	0
<b>1010 - Treasurer's Maintenance and Operations - Not</b>	<b>241,618</b>	<b>0</b>	<b>94,712</b>	<b>0</b>
1120 - Investment Administration - Not Budgeted	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
From Other Funds	500	0	0	0
Miscellaneous Revenue	358,459	0	228,206	0
<b>1120 - Investment Administration - Not Budgeted Total</b>	<b>358,959</b>	<b>0</b>	<b>228,206</b>	<b>0</b>
1160 - Real Estate Excise Tax Technology Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	27,253	23,000	11,003	23,000
Intergovernmental Revenue	21,545	20,000	5,781	20,000
Miscellaneous Revenue	2,219	800	1,030	800
<b>1160 - Real Estate Excise Tax Technology Fund Total</b>	<b>51,017</b>	<b>43,800</b>	<b>17,813</b>	<b>43,800</b>

Department Budget: Treasurer		Department 04		
	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Taxes		0	(1)	0
Miscellaneous Revenue	212	0	80	0
<b>1360 - Tax Refunds - Not Budgeted Total</b>	<b>212</b>	<b>0</b>	<b>79</b>	<b>0</b>
	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
<b>2260 - General Obligation Bonds 2010</b>				
Grants	223,431	214,200	0	205,105
<b>2260 - General Obligation Bonds 2010 Total</b>	<b>223,431</b>	<b>214,200</b>	<b>0</b>	<b>205,105</b>
	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
<b>4460 - Tamoshan/Beverly Beach Debt Service</b>				
Miscellaneous Revenue	1,318	0	836	0
<b>4460 - Tamoshan/Beverly Beach Debt Service Total</b>	<b>1,318</b>	<b>0</b>	<b>836</b>	<b>0</b>
	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
<b>4480 - Grand Mound Debt Service</b>				
Miscellaneous Revenue	2,090	0	465	0
<b>4480 - Grand Mound Debt Service Total</b>	<b>2,090</b>	<b>0</b>	<b>465</b>	<b>0</b>
	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
<b>5410 - Equipment Rental &amp; Revolving-Maintenance</b>				
Grants	30,405	28,520	0	27,630
<b>5410 - Equipment Rental &amp; Revolving-Maintenance</b>	<b>30,405</b>	<b>28,520</b>	<b>0</b>	<b>27,630</b>

Department Budget: Treasurer		Department 04
<b>Program: A400 - Treasury Operations</b>		
<b>Description:</b> Treasurer's office general operations		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,249,467	1,287,469
<b>Revenue</b>	2,350,000	587,500
<b>Program: A401 - Collections</b>		
<b>Description:</b> Treasurer Maintenance and Operations Fund operations		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	119	0
<b>Program: A412 - Investment Administration</b>		
<b>Description:</b> Investment Administration Fund operations		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	0
<b>Program: A430 - Staff Training General Fund</b>		
<b>Description:</b> Treasurer's office general training		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	6,500	6,500
<b>Program: A450 - Real Estate Excise Tax Collection</b>		
<b>Description:</b> Real estate excise tax collections and technology		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	10,000	10,000
<b>Revenue</b>	468,800	543,800
<b>Program: A451 - Real Estate Excise Tax Transfer</b>		
<b>Description:</b> Real estate excise tax fee		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	19,000	18,000
<b>Program: A452 - US Fish and Wildlife</b>		
<b>Description:</b> US Fish & Wildlife Payment in Lieu of Taxes (PILT)		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	15,000	16,000
<b>Program: A453 - Special Assessment Collection Fee</b>		
<b>Description:</b> Special Assessment collection fees		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	17,000	17,000
<b>Program: A456 - Not Sufficient Funds Fees</b>		
<b>Description:</b> Banking Not Sufficient Funds Fees		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,200	1,000
<b>Program: A457 - Department of the Interior/Bureau of Land Management</b>		
<b>Description:</b> Department of the Interior/Bureau of Land Management Payment in Lieu of Taxes (PILT) payment		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	900	900



Department Budget: Treasurer		Department 04
Program: A458 - IRS/Interest Subsidy		
Description: General Obligation Bond IRS/Interest subsidy		
Budget	2020 Budget	2021 Policy Level
Revenue	242,720	232,735
Program: A459 - Criminal Justice		
Description: Gambling taxes		
Budget	2020 Budget	2021 Policy Level
Revenue	53,600	50,500
Program: A469 - Principle Long Term Debt Department of Ecology Loan-Sewer		
Description: Principal debt payment Department of Ecology loan		
Budget	2020 Budget	2021 Policy Level
Expense	58,850	60,485
Program: A472 - Interest on Long Term Debt - Sewer		
Description: Interest debt payments		
Budget	2020 Budget	2021 Policy Level
Expense	37,345	34,490
Program: A480 - Principle Long Term Debt General Obligation Bonds		
Description: Principal General Obligation Bonds payment		
Budget	2020 Budget	2021 Policy Level
Expense	4,175,900	4,452,140
Program: A482 - Interest on Long Term Debt		
Description: Interest General Obligation Bonds payment		
Budget	2020 Budget	2021 Policy Level
Expense	2,051,660	1,894,315
Program: A484 - Fiscal Agent Bond Fees		
Description: Debt service costs General Obligation bonds		
Budget	2020 Budget	2021 Policy Level
Expense	2,400	2,300
Program: A489 - Interest on Long Term Debt-Water		
Description: Interest debt payment utilities		
Budget	2020 Budget	2021 Policy Level
Expense	550	465

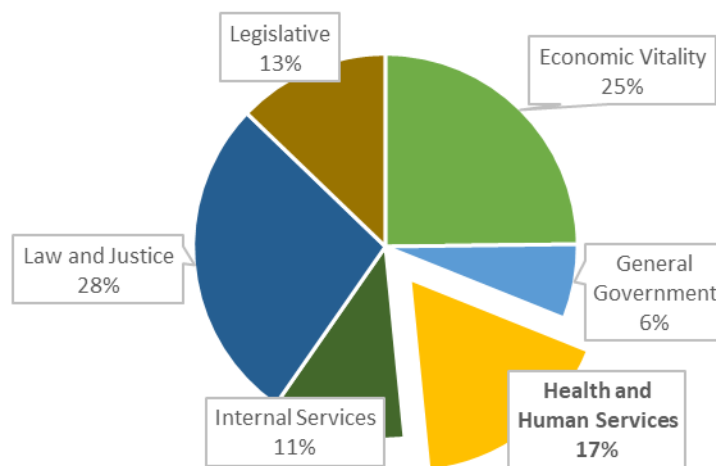
## Health and Human Services

The Health and Human Services Strategic Area includes Emergency Services, Emergency Management, and Public Health and Social Services.

### Health and Human Services Operating Budget Summary:

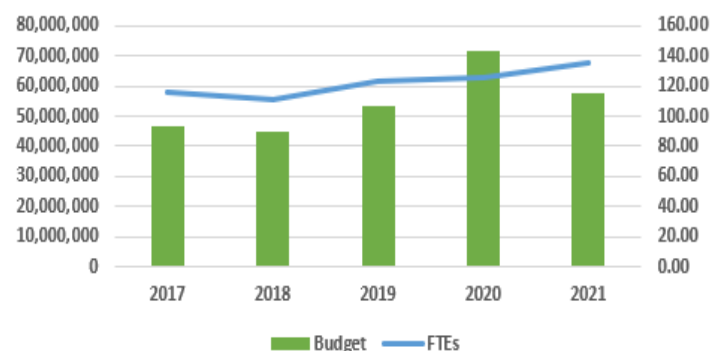
Health and Human Services 2021 expenditures total \$57,828,748 or 17% of the Operating Budget:

### Operating Budget by Strategic Area



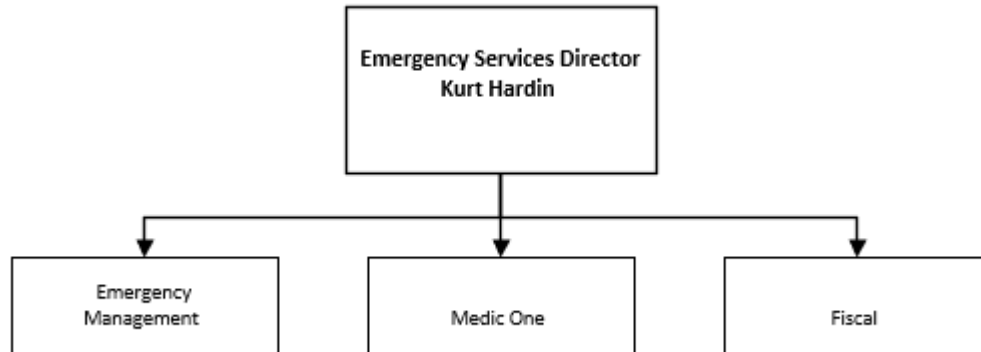
2021 Health & Human Services Budget by Department		
Department	Expenditures	FTEs
Emergency Management	1,713,244	7.80
Emergency Services	16,122,767	10.45
Public Health	19,836,192	104.42
Social Services	20,156,545	12.55
<b>Total Health &amp; Human Services</b>	<b>57,828,748</b>	<b>135.22</b>

### Health & Human Services Operating Budget and FTEs



**Health and Human Services Policy Investments:**

Department	Request Title	Revenue Change	Expenditure Change
Emergency Services	Medic One Admininstrative Budget Changes		(9,750)
Emergency Services	Medic One Advanced Life Support Budget Changes		243,200
Emergency Services	Medic One Basic Life Support Budget Changes		(205,579)
Emergency Services	Medic One Placeholder for potential Ballot Measure		126,000
Emergency Services	Medic One Revenue Adjustments	(1,238,815)	(1,236,000)
Public Health	Additional Environmental Health Specialist Senior		142,182
Public Health	Correction between funds for staff cost - Net Zero cost		(75,000)
Public Health	Department Indirect Allocation to Funds	-146,000	-245,170
Public Health	Disease Investigators - Placeholder	296,612	296,612
Public Health	Environmental Health Fee Study - Placeholder		100,000
Public Health	Extend End Dated positions funded by grants		121,146
Public Health	Family Intervention/Familias Unidas Community Health Nurse		156,466
Public Health	Increase Drinking Water FTE from .9 to 1.0		12,056
Public Health	New Environmental Health Communications, Policy, and Records Coordinator		99,903
Public Health	New Law Enforcement Assisted Diversion Program	1,000,000	1,300,000
Public Health	Placeholder for Replacing the Amanda System		163,667
Public Health	Reduce funding for County Strategic Plan Initiative 2		(50,000)
Public Health	Temporary Food Inspector		111,332
Public Health	TST Advisory Committee Decrease Maintenance Level for Public Health TST Administration		(20,000)
Public Health	TST Advisory Committee Decrease Maintenance Level for Veteran's Assistance		(15,000)
Public Health	TST Advisory Committee Decrease Policy Level for Families United Community Nurse		(78,233)
Social Services	1406 Affordable Housing Program	333,000	30,000
Social Services	Department Indirect Allocation to Funds		99,169
Social Services	Housing and Urban Development - New COVID Funds	574,000	459,000

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

Foster a whole community approach which promotes health and preparedness, creates community resiliency, protects the environment; and provides direct action to alleviate emergent situations.

Medic One Provides efficient and effective pre-hospital Emergency Medical Services (EMS) throughout Thurston County (Washington State). Medic One is the countywide delivery of paramedic response and transportation services. In addition, Medic One provides EMS training, medical direction, financial, and technical support to the county's 12 fire agencies for Emergency Medical Services (EMS). Cardiopulmonary resuscitation (CPR) and public-access defibrillation training are provided at no fee to citizens.

Emergency Management Saves lives, prevents injury, and protects property and the environment by taking reasonable measures to mitigate, prepare for, respond to and recover from disasters. Emergency Management is the county program providing individual disaster preparedness and business continuity education.

**2021 Goals:****Medic One**

- ❖ Complete a 20-year comprehensive review on EMS services in Thurston County.
- ❖ Continue to improve out-of-hospital cardiac arrest survival rates in Thurston County.
- ❖ Increase compression only CPR training for residents in Thurston County.

**Emergency Management**

- ❖ Strengthen plans and capabilities for the County to respond effectively to disaster incidents.
  - Update Thurston County Continuity of Operations (COOP) and Continuity of Governance (COG) plans, based on lessons learned, to ensure effective County functioning following a disaster.
  - Coordinate the region's ability to provide post-disaster shelter options.
  - Review and implement, as appropriate, lessons learned from recent emergencies and/or disasters.
- ❖ Support community disaster preparedness and resiliency by engaging residents and businesses to encourage their participation.
- ❖ Increase the County's ability to communicate in a timely manner with members of the public in the case of a disaster or public health emergency by encouraging participation in Thurston Community Alert (TC Alert).
- ❖ Update draft Community Recovery Framework.
- ❖ Update the Comprehensive Emergency Management Plan (CEMP) based on guidance received from Washington State EMD.
- ❖ Continued support of recovery activities for declared disasters and emergencies.

**2021 Challenges:****Medic One**

- ❖ Evaluate impacts of national healthcare system on EMS system.
- ❖ Dissemination, prioritization and implementation of EMS infrastructure over the next 20 years.
- ❖ Evaluate limited financial resources.
- ❖ Maintaining county services during a pandemic.

**Emergency Management**

- ❖ Federal funding has decreased for emergency management and homeland security programs, which will impact the division's ability to update equipment and maintain programs.
- ❖ Federal and/or state unfunded mandates (i.e. Limited English Proficiency)
- ❖ New and evolving threats (i.e. Oil train, cyber security, active shooter, pandemic)
- ❖ Participating in National level exercises in a resource constrained environment.
- ❖ Maintaining county services during a pandemic.

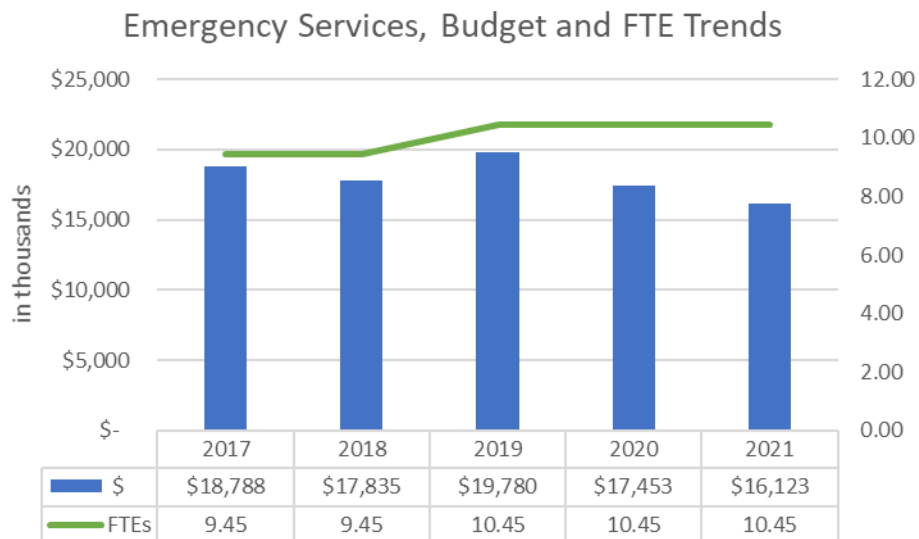
**Funds:**

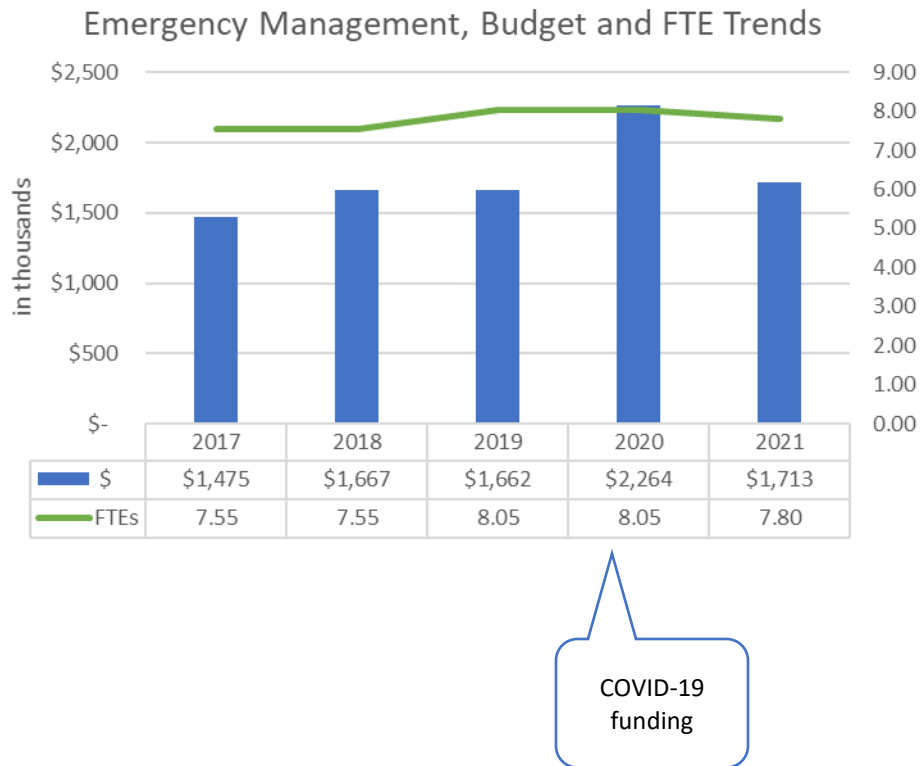
The General Fund supports Emergency Management operations. Funds supporting Emergency Services include:

**Emergency Management Council Fund 1140.** This fund supports the Emergency Management Council and is funded through contributions by Thurston County, cities and tribes within the county using a population-based formula.

**Medic One Fund 1290.** This is the operating fund for Medic One and is funded primarily by the Emergency Medical Services 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 Emergency Medical Systems property tax levy, such as timber tax, investment interest and citizen donations.

**Budget Snapshots:**



### **Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
Personnel wages and benefits	Dollars	1,540,679	1,604,963	1,716,470	1,981,510	2,002,666
Increase in emergency calls	Calls	29,909	31,519	33,778	34,401	35,985
Increased cost of medical supplies & pharmaceuticals	National Health Expenditure Rate %	5.8%	4.6%	4.2%	4.6%	4.8%
Consumer Price Index (CPI-U)	%	1.4%	2.5%	2.1%	1.6%	2.5%
Changes in grant award	%	-19%	-2%	-26%	59%	-33%
Increased costs in service contracts	%	9%	-3%	6%	6%	2%
CPR	number of citizens trained	3,114	2,998	2,996	4,188	6,502

## EXPENDITURES &amp; FTEs BY DEPARTMENT

<b>Emergency Services</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	10.45	0.00	10.45
Personnel	1,267,176	1,425,691	470,883	1,347,146
Internal Services	478,553	481,674	233,969	579,386
Professional Services	9,697,305	9,860,553	3,724,844	10,230,936
Operating Costs	2,079,537	2,500,794	876,753	2,083,250
Debt Services	3,953	4,913	1,976	4,913
Capital Expenses	545,385	143,463	0	77,136
Transfer to Other County Funds	4,381,636	3,036,000	3,036,000	1,800,000
<b>Emergency Services Total</b>	<b>18,453,544</b>	<b>17,453,088</b>	<b>8,344,426</b>	<b>16,122,767</b>

## EXPENDITURES BY FUND AND TYPE

<b>1140 - Emergency Management Council</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	10,261	23,069	7,480	20,559
Operating Costs	8,201	42,295	173	42,295
Capital Expenses	0	73,463	0	77,136
<b>1140 - Emergency Management Council Total</b>	<b>18,463</b>	<b>138,827</b>	<b>7,653</b>	<b>139,990</b>

<b>1280 - Medic One - Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Transfer to Other County Funds	4,381,636	3,036,000	3,036,000	1,800,000
<b>1280 - Medic One - Reserve Total</b>	<b>4,381,636</b>	<b>3,036,000</b>	<b>3,036,000</b>	<b>1,800,000</b>

<b>1290 - Medic One</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	1,267,176	1,425,691	470,883	1,347,146
Internal Services	468,291	458,605	226,490	558,827
Professional Services	9,697,305	9,860,553	3,724,844	10,230,936
Operating Costs	2,071,336	2,458,499	876,580	2,040,955
Debt Services	3,953	4,913	1,976	4,913
Capital Expenses	545,385	70,000	0	0
<b>1290 - Medic One Total</b>	<b>14,053,446</b>	<b>14,278,261</b>	<b>5,300,773</b>	<b>14,182,777</b>



## REVENUE BY DEPARTMENT

Emergency Services	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	28,044	24,030	0	24,000
Taxes	11,223,660	11,553,000	6,059,552	11,833,000
General Fund Contribution	134,331	0	0	0
From Other Funds	4,384,136	3,036,000	3,036,000	1,800,000
Intergovernmental Revenue	71,803	396,565	44,685	50,000
Miscellaneous Revenue	322,669	477,370	122,429	477,370
Grants	9,320	12,135	4,660	9,320
<b>Emergency Services Total</b>	<b>16,173,963</b>	<b>15,499,100</b>	<b>9,267,326</b>	<b>14,193,690</b>

## REVENUE BY FUND AND TYPE

1140 - Emergency Management Council	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
General Fund Contribution	134,331	0	0	0
Miscellaneous Revenue	0	140,000	0	140,000
<b>1140 - Emergency Management Council Total</b>	<b>134,331</b>	<b>140,000</b>	<b>0</b>	<b>140,000</b>

1280 - Medic One - Reserve	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	40	30	0	0
Taxes	133,943	53,000	38,781	53,000
Intergovernmental Revenue	67,867	50,000	44,685	50,000
Miscellaneous Revenue	313,325	337,370	114,921	337,370
<b>1280 - Medic One - Reserve Total</b>	<b>515,175</b>	<b>440,400</b>	<b>198,386</b>	<b>440,370</b>

1290 - Medic One	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	28,004	24,000	0	24,000
Taxes	11,089,717	11,500,000	6,020,772	11,780,000
From Other Funds	4,384,136	3,036,000	3,036,000	1,800,000
Intergovernmental Revenue	3,936	346,565	0	0
Miscellaneous Revenue	9,344	0	7,508	0
Grants	9,320	12,135	4,660	9,320
<b>1290 - Medic One Total</b>	<b>15,524,457</b>	<b>14,918,700</b>	<b>9,068,939</b>	<b>13,613,320</b>

# Department Budget: Emergency Management

Department 29A

## EXPENDITURES & FTEs BY DEPARTMENT

<b>Emergency Management</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	8.05	0.00	7.80
Personnel	735,140	959,106	491,142	871,986
Internal Services	365,557	366,456	182,939	377,161
Professional Services	211,179	538,604	137,849	221,567
Operating Costs	115,552	293,914	56,770	136,752
Capital Expenses	0	103,778	0	103,778
Transfer to Other County Funds	2,000	2,000	0	2,000
<b>Emergency Management Total</b>	<b>1,429,428</b>	<b>2,263,858</b>	<b>868,700</b>	<b>1,713,244</b>

## EXPENDITURES BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	735,140	959,106	491,142	871,986
Internal Services	365,016	365,827	182,624	373,603
Professional Services	195,823	511,292	117,245	194,255
Operating Costs	114,059	293,219	56,770	136,057
Capital Expenses	0	103,778	0	103,778
Transfer to Other County Funds	2,000	2,000	0	2,000
<b>0010 - General Fund Total</b>	<b>1,412,039</b>	<b>2,235,222</b>	<b>847,782</b>	<b>1,681,679</b>

<b>1140 - Emergency Management Council</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	541	629	315	3,558
Professional Services	15,356	27,312	20,604	27,312
Operating Costs	1,493	695	0	695
<b>1140 - Emergency Management Council Total</b>	<b>17,390</b>	<b>28,636</b>	<b>20,918</b>	<b>31,565</b>

## REVENUE BY DEPARTMENT

<b>Emergency Management</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	39,424	40,288	0	40,288
Intergovernmental Revenue	0	222,019	0	0
Miscellaneous Revenue	1,538	10	786	9,510
Grants	376,199	696,968	(48,967)	693,160
<b>Emergency Management Total</b>	<b>417,160</b>	<b>959,285</b>	<b>(48,181)</b>	<b>742,958</b>

## REVENUE BY FUND AND TYPE

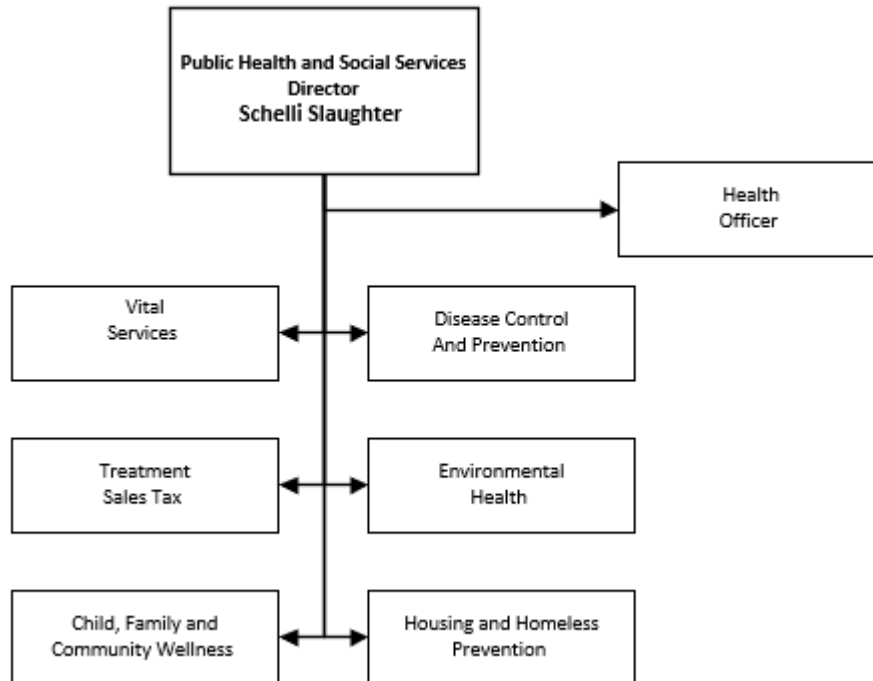
<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	16,568	12,000	0	12,000
Intergovernmental Revenue	0	222,019	0	0
Miscellaneous Revenue	0	0	0	9,500
Grants	376,199	696,968	(48,967)	693,160
<b>0010 - General Fund Total</b>	<b>392,767</b>	<b>930,987</b>	<b>(48,967)</b>	<b>714,660</b>
<b>1140 - Emergency Management Council</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	22,856	28,288	0	28,288
Miscellaneous Revenue	1,538	10	786	10
<b>1140 - Emergency Management Council Total</b>	<b>24,394</b>	<b>28,298</b>	<b>786</b>	<b>28,298</b>

Department Budget: Emergency Services		Department 29
<b>Program: C400 - Revenue</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	15,359,100	14,053,690
<b>Program: C401 - Building Repairs/Maintenance</b>		
<b>Description:</b> Medic One's contribution to the Emergency Services Center Building Reserve Fund.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,057,698	1,861,284
<b>Program: C411 - Administrative Wages and Benefits</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	465,663	448,723
<b>Program: C412 - Administrative Maintenance and Operations</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	218,823	370,817
<b>Program: C421 - Advanced Life Support (ALS) Wages and Benefits</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	287,576	275,781
<b>Program: C422 - Advanced Life Support (ALS) Maintenance and Operations</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	11,145	345

Department Budget: Emergency Services		Department 29
<b>Program: C424 - Advanced Life Support (ALS) Training and Travel</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	60,125	60,125
<b>Program: C425 - Advanced Life Support (ALS) Contract Support</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	8,945,706	9,435,706
<b>Program: C428 - Advanced Life Support (ALS) Support Services</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,473,347	1,344,089
<b>Program: C429 - Advanced Life Support (ALS) Data System</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	157,362	77,163
<b>Program: C441 - Basic Life Support (BLS) Wages/Benefits</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	409,707	421,488

Department Budget: Emergency Services		Department 29
<b>Program: C442 - Basic Life Support (BLS) Maintenance &amp; Operation</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	11,950	6,950
<b>Program: C445 - Basic Life Support (BLS) Support</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	303,357	246,857
<b>Program: C480 - Cardiovascular Pulmonary Resuscitation (CPR) PIE</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	143,495	42,803
<b>Program: C485 - BLSS Support</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,446,840	1,174,178
<b>Program: C489 - Basic Life Support (BLS) Data System</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	208,699	173,700
<b>Program: C493 - Equipment Replacement</b>		
<b>Description:</b> Internal equipment repair and replacement fund, based on projected needs including taxes and contingency.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	112,768	42,768
<b>Program: H105 - HSR3 Incident Management Team</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	138,827	139,990
<b>Revenue</b>	140,000	140,000

Department Budget: Emergency Management		Department 29A
<b>Program: H100 - Emergency Management - Thurston</b>		
<b>Description:</b> Creates and administers plans for responding to emergencies, and activation of the Emergency Operations Center during disasters.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,591,011	1,055,172
<b>Revenue</b>	234,019	21,500
<b>Program: H101 - Emergency Management Council</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	28,636	31,565
<b>Revenue</b>	28,298	28,298
<b>Program: H105 - HSR3 Incident Management Team</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	0
<b>Program: H200 - Homeland Security Region 3</b>		
<b>Description:</b> Regional office for pass through of equipment and training from the Department of Homeland Security.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	387,726	317,938
<b>Revenue</b>	489,638	371,923
<b>Program: H300 - Emergency Management</b>		
<b>Description:</b> Supports disaster preparedness, public education and hazard mitigation planning and projects.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	256,485	308,569
<b>Revenue</b>	207,330	321,237

**Organization:**

<i><b>"Thriving, hopeful, healthy communities"</b></i>	
<b>VISION</b>	<b>MISSION</b>
We envision thriving, hopeful, healthy communities where all people are safe and supported and our environment is protected.	Working together to achieve the highest level of health and well-being for everyone.
<b>VALUES</b>	
<b>Integrity</b>	We uphold professional ethics and serve with honesty, fairness, and trustworthiness.
<b>Leadership</b>	We are a trusted key partner, leading the creation of opportunities to improve the health and well-being of our communities through science, collaboration, and innovation.
<b>Service Excellence</b>	We are committed to providing exceptional public service and open information sharing that is responsive and accountable to the community's needs.
<b>Hope</b>	We are united in our pursuit of healthier, happier, thriving communities and in our belief that we can make a positive difference in the future.
<b>Compassion</b>	We treat and support everyone with respect, empathy, and kindness.
<b>Wellness</b>	We encourage practices that support the public, our employees and their families in living healthy balanced lives that enhance their physical, social, and emotional well-being.
<b>Inclusivity</b>	We reflect the diverse communities we serve and intentionally foster a sense of belonging, honoring the unique experiences, cultures, skills, backgrounds, identities, and perspectives of everyone.



**About Us:** As Thurston County's local health jurisdiction and human services department, Public Health and Social Services (PHSS) is responsible for protecting the health and promoting the wellbeing of all people who live, work, and play in Thurston County by providing foundational services and critical programs in six core divisional areas:

**Community Wellness Division** builds community health and well-being, with a particular focus on children, families and vulnerable individuals.

❖ **Community Engagement** includes:

- **Thurston Thrives**, a public private community health initiative focused on improving social determinants of health through collective impact. CEEP provides leadership, support, and funding to Thurston Thrives and its eight action teams.
- **Chronic disease prevention & management** (e.g., asthma, obesity, heart disease, diabetes)
- **Children's oral health**
- **Tobacco, alcohol, vaping, and substance use prevention programs**, including those with an **emphasis on youth**
- **Community & school partnerships**, such as **healthy lunchrooms and community gardens**, which promote **healthy eating, physical activity, and safe routes to school**
- **Community events and campaigns** focused on **education, outreach, and prevention** to promote public health awareness
- **Healthy Homes** and other programs that reduce exposure to toxins and hazardous materials
- **Women's Health Coalition support and breastfeeding promotion**
- **Community level data, evaluation, information sharing** to support good decisions, policies, and practices

❖ **Maternal and Child Health**

- **The Nurse-Family Partnership Program** is an evidence-based community health program that pairs nurses with high-risk pregnant and parenting mothers to improve birth outcomes, child health and development, and economic stability.
- **Children with Special Health Care Needs** provides advocacy, education, support, and connection with resources for families who have a child with special needs.
- **Child Death Review Prevention Program** reviews child fatalities, collects data, and convenes a team of experts and community partners to prevent child deaths and improve health and safety for all children.

❖ **Social Services**

- **Veterans' Assistance Fund and Programs** provide financial assistance and support services to military veterans and their families.
- **Developmental Disabilities** supports youth and adults with developmental disabilities with multi-county employment opportunities, high school transition, training programs, and other services through funding and partnerships.
- **Specialized Recreation** provides social connections, support, and recreational activities for adults with disabilities.

**Disease Control and Prevention Division** provides surveillance, investigation, follow-up, and control of reportable notifiable conditions (emerging threats, outbreaks, sexually transmitted illnesses, vaccine preventable diseases, food borne illnesses, tuberculosis, etc.), works to increase community immunization rates, and provides comprehensive harm reduction services focused on the prevention of disease transmission.

❖ **The Syringe Service Program** provides: a one-for-one exchange for sterile needles, syringes, and injection equipment; containers for safe disposal of needles and syringes; referral to substance use disorder treatment such as medication-assisted treatment; education about overdose prevention and safer injection practices; naloxone kits to block or reverse effects of opioid medication and prevent death; referral to medical, mental health, and social services; and tools to prevent HIV, sexually transmitted illnesses, and viral hepatitis, such as counseling and condoms. The Syringe Service Program operates both fixed and mobile sites.

- **Opioid Response** provides coordination, data, public information, and leadership to the Thurston County Opioid Task Force and advances Thurston County policies and strategies that responds to the declared public health emergency and works with other stakeholders to prevent and reduce opioid use disorders and the prevalence of opioid overdoses in Thurston County.
- ❖ **Investigation and Control of Disease** collects data to identify and control sources of infection, describe disease trends, and prevent spread of disease. Provides active tuberculosis treatment and management. Works to control, prevent, and intervene in the spread of disease by investigating, conducting follow-up, and instituting prevention and intervention measures when reports about diseases of public health concern are received from health care providers, schools, and the public.
  - **COVID-19 Disease Control/Investigation** provides specialized staffing to investigate, control, and prevent the spread of the novel coronavirus COVID-19 as a component of our county-wide activated Incident Management Team in 2021.

**Environmental Health Division** protects public health and ensures the environment contributes to the health of the community through programs and services as mandated by state law and county codes, including:

- ❖ Food safety permits and inspections
- ❖ Ground and surface water monitoring and protection
- ❖ On-site sewage system permitting and management
- ❖ Solid and hazardous waste permitting and management
- ❖ Thurston County Integrated Pest Management (IPM) program administration
- ❖ School safety consultations and inspections
- ❖ Swimming pool and spa permitting and inspections
- ❖ Vector response and consulting (e.g., bats, animal bites, mosquitos)
- ❖ Lake and beach safety
- ❖ Noise reduction
- ❖ Registering and inspecting gravel mines

**Vital Services Division** provides the public and department with information, financial accountability, and other foundational services and core capabilities necessary for successful and emergency operations.

- ❖ **Vital Records** issues birth certificates for those born in Washington State with birth dates from July 1, 1907 to present and death certificates for deaths that occurred in Thurston County from January 1, 2008 to present. Authority is granted in RCW 70.58.030.
- ❖ **Emergency Preparedness and Response** provides planning and response activities that support the complex challenges that arise in a public health emergency. The program continually plans to anticipate and mitigate health risks from the impact of such an emergency on the community.
- ❖ **Administrative Services** assists in developing and overseeing administrative support operations, leadership, infrastructure, records management, information technology, policies and procedures, travel, supplies, contract/grant management, human resources, customer service, and facility maintenance.
- ❖ **Fiscal Services** provides sound financial management, practices, and accountability for funds entrusted to the department. This work includes ensuring that customers and staff are paid, funding partners are billed, deposits are completed, and all fiscal activity is in conformity with county, state, and/or federal regulations.

**Office of Housing and Homeless Prevention** provides leadership and opportunities in the community to create **safe, affordable housing** and works together with public and private partners to **prevent, reduce, respond to, and end the declared public health emergency of homelessness** in Thurston County. This office manages state and federal contracts and local recording surcharge funds designated for affordable and homeless housing and serves as a regional coordinator and leader on behalf of Thurston County.

**Treatment Sales Tax Office** promotes expanded access to mental health and substance use disorder treatment and related services by funding programs in the following areas:

- ❖ **Therapeutic courts**, such as Drug Court, DUI Court, Mental Health Court, and Veterans Court
- ❖ **Behavioral health programs for adults**, with a focus on individuals **involved in the justice system**
- ❖ **Behavioral health services and supports for children and families**

## 2022 Goals

In 2019, Thurston County PHSS approved a 2020-2024 Department Strategic Plan in conjunction with our accreditation process. The following reflects the Departments strategic focus areas in this next biennium:



### Goals

#### 1.1 Keep getting better

Annual objectives relate to accreditation, quality improvement, data-driven decisions and priorities, and modernization of technology and data systems

#### 1.2 Attract, support and retain a high-quality workforce

Annual objectives relate to employee engagement and satisfaction; workforce training, recruitment, and succession planning

#### 1.3 Promote financial sustainability and accountability

Annual objectives relate to external funding, revenue, and reimbursement; best practices in fiscal planning, stewardship, and management

#### 1.4 Strengthen internal and external communication and customer service

Annual objectives relate to information sharing and coordination within the department and communications strategies to reach all customers



## ADVANCE EQUITY

2

### Goals

#### 2.1 Understand and advance equity internally

Annual objectives relate to internal review through equity lens; workforce, training, and other changes to advance equity

#### 2.2 Assess and advance equity in health and well-being in the community

Annual objectives relate to identification of disparities, access to care, social determinants of health, policy and system changes to reduce disparities



## PROTECT HUMAN HEALTH

3

### Goals

#### 3.1 Monitor, identify, and respond to emerging health threats

Annual objectives relate to assessment and epidemiology, substance use and other health threats

#### 3.2 Reduce incidence of preventable conditions

Annual objectives relate to communicable disease surveillance and investigation, collaboration with partners (i.e. COVID-19)

#### 3.3 Prevent human health threats caused by contamination and environmental hazards

Annual objectives relate to permitting, planning and policy; education, awareness, outreach; community environments

#### 3.4 Identify and address environmental health hazards

Annual objectives relate to monitoring and addressing sources of contamination; climate change; partnerships

#### 3.5 Improve readiness and response to public health emergencies

Annual objectives relate to emergency planning and incident response (i.e. COVID-19)



## PROMOTE HEALTHY BEHAVIOR

4

### Goals

#### 4.1 Support prevention and treatment related to mental health and substance use

Annual objectives relate to suicide prevention, substance use prevention, other mental health promotion, behavioral health treatment and recovery support services

#### 4.2 Improve child and family health outcomes

Annual objectives relate to advancing home visiting; breastfeeding; childhood injury prevention and nutrition; infant mortality; maternal child health assessment

#### 4.3 Encourage healthy living

Annual objectives relate to healthy eating, oral health, physical activity, chronic disease prevention and self-management



## SUPPORT WELL-BEING

5

### Goals

#### 5.1 Prevent and reduce homelessness

Annual objectives relate to affordable housing and homeless prevention and reduction; Homeless Crisis Response System improvements

#### 5.2 Support and expand services for individuals with developmental disabilities

Annual objectives relate to provider capacity; awareness and communications; needs assessment

#### 5.3 Provide assistance and support to help meet community needs

Annual objectives relate to Veterans' needs; community development and basic needs

## Alignment with Other Plans

The PHSS Strategic Plan coordinates and aligns with other plans such as the Thurston County Strategic Plan, Community Health Improvement Plan (CHIP), and Quality Improvement Plan (QI Plan).

### Thurston County Strategic Plan

Developed in 2018, the Thurston County 2019-2020 Strategic Plan informed the development of this plan. PHSS is the champion for several initiatives of the County's overall Strategic Plan; this plan is aligned with those efforts. In addition, this plan's focus on organizational excellence supports Countywide initiatives related to human resources functions, financial stability, and use of technology. Connections between the plans are further detailed below.

PHSS Strategic Plan Focus Area	Related Thurston County Strategic Plan Initiatives
1. Achieve Organizational Excellence	<p><b>Initiative 14.</b> Strengthen sound financial management practices.</p> <p><b>Initiative 17.</b> Make strategic investments in information technology systems and infrastructure.</p> <p><b>Initiative 18.</b> Develop, hire, and retain a quality, stable, diverse, and thriving workforce.</p>
2. Advance Equity	<p><b>Initiative 1.</b> Improve health outcomes for all.</p>
3. Protect Human Health	<p><b>Initiative 1.</b> Improve health outcomes for all.</p> <p><b>Initiative 4.</b> Strengthen emergency management planning and community disaster preparedness.</p> <p><b>Initiative 9.</b> Support environmental health and climate stabilization.</p>
4. Promote Healthy Behaviors	<p><b>Initiative 1.</b> Improve health outcomes for all.</p> <p><b>Initiative 2.</b> Improve community health, wellness and safety.</p>
5. Support Well Being	<p><b>Initiative 3.</b> Collaborate with community partners to reduce homelessness and implement Thurston Thrives housing strategies</p>

**As related to the most recent Thurston County Strategic Plan, the following are proposed 2021-2023 focus activities:**

#### **In Strategic Initiative 1: Improve health outcomes for all.**

- ❖ Focus on improving access, cultivating resources, and implementing policies/strategies to advance opportunities for health equity as identified in health equity assessment especially among populations with evidence of significant disparities such as BIPOC, LGBTQ, children, and low income.

- ❖ Achieve national accreditation by the end of 2022.
- ❖ Continue to improve county health rankings.
- ❖ Sustain and increase Foundational Public Health Services, including: programs that prevent the spread of disease and improve the public's health (e.g., communicable disease control, chronic disease and injury prevention, maternal child health, and access to health care, vital records and environmental public health), as well as emergency preparedness and response, communications, policy development, community partnership development, and infrastructure to support this important work.
- ❖ Increase health and customer service outcomes through efficient technology applications.
- ❖ Provide leadership and support to Thurston Thrives action teams and other community partners in implementing strategies and achieving goals to improve social determinants of health and implement actions on community health needs assessments.
- ❖ Increase breastfeeding rates and decrease premature births through NFP expansion.
- ❖ Improve physical activity levels and nutrition policies for children, youth, and adults to reduce obesity.
- ❖ Continue to respond to impacts of COVID-19 and prevent further spread of disease with special focus on preventing deaths/hospitalizations among vulnerable populations and reducing socio-economic and racial disparities.

**Strategic Initiative 2: Improve community health, wellness, and safety.**

- ❖ Address the opioid crisis by continuing to implement Thurston County's opioid response plan.
- ❖ Improve the mental health and wellbeing of children, youth, and adults and reduce incidents of suicide.
- ❖ Partner with behavioral health organizations, criminal justice partners, and others to effectively use Treatment Sales Tax funds to support those with mental health issues and substance use disorders.
- ❖ Reduce rates of youth smoking, vaping, and substance use, and substance use disorder
- ❖ Expand mobile and secure fixed site access of COVID-19 testing, vaccination, syringe services, including hepatitis C and HIV testing, case management, and naloxone distribution

**Strategic Initiative 3: Collaborate with community partners to reduce homelessness and implement Thurston Thrives housing strategies.**

- ❖ Continue to achieve goals set in the June 2018 Board of Health resolution declaring homelessness a public health crisis such as implement the five-year homeless plan and regional strategies.
- ❖ Reduce homelessness in target vulnerable populations such as veterans, families with children, and those with behavioral health and substance use disorders
- ❖ Increase safe, affordable housing by working with the Regional Housing Council and Thurston Thrives Housing Action Team to incentivize affordable housing development and prevent evictions.

**Strategic Initiative 4: Strengthen emergency management planning and community disaster preparedness.**

- ❖ Continue to respond to the COVID-19 emergency through emergency coordination, response, prevention, and planning to include mass vaccination programs and preparedness for other emergencies/disasters with community partners/stakeholders.

**Strategic Initiative 6: Proactively shape a strong diverse economy that provides equitable access to opportunity.**

- ❖ Improve the economic stability of families by expanding the Nurse-Family Partnership program.
- ❖ Maintain the number of individuals with developmental disabilities employed in Thurston County.
- ❖ Work through Thurston Thrives to address racial disparities and promote health equity and improve economic stability
- ❖ Continue to support efforts to improve and stabilize economic impacts of COVID-19 in Thurston County.



**Strategic Initiative 7: Balance development with the preservation of the county's rural character, natural areas, and open spaces.**

- ❖ In a timely manner, review and update ordinances, regulations, processes, and fee structure in Environmental Health fee-based programs to ensure business services and costs are clear to the public and support the financial sustainability of critical programs.
- ❖ Grow and strengthen existing recreation programs in our community, including those that are inclusive of people of all physical and developmental abilities.
- ❖ Implement actions as identified in the health chapter of the Thurston County Comprehensive Plan.

**Strategic Initiative 9: Support environmental health and climate stabilization.**

- ❖ Adapt and mitigate for climate change impacts through environmental policies and efforts to reduce climate changing emissions, including through the newly adopted regional climate change strategy/plan.
- ❖ Protect and restore drinking and groundwater quality; monitor and maintain storm and surface water quality so streams, lakes, and water sources maintain quality ecosystems; and improve septic systems so waste water is properly treated and cleaned for re-use or discharge.
- ❖ Monitor Thurston County beaches and lakes for harmful conditions that threaten the health of people, marine life, and wildlife.
- ❖ Educate community members and businesses on how to improve air and water quality, promote cleaner alternatives, decrease waste, and ensure compliance efforts are transparent and consistent for citizens.

**Strategic Initiative 11: Design and deliver innovative services through continued justice system reform to maximize community safety, rehabilitation, accountability, and cost effectiveness**

- ❖ Collaborate with law and justice partners to implement strategies to reduce the jail population and create additional community-based diversion opportunities such as LEAD.
- ❖ Continue to foster relationships with the Thurston County jail to identify inmates with developmental disabilities and ensure they are connected with community resources and supports.

**Strategic Initiative 14: Strengthen sound financial management practices.**

- ❖ Increase monitoring, analysis, and forecasting of the financial status for all county funds.
- ❖ Increase strategies to identify new sources of funding for all PHSS programs.

**Strategic Initiative 17: Make strong investments in Information Technology Systems and Infrastructure.**

- ❖ Increase and update electronic and mobile services to the public for use in environmental health, community wellness, and communicable disease and prevention programs.

**Strategic Initiative 18: Develop, hire, and retain a stable, diverse, and thriving workforce.**

- ❖ Increase staff capacity and train PHSS workforce to meet growing demands and conduct succession planning.

**2022 Challenges**

**COVID-19 Response:** Thurston County PHSS continues to lead Thurston County's COVID-19 response. It is expected that we will continue to respond to, mitigate, and work to prevent and control the spread of COVID-19 in the next year and beyond. This will require significant state, federal, and local resources as well as coordination with all office/departments, local jurisdictions, and community partners. We expect to receive and need additional resources in 2021 and will also need to implement, prioritize, and distribute vaccinations in addition to conducting ongoing disease investigation, contact tracing, community-based testing, healthcare system monitoring, isolation/quarantine, public information efforts, enforcement/compliance, and more. It will also be



critical that our community wellness programs are strong to prevent long term health impacts and continue to focus on improving social determinants of health impacted by COVID-19.

**Critically Underfunded Public Health System:** The public relies on PHSS to keep it safe and healthy, yet over time the governmental public health system has been critically underfunded and is no longer able to meet basic responsibilities to protect the health and safety of all Thurston County residents. Funding has diminished in most of our divisions, reducing our capacity to respond to demand and sustain important health programs. For example we no longer have funding to monitor our own county swimming beaches and keep them safe from outbreaks such as norovirus; vaccine funding has been nearly eliminated; and the costs of indirect rates and competitive wages have risen without additional revenue sources. While investing in the social determinants of health and prevention efforts is the most cost-effective way we can improve health outcomes and reduce mortality over time, funding for these programs is frequently usurped by emergent needs that need to be immediately addressed. The funding that is available for these programs is often dependent upon time-limited grants.

**Increase in Disease Burden and Threats to Public Health:** As the Thurston County population is expected to dramatically increase and people increasingly travel and relocate, the infectious disease burden will continue to rise. The number of syringes exchanged, cases of sexually-transmitted illnesses and cases of other notifiable conditions has significantly increased over the last five years. Reduced funding for childhood vaccinations has impacted our ability to maintain capacity for this work and prevent outbreaks such as measles. The complexity of disease events and response has increased over time with conditions such as COVID-19, Ebola, Zika, and hospital-acquired infections, which require much more staff time to address.

**Workforce Development:** PHSS anticipates that there will be several retirements in the upcoming biennium; preparing for these leadership transitions will be critical to furthering our goals. In addition, steps need to be taken to ensure that newly hired staff feel supported and are provided appropriate training and resources to be successful. Many employees have been working harder with fewer resources, increasing the potential for burn-out. We must be ready to respond and adapt to a new generation of workers who may require different workplace conditions. It is increasingly challenging to attract and competitively pay public health employees in the current healthcare environment, and specialized requirements can require longer recruitment periods, putting strain on existing workers. Diversity and inclusivity are department values that must be addressed.

**Modernization and Culture of Change:** PHSS, along with many other local health jurisdictions and county departments, must modernize and make new investments in technology and adapt business practices if we are to survive and thrive especially in the remote working environment we are currently operating in due to COVID-19. PHSS still uses fax and paper records and has outdated policies, practices, systems, and procedures. Our workforce, the public, and the systems we work with demand that we modernize and invest in infrastructure and new ways of doing business. We must also share our story and communicate with the public in a different and ever-changing way. This is especially critical to reach youth we are targeting public health messages too. We also must ensure we are doing everything we can to protect personal health information and confidential communications vulnerable to cyberattacks. In the event of an emergency, we must be prepared to continue operations and protect the health and safety of the public.

**Fiscal Recovery and Sustainability:** Financial resources have remained stagnant or reduced while the cost to perform the same activity has increased. There is continued pressure from funders and the public to meet or increase performance without an increase in funding, increasing expectation for fiscal and program accountability from external funders, and increased competition for limited dollars. PHSS experienced fiscal challenges that will continue to take time to recover from. Increases in indirect costs limit our ability to achieve sustainability or respond to higher demands for services. Increasing threats of emergencies, outbreaks, and requirements to provide expensive investigations and treatments can make PHSS vulnerable without sufficient reserve funding or

budget authority to respond quickly. The COVID-19 emergency has highlighted the critical importance of an adequately funded local health jurisdiction. Like all departments, PHSS will need to balance and adapt to the economic impacts of COVID-19 while still ensuring we meet our statutory obligations and have a robust department to protect the public health and wellbeing of Thurston County residents. The fiscal health and capacity of the organization is challenged as systemic changes in regional, state, and federal funding occur such as behavioral health integration, regionalization, collaborative funding models, and shifting priorities due to new and increasing demands. Unfunded mandates and increasingly restrictive funding sources make it necessary to depend on a shrinking supply of our most flexible sources of funding. While there is a clear need and return on investment for additional important services such as prevention programs, more immediate crises consume resources, leaving us downstream.

**Increased Community Health Needs and Demand for Services:** PHSS is a trusted community leader that must respond to community needs regardless of whether or not resources exist to address the issues. PHSS is expected to be the Chief Health Strategist in our community, region, and throughout the state requiring broader reach and a greater need to develop partnerships with community and healthcare partners. Thurston County has some of the highest rates of adverse childhood experiences in the state, and this is reflected in many of the health challenges we see. We are currently responding to multiple crises including racism, COVID-19, homelessness, behavioral health, poverty/declining economic conditions, suicide, and opioid use.

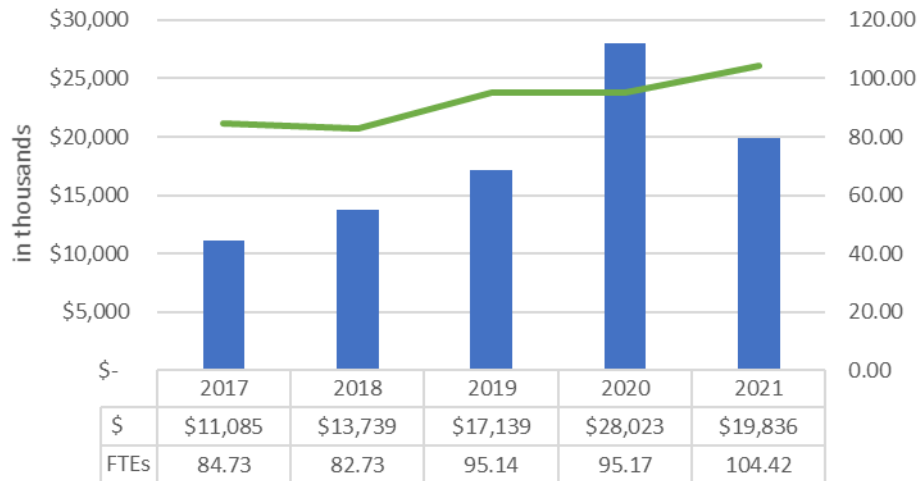
## Funds

PHSS operates within five special revenue funds and two enterprise funds.

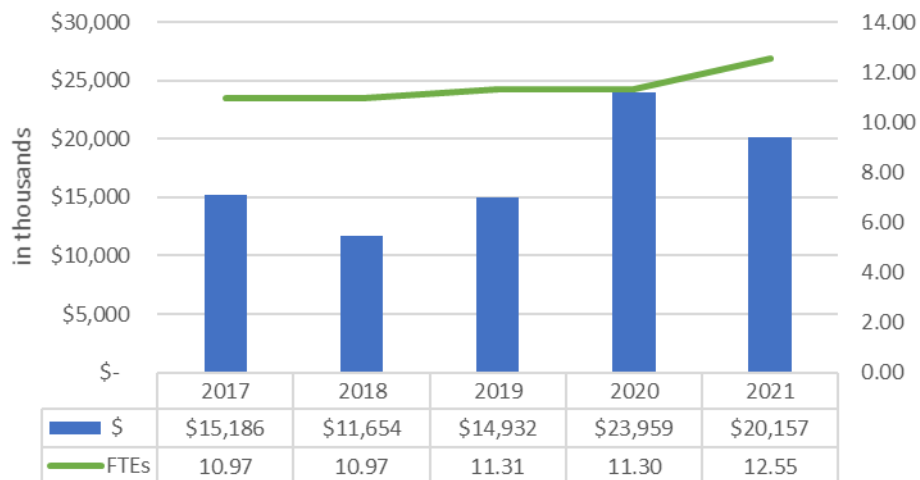
- ❖ **Treatment Sales Tax Fund 1180.** A 1/10th of one percent sales tax was approved by the BoCC in December 2008. Funds provide for the operation or delivery of new or expanded chemical dependency or mental health treatment programs and services and for the operation of therapeutic court programs and services.
- ❖ **Veterans Assistance Fund 1200.** This fund provides assistance to eligible Thurston County veterans and their families. Revenue is from property taxes. Expenditures include costs for assistance such as rent, utilities, food, clothing, transportation, and burial services.
- ❖ **Housing and Community Renewal Fund 1400.** This fund provides affordable housing development and homeless prevention grant administration, development, planning, services, and assistance.
- ❖ **Technology Replacement Fund 1490.** This fund accounts for the planned expenditures for hardware replacement and software development.
- ❖ **Public Health and Social Services Fund 1500.** This fund provides public health services and social services including vital services such as vital records, administration, and emergency preparedness; child, family, & community wellness programs such as maternal child health, developmental disabilities, special recreation, and community engagement programs; communicable disease investigation and prevention programs. Revenue is from a mix of grants, contracts, transfers from the state, and county general funds.
- ❖ **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.
- ❖ **Environmental Health Fund 4520.** This newly established fund accounts for all Environmental Health related programs, services, and activities, and fees. Revenues are primarily generated through various fees, permits, and assessments. Expenditures are comprised of inspections, monitoring, permit reviews, compliance work and other costs necessary to support efforts to protect the health of the environment.

**Budget Snapshots:**

Public Health, Budget and FTE Trends



Social Services, Budget and FTE Trends



**Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
Number of notifiable conditions	Cases	2,023	2,424	2,436	2,425	2,443
Water quality samples analyzed	Number	7,322	7,294	7,197	10,025	9,212
Septic system applications received	Number	1,433	1,636	2,002	1,966	1,758
Time of transfer applications processed	Number	1,986	2,382	2,447	2,432	2,455
Food service inspections completed	Number	1,182	1,280	1,107	871	846
Solid & hazardous waste facilities inspected	Number	119	53	41	162	147
Nurse family partnership participants served	Number	290	322	346	375	414
Developmentally disabilities participants served	Number	500	530	540	543	549
Vital records issues	Number	14,175	13,932	13,475	14,001	13,697
Housing and Homeless prevention participants serves	Number	1,009	1,358	1,017	2,319	3,032

## EXPENDITURES &amp; FTEs BY DEPARTMENT

Public Health	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	96.14	0.00	107.50
Personnel	8,550,897	11,719,227	4,129,439	11,353,591
Internal Services	1,788,811	2,003,571	988,656	2,370,477
Professional Services	2,658,268	11,466,360	233,306	4,565,772
Operating Costs	701,427	2,732,933	175,029	1,360,683
Debt Services	8,240	8,240	1,373	8,240
Capital Expenses	16,000	0	0	0
Transfer to Other County Funds	1,277,693	92,885	0	177,429
<b>Public Health Total</b>	<b>15,001,336</b>	<b>28,023,216</b>	<b>5,527,804</b>	<b>19,836,192</b>

## EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	0	0	0	71,068
Internal Services	0	0	0	5,568
Professional Services	0	0	0	6,000
Operating Costs	0	0	0	6,533
<b>0010 - General Fund Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>89,169</b>

1180 - Treatment Sales Tax	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	637,742	770,980	260,431	933,218
Internal Services	35,012	69,961	33,377	251,258
Professional Services	2,335,459	2,776,857	163,550	3,061,857
Operating Costs	98,049	216,815	4,255	169,065
Transfer to Other County Funds	0	79,123	0	0
<b>1180 - Treatment Sales Tax Total</b>	<b>3,106,262</b>	<b>3,913,736</b>	<b>461,613</b>	<b>4,415,398</b>

1400 - Housing & Community Renewal	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Professional Services	0	1,988,374	0	0
<b>1400 - Housing &amp; Community Renewal Total</b>	<b>0</b>	<b>1,988,374</b>	<b>0</b>	<b>0</b>

1490 - Public Health & Social Services - Technology	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Internal Services	683	905	453	582
Operating Costs	24,914	30,205	7,600	30,205
<b>1490 - Public Health &amp; Social Services - Technology Total</b>	<b>25,597</b>	<b>31,110</b>	<b>8,052</b>	<b>30,787</b>

# Department Budget: Public Health

Department 40

<b>1500 - Public Health &amp; Social Services</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	4,273,623	6,839,359	2,251,360	5,147,377
Internal Services	1,431,025	1,049,150	518,168	1,129,292
Professional Services	230,215	6,353,073	43,892	1,251,615
Operating Costs	424,889	2,280,074	125,414	969,741
Debt Services	8,240	8,240	1,373	8,240
Transfer to Other County Funds	1,277,693	2,600	0	2,600
<b>1500 - Public Health &amp; Social Services Total</b>	<b>7,645,686</b>	<b>16,532,496</b>	<b>2,940,208</b>	<b>8,508,865</b>

<b>4510 - Community Loan Repayment #1</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	1,243	1,330	665	1,221
Professional Services	0	149,281	0	1,000
<b>4510 - Community Loan Repayment #1 Total</b>	<b>1,243</b>	<b>150,611</b>	<b>665</b>	<b>2,221</b>

<b>4520 - Environmental Health</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	3,639,532	4,108,888	1,617,648	5,201,928
Internal Services	320,848	882,225	435,993	982,556
Professional Services	92,593	198,775	25,864	245,300
Operating Costs	153,575	205,839	37,761	185,139
Capital Expenses	16,000	0	0	0
Transfer to Other County Funds	0	11,162	0	174,829
<b>4520 - Environmental Health Total</b>	<b>4,222,548</b>	<b>5,406,889</b>	<b>2,117,266</b>	<b>6,789,752</b>

## REVENUE BY DEPARTMENT

Public Health	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	5,787,000	5,897,961	2,105,719	5,245,609
Taxes	6,541,640	6,743,937	1,830,010	6,860,937
General Fund Contribution	1,106,529	1,106,529	553,264	1,018,364
From Other Funds	1,364,571	156,001	32,318	10,000
Intergovernmental Revenue	1,123,459	9,628,297	628,010	1,282,122
Miscellaneous Revenue	787,567	767,810	667,069	767,052
Grants	1,728,329	4,732,540	540,786	5,060,512
<b>Public Health Total</b>	<b>18,439,095</b>	<b>29,033,075</b>	<b>6,357,176</b>	<b>20,244,596</b>

## REVENUE BY FUND AND TYPE

1180 - Treatment Sales Tax	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Taxes	6,405,703	6,608,000	1,830,010	6,725,000
<b>1180 - Treatment Sales Tax Total</b>	<b>6,405,703</b>	<b>6,608,000</b>	<b>1,830,010</b>	<b>6,725,000</b>

1490 - Public Health & Social Services - Technology	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Miscellaneous Revenue	2,372	1,000	778	1,000
<b>1490 - Public Health &amp; Social Services - Technology Total</b>	<b>2,372</b>	<b>1,000</b>	<b>778</b>	<b>1,000</b>

1500 - Public Health & Social Services	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	1,042,252	673,861	168,624	946,077
Taxes	135,937	135,937	0	135,937
General Fund Contribution	1,056,734	1,056,734	528,367	968,569
From Other Funds	86,878	146,001	32,318	0
Intergovernmental Revenue	1,123,459	9,628,297	628,010	1,282,122
Miscellaneous Revenue	165,295	0	56,533	165,342
Grants	1,535,645	4,305,108	485,789	4,224,897
<b>1500 - Public Health &amp; Social Services Total</b>	<b>5,146,199</b>	<b>15,945,938</b>	<b>1,899,641</b>	<b>7,722,944</b>

4510 - Community Loan Repayment #1	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Miscellaneous Revenue	9,833	185,100	3,636	9,700
<b>4510 - Community Loan Repayment #1 Total</b>	<b>9,833</b>	<b>185,100</b>	<b>3,636</b>	<b>9,700</b>

Department Budget: Public Health			Department 40	
4520 - Environmental Health	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	4,744,748	5,224,100	1,937,095	4,299,532
General Fund Contribution	49,795	49,795	24,897	49,795
From Other Funds	1,277,693	10,000	0	10,000
Miscellaneous Revenue	610,067	581,710	606,122	591,010
Grants	192,685	427,432	54,997	835,615
<b>4520 - Environmental Health Total</b>	<b>6,874,988</b>	<b>6,293,037</b>	<b>2,623,111</b>	<b>5,785,952</b>



## EXPENDITURES &amp; FTEs BY DEPARTMENT

<b>Social Services</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	11.31	0.00	12.55
Personnel	964,412	1,809,920	354,841	1,529,620
Internal Services	329,775	562,089	171,039	398,982
Professional Services	12,167,627	19,065,996	4,225,038	17,807,636
Operating Costs	153,017	2,424,233	22,245	390,233
Debt Services	0	0	0	0
Capital Expenses	0	0	49,185	0
Transfer to Other County Funds	64,023	96,952	32,318	30,074
<b>Social Services Total</b>	<b>13,678,854</b>	<b>23,959,190</b>	<b>4,854,665</b>	<b>20,156,545</b>

## EXPENDITURES BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	0	0	0	17,000
Internal Services	0	0	0	2,469
Operating Costs	0	0	0	7,531
<b>0010 - General Fund Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,000</b>

<b>1200 - Veterans</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	83,518	70,570	39,149	96,180
Internal Services	20,048	23,570	11,221	26,774
Professional Services	48,899	46,000	0	46,000
Operating Costs	84,333	198,526	13,918	198,526
Transfer to Other County Funds	11,520	14,375	9,168	0
<b>1200 - Veterans Total</b>	<b>248,317</b>	<b>353,041</b>	<b>73,456</b>	<b>367,480</b>

<b>1400 - Housing &amp; Community Renewal</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	409,001	1,056,269	142,571	609,913
Internal Services	133,718	169,961	83,996	193,893
Professional Services	6,808,838	13,820,500	2,192,847	12,097,711
Operating Costs	27,809	2,090,230	4,306	49,230
Capital Expenses	0	0	49,185	0
Transfer to Other County Funds	52,503	52,503	23,150	0
<b>1400 - Housing &amp; Community Renewal Total</b>	<b>7,431,869</b>	<b>17,189,463</b>	<b>2,496,055</b>	<b>12,950,747</b>

Department Budget: Social Services			Department 41	
1500 - Public Health & Social Services	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	471,893	683,081	173,121	806,527
Internal Services	176,010	368,558	75,822	175,846
Professional Services	5,309,889	5,199,496	2,032,190	5,663,925
Operating Costs	40,875	135,477	4,021	134,946
Transfer to Other County Funds	0	30,074	0	30,074
<b>1500 - Public Health &amp; Social Services Total</b>	<b>5,998,668</b>	<b>6,416,686</b>	<b>2,285,154</b>	<b>6,811,318</b>

#### REVENUE BY DEPARTMENT

Social Services	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	3,262,939	2,610,745	1,504,910	2,540,745
Taxes	1,192,667	1,486,586	794,007	1,825,100
General Fund Contribution	155,782	180,782	38,804	171,147
From Other Funds	1,250	0	0	0
Intergovernmental Revenue	27,242	3,876,460	12,700	4,860
Miscellaneous Revenue	89,975	29,625	38,967	29,625
Grants	10,269,674	20,181,866	2,946,026	16,444,579
<b>Social Services Total</b>	<b>14,999,529</b>	<b>28,366,064</b>	<b>5,335,413</b>	<b>21,016,056</b>

#### REVENUE BY FUND AND TYPE

1200 - Veterans	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Taxes	398,308	452,100	227,600	467,100
From Other Funds	250	0	0	0
Intergovernmental Revenue	2,550	2,360	1,680	2,360
Miscellaneous Revenue	14,669	2,875	6,893	2,875
<b>1200 - Veterans Total</b>	<b>415,776</b>	<b>457,335</b>	<b>236,172</b>	<b>472,335</b>

Department Budget: Social Services			Department 41	
<b>1400 - Housing &amp; Community Renewal</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	3,093,214	2,413,000	1,467,897	2,343,000
Taxes	0	0	0	333,000
General Fund Contribution	128,782	153,782	25,304	171,147
From Other Funds	1,000	0	0	0
Intergovernmental Revenue	0	3,871,600	0	0
Miscellaneous Revenue	57,702	20,000	26,621	20,000
Grants	4,965,830	14,521,884	1,172,834	10,522,495
<b>1400 - Housing &amp; Community Renewal Total</b>	<b>8,246,528</b>	<b>20,980,266</b>	<b>2,692,655</b>	<b>13,389,642</b>
<b>1500 - Public Health &amp; Social Services</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	169,725	197,745	37,014	197,745
Taxes	794,360	1,034,486	566,407	1,025,000
General Fund Contribution	27,000	27,000	13,500	0
Intergovernmental Revenue	24,692	2,500	11,020	2,500
Miscellaneous Revenue	17,604	6,750	5,453	6,750
Grants	5,303,844	5,659,982	1,773,192	5,922,084
<b>1500 - Public Health &amp; Social Services Total</b>	<b>6,337,225</b>	<b>6,928,463</b>	<b>2,406,586</b>	<b>7,154,079</b>

Department Budget: Public Health		Department 40
<b>Program: A325 - Other Restricted</b>		
<b>Description:</b> The Treatment Sales Tax Project office manages the Treatment Sales Tax fund, contracts and performance measures. Supports the Treatment Sales Tax Advisory Committee.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	12,340	2,829
<b>Program: A344 - Treatment Sales Tax</b>		
<b>Description:</b> Records tax revenue and related expenditures for chemical dependency, mental health treatment programs and the operation of therapeutic courts.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	600,950	1,157,556
<b>Revenue</b>	6,608,000	6,725,000
<b>Program: B661 - Veteran's Housing</b>		
<b>Description:</b> This code tracks County Interfund and Central Services charges related to the Veteran's Assistance Staff and fund.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	52,139	21,383
<b>Program: D200 - General Public Health</b>		
<b>Description:</b> This code is used to track revenue/expenditures that are not clearly able to be tracked by another defined code.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	533,784	553,784
<b>Revenue</b>	2,236,631	2,230,691
<b>Program: D210 - Administration-Health Officer</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	251,892	246,391
<b>Revenue</b>	45,464	45,464
<b>Program: D211 - Administration-Public Health</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,952,070	1,348,618
<b>Revenue</b>	0	65,700
<b>Program: D213 - Administration - Disease Control Prevention</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	287,075	166,688

Department Budget: Public Health		Department 40
<b>Program: D215 - Administration - Environmental Health</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	801,402	2,054,751
<b>Program: D216 - Administration - Fiscal</b>		
<b>Description:</b> This program provides overall financial management and policy development for the department to include budget development, budget monitoring, grants and contract management, accounts payable, accounts receivable, and payroll.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	461,113	155,834
<b>Program: D222 - 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,338,181	2,525,958
<b>Revenue</b>	1,694,641	1,773,259
<b>Program: D225 - Children with Special Health Needs</b>		
<b>Description:</b> Activities in this program promote healthy pregnancies and positive birth and parenting outcomes. Services include home visitation, maternity support and case management, early intervention services to families with children with special health care needs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	122,874	124,116
<b>Revenue</b>	95,575	73,175
<b>Program: D232 - Immunizations</b>		
<b>Description:</b> We promote the use of vaccines to increase vaccination rates and work with local providers to provide appropriate vaccination schedules.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	32,506	26,752
<b>Revenue</b>	16,712	16,712
<b>Program: D233 - Sexually Transmitted Disease</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	48,610	59,604

Department Budget: Public Health		Department 40
<b>Program: D234 - Tuberculosis/Communicable Disease</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	508,066	488,631
<b>Revenue</b>	59,603	119,100
<b>Program: D235 - 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	480,262	383,802
<b>Revenue</b>	378,437	303,437
<b>Program: D239 - OTHER COMMUNICABLE DISEASES</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	10,612,232	299,257
<b>Revenue</b>	9,975,152	296,612
<b>Program: D249 - 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	359,305	428,537
<b>Revenue</b>	139,175	151,986
<b>Program: D252 - 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	220,837	243,506
<b>Revenue</b>	130,621	175,000
<b>Program: D253 - 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	536,948	561,963
<b>Revenue</b>	582,086	600,743

Department Budget: Public Health		Department 40
<b>Program: D254 - Onsite Sewage Systems and Land Development</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,104,489	1,019,138
<b>Revenue</b>	2,270,358	1,950,000
<b>Program: D256 - Food</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	818,372	873,379
<b>Revenue</b>	996,306	996,306
<b>Program: D257 - Chemical and Physical Hazards</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	373,871	262,346
<b>Revenue</b>	543,146	352,038
<b>Program: D258 - Living Environment</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	206,511	244,330
<b>Revenue</b>	222,890	222,890
<b>Program: D259 - Gravel Mining</b>		
<b>Description:</b> Activities include review of new and existing gravel mines based on standards established by ordinance of the Board of County Commissioners.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	16,830	16,830

Department Budget: Public Health		Department 40
<b>Program: D260 - Environmental Water Quality</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	954,408	1,131,109
<b>Revenue</b>	1,170,199	1,563,783
<b>Program: D271 - 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	87,182	87,910
<b>Revenue</b>	90,000	90,000
<b>Program: D272 - 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	299,107	308,470
<b>Revenue</b>	360,601	260,400
<b>Program: D273 - General Health Education</b>		
<b>Description:</b> Services and activities which encourage people to adopt and maintain a healthy lifestyle as well as advocate social and environmental changes needed to facilitate healthful living conditions. Activities include workshops, prevention hotlines, health fairs, etc.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	213,266	212,953
<b>Revenue</b>	220,000	200,500
<b>Program: D279 - Epidemiology</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	99,392	92,963
<b>Program: D288 - Emergency Response - Bioterrorism</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	330,657	338,660
<b>Revenue</b>	257,670	257,670



Department Budget: Public Health		Department 40
<b>Program: D290 - Other Miscellaneous Public Health</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	289,189	288,000
<b>Revenue</b>	736,878	670,000
<b>Program: D294 - Operation and Maintenance - Onsite Sewage Systems</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	347,432	348,104
<b>Program: D299 - Surface Water Equipment Rental and Revolving</b>		
<b>Description:</b> This program records user fees and replacement/maintenance costs of ground and surface water monitoring		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	5,000	5,000
<b>Program: D300 - Technology Replacement</b>		
<b>Description:</b> Planned expenditures for technology replacements based on a five-year replacement cycle.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	31,110	30,787
<b>Revenue</b>	1,000	1,000
<b>Program: D310 - State Revolving Fund Loan</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	185,100	9,700
<b>Program: D313 - STATE REVOLVING LOAN PROF SRVS</b>		
<b>Description:</b> This code tracks interfund payments to support the fund used for low interest loans to help those who need financial assistance to repair failing septic systems.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	150,611	2,221
<b>Program: D660 - Behavioral Health Organization - Treatment Services</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,500,033	3,594,572
<b>Revenue</b>	0	1,076,600

Department Budget: Social Services		Department 41
<b>Program: B660 - Veteran's Administration</b>		
<b>Description:</b> This code tracks County Interfund and Central Services charges related to the Veteran's Assistance Staff and fund.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	37,945	42,676
<b>Revenue</b>	457,335	472,335
<b>Program: B661 - Veteran's Housing</b>		
<b>Description:</b> This code tracks County Interfund and Central Services charges related to the Veteran's Assistance Staff and fund.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	7,880	7,880
<b>Program: B662 - Veteran's Assistance</b>		
<b>Description:</b> This code tracks direct staff and other staff related costs to implement the Veteran's Assistance Program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	235,046	235,046
<b>Program: B663 - Veteran's Services</b>		
<b>Description:</b> This code tracks activity for providing assistance to eligible Thurston County veterans and their families who are experiencing financial hardship. The code tracks costs associated with providing rent, utilities, food, clothing, transportation and burial services. The Veterans' Assistance Fund is funded by a portion of county property tax per RCW 73.08		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	72,170	81,878
<b>Program: C620 - Community Relations</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	598	0
<b>Program: C628 - CHG Housing and Essential Needs (HEN) Grant</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,830,594	3,051,594
<b>Revenue</b>	2,830,594	3,051,594
<b>Program: C640 - Administration</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	4,907,462	773,543
<b>Revenue</b>	4,562,188	941,588
<b>Program: C642 - COVID - 19 EMERGENCY HOUSING</b>		
<b>Description:</b> COVID outbreak homeless housing response		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	4,228,165	3,325,376
<b>Revenue</b>	8,337,765	3,325,376

Department Budget: Social Services		Department 41
<b>Program: C650 - HB 2060</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	237,500	250,500
<b>Revenue</b>	237,500	290,500
<b>Program: C654 - Home</b>		
<b>Description:</b> A minimum of 15% of Federal HOME Investment Partnership Program (HOME) entitlement funds, which are required by statute to be allocated to Community Housing Development Organizations for the development of affordable housing.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	107,636	189,636
<b>Revenue</b>	0	190,000
<b>Program: C656 - End Homelessness 60%</b>		
<b>Description:</b> Provide affordable housing, homeless housing, shelter, and services that benefit low-income, homeless, at risk and special needs residents of Thurston County (State and federal grant contracts, RCW 36.22.179)		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,692,000	1,829,590
<b>Revenue</b>	1,712,000	1,745,000
<b>Program: C665 - Regional Health and Human Services Council</b>		
<b>Description:</b> Funds allocated by the Community Investment Partnership (CIP), which is a partnership between the Thurston County Regional Health and Human Services Council (HHSC) and the United Way of Thurston County. HHSC utilizes dedicated local sales tax revenue to support health and human service activities.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	400,500	249,500
<b>Revenue</b>	407,575	261,940
<b>Program: C668 - Affordable Housing</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	30,000
<b>Revenue</b>	0	333,000
<b>Program: C671 - Community Development Block Grant Entitlement</b>		
<b>Description:</b> Federal Community Development Block Grant funds which Thurston County receives as an entitlement community designated as an Urban County by the U.S. Department of Housing and Urban Development. Funds must be used to benefit low-moderate income households.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,625,069	2,173,069
<b>Revenue</b>	1,625,069	2,173,069

Department Budget: Social Services		Department 41
<b>Program: C675 - Home Entitlement</b>		
<b>Description:</b> Federal HOME Investment Partnership Program (HOME) funds which Thurston County receives as an entitlement community as designated by the U.S. Department of Housing and Urban Development. Funds must be used to create affordable housing.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,159,939	1,077,939
<b>Revenue</b>	1,267,575	1,077,575
<b>Program: C946 - Disabled Recreation Activities</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	230,719	226,629
<b>Revenue</b>	114,000	87,000
<b>Program: D411 - RSN Administration</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	7	0
<b>Program: D611 - Chemical Dependency Administration</b>		
<b>Description:</b> This program is responsible for implementing the program agreement between the county and the Division		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	160,015	0
<b>Revenue</b>	160,000	0
<b>Program: D698 - Substance Use Disorder Optional Services</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	215,394	371,177
<b>Revenue</b>	239,327	371,177
<b>Program: D701 - Mason County Developmental Disabilities Mason Tax</b>		
<b>Description:</b> Code used to track Millage contribution from Mason County. Funds are used to support DD program in		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	621,405	621,405
<b>Program: D801 - Thurston County Developmental Disabilities Thurston Tax</b>		
<b>Description:</b> Thurston County revenues that support the Developmental Disabilities program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,034,486	1,025,000
<b>Program: D802 - Thurston County Developmental Disabilities State</b>		
<b>Description:</b> Revenue from the state Department of Social and Health Services to support the Developmental Disabilities		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	4,752,995	5,014,222

Department Budget: Social Services		Department 41
<b>Program: D804 - Thurston County Developmental Disabilities Timber</b>		
<b>Description:</b> Revenue from the state from Timber to support the DD program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	3,750	3,750
<b>Program: D805 - Thurston County Developmental Disabilities Forest Board</b>		
<b>Description:</b> Revenue from the state to support the DD program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	2,500	2,500
<b>Program: D810 - Thurston County Developmental Disabilities Administration</b>		
<b>Description:</b> This program is responsible for the administration of the developmental disability program. Activities include program planning, budgeting, contracting, monitoring, evaluation and coordination.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	577,513	718,672
<b>Program: D830 - Thurston County Developmental Disabilities Training</b>		
<b>Description:</b> To increase job related skills and knowledge of staff and employment/inclusion providers, in the provision of services to people with developmental disabilities.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	40,000	40,000
<b>Program: D840 - Thurston County Developmental Disabilities - Community Information</b>		
<b>Description:</b> Information and referral services pertaining to individuals with developmental disabilities to include community consultation, capacity building and organization activities.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	68,152	68,152
<b>Program: D864 - Thurston County Developmental Disabilities - Individual Employment</b>		
<b>Description:</b> Individualized services necessary to assist persons with developmental disabilities obtain and continue integrated employment.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	4,591,352	4,881,604
<b>Program: D867 - Thurston County Developmental Disabilities Community Access</b>		
<b>Description:</b> Individualized services promoting skill development, independent living, and community integration for persons' to learn how to actively and independently engage in their local community.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	258,000	258,000
<b>Program: D890 - Thurston County Developmental Disabilities Other Activities</b>		
<b>Description:</b> Special projects and demonstrations such as infrastructure projects in support of clients and start-up projects that support an agency.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	100,000	100,000
<b>Program: D894 - Partnership Project - Thurston</b>		
<b>Description:</b> High School Transition activities in Thurston County including collaborative partnerships with school districts, employment providers, DVR, families, employers and other community collaborators needed to provide employment supports and services to young adults with developmental disabilities.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	175,534	174,084

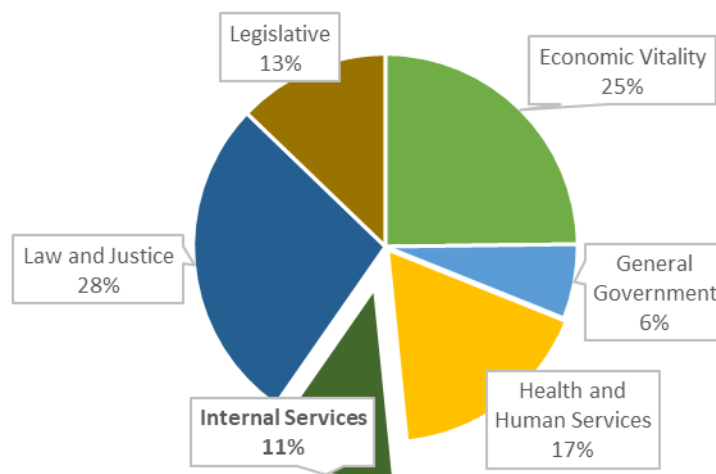
## Internal Services

The Internal Services Strategic Area includes Central Services, Human Resources and Information Technology.

### Internal Services Operating Budget Summary:

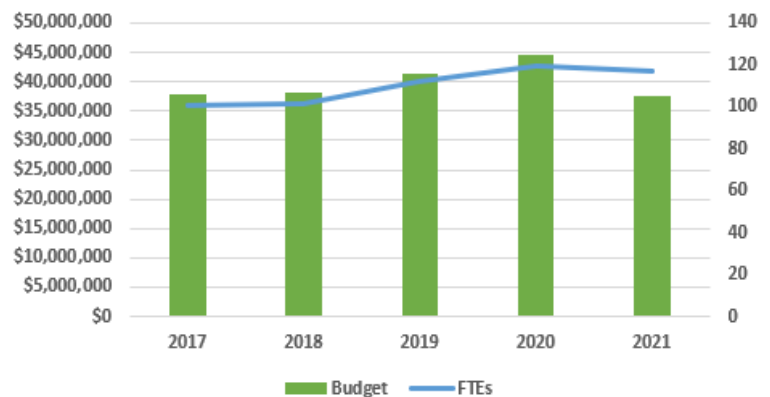
Budgeted 2021 operating expenditures total \$37,595,445 or 11% of the Operating budget.

### Operating Budget by Strategic Area



2021 Internal Services Budget by Department		
Department	Budget	FTEs
Central Services	17,214,112	51.00
Human Resources	5,497,517	19.00
Information Technology	14,883,816	47.18
<b>Total Internal Services</b>	<b>37,595,445</b>	<b>117.18</b>

### Internal Services, Operating Budget and FTEs

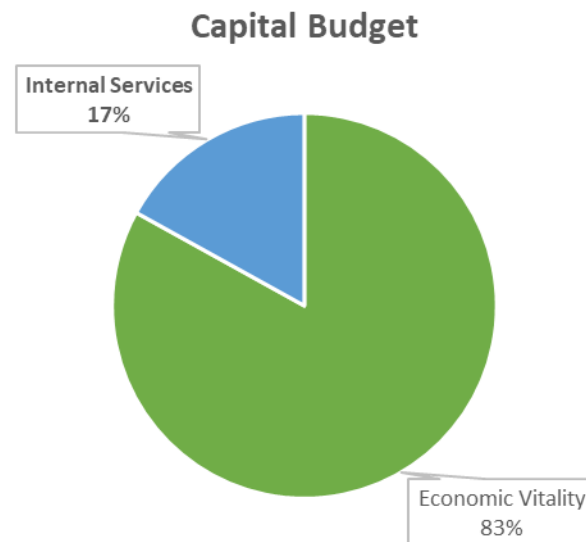


**Internal Services Operating Investments:**

Department	Request Title	Revenue Change	Expenditure Change
Central Services	Adding Equipment to ER&R	370,086	255,700
Central Services	Increased Road Deputies in Patrol (2 FTEs - phased in)	124,000	124,000
Central Services	Off Campus Court Room Lease	470,943	470,943
Information Technology	Adding a Criminal Justice Manager	2,500	2,500
Information Technology	Funding for Rochester School Resource Officer - Full Time FTE	6,000	6,000
Information Technology	General Obligation Bond to Fund Information Technology Systems (Companion to B-38-04 and B-38-08)	8,000,000	
Information Technology	Implementing New Finance, Budgeting and Human Resource System		1,729,428
Information Technology	Increased Road Deputies in Patrol (2 FTEs - phased in)	12,000	12,000
Information Technology	IT Support	133,285	133,285
Information Technology	Placeholder for Replacing the Amanda System	440,133	500,000
Information Technology	Property Control Analyst and Office Assistant, Senior	5,000	2,500

**Internal Services Capital Budget Summary:**

Capital Projects often last longer than a year and are appropriated for the duration of the project. Central Services 2021 capital projects total \$6,491,106 and represent 17% of the capital budget:

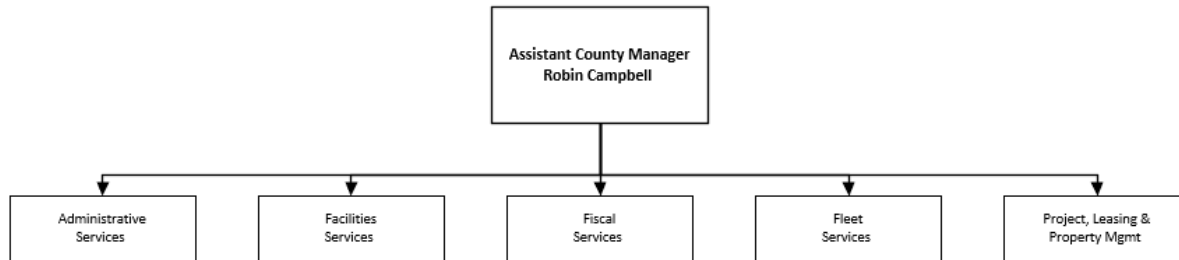


Internal Services Capital Projects	2021 Budget	Future Years	Total Budget
Central Services County Building Projects	6,491,106	53,809,106	60,300,212

**Internal Service Policy Capital Investments:**

Department	Request Title	Revenue Change	Expenditure Change
Central Services	Building #5 Parking Lot (Project #25595)		150,000
Central Services	Building #6 Roof Repair (Project #25612)		50,000
Central Services	Family Juvenile Court Hydronic Heating System Repairs (Project #25611)		50,000
Central Services	Placeholder for General Obligation Bond to Fund Courthouse Infrastructure Improvements	25,500,000	
Central Services	Providing a Location for Recently Released Inmates to Access Community Resources - Placeholder	100,000	100,000
Central Services	Regional Transition Center Infrastructure (Project #25F04)	150,000	150,000
Central Services	Thurston County Corrections Facility (TCCF) Recreation Yard (Project #25607)		200,000
Central Services	Thurston County Courthouse Infrastructure Upgrades		500,000



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

We partner with our customers to deliver public services that promote a vibrant community.

We are united as effective stewards of public resources delivering exceptional services that meet customer business needs. Our customer commitments are to be open and collaborative. We build trust. We ensure that our customers feel welcomed, heard, informed, confident, and successful.

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 633,000 square feet of county owned buildings, oversees contracted custodial and landscaping services, and administers the service levels and payment of utilities.
- ❖ The Facilities Engineering/Project Management team administers major capital construction projects, leases, and property management.
- ❖ The Administrative Services Division provides county-wide mail services, records management, and surplus program administration, as well as internal contracts and administrative support.
- ❖ The Fiscal Services team manages internal budgeting and accounting services.
- ❖ The Equipment Rental and Replacement / Fleet Services Division purchases and maintains all the vehicles and fleet equipment owned by the county.

**2021 Goals:**

Central Services' goals for 2021 come together in support of these long-term objectives:

- ❖ Deliver value – Provide safe, secure, accessible, and functional facilities and equipment to effectively support the County’s services and workforce.
- ❖ 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.
- ❖ Promote sustainability – Pursue reductions in our carbon footprint and expenditures in building energy use, vehicle fuel consumption, commute trips, and waste disposal.

#### Facilities & Capital Projects

- ❖ Support County leaders in efforts to determine a set of long-term strategies for renovating the Courthouse campus.
- ❖ Improve the security of existing County facilities to ensure a safe environment for employees and customers.
- ❖ Create a plan for the sustainable maintenance and replacement of County facilities. Develop capacity to maintain facility condition assessment data to inform long-range facilities major maintenance and replacement reserve plans.
- ❖ Continue to improve preventative and predictive maintenance practices in order to reduce repair and operations costs. Improve work order processes and tools to enhance workload management, improve asset condition, and strengthen performance management.
- ❖ Ensure contracted services meet performance expectations.
- ❖ Continue to identify and implement sustainable practices, policies, and procedures.

#### Administrative/Fiscal Services

- ❖ In partnership with Human Resources, continue to support training strategies to strengthen internal coordination, collaboration, and development of supervisors across Central Services.
- ❖ Continue to develop the internal contracts and purchasing function to support the increasing diversity and complexity of Central Services’ procurement activities.
- ❖ Continue to support the Information Technology Department by providing continued fiscal and administrative services during the 2021 budget year.

#### Equipment Rental and Replacement / Fleet Services

- ❖ Continue to develop a comprehensive fleet management plan and strengthen business practices. Supporting goals will include:

- Continue to strengthen data gathering and analysis to enhance fleet utilization and optimization.
- Continue to improve preventative and predictive maintenance practices in order to reduce repair and operations costs.
- Complete efforts to create and negotiate customer Service Level Agreements.
- ❖ Complete efforts to revise, update, and establish (as needed) County fleet policies, including the Motor Pool and Vehicle Use policies.
- ❖ Continue to identify and implement sustainable practices and alternative fuel use strategies.
- ❖ Complete Certification programs through the Government Fleet Association and the American Public Works Association and achieve accreditation to industry standards and best practices.

## **2021 Challenges**

### **Facilities & Capital Projects**

- ❖ Managing increasing demands for complex and time-intensive facilities and real estate portfolio planning and analysis work, as well as major renewal projects at aging buildings.
- ❖ Meeting growing needs for maintenance services in recently occupied county owned space within established staffing and funding levels.
- ❖ Providing detailed analysis and project leadership for improving energy efficiency of County facilities and operations.
- ❖ Resolving storm-water management considerations and detention capacity needs at the site of the Corrections facilities.
- ❖ Improving security infrastructure at County facilities.

### **Administrative / Financial Services**

- ❖ Prioritizing limited Record Center resources to aid customers in scanning historical/permanent documents while engaging in complex and time-intensive large IT application replacement projects that will have significant impacts on County document management strategies.
- ❖ Continue partnering with Capital Project Managers to streamline capital project administration processes, standardize practices, strengthen controls, and gain efficiencies.

### **Equipment Rental and Replacement / Fleet Services**

- ❖ Calibrating service levels and fully burdened labor rates. Evaluating impacts of work schedules and staffing changes on overtime in comparison to adding a position.
- ❖ Coordinating with State contracting processes to schedule vehicle and equipment replacement arrivals/up-fits to not overload the capacity of the shop.
- ❖ Implementing a vehicle and equipment utilization management policy that supports fleet optimization yet provides the right vehicles and equipment to meet customer business needs.
- ❖ Addressing limited resource capacity to meeting increasing equipment technology training needs, expand telematics, and address the lack of consistent, reliable data for analysis to optimize fleet management and utilization.
- ❖ Developing alternative fuels applications in order to meet the goals under Chapter 194-29 WAC that require local governments, to the extent practicable, to satisfy 100% of their fuel usage for vehicles, vessels, and construction equipment from electricity or biofuel.

**Funds:**

Central Services operates in the following funds:

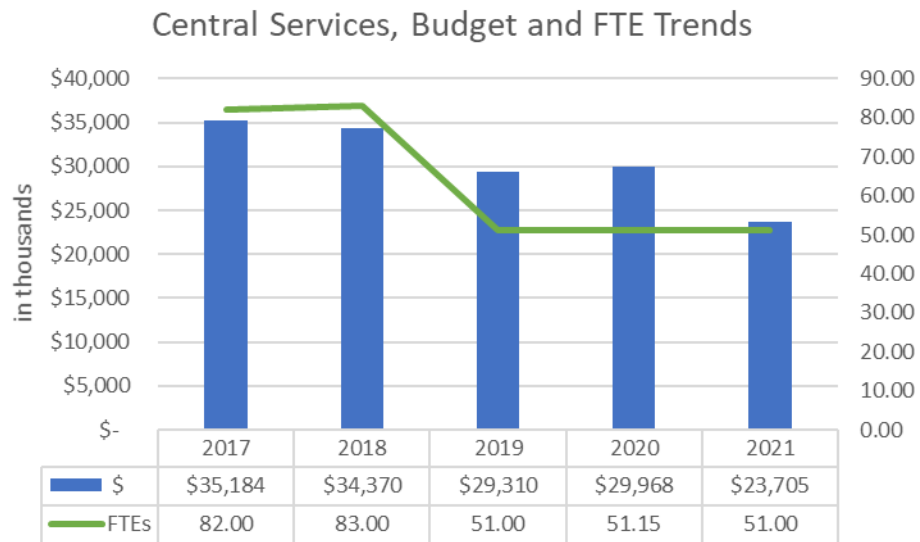
**Central Services Facilities Fund 5210.** This is the operating fund for the majority of the department's functions. Services include records, mail, facility maintenance and operations, utilities, surplus, lease administration, and contracted landscaping and custodial services.

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

**Central Services Reserve Fund 5220.** This fund holds reserves to fund major facility maintenance and renewal projects for 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.

**Equipment Rental and Revolving Maintenance Fund 5410.** This fund accounts for all maintenance and repairs to county-owned vehicles and equipment. Charges are based on the actual costs of maintaining the fleet incurred in the previous year (two-year lag).

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

**Budget Snapshot:**

Information Technology  
functions and positions  
move to new department

**Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
<b>Administrative</b>						
Volume of Records						
Storage	Boxes	8,025	7,192	6,594	5,988	5,953
Mail Delivery	Mail Stops	66	64	66	62	65
Mail Volume (DES)	Pieces	341,704	333,942	317,994	325,822	298,006
<b>Facilities</b>						
Maintenance Service						
Areas	Square Feet	384,018	384,018	410,357	400,507	402,514
Utilities Service Areas	Square Feet	451,153	450,424	467,414	467,814	423,798
<b>Fleet</b>						
Fuel Volume	Gallons	339,207	344,886	374,598	343,315	348,286
Fuel Costs	Dollars	823,013	719,038	907,201	983,593	966,679
	Number of					
Maintenance Fleet Size	Vehicles	766	750	745	735	718
Maintenance & Replacement Accidents	Number of Accidents	27	41	62	57	54

## EXPENDITURES &amp; FTEs BY DEPARTMENT

Central Services	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	51.30	0.00	51.00
Personnel	4,269,193	5,255,704	1,927,080	5,316,348
Internal Services	2,438,114	2,065,964	1,058,532	1,976,969
Professional Services	1,717,501	2,675,912	607,477	1,999,382
Operating Costs	4,713,640	5,558,919	2,014,181	5,312,076
Debt Services	1,897	601,500	655	1,500
Capital Expenses	2,768,197	13,250,100	2,149,440	8,884,606
Transfer to Other County Funds	4,382,536	559,720	132,561	214,337
<b>Central Services Total</b>	<b>20,291,078</b>	<b>29,967,819</b>	<b>7,889,927</b>	<b>23,705,218</b>

## EXPENDITURES BY FUND AND TYPE

3220 - Courthouse Project	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Capital Expenses	0	0	0	549,106
<b>3220 - Courthouse Project Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>549,106</b>

5210 - Central Services Facilities	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	2,637,978	3,124,801	1,143,992	3,043,154
Internal Services	1,440,920	1,167,117	577,454	1,034,556
Professional Services	1,419,991	2,501,314	551,594	1,336,732
Operating Costs	2,340,715	2,944,250	1,179,759	2,984,257
Debt Services	1,897	1,500	655	1,500
Capital Expenses	6,314	0	1,019	0
Transfer to Other County Funds	1,500,000	0	0	0
<b>5210 - Central Services Facilities Total</b>	<b>9,347,814</b>	<b>9,738,982</b>	<b>3,454,475</b>	<b>8,400,199</b>

5220 - Central Services Reserve	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Internal Services	88,753	61,794	50,602	45,509
Professional Services	174,106	29,072	0	500,000
Operating Costs	72,344	0	0	0
Capital Expenses	116,400	6,527,100	477,117	5,942,000
Transfer to Other County Funds	1,907,524	0	0	0
<b>5220 - Central Services Reserve Total</b>	<b>2,359,126</b>	<b>6,617,966</b>	<b>527,719</b>	<b>6,487,509</b>

Department Budget: Central Services			Department 25	
<b>5230 - Central Services Facility Engineering</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	227,812	556,069	117,396	715,114
Internal Services	23,869	44,543	21,899	72,175
Professional Services	0	450	0	450
Operating Costs	4,317	15,819	2,329	14,319
Transfer to Other County Funds	60,834	53,649	0	7,270
<b>5230 - Central Services Facility Engineering Total</b>	<b>316,833</b>	<b>670,530</b>	<b>141,624</b>	<b>809,328</b>

<b>5410 - Equipment Rental &amp; Revolving-Maintenance</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	1,403,403	1,574,834	665,691	1,558,080
Internal Services	483,957	792,510	408,577	742,170
Professional Services	123,404	145,076	55,883	162,200
Operating Costs	2,176,255	2,413,900	826,631	2,011,200
Capital Expenses	0	47,000	0	0
Transfer to Other County Funds	487,402	456,071	0	157,067
<b>5410 - Equipment Rental &amp; Revolving-Maintenance Total</b>	<b>4,674,421</b>	<b>5,429,391</b>	<b>1,956,781</b>	<b>4,630,717</b>

<b>5420 - Equipment Rental &amp; Revolving-Replacement</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	400,616	0	0	82,559
Operating Costs	120,009	184,950	5,462	302,300
Debt Services	0	600,000	0	0
Capital Expenses	2,645,483	6,676,000	1,671,305	2,393,500
Transfer to Other County Funds	426,777	50,000	132,561	50,000
<b>5420 - Equipment Rental &amp; Revolving-Replacement Total</b>	<b>3,592,885</b>	<b>7,510,950</b>	<b>1,809,327</b>	<b>2,828,359</b>

#### REVENUE BY DEPARTMENT

<b>Central Services</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	16,660,636	16,340,901	8,217,992	18,903,537
General Fund Contribution	130,000	95,409	0	1,054,529
From Other Funds	1,586,228	3,902,813	132,561	1,618,687



Department Budget: Central Services		Department 25		
Intergovernmental Revenue	0	2,086,876	0	0
Miscellaneous Revenue	982,897	945,946	335,415	27,158,638
<b>Central Services Total</b>	<b>19,359,761</b>	<b>23,371,945</b>	<b>8,685,967</b>	<b>48,735,391</b>

**REVENUE BY FUND AND TYPE**

<b>3220 - Courthouse Project</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Miscellaneous Revenue	0	0	0	25,500,000
<b>3220 - Courthouse Project Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,500,000</b>

<b>5210 - Central Services Facilities</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	6,597,482	6,754,023	3,280,025	7,144,063
General Fund Contribution	0	0	0	470,943
From Other Funds	1,222,723	795,813	0	308,687
Intergovernmental Revenue	0	2,018,876	0	0
Miscellaneous Revenue	3,933	1,200	1,055	1,200
<b>5210 - Central Services Facilities Total</b>	<b>7,824,138</b>	<b>9,569,912</b>	<b>3,281,080</b>	<b>7,924,893</b>

<b>5220 - Central Services Reserve</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	1,501,220	1,526,211	763,104	1,853,380
From Other Funds	181,736	3,057,000	0	1,260,000
Intergovernmental Revenue	0	68,000	0	0
Miscellaneous Revenue	303,227	343,446	118,668	1,656,138
<b>5220 - Central Services Reserve Total</b>	<b>1,986,184</b>	<b>4,994,657</b>	<b>881,772</b>	<b>4,769,518</b>

<b>5230 - Central Services Facility Engineering</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	317,802	686,940	157,657	949,031
From Other Funds	750	0	0	0
Miscellaneous Revenue	768	300	204	300
<b>5230 - Central Services Facility Engineering Total</b>	<b>319,321</b>	<b>687,240</b>	<b>157,860</b>	<b>949,331</b>

<b>5410 - Equipment Rental &amp; Revolving-Maintenance</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	4,365,062	4,476,051	1,950,311	4,695,055
From Other Funds	143,921	50,000	132,561	50,000
Miscellaneous Revenue	3,907	601,000	164	1,000

Department Budget: Central Services		Department 25		
5410 - Equipment Rental & Revolving-Maintenance	4,512,890	5,127,051	2,083,036	4,746,055
<b>Total</b>				
5420 - Equipment Rental & Revolving-Replacement	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	3,879,070	2,897,676	2,066,895	4,262,008
General Fund Contribution	130,000	95,409	0	583,586
From Other Funds	37,098	0	0	0
Miscellaneous Revenue	671,061	0	215,324	0
5420 - Equipment Rental & Revolving-Replacement	4,717,229	2,993,085	2,282,219	4,845,594
<b>Total</b>				

Department Budget: Central Services		Department 25
<b>Program: B900 - Administration</b>		
<b>Description:</b> Administration provides both direct and indirect administrative services to Central Services and county operations. Services include office support, accounting and budgeting, and contracts management. Administrative staff, the Central Services Director, and a portion of the Administrative Services Manager positions are included in this program. Expenditures are distributed among the cost categories (programs) below and recaptured through rates.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,538,774	1,623,274
<b>Revenue</b>	807,013	309,887
<b>Program: B905 - Mail</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	377,912	351,863
<b>Revenue</b>	422,663	420,816
<b>Program: B910 - Records</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	573,793	584,606
<b>Revenue</b>	674,493	701,485
<b>Program: B915 - Information Technology Services</b>		
<b>Description:</b> This program supports technology needs for conducting county business in three broad categories: network development and support, application support, and desktop support. Services include new systems implementation, existing systems and hardware maintenance, infrastructure support, and consulting. Almost \$1 million of the expenditures are pass-through costs associated with maintenance contracts on computer applications used by offices and departments.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3	0
<b>Revenue</b>	0	0
<b>Program: B925 - Facilities-Maintenance &amp; Operations</b>		
<b>Description:</b> This program provides facility management, maintenance, and operations services to the County. Services are prioritized in the following order: life safety, building issues, preventive maintenance, corrective maintenance, and service requests. The 15 Facility Technicians maintain more than 630,000 square feet of office, detention, court, and other specialized building space at multiple locations across the County.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,296,039	2,973,293
<b>Revenue</b>	3,872,468	3,424,104

Department Budget: Central Services		Department 25
<b>Description:</b> The County contracts for custodial services at more than 20 owned and leased buildings, covering approximately 300,000 square feet per day.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	689,395	581,741
<b>Revenue</b>	638,751	655,256
<b>Program: B935 - Facilities Leases</b>		
<b>Description:</b> This program is used to accumulate all of the costs associated with leasing facilities for county operations. These costs are passed on to tenants of the leased space.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,877,584	919,260
<b>Revenue</b>	1,897,477	977,450
<b>Program: B936 - Facilities Utilities</b>		
<b>Description:</b> 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 include any estimated changes as defined by the respective utility companies.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,377,407	1,358,087
<b>Revenue</b>	1,257,047	1,435,895
<b>Program: B937 - Facilities-Surplus</b>		
<b>Description:</b> The Facilities Division manages surplus property per Thurston County ordinance 12341 in the Comprehensive Property Management Procedure. The program picks up, stores, and disposes of small assets such as desks, chairs, office partitions, PCs, etc. from all county departments.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	8,075	8,075
<b>Program: B950 - Property Management Administration</b>		
<b>Description:</b> This program provides project management services on major county facilities design and construction projects. Program staff also provide support to the annual Capital Facilities Plan development process.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	670,530	809,328
<b>Revenue</b>	687,240	949,331
<b>Program: E000 - Administration</b>		
<b>Description:</b> This program provides the management, supervision, and accounting for County fleet operations.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,485,605	1,167,500
<b>Revenue</b>	601,000	1,000
<b>Program: E004 - Central Stores</b>		
<b>Description:</b> 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 vehicle/equipment surplus operations.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,592,282	2,250,015
<b>Revenue</b>	472,000	472,000

Department Budget: Central Services		Department 25
<b>Program: E005 - Mechanical Shop</b>		
<b>Description:</b> 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 vehicle/equipment surplus operations.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,171,827	1,088,665
<b>Program: E006 - Maintenance Other Services-Radio</b>		
<b>Description:</b> 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 vehicle/equipment surplus operations.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	123,677	124,537
<b>Revenue</b>	80,000	60,000
<b>Program: E009 - Outside Agencies</b>		
<b>Description:</b> Vehicle and equipment maintenance and radio services provided to external customer agencies within Thurston County.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	(20,000)	0
<b>Program: E012 - Internal Agencies</b>		
<b>Description:</b> Vehicle and equipment maintenance provided to internal County customer Departments on a direct billed basis.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	20,000	20,000
<b>Program: E013 - Fuel Sales</b>		
<b>Description:</b> Fuel sales to internal County customer departments on a direct billed basis		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	15,000	15,000
<b>Program: E014 - Central Stores</b>		
<b>Description:</b> Material issuances provided to internal County customer Departments on a direct bill basis.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	25,000	25,000
<b>Program: E016 - Fair</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	9,009	11,924
<b>Program: E017 - Parks-Public Works</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	75,000	137,000
<b>Revenue</b>	27,112	58,293

Department Budget: Central Services		Department 25
<b>Program: E018 - Public Health</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	32,000
<b>Revenue</b>	40,820	69,676
<b>Program: E019 - Warranty Work</b>		
<b>Description:</b> Revenue from Original Equipment Manufacturer warranty claims for County owned vehicles and equipment.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	5,000	5,000
<b>Program: E020 - Internal Pool Car</b>		
<b>Description:</b> Collects and manages funds to maintain and replace County pool car fleet.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	56,000	0
<b>Revenue</b>	7,500	7,500
<b>Program: E021 - Equipment Maintenance &amp; Operation Rates</b>		
<b>Description:</b> Maintenance and operations costs for County owned equipment managed under ER&R. This revenue is collected on a 2 year lag based on actual costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	3,871,551	4,090,555
<b>Program: E022 - Noxious Weed</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	0
<b>Revenue</b>	18,311	27,055
<b>Program: E024 - Operating Transfer from 542</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	50,000	50,000
<b>Program: E027 - Operating Transfer to 541</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	50,000	132,559

Department Budget: Central Services		Department 25
<b>Program: E102 - Roads Engineering-Survey</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	372,000	40,000
<b>Revenue</b>	85,758	98,091
<b>Program: E103 - Roads Maintenance</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,585,000	604,500
<b>Revenue</b>	1,112,488	1,671,555
<b>Program: E108 - Roads Traffic - Maintenance &amp; Engineer</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	412,000	0
<b>Revenue</b>	144,724	130,586
<b>Program: E109 - Roads Emergency Services</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	5,892	8,474
<b>Program: E111 - Public Health and Social Services - Recreation</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	36,000	0
<b>Revenue</b>	2,798	8,306
<b>Program: E114 - Emergency Management (Incident Management Trailer)</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	30,000	0
<b>Revenue</b>	8,212	4,749

Department Budget: Central Services		Department 25
<b>Program: E124 - Land Use &amp; Permitting</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	34,000	0
<b>Revenue</b>	18,654	30,497
<b>Program: E135 - Auditor Elections</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	0
<b>Revenue</b>	5,427	7,757
<b>Program: E140 - Assessor</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	34,000
<b>Revenue</b>	32,244	52,812
<b>Program: E185 - Juvenile Probation</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	0
<b>Revenue</b>	11,886	17,445
<b>Program: E200 - Sheriff</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,499,600	671,600
<b>Revenue</b>	987,870	1,612,643
<b>Program: E201 - Sheriff-ER&amp;R Small Equipment</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	255,700
<b>Revenue</b>	0	370,086



Department Budget: Central Services		Department 25
<b>Program: E206 - Thurston County Corrections Facility</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	152,350	100,000
<b>Revenue</b>	34,284	57,850
<b>Program: E210 - Coroner</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	3,000
<b>Revenue</b>	10,921	16,770
<b>Program: E330 - Washington State University Extension</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	3,057	2,868
<b>Program: E403 - Solid Waste</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	66,000	585,000
<b>Revenue</b>	128,904	156,585
<b>Program: E404 - Solid Waste Reserve</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	55,000
<b>Revenue</b>	11,404	15,486
<b>Program: E406 - Storm &amp; Surface Water</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	34,000	80,000
<b>Revenue</b>	164,702	227,259

Department Budget: Central Services		Department 25
<b>Program: E420 - Boston Harbor</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	24,320	45,075
<b>Program: E521 - Central Services-Facilities</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	664,000	0
<b>Revenue</b>	28,542	35,903
<b>Program: E525 - Equipment Rental &amp; Revolving - Information Technology</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	4,555	8,084
<b>Program: E541 - Equipment Rental</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	501,000	98,000
<b>Revenue</b>	71,191	99,765
<b>Program: G105 - Building 4 Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,715	1,846
<b>Revenue</b>	71,440	77,887
<b>Program: G110 - Building #5 Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,439	1,707
<b>Revenue</b>	144,824	152,678
<b>Program: G115 - Jail Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,524	2,058
<b>Revenue</b>	66,410	86,788

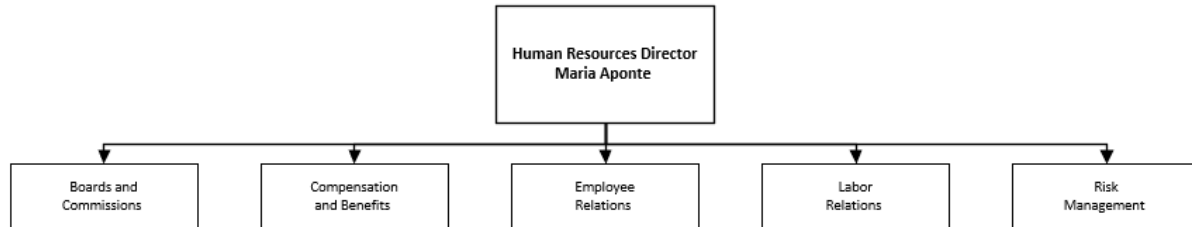
Department Budget: Central Services		Department 25
<b>Program: G120 - Fair Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,892	513
<b>Revenue</b>	49,794	21,840
<b>Program: G125 - ESC Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,419	2,718
<b>Revenue</b>	63,680	114,466
<b>Program: G130 - E&amp;T M&amp;O</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	339	339
<b>Program: G135 - Roads Building A Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,250	2,231
<b>Revenue</b>	85,503	94,144
<b>Program: G140 - Roads Building B Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,491	1,033
<b>Revenue</b>	39,297	43,652
<b>Program: G145 - Roads Rainier/Township Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	238	0
<b>Revenue</b>	6,267	37

Department Budget: Central Services		Department 25
<b>Program: G150 - Family Justice Center Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	4,122	3,588
<b>Revenue</b>	108,456	151,246
<b>Program: G155 - Coroner Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,093	990
<b>Revenue</b>	28,774	41,706
<b>Program: G160 - Public Health and Social Services Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,557	2,366
<b>Revenue</b>	40,964	99,527
<b>Program: G165 - McLane Building Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	209	209
<b>Program: G175 - 3013 Ferguson Building Maintenance &amp; Operation</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,875	1,340
<b>Revenue</b>	49,012	56,242
<b>Program: G180 - Building 1 Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,548	2,662
<b>Revenue</b>	93,374	112,317

Department Budget: Central Services		Department 25
Program: G185 - Building 2 Maintenance & Operations		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	4,065	2,825
<b>Revenue</b>	106,939	119,181

Department Budget: Central Services		Department 25
<b>Program: G190 - Building 3 Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	34,857	3,806
<b>Revenue</b>	220,969	161,428
<b>Program: G195 - Corrections - Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	12,851	10,026
<b>Revenue</b>	337,076	421,748
<b>Program: G200 - Roads Building C-Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,639	1,135
<b>Revenue</b>	43,138	47,915
<b>Program: G205 - Roads Building D-Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	194	159
<b>Revenue</b>	5,114	6,700
<b>Program: G210 - Roads Building E Maintenance &amp; Operations</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,240	1,531
<b>Revenue</b>	58,945	64,637
<b>Program: G215 - Building 6 Capital</b>		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	4,607	2,929
<b>Revenue</b>	120,453	122,912

Department Budget: Central Services		Department 25
Program: G220 - Benoschek Building Maintenance & Operations		
<b>Description:</b> Central Services Building Reserves are established for a number of buildings to fund the major maintenance and replacement of critical building infrastructure and systems at the end of their life cycle such as roofs, boilers, fire alarm systems, and air conditioning systems. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,250	46
<b>Revenue</b>	32,680	1,919
Program: G225 - Parking Lot J		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	14,000	10,000

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

The mission of the Human Resources (HR) Department is to build partnerships for our collective success. We do this by striving to meet the Department's vision of an environment of respect and encouragement. We aim to deliver on our vision and mission by actively demonstrating our department values of customer service, collaboration, inclusivity, integrity, and respect.

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, Recruitment, 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.

**2021 Goals:**

- Continue work on comprehensive review of job classifications.
- Develop a new in-training program.
- Roll-out succession planning tools.
- Continue the process of updating the County Personnel Policies.
- Launch the Enterprise Resource Planning Project to replace the financial and human capital management systems, which was placed on hold due economic concerns resulting from the pandemic.
- Clarify HR procedures for temporary pay increases, reclassification requests, and compensation reviews.

**2021 Challenges:**

- Supporting offices and department as the county workforce continues work remotely.



- The loss of a full FTE (Administrative Assistant II) due to budget cuts will reduce HR capacity to support both internal and external support.
- Fiscal uncertainty impacts to county-wide staffing and ability for offices and departments to provide services to the public.

Demand for Human Resources services continues to remain strong. Managers and employees continue to seek HR guidance and assistance with employee and labor relations issues. HR will increase our focus on using workforce analytics to help inform decisions. The number of retirements remains steady and will continue to rise as our employee population ages. HR will build upon succession planning tools and individual development opportunities to ensure we develop our employees for future opportunities.

Refreshing the county's classification and compensation structures will ensure we are able to remain competitive in the labor market. Building recognition programs and implementing an employee survey tool will help us build employee engagement and grow a positive workplace culture.

HR will continue to expand training and development opportunities through in-house and external trainers while also leveraging our Learning Management System to deliver online content. There continues to be a focus on HIPAA and cyber security training.

Labor relations activities may include demands to bargain layoffs or FTE reductions due to fiscal impacts result from the pandemic. Additional activity around new personnel policies will also be necessary.

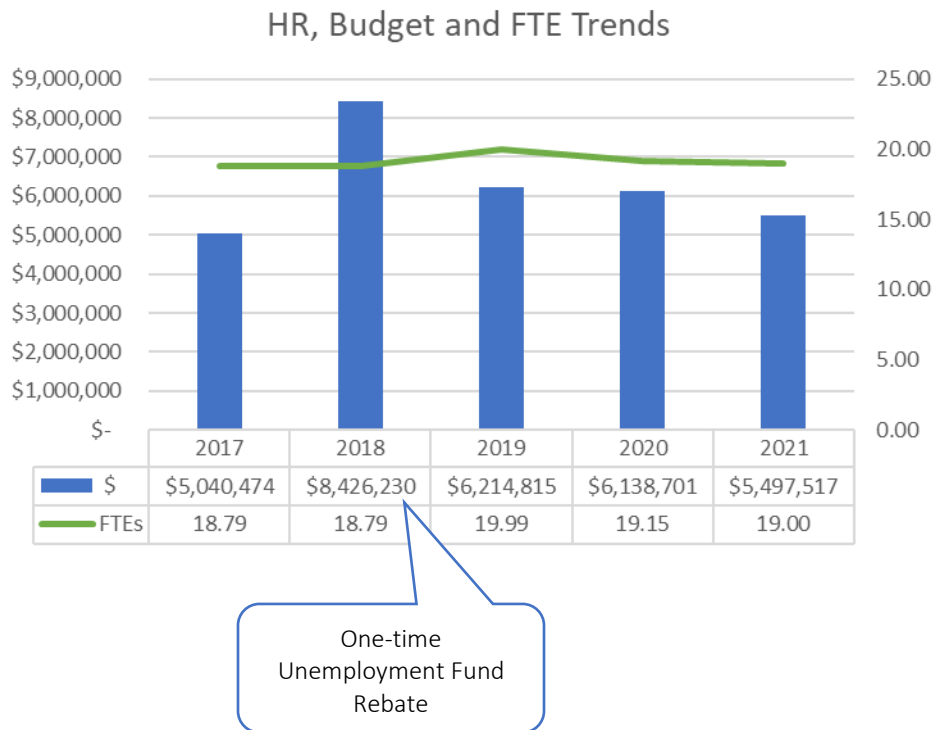
### **Funds:**

The General Fund supports much of Human Resources operations. In addition, Human Resources utilizes the following:

**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 wellness and recognition activities.

**Insurance Risk Fund 5050.** This fund collects contributions from county departments to fund the risk management program. Funds are used for the county's insurance portfolio, property, casualty, and Labor and Industries claim mitigation. Contributions are based upon an allocation formula designed to reflect loss history and Full Time Equivalent (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.

**Budget Snapshot:****Budget Drivers:**

Measure	Units of Measure	2015	2016	2017	2018	2019
Recruitments Posted to NeoGov	Recruitments	132	204	191	200	276
Applications Received	Applicants	5,845	6,930	8,931	8,815	9,115
Veterans Hired	Veterans		16	17	19	25
Required Training Classes Conducted	Classes	62	64	105	118	101
Labor and Industries Claims	Claims	62	51	63	55	65
Classifications Reviewed	Employee Classifications	33	51	55	81	72
Employee Turnover Rate	Percent	0.09	0.10	0.13	0.11	13.03
Board of Equalization Petitions Received	Petitions	475	618	843	656	583

## EXPENDITURES &amp; FTEs BY DEPARTMENT

Human Resources	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	18.99	0.00	19.00
Personnel	2,130,109	2,562,114	1,101,437	2,460,466
Internal Services	345,594	330,531	165,061	350,978
Professional Services	363,640	686,798	86,509	577,746
Operating Costs	2,138,048	2,506,404	91,137	2,051,813
Debt Services	3,484	8,854	1,742	12,514
Capital Expenses	0	1,000	0	1,000
Transfer to Other County Funds	293,000	43,000	43,000	43,000
<b>Human Resources Total</b>	<b>5,273,875</b>	<b>6,138,701</b>	<b>1,488,886</b>	<b>5,497,517</b>

## EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	1,374,188	1,506,848	693,464	1,506,007
Internal Services	222,347	234,002	117,792	247,939
Professional Services	84,322	149,061	3,889	132,246
Operating Costs	65,221	99,116	14,804	99,116
Debt Services	3,484	8,854	1,742	12,514
<b>0010 - General Fund Total</b>	<b>1,749,562</b>	<b>1,997,881</b>	<b>831,691</b>	<b>1,997,822</b>

5030 - Unemployment Compensation	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	65,555	302,525	43,800	271,775
Internal Services	4,132	6,602	3,301	4,969
Operating Costs	0	2,000	0	2,000
Transfer to Other County Funds	250,000	0	0	0
<b>5030 - Unemployment Compensation Total</b>	<b>319,687</b>	<b>311,127</b>	<b>47,101</b>	<b>278,744</b>

5050 - Insurance Risk	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	366,455	415,796	184,832	416,789
Internal Services	107,273	73,834	36,308	83,770
Professional Services	263,932	501,567	76,067	415,500
Operating Costs	2,070,903	2,371,838	75,453	1,927,247
Capital Expenses	0	1,000	0	1,000
Transfer to Other County Funds	43,000	43,000	43,000	43,000
<b>5050 - Insurance Risk Total</b>	<b>2,851,564</b>	<b>3,407,035</b>	<b>415,660</b>	<b>2,887,306</b>

# Department Budget: Human Resources

Department 22

<b>5060 - Benefits Administration</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	323,910	336,945	179,341	265,895
Internal Services	11,842	16,093	7,660	14,300
Professional Services	15,387	36,170	6,553	30,000
Operating Costs	1,924	33,450	880	23,450
<b>5060 - Benefits Administration Total</b>	<b>353,063</b>	<b>422,658</b>	<b>194,434</b>	<b>333,645</b>

## REVENUE BY DEPARTMENT

<b>Human Resources</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	2,457,805	3,301,242	1,639,849	3,028,798
From Other Funds	44,500	43,000	43,000	43,000
Miscellaneous Revenue	74,963	31,000	7,901	38,000
<b>Human Resources Total</b>	<b>2,577,268</b>	<b>3,375,242</b>	<b>1,690,750</b>	<b>3,109,798</b>

## REVENUE BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	43,000	43,000	43,000	43,000
<b>0010 - General Fund Total</b>	<b>43,000</b>	<b>43,000</b>	<b>43,000</b>	<b>43,000</b>

<b>5030 - Unemployment Compensation</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	253,970	181,500	64,551	0
<b>5030 - Unemployment Compensation Total</b>	<b>253,970</b>	<b>181,500</b>	<b>64,551</b>	<b>0</b>

<b>5050 - Insurance Risk</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	2,023,935	2,971,689	1,485,837	2,880,744
From Other Funds	1,000	0	0	0
Miscellaneous Revenue	55,860	0	4,208	0
<b>5050 - Insurance Risk Total</b>	<b>2,080,795</b>	<b>2,971,689</b>	<b>1,490,046</b>	<b>2,880,744</b>

# Department Budget: Human Resources

## Department 22

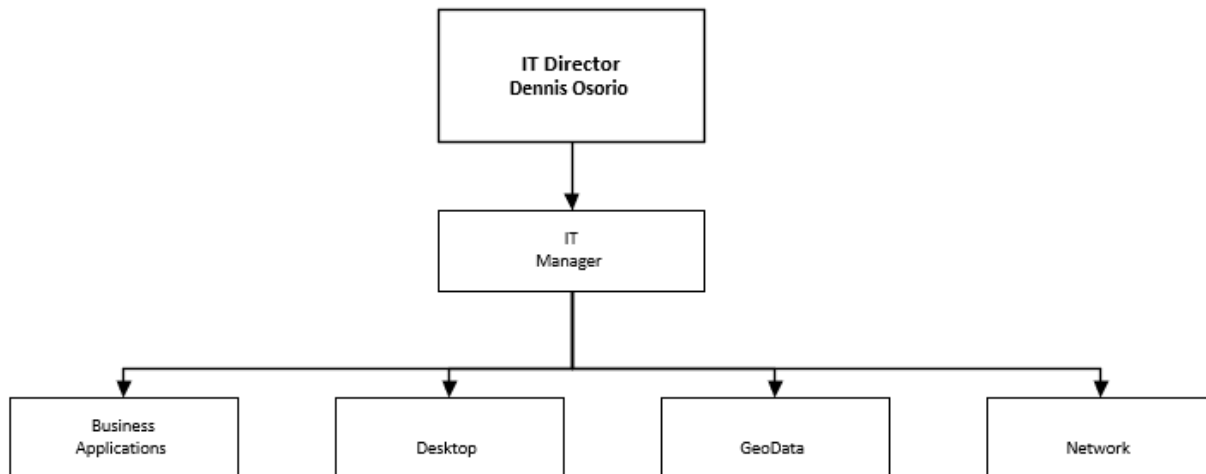
5060 - Benefits Administration	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	179,901	148,053	89,461	148,054
From Other Funds	500	0	0	0
Miscellaneous Revenue	19,103	31,000	3,693	38,000
<b>5060 - Benefits Administration Total</b>	<b>199,504</b>	<b>179,053</b>	<b>93,153</b>	<b>186,054</b>

Department Budget: Human Resources		Department 22
<b>Program: B400 - Civil Service</b>		
<b>Description:</b> Per RCW 41.14, provides for a merit system of employment for the Sheriff's Office. Sets forth principles and procedures that are to be followed in the conduct and administration of the program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	152,556	156,453
<b>Program: B401 - Sheriff-Entry Testing</b>		
<b>Description:</b> Provides the Sheriff's Office with support for all hiring activities, promotional opportunities, including classification of covered positions.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	900	900
<b>Program: B600 - Human Resources</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,266,178	1,259,721
<b>Program: B602 - Employee Recruitment Advertising</b>		
<b>Description:</b> Supports the county recruitment efforts through an on-line applicant tracking system, and facilitates hard-to-source and executive-level recruitments.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	34,000	34,000
<b>Program: B619 - Training Program</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	209,694	214,566
<b>Revenue</b>	43,000	43,000
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	334,553	332,182
<b>Program: B630 - Unemployment Administration</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	311,127	278,744
<b>Revenue</b>	181,500	0

Department Budget: Human Resources		Department 22
<b>Program: B635 - Benefits Administration</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	421,658	332,645
<b>Revenue</b>	179,053	186,054
<b>Program: B640 - Wellness &amp; Employee Recognition</b>		
<b>Description:</b> Seed money provided to promote employee health wellness and recognition activities.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,000	1,000
<b>Program: B680 - Insurance Risk Administration</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	141,373	40,221
<b>Revenue</b>	2,971,689	2,880,744
<b>Program: B682 - Liability Premiums</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,558,276	2,190,654
<b>Program: B683 - Property Premiums</b>		
<b>Description:</b> The county's property insurance program insures the county's buildings, vehicles and other assets.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	295,115	305,026
<b>Program: B685 - Other Liability Premiums</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	17,600	17,600
<b>Program: B686 - Other Premiums-Bonds</b>		
<b>Description:</b> This is for the statutorily required surety bond placements for the Thurston County Clerk and Treasurer.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,500	3,500
<b>Program: B687 - Pollution Liability Premium</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	6,200	6,200

Department Budget: Human Resources		Department 22
Program: B692 - Operating Transfer-Training Program		
<b>Description:</b> A pass through account, transferred to Human Resources for employee training and development programs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	43,000	43,000
Program: B693 - PUBLIC RECORDS		
<b>Description:</b> A reserve and expense account for public records expenses		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	25,000
Program: B694 - Workers Compensation-Refunds & Assessments		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	255,971	256,105
Program: B696- HIPPA		
<b>Description:</b> A reserve and expense account for HIPPA related expenses		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	86,000	0



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

We partner with our customers to deliver public services that promote a vibrant community.

The Information Technology (IT) Department is an essential support service that enables the County to function and operate effectively. Investments in IT can result in longer-term gains in effectiveness and efficiency.

- ❖ Desktop team members triage nearly 6,000 Help Desk service requests annually from 1,200 users and are responsible for the specification, purchase, configuration, testing, and deployment of all new computing workstations and networked hardware devices, as well as the secure disposal of surplus computing equipment.
- ❖ Network team members are responsible for managing the operation of County networks and computing infrastructure. The team plans, designs and implements replacement servers, routers, switches and supporting equipment. Also, the team maintains the connections for data sharing between county, local government, state, and the Internet.
- ❖ Applications team members support nearly 90 different County business applications on a variety of both modern and un-supported legacy platforms and manage the County's intranet and internet presence. This includes business system support, project management, software maintenance, database management, and enterprise backup and recovery.
- ❖ GeoData team members provide County staff with spatial geographic information and maintain heavily used intranet and internet mapping websites. They also provide

support and services to Federal, State, and local agencies, private business and the general public.

## **2021 Goals:**

Desired future state is that County information technology systems and infrastructure are up-to-date and provide the data and tools necessary to efficiently and securely support the County's work.

IT goals for 2021 come together in support of these long-term objectives:

- ❖ Deliver value – Make strategic investments in IT systems and infrastructure.
- ❖ 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.
- ❖ Near-Term Goals
- ❖ Continue implementation of IT Strategic 5 year plan for replacement of enterprise wide application systems, organizational development needs, and IT infrastructure improvements.
- ❖ Improve IT Security program by updating policies, creating incident response process, and educating county employees.
- ❖ Plan, secure resources for, and execute strategies for GIS parcel layer corrections over 2019-20. Expand aerial photography specifications to provide greater image resolution and add a LIDAR update, if approved in the budget process.
- ❖ Implement a modern platform for the County Internet site and support customer efforts in keeping web design and content up-to-date and current.
- ❖ Increase electronic and mobile tech services for the public.
- ❖ Upgrade core network by replacing aging cabling plant, reorganization of network equipment, replacement of firewall, and upgrading to latest versions of software.

## **2021 Challenges:**

- ❖ Improving security. County IT network infrastructure, systems, and applications are under increasing attack from viruses, malware, and other disruptive hacks. Much time and effort is spent in adapting to the rapidly evolving types of attacks, as well as cleaning up systems that are corrupted by these attacks.
- ❖ Successfully integrating staff from four departments to form an independent IT Department while maintaining continuity and quality of services to customers.

- ❖ Developing capacity for IT project planning and implementation. We must upgrade or replace several major IT applications over the next 3-5 years. Partnering with business users to plan and conduct these projects will be a significant added workload.
- ❖ Exploring feasible options for reconciling data inconsistencies in GIS parcel based systems.
- ❖ Keeping current with rapidly evolving telecommunication systems and applications. The County needs to re-evaluate future technical direction associated with phone systems and mobile devices and develop policies to support that established direction (e.g. texting, mobile).

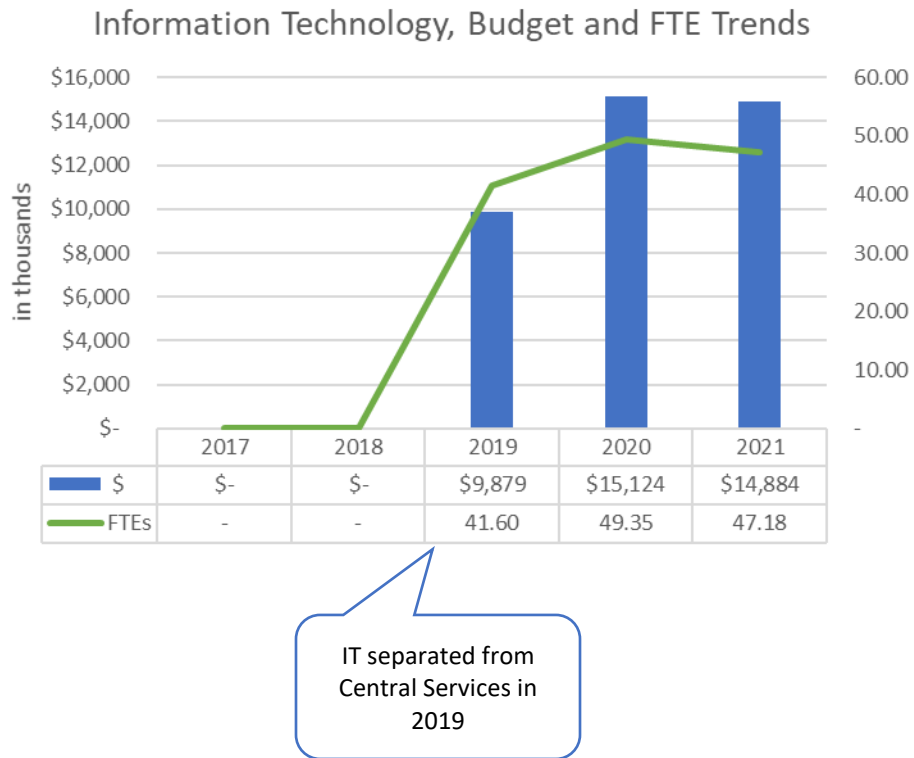
### **Funds:**

Information Technology operates in the following funds:

**Information Technology Operating Fund 5250.** This is the operating fund that accounts for most of the department's day-to-day operations and functions.

**Information Technology Reserve Fund 5260.** This fund holds reserves to pay for the replacement of desktop personal computers and network infrastructure, which are funded by rates.

**Large System Replacement Reserve Fund 5240.** This fund holds reserves to fund replacement or upgrades of major Information Technology business applications managed by the Information Technology Department. Funding for these reserves comes from internal office and departments based on the assigned users.

**Budget Snapshot:****Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
Users of County Systems	Number of PCs & Laptops	1,488	1,427	1,546	1,624	1,575
Users of Telecommunications	Number of phones & cell phones	1,783	1,799	1,872	1,889	2,144

## EXPENDITURES &amp; FTEs BY DEPARTMENT

Information Technology	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	49.85	0.00	49.85
Personnel	4,982,373	6,275,792	2,207,292	6,096,417
Internal Services	159,084	181,004	90,570	480,103
Professional Services	240,875	2,571,964	8,074	3,930,102
Operating Costs	3,009,501	4,239,096	1,902,982	3,954,019
Capital Expenses	106,594	1,526,307	361,648	269,825
Transfer to Other County Funds	815,922	330,093	0	153,350
<b>Information Technology Total</b>	<b>9,314,349</b>	<b>15,124,256</b>	<b>4,570,565</b>	<b>14,883,816</b>

## EXPENDITURES BY FUND AND TYPE

5240 - Large System Replacement Reserve	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	120,481	649,402	60,712	375,247
Internal Services	13,073	19,043	9,522	21,204
Professional Services	189,315	1,658,502	0	3,728,502
Operating Costs	28,890	0	0	0
Transfer to Other County Funds	0	35,000	0	0
<b>5240 - Large System Replacement Reserve Total</b>	<b>351,759</b>	<b>2,361,947</b>	<b>70,234</b>	<b>4,124,953</b>

5250 - Information Technology Operations	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	4,861,892	5,626,390	2,146,580	5,721,170
Internal Services	146,011	161,961	81,048	440,534
Professional Services	9,837	738,462	5,113	26,600
Operating Costs	2,468,324	3,553,623	1,672,220	3,223,347
Capital Expenses	0	5,250	0	5,250
Transfer to Other County Funds	673,736	295,093	0	153,350
<b>5250 - Information Technology Operations Total</b>	<b>8,159,799</b>	<b>10,380,779</b>	<b>3,904,961</b>	<b>9,570,251</b>

5260 - Information Technology Reserves	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Internal Services	0	0	0	18,365
Professional Services	41,724	175,000	2,961	175,000
Operating Costs	512,287	685,473	230,762	730,672
Capital Expenses	106,594	1,521,057	361,648	264,575
Transfer to Other County Funds	142,186	0	0	0
<b>5260 - Information Technology Reserves Total</b>	<b>802,791</b>	<b>2,381,530</b>	<b>595,371</b>	<b>1,188,612</b>

## REVENUE BY DEPARTMENT

Information Technology	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	9,768,686	9,954,526	5,017,366	10,398,084
General Fund Contribution	0	6,000	0	158,785
From Other Funds	3,407,524	117,000	0	440,133
Intergovernmental Revenue	0	725,833	0	0
Miscellaneous Revenue	99,068	8,006,703	37,628	8,006,553
<b>Information Technology Total</b>	<b>13,275,278</b>	<b>18,810,062</b>	<b>5,054,994</b>	<b>19,003,555</b>

## REVENUE BY FUND AND TYPE

5240 - Large System Replacement Reserve	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	645,231	600,767	322,616	645,233
From Other Funds	0	0	0	440,133
Miscellaneous Revenue	32,056	8,006,703	14,693	8,006,553
<b>5240 - Large System Replacement Reserve Total</b>	<b>677,287</b>	<b>8,607,470</b>	<b>337,309</b>	<b>9,091,919</b>

5250 - Information Technology Operations	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	8,287,076	8,525,254	4,281,479	8,865,604
General Fund Contribution	0	0	0	133,285
From Other Funds	1,500,000	0	0	0
Intergovernmental Revenue	0	725,833	0	0
Miscellaneous Revenue	28,689	0	8,590	0
<b>5250 - Information Technology Operations Total</b>	<b>9,815,765</b>	<b>9,251,087</b>	<b>4,290,069</b>	<b>8,998,889</b>

5260 - Information Technology Reserves	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	836,380	828,505	413,271	887,247
General Fund Contribution	0	6,000	0	25,500
From Other Funds	1,907,524	117,000	0	0
Miscellaneous Revenue	38,323	0	14,345	0
<b>5260 - Information Technology Reserves Total</b>	<b>2,782,226</b>	<b>951,505</b>	<b>427,617</b>	<b>912,747</b>

Department Budget: Information Technology		Department 38
<b>Program: B915 - Information Technology Services</b>		
<b>Description:</b> This program supports technology needs for conducting county business in three broad categories: network development and support, application support, and desktop support. Services include new systems implementation, existing systems and hardware maintenance, infrastructure support, and consulting. Almost \$1 million of the expenditures are pass-through costs associated with maintenance contracts on computer applications used by offices and departments.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	7,944,486	6,881,101
<b>Revenue</b>	6,976,144	6,808,773
<b>Program: B920 - Telecom</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	987,233	1,183,560
<b>Revenue</b>	910,581	1,035,605
<b>Program: B970 - Geo Data Services</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,449,060	1,505,590
<b>Revenue</b>	1,364,362	1,154,511
<b>Program: G040 - Personal Computer Reserve</b>		
<b>Description:</b> This program is located in the IT Reserve Fund and is used to accumulate resources to replace PCs, servers, and related technology infrastructure.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	712,302	277,948
<b>Revenue</b>	262,302	286,448
<b>Program: G042 - Information Technology Infrastructure Reserve</b>		
<b>Description:</b> This program is part of the IT Reserve Fund and is used to accumulate resources to replace PCs, servers, and related technology infrastructure.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,669,228	910,664
<b>Revenue</b>	689,203	626,299
<b>Program: G300 - System Replacement Reserve</b>		
<b>Description:</b> This program funds replacement or upgrades of major IT business applications managed by the IT Department. An annual contribution funds each program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	8,000,000	8,000,000
<b>Program: Y000 - Administration</b>		
<b>Description:</b> Administration of replacement or upgrades of major IT business applications managed by Central Services.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,976,718	1,860,069

Department Budget: Information Technology		Department 38
<b>Program: Y001 - Large Information Technology System Replacement-Assessor</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	696
<b>Revenue</b>	84,971	129,437
<b>Program: Y002 - Large Information Technology System Replacement-Auditor</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	785,000
<b>Revenue</b>	14,372	14,372
<b>Program: Y003 - Large Information Technology System Replacement-Commissioners</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	41,696	1,392
<b>Revenue</b>	2,492	2,492
<b>Program: Y004 - Large Information Technology System Replacement-Treasurer</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	35,652	35,652
<b>Program: Y005 - Large Information Technology System Replacement-Clerk</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	2,913	2,913
<b>Program: Y006 - Large Information Technology System Replacement-Superior Court</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	16,882	16,882
<b>Program: Y007 - Large Information Technology System Replacement-District Court</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	13,376	13,376
<b>Program: Y008 - Large Information Technology System Replacement-Juvenile Court</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	4,680	4,680



Department Budget: Information Technology		Department 38
<b>Program: Y009 - Large Information Technology System Replacement-Prosecutor</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	2,088
<b>Revenue</b>	71,691	71,691
<b>Program: Y010 - Large Information Technology System Replacement-Sheriff</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	58,931	58,931
<b>Program: Y011 - Large Information Technology System Replacement-Corrections</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	65,317	65,317
<b>Program: Y012 - Large Information Technology System Replacement-Coroner</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	9,599	9,599
<b>Program: Y022 - Large Information Technology System Replacement-Human Resources</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	117,595	855,682
<b>Revenue</b>	1,294	1,294
<b>Program: Y023 - Large Information Technology System Replacement-Non-Departmental</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	174	174
<b>Program: Y024 - Large Information Technology System Replacement-Public Defense</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	33,087	33,087
<b>Program: Y027 - Large Information Technology System Replacement-Washington State University Extension</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	267	267

Department Budget: Information Technology		Department 38
<b>Program: Y029 - Large Information Technology System Replacement- Emergency Management</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	696
<b>Revenue</b>	2,457	2,457
<b>Program: Y02A - Large Information Technology system Replacement-Auditor Financial Services</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	225,938	124,202
<b>Revenue</b>	54,417	54,417
<b>Program: Y036 - Large Information Technology System Replacement-Community Planning</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	2,784
<b>Revenue</b>	3,123	3,123
<b>Program: Y037 - Large Information Technology System Replacement-Pretrial Services</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	763	763
<b>Program: Y103 - Large Information Technology System Replacement-Fair</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	2,237	2,237
<b>Program: Y105 - Large Information Technology System Replacement-Auditor Maintenance &amp; Operations</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	2,677	2,677
<b>Program: Y119 - Large Information Technology System Replacement-Roads</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	30,024
<b>Revenue</b>	21,639	48,183
<b>Program: Y120 - Large Information Technology System Replacement-Veterans</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	114	114

Department Budget: Information Technology		Department 38
<b>Program: Y129 - Large Information Technology System Replacement-Medic One</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	4,166	4,166
<b>Program: Y135 - Large Information Technology System Replacement -Noxious Weed</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	6,005
<b>Revenue</b>	1,038	6,347
<b>Program: Y140 - Large Information Technology System Replacement-Housing</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,956	1,956
<b>Program: Y150 - Large Information Technology System Replacement-Public Health</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	47,377	47,377
<b>Program: Y15A - Large Information Technology System Replacement-Social Services</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	12,237	12,237
<b>Program: Y403 - Large Information Technology System Replacement-Solid Waste</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	3,931	3,931
<b>Program: Y406 - Large Information Technology System Replacement-Stormwater</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	42,045
<b>Revenue</b>	5,439	42,611
<b>Program: Y412 - Large Information Technology System Replacement-Land Use</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	223,017
<b>Revenue</b>	18,092	220,224

Department Budget: Information Technology		Department 38
<b>Program: Y420 - Large Information Technology System Replacement-Utilities</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	6,005
<b>Revenue</b>	1,994	7,303
<b>Program: Y452 - Environmental Health</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	185,248
<b>Revenue</b>	0	163,667
<b>Program: Y523 - Large Information Technology System Replacement-Facilities Engineering</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	148	148
<b>Program: Y541 - Large Information Technology System Replacement-Equipment Rental &amp; Revolving</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,264	1,264
<b>Program: Y647 - Large Information Technology System Replacement-Olympia Air</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,297	1,268
<b>Program: Y660 - Large Information Technology System Replacement-Area Agency on Aging</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	3,892	3,805
<b>Program: Y699 - Large Information Technology System Replacement-Thurston Regional Planning Council</b>		
<b>Description:</b> This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,514	1,480

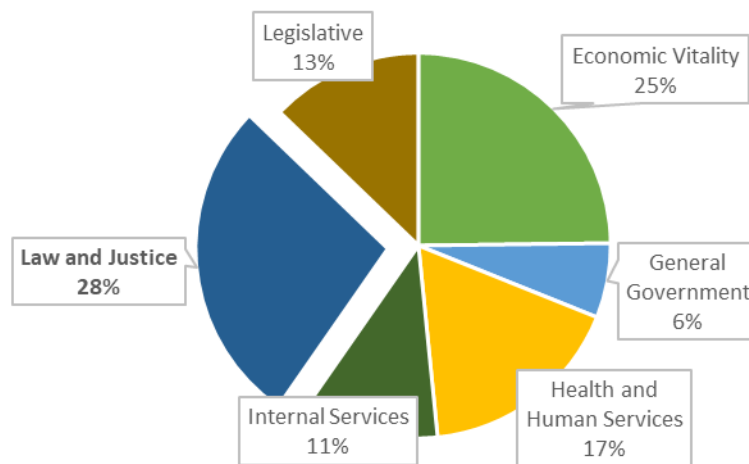
## Law and Justice

The Law and Justice Strategic Area includes the Clerk, Coroner, District Court, Juvenile Court, Pretrial Services, Prosecuting Attorney, Public Defense, Sheriff – Corrections, Sheriff – Law Enforcement and Superior Court.

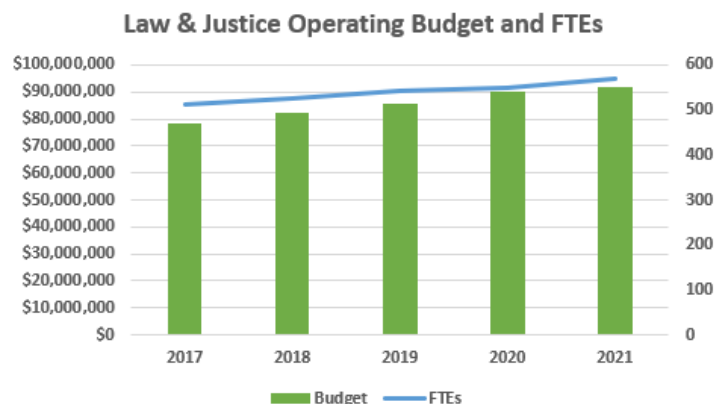
### Law and Justice Operating Budget Summary:

Law and Justice is the largest single Strategic Area in the Operating Budget. The 2021 appropriation totals \$91,997,663 or 28% of the Operating Budget:

**Operating Budget by Strategic Area**

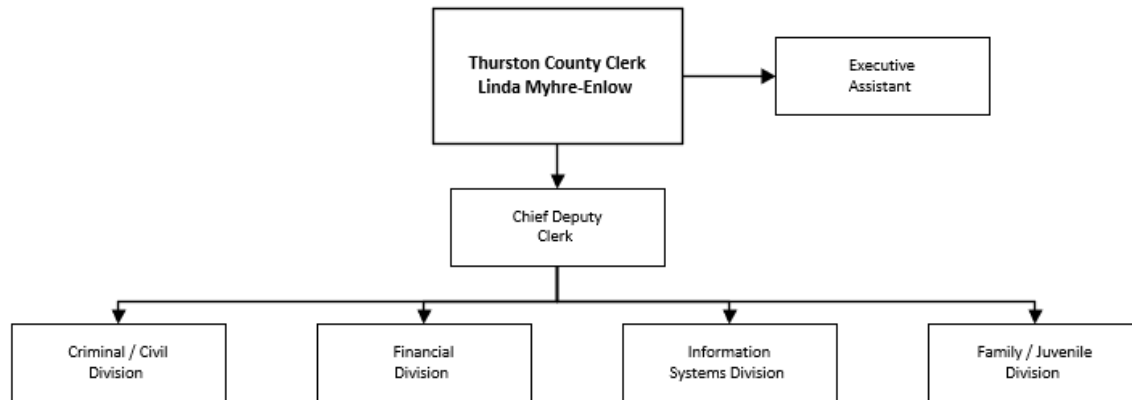


2021 Law & Justice Budget by Department		
Department	Expenditure	FTEs
Clerk	4,635,182	43.75
Coroner	1,584,598	7.50
District Court	4,486,013	33.75
Juvenile Court	8,351,086	57.00
Pretrial Services	1,225,852	10.00
Prosecuting Attorney	11,219,010	76.75
Public Defense	7,129,905	40.00
Sheriff-Corrections	23,394,915	135.25
Sheriff-Law Enforcement	22,604,615	121.32
Superior Court	7,366,487	45.22
<b>Total Law &amp; Justice</b>	<b>91,997,663</b>	<b>570.54</b>



**Law and Justice Policy Investments:**

Department	Request Title	Revenue Change	Expenditure Change
Clerk	Request for Extension of Records Auditor Position Funded by the Auditor's Office.	92,051	92,051
Clerk	Request for Extension of Records Auditor Position Funded by the Auditor's Office.	54,948	
Coroner	Adding Imaging Capabilities to the Coroners Office		255,000
District Court	IT Support		133,285
Juvenile Court	Reduce Revenue USDA Bfast/Lunch Program	(16,000)	(16,000)
Pretrial Services	Add Two Positions to Pretrial Services to Expand Services to District Court		216,810
Pretrial Services	Add Two TST FTEs to Pretrial Services to Expand Diversion to Pre-Charge		216,810
Prosecuting Attorney	PAO Victim's Fund FTE Change		80,665
Prosecuting Attorney	TST Advisory Committee Decrease Maintenance Level for PAO Support for Treatment Courts		(21,245)
Public Defense	Defense Attorney On Call Duty Compensation		13,000
Public Defense	Public Defense Social Work (Treatment Sales Tax)		99,019
Public Defense	TST Advisory Committee Decrease Maintenance Level for Public Defense Mitigation Services		(42,574)
Sheriff-Corrections	Three Correction Deputies for Offsite Court Room		392,178
Sheriff-Corrections	Treatment Sales Tax Funding for Psychotropic Medications		6,000
Sheriff-Corrections	TST Advisory Committee Decrease Maintenance Level for TST Corrections Coordinator		(33,592)
Sheriff-Corrections	Voorhis-Robertson Staffing Study		467,500
Sheriff-Law Enforcement	Adding Equipment to ER&R		370,086
Sheriff-Law Enforcement	Funding for Polygrapher Training		13,600
Sheriff-Law Enforcement	Funding for Rochester School Resource Officer - Full Time FTE	35,000	80,268
Sheriff-Law Enforcement	Funding for Training and Travel		47,002
Sheriff-Law Enforcement	Increased Road Deputies in Patrol (2 FTEs - phased in)		356,586
Sheriff-Law Enforcement	Increasing Overtime Funding in the Sheriff's Office		120,000
Superior Court	Additional Judicial Officer - Superior Court		16,640
Superior Court	Court Security for Offsite Courtroom/Main Campus		250,557
Superior Court	Heartstrides Program for Family Recovery Court		19,950
Superior Court	Off Campus Court Room Lease		14,983
Superior Court	Placeholder for Addressing New Statutory Requirements for Minor Guardianships		250,000
Superior Court	TST Advisory Committee Decrease Maintenance Level for DUI/Drug Court		(31,039)
Superior Court	TST Advisory Committee Decrease Maintenance Level for Family Recovery Court		(10,038)

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

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.

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.

**2021 Goals:**

- Continue refining Case Management System, Odyssey to maximize automated functions.
- Restart Guardianship Monitoring Program
- Continue to promote Internships.
- Continue auditing imaged documents prior to destruction.
- Expand electronic filing of documents by internal and external users.
- Expand Facilitator Program to include Guardianships.
- Continue to expand forms packets.

**2021 2022 Challenges:**

- Increasing workloads with limited funding.
- Staffing needs as Involuntary Commitment Facilities are expanded and added.
- Retaining staff due to outdated job descriptions
- Legal Financial Obligations and Facilitator Funds revenues not able to sustain current needs.
- Customer service counters at Main Courthouse and Family Juvenile Court are not adequate to provide efficient and effective public service.

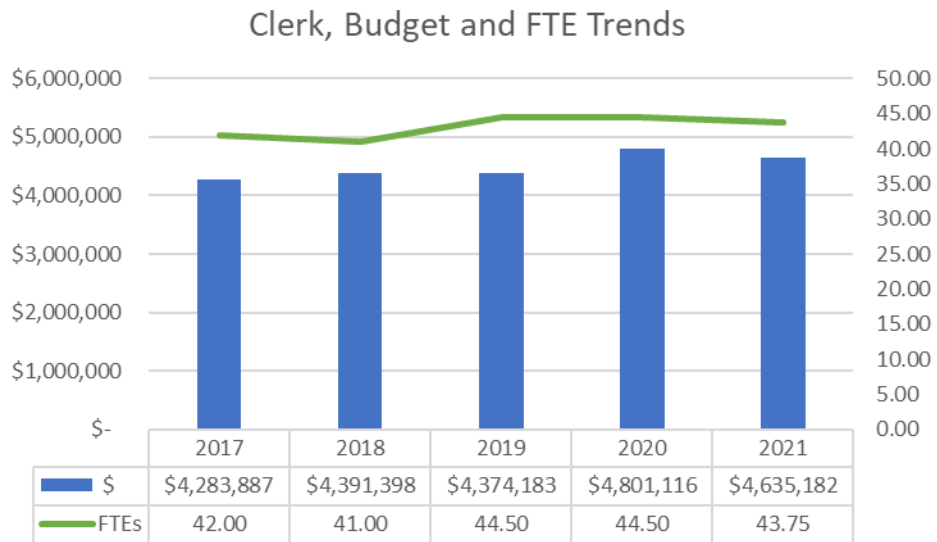
**Funds:**

The General Fund supports much of the Clerks functions. In addition, the Clerk utilizes the following:

**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.

**Legal Financial Obligations Fund 1910.** This Fund was created to account for the collection of court ordered financial obligations and the associated expenses. The revenue for this fund comes from yearly collection fees.



**Budget Snapshot:****Budget Drivers:**

	Unit of Measure	2015	2016	2017	2018	2019
Cases Filed	Per Case	12,591	12,692	14,769	14,636	15,633
Hearings Held	Per Hearing	40,167	42,292	44,681	42,983	70,622
Documents Filed	Per Document	341,094	327,775	427,063	345,050	340,072

## EXPENDITURES &amp; FTEs BY DEPARTMENT

Clerk	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	44.50	0.00	44.25
Personnel	3,599,846	4,143,167	1,685,372	4,031,489
Internal Services	458,014	547,972	249,634	522,541
Professional Services	37,240	37,528	10,873	28,000
Operating Costs	95,685	57,173	19,987	37,876
Debt Services	16,150	15,276	9,422	15,276
Capital Expenses	13,447	0	0	0
<b>Clerk Total</b>	<b>4,220,382</b>	<b>4,801,116</b>	<b>1,975,289</b>	<b>4,635,182</b>

## EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	3,170,134	3,720,230	1,527,716	3,597,747
Internal Services	434,670	525,009	238,153	506,450
Professional Services	37,240	32,528	10,873	23,000
Operating Costs	95,685	55,673	19,987	36,376
Debt Services	16,150	15,276	9,422	15,276
Capital Expenses	13,447	0	0	0
<b>0010 - General Fund Total</b>	<b>3,767,325</b>	<b>4,348,716</b>	<b>1,806,152</b>	<b>4,178,849</b>

1020 - Family Court Services	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	221,022	234,520	103,853	233,558
Internal Services	13,749	12,165	6,083	8,091
Professional Services	0	5,000	0	5,000
Operating Costs	0	1,500	0	1,500
<b>1020 - Family Court Services Total</b>	<b>234,771</b>	<b>253,185</b>	<b>109,936</b>	<b>248,149</b>

1910 - Legal Financial Obligations Collection Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	208,691	188,417	53,802	200,184
Internal Services	9,595	10,798	5,399	8,000
<b>1910 - Legal Financial Obligations Collection Fund Total</b>	<b>218,286</b>	<b>199,215</b>	<b>59,201</b>	<b>208,184</b>

## REVENUE BY DEPARTMENT

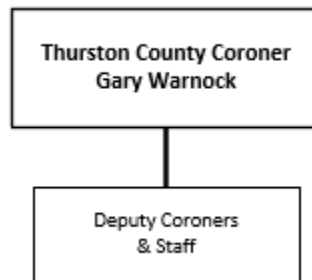
Clerk	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	1,393,626	1,504,332	633,729	1,435,410
General Fund Contribution	0	157,914	0	0
From Other Funds	750	0	39,223	146,999
Intergovernmental Revenue	22,208	19,873	0	22,204
Miscellaneous Revenue	449,723	377,762	134,906	279,260
Grants	1,496,022	871,564	(181)	844,044
<b>Clerk Total</b>	<b>3,362,329</b>	<b>2,931,445</b>	<b>807,677</b>	<b>2,727,917</b>

## REVENUE BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	1,181,882	1,372,795	567,999	1,242,100
General Fund Contribution	0	157,914	0	0
From Other Funds	0	0	39,223	92,051
Intergovernmental Revenue	0	1,777	0	0
Miscellaneous Revenue	269,167	267,310	73,374	123,110
Grants	1,496,022	871,564	(181)	844,044
<b>0010 - General Fund Total</b>	<b>2,947,071</b>	<b>2,671,360</b>	<b>680,415</b>	<b>2,301,305</b>
1020 - Family Court Services	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	211,744	131,537	65,730	193,310
From Other Funds	500	0	0	54,948
Miscellaneous Revenue	1,953	452	435	550
<b>1020 - Family Court Services Total</b>	<b>214,197</b>	<b>131,989</b>	<b>66,164</b>	<b>248,808</b>
1910 - Legal Financial Obligations Collection Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
From Other Funds	250	0	0	0
Intergovernmental Revenue	22,208	18,096	0	22,204
Miscellaneous Revenue	178,603	110,000	61,097	155,600
<b>1910 - Legal Financial Obligations Collection Fund Total</b>	<b>201,061</b>	<b>128,096</b>	<b>61,097</b>	<b>177,804</b>

Department Budget: Clerk		Department 05
<b>Program: A500 - Administration</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	858,735	884,074
<b>Revenue</b>	1,927,892	1,635,065
<b>Program: A505 - Grants</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	315,891	0
<b>Revenue</b>	854,044	844,044
<b>Program: A520 - Accounting</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	307,436	276,457
<b>Program: A540 - Family Juvenile Court</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,162,895	1,440,744
<b>Program: A560 - Main Court</b>		
<b>Description:</b> 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,762,451	1,634,900
<b>Revenue</b>	17,520	0

Department Budget: Clerk		Department 05	
Program: A580 - Records			
<b>Description:</b> 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		2020 Budget	2021 Policy Level
Expense		140,523	150,858
Program: A590 - Facilitator			
<b>Description:</b> 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.			
Budget		2020 Budget	2021 Policy Level
Expense		253,185	248,149
Revenue		131,989	248,808

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

The Thurston County Coroner's Office 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.

**2021 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.

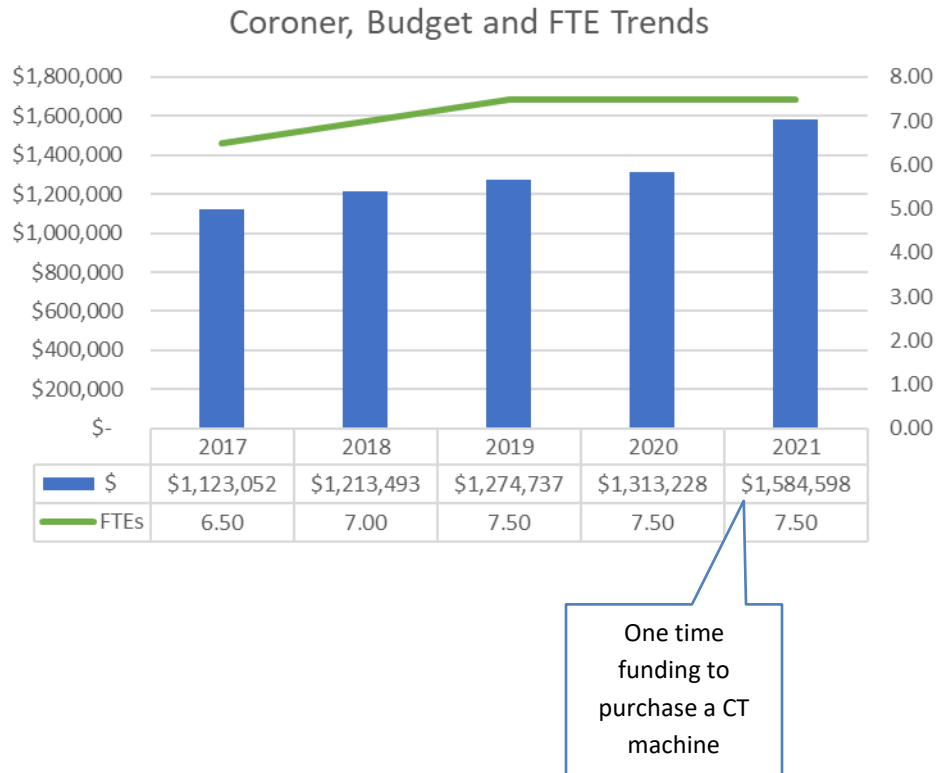
**2021 Challenges:**

Absorbing the cost of autopsies after meeting the 2% budget reduction. The Coroner eliminated travel and training to meet this goal as well. There are no other options to pull from to cover expected expenditures.

Due to COVID-19 this office has experienced a higher number of suicides and decomposed bodies found in homes. With this increase in addition to COVID precautions, additional personal protective equipment (PPE) was required and must be replenished. As stated above, this office has no other viable options to pull from to meet those expenditures.

**Funds:**

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

**Budget Snapshot:****Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
Total Deaths						
Reported	Number	2,408	2,351	2,457	2,528	2,553
Deaths Investigated	Number	315	321	371	323	319
County Population	Number	267,410	272,690	276,900	281,700	285,800

## EXPENDITURES &amp; FTEs BY DEPARTMENT

Coroner	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	7.50	0.00	7.50
Personnel	784,597	828,694	381,426	849,282
Internal Services	213,548	217,895	109,772	246,517
Professional Services	197,858	247,540	99,780	219,700
Operating Costs	51,655	14,159	4,997	14,159
Debt Services	2,259	4,940	1,130	4,940
Capital Expenses	24,818	0	0	250,000
<b>Coroner Total</b>	<b>1,274,736</b>	<b>1,313,228</b>	<b>597,105</b>	<b>1,584,598</b>

## EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	784,597	828,694	381,426	849,282
Internal Services	213,548	217,895	109,772	246,517
Professional Services	197,858	247,540	99,780	219,700
Operating Costs	51,655	14,159	4,997	14,159
Debt Services	2,259	4,940	1,130	4,940
Capital Expenses	24,818	0	0	250,000
<b>0010 - General Fund Total</b>	<b>1,274,736</b>	<b>1,313,228</b>	<b>597,105</b>	<b>1,584,598</b>

## REVENUE BY DEPARTMENT

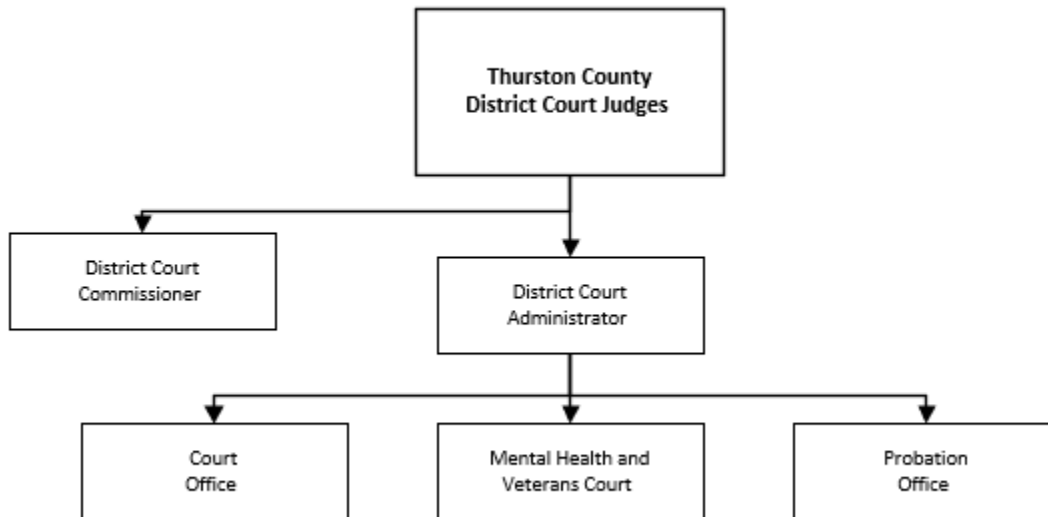
Coroner	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Intergovernmental Revenue	80,596	80,200	0	80,200
Miscellaneous Revenue	9,300	15,700	7,350	15,700
Grants	25,000	13,164	0	13,164
<b>Coroner Total</b>	<b>114,896</b>	<b>109,064</b>	<b>7,350</b>	<b>109,064</b>

## REVENUE BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Intergovernmental Revenue	80,596	80,200	0	80,200
Miscellaneous Revenue	9,300	15,700	7,350	15,700
Grants	25,000	13,164	0	13,164
<b>0010 - General Fund Total</b>	<b>114,896</b>	<b>109,064</b>	<b>7,350</b>	<b>109,064</b>



Department Budget: Coroner		Department 12
<b>Program: B300 - Coroner Personnel</b>		
<b>Description:</b> Salaries and benefits for FTEs, including extra help, on-call pay and overtime.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	846,534	849,282
<b>Program: B301 - Coroner Operations</b>		
<b>Description:</b> Administration and operations include office supplies, travel, small tools and minor equipment, equipment leases, phones, mailroom, and all other interfund costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	150,200	431,360
<b>Revenue</b>	13,164	13,164
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	21,067	21,067
<b>Revenue</b>	700	700
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	186,807	186,807
<b>Revenue</b>	80,200	80,200
<b>Program: B304 - Coroner Training</b>		
<b>Description:</b> Training, conferences and travel.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	0
<b>Program: B305 - Coroner Facilities</b>		
<b>Description:</b> Space & facilities rentals, small tools & minor equipment, professional services, interfund op-co owned.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	81,820	84,282
<b>Revenue</b>	15,000	15,000
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	26,800	11,800

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

Serving justice through serving people: 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 a 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 and maintain a supportive working environment through encouraging teamwork, innovation and professional growth.

**2021 Goals:**

- Reduce the pandemic backlog, including coming current on criminal trials
- Improve support for telecommuting, courtroom technology and other information services requirements
- Expand mental health support programs through the use of treatment sales tax funding
- Complete our research project with the Washington State Center for Court Research evaluating the effectiveness of sentencing practices both in general and among traditionally marginalized groups
- Continue staff discussions and training on race, equity and inclusion

**2021 Challenges:**

As with all other offices and departments, we are daily challenged by the pandemic and its ongoing disruptions. As of 6 August, we have over 2000 backlogged criminal hearings and almost 500 infraction hearings. We have continued to hear protection order and anti-harassment petitions, as well as name changes, but have suspended all other civil matters. There are approximately 100 small claims cases waiting to be scheduled, and an unknown number of civil filings. Catching up is made more difficult because we don't have the ability to schedule more than six to eight hearings an hour and because, in cutting our budget 2%, we had to give up our pro tem judge funds. We can't utilize pro tems to work on the backlog and if judges aren't available, we can't rely on a pro tem.

Also significant are the jury trials we are not doing. The impact is multifaceted. We have people languishing in jail waiting for their trial; there is no incentive for defendants to settle cases, extending time to disposition and increasing the backlog; we are not fulfilling our constitutional mandate to speedy trial. Without a space to hold trials, this will be our biggest challenge in the new biennium.

Space has become an even larger issue with the social distancing requirements now in place; it will continue to be a problem for the foreseeable future. Prior to the pandemic, we were already operating at 50% less than what is required to run a court of our size. Not only has this impacted the number of hearings we can hold (as detailed above), but it continues to challenge us from a staff perspective. The impact is especially severe on the probation and mental health/vets court programs and the defendants assigned to those caseloads.

Adequate funding for interpreters continues to be a challenge. Despite some increased funding in 2020, the cost of hiring interpreters is outpacing the funding allocated. Not only have the number of hearings requiring an interpreter gone up, but the average cost per hour has risen from \$65 in 2016 to \$80 in 2019. Interpreting has become more challenging in the age of COVID. The majority of our participants are appearing remotely since District Court is too small to accommodate people at the appropriate social distance. Simultaneous interpreting cannot be done remotely slowing the proceedings significantly.

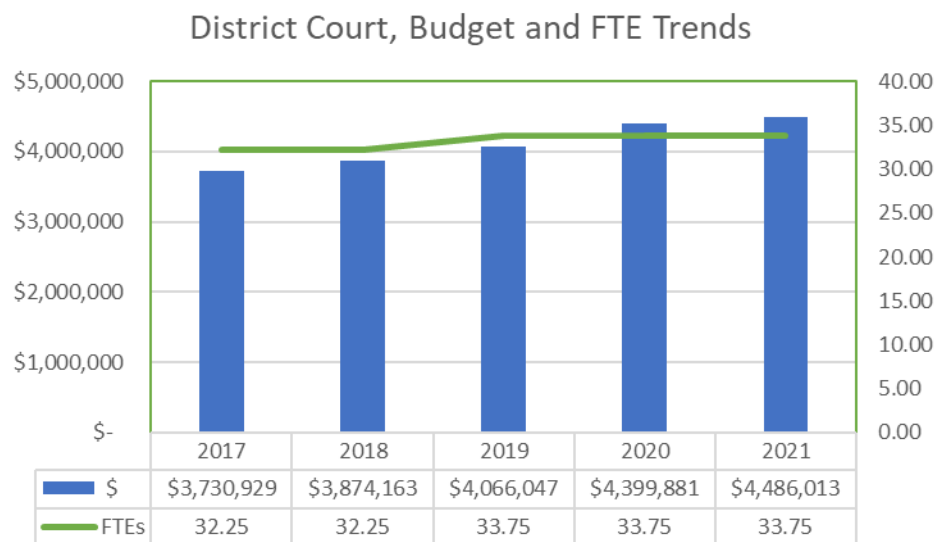
**Funds:**

District Court is funded by the General Fund. Two programs in District Court are funded by Treatment Sales Tax Fund 1180: Mental Health and Veteran's Court and, new in 2019, a mental health probation officer. Special projects or programs may be funded by the Trial Court Improvement Fund 1170.

**Treatment Sales Tax Fund 1180.** A 1/10th of one percent 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 of therapeutic court programs and services.

**Trial Court Improvement Fund 1170.** RCW 3.58.060 directs the creation of an account and contribute an amount equal to 100% of the State's contribution to District Court judges' salaries. The money is to be used solely to fund improvements to court staffing, programs, facilities and services.

### **Budget Snapshot:**



**Budget Drivers:**

	Unit of Measure	2015	2016	2017	2018	2019
<b>INFRACTIONS</b>						
Thurston County	filings	21,445	22,637	23,228	22,052	23,254
Lacey	filings	857	413	419	330	330
Tumwater	filings	365	273	194	163	200
INFRACTION TOTAL		22,667	23,323	23,841	22,545	23,784
<b>DUI</b>						
Thurston County	filings	591	667	773	846	922
Lacey	filings	98	71	51	58	57
Tumwater	filings	58	54	62	48	55
DUI TOTAL		747	792	886	952	1,034
<b>OTHER CRIMINAL</b>						
Thurston County	filings	1,230	1,625	2,010	2,502	3,121
Lacey	filings	1,564	1,211	1,203	1,062	1,087
Tumwater	filings	797	757	639	609	555
OTHER CRIMINAL TOTAL		3,591	3,593	3,852	4,173	4,763
<b>CIVIL AND SMALL CLAIMS</b>		4,856	5,396	4,422	5,309	5,133
<b>TOTALS</b>		31,861	33,104	33,001	32,979	34,714
Infractions	proceeding count	5,072	4,315	4,105	4,026	4,722
DUI	proceeding count	2,722	2,580	2,852	3,307	3,336
All Other Criminal	proceeding count	9,554	10,329	10,118	10,506	10,586
Civil and Small Claims	proceeding count	4,787	8,891	7,337	6,567	7,160
Domestic Violence	proceeding count	525	648	609	625	516
Totals		22,660	26,763	25,021	25,031	26,320
Trials	trial count	63	58	53	55	48
Revenue	dollars	5,489,096	5,492,237	5,109,596	4,966,005	3,013,389
Local Paid	dollars	2,820,872	2,648,531	2,410,179	2,367,893	1,540,760
State Paid	dollars	2,668,224	2,843,706	2,699,417	2,598,112	1,472,629

## EXPENDITURES &amp; FTEs BY DEPARTMENT

District Court	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	33.75	0.00	33.75
Personnel	3,202,718	3,562,708	1,601,776	3,622,234
Internal Services	482,432	498,529	248,015	548,567
Professional Services	116,657	128,197	32,854	90,000
Operating Costs	84,170	210,447	20,786	91,927
Debt Services	0	0	0	0
Capital Expenses	0	0	0	0
Transfer to Other County Funds	0	0	0	133,285
<b>District Court Total</b>	<b>3,885,978</b>	<b>4,399,881</b>	<b>1,903,432</b>	<b>4,486,013</b>

## EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	2,759,235	3,055,646	1,376,123	3,162,556
Internal Services	413,990	433,002	241,656	468,800
Professional Services	53,300	71,414	16,032	35,000
Operating Costs	67,847	155,015	19,666	36,495
Transfer to Other County Funds	0	0	0	133,285
<b>0010 - General Fund Total</b>	<b>3,294,372</b>	<b>3,715,077</b>	<b>1,653,477</b>	<b>3,836,136</b>

1180 - Treatment Sales Tax	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	443,483	507,062	225,653	459,678
Internal Services	68,442	65,527	6,359	79,767
Professional Services	63,357	56,783	16,822	55,000
Operating Costs	16,323	55,432	1,120	55,432
<b>1180 - Treatment Sales Tax Total</b>	<b>591,605</b>	<b>684,804</b>	<b>249,955</b>	<b>649,877</b>

## REVENUE BY DEPARTMENT

District Court	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	881,223	1,088,100	144,233	1,088,100
Intergovernmental Revenue	0	11,020	0	0
Miscellaneous Revenue	1,920,105	1,616,650	728,962	1,616,650
Grants	4,960	107,500	0	0
<b>District Court Total</b>	<b>2,806,288</b>	<b>2,823,270</b>	<b>873,196</b>	<b>2,704,750</b>

## REVENUE BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	876,703	1,088,100	140,993	1,088,100
Intergovernmental Revenue	0	11,020	0	0
Miscellaneous Revenue	1,920,105	1,616,650	728,962	1,616,650
Grants	4,960	107,500	0	0
<b>0010 - General Fund Total</b>	<b>2,801,768</b>	<b>2,823,270</b>	<b>869,956</b>	<b>2,704,750</b>
<b>1180 - Treatment Sales Tax</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	4,520	0	3,240	0
<b>1180 - Treatment Sales Tax Total</b>	<b>4,520</b>	<b>0</b>	<b>3,240</b>	<b>0</b>

Department Budget: District Court		Department 07
Program: A700 - Judicial Services		
<b>Description:</b> Revenue received from providing court services to municipalities within Thurston County. RCW 39.34		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	550,000	550,000
Program: A701 - Anti-Harassment Filing Fees		
<b>Description:</b> Filing fees from anti-harassment cases. RCW 3.62.060		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,000	1,000
Program: A702 - Civil Filing Fees		
<b>Description:</b> Filing fees from civil cases. RCW 3.62.060		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	80,000	80,000
Program: A703 - Small Claims Filing Fees		
<b>Description:</b> Filing fees from small claims cases. RCW 12.40.020 AND 7.75.035(1)		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	6,000	6,000
Program: A704 - Transcripts		
<b>Description:</b> Fee assessed for preparing a transcript of a civil judgment. RCW 3.62.060		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	3,000	3,000
Program: A706 - Supplemental Proceeding Fees		
<b>Description:</b> Fee for filing a supplemental proceeding in a civil case. Supplemental proceedings are used to locate property of a judgment debtor. RCW 3.62.060		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	200	200
Program: A707 - Civil Trial Jury Demand		
<b>Description:</b> Fees required when a party requests a civil trial by jury. RCW 3.62.060		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,500	1,500
Program: A708 - Writ Filing Fee		
<b>Description:</b> Fee for issuing a writ of garnishment or other writ in a civil case. RCW 3.62.060		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	25,000	25,000
Program: A709 - Civil Record Services		
<b>Description:</b> Charge for certifying any document on file or of record; or charge for preparing a certified copy of or exemplifying an instrument on file or of record.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	35,000	35,000
Program: A710 - Civil Appeal Record Fee		
<b>Description:</b> Fee charged for preparing the record for a case of appeal. RCW 3.62.060		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>

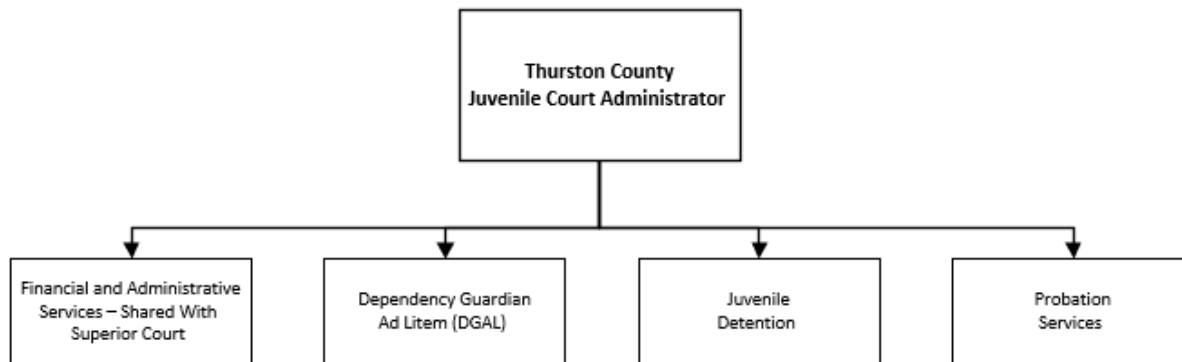


Department Budget: District Court		Department 07
Revenue	200	200
Program: A711 - Name Change Administrative Fee		
Description: Fees collected to legally change name. RCW 4.24.130(4) and 36.22.200		
Budget	2020 Budget	2021 Policy Level
Revenue	1,600	1,600
Program: A712 - Warrant Fees		
Description: Fees charged for preparing and serving warrants. 10.01.160		
Budget	2020 Budget	2021 Policy Level
Revenue	7,000	7,000
Program: A713 - Deferred Prosecution Fees		
Description: Fees charged for administering a deferred prosecution. 10.01.160		
Budget	2020 Budget	2021 Policy Level
Revenue	13,000	13,000
Program: A714 - Non-Certified Copy/Tape Fees		
Description: Fees collected for non-certified copies of documents.		
Budget	2020 Budget	2021 Policy Level
Revenue	1,600	1,600
Program: A715 - Probation Fees		
Description: Assessment which may be levied on a defendant sentenced to probation. 10.64.120		
Budget	2020 Budget	2021 Policy Level
Revenue	325,000	325,000
Program: A716 - Transfer Offender Fee		
Description: This fee is used to receipt the \$40 local processing fee for Interstate Compact offender transfer requests. The Department of Corrections (DOC) has established a \$100 application fee of which the local jurisdiction will retain \$40. 9.94A.74504		
Budget	2020 Budget	2021 Policy Level
Revenue	300	300
Program: A717 - Local Judicial Stabilization District Court		
Description: Additional fee required to be collected on certain civil filings until July 1, 2021. 3.62.060		
Budget	2020 Budget	2021 Policy Level
Revenue	25,000	25,000
Program: A718 - Local Judicial Stabilization Superior Court		
Description: Additional fee required to be collected on certain civil filings until July 1, 2021. 3.62.060		
Budget	2020 Budget	2021 Policy Level
Revenue	500	500
Program: A719 - Traffic Infraction Time Payment Fee		
Description: Fee imposed when a defendant chooses time pay rather than one time full payment. No longer used as time pay agreements now go to a third party vendor. What's remaining are older cases not yet paid in full.		
Budget	2020 Budget	2021 Policy Level
Revenue	12,000	12,000
Program: A720 - Traffic Infraction Penalties		

Department Budget: District Court		Department 07
<b>Description:</b> Fines collected for traffic infractions committed.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,140,000	1,140,000
<b>Program: A721 - Non-Traffic Infraction Penalties</b>		
<b>Description:</b> Fines collected for non-traffic infractions committed.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	11,500	11,500
<b>Program: A725 - Parking</b>		
<b>Description:</b> Fines collected for parking infractions committed.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	22,000	22,000
<b>Program: A726 - Disabled Parking</b>		
<b>Description:</b> Fines collected for disabled parking infractions committed.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	100	100
<b>Program: A727 - Driving Under the Influence (DUI) Fines</b>		
<b>Description:</b> Fines collected for DUI misdemeanor crimes committed.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	181,000	181,000
<b>Program: A728 - Criminal Traffic Fines</b>		
<b>Description:</b> Fines collected for traffic crimes committed, other than DUI.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	187,000	187,000
<b>Program: A729 - Criminal Fines</b>		
<b>Description:</b> Fines collected for non-traffic crimes committed.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	22,000	22,000
<b>Program: A730 - Court Cost Recoupments</b>		
<b>Description:</b> Public defense fees for defendants deemed indigent but able to pay.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	26,000	26,000
<b>Program: A732 - Civil Filings</b>		
<b>Description:</b> Civil filing by counter- or cross-claimant or third party.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	100	100
<b>Program: A733 - Counter Claim Filings</b>		
<b>Description:</b> Fee for filing a counter claim, cross claim, or 3rd party claim in a small claims case. RCW 12.40.020		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	100	100
<b>Program: A749 - Clerk Over/Short Payments</b>		

Department Budget: District Court		Department 07
<b>Description:</b> Overpayments allowed by RCW 63.29.130. Courts are authorized to keep overpayments up to \$10.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	17,050	17,050
<b>Program: A750 - District Court</b>		
<b>Description:</b> This program provides funding for salaries, benefits and operating expenses for the court office. Administration is comprised of 4 judicial officers and 28 support staff.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,234,600	3,316,815
<b>Revenue</b>	128,520	10,000
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	0
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,026	2,026
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	35,000	35,000
<b>Program: A762 - Courtroom Services-Judge #1</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,186	3,186
<b>Program: A763 - Courtroom Services-Judge #2</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,186	3,186
<b>Program: A764 - Courtroom Services-Judge #3</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,186	3,186
<b>Program: 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,489	3,489
<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>2020 Budget</b>	<b>2021 Policy Level</b>

Department Budget: District Court		Department 07
Expense	16,024	16,024
Program: A780 - Probation Office		
<b>Description:</b> Provides funding for salaries, benefits and operating expenses for the three staff in the Probation Office.		
Budget	2020 Budget	2021 Policy Level
Expense	158,301	152,375
Program: A791 - Mental Health Court		
<b>Description:</b> Provides funding for compensation of contract employees and operating expenses.		
Budget	2020 Budget	2021 Policy Level
Expense	526,503	497,502
Program: A799 - Fixed Costs		
<b>Description:</b> Internal service costs include: space allocation, IT support and infrastructure, phone system and mailroom costs, records services, risk insurance, and building reserve.		
Budget	2020 Budget	2021 Policy Level
Expense	414,380	453,224

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

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.

**2021 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 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.

**Youth Advocacy** – the Juvenile department’s Dependency Guardian Ad Litem (DGAL) program ensures that all children going through a dependency in Thurston County are provided a DGAL volunteer for their case.

**2021 Challenges:**

The COVID-19 pandemic has created many challenges that will persist for the foreseeable future. Shifts in case management strategies, court hearing procedures, and juvenile program facilitation are just a few of the efforts that have been enacted as a result of the constraints of physical distancing and facility closures due to the pandemic. The extent and duration of these impacts is still to be determined but will be impacting operations well into the next year.

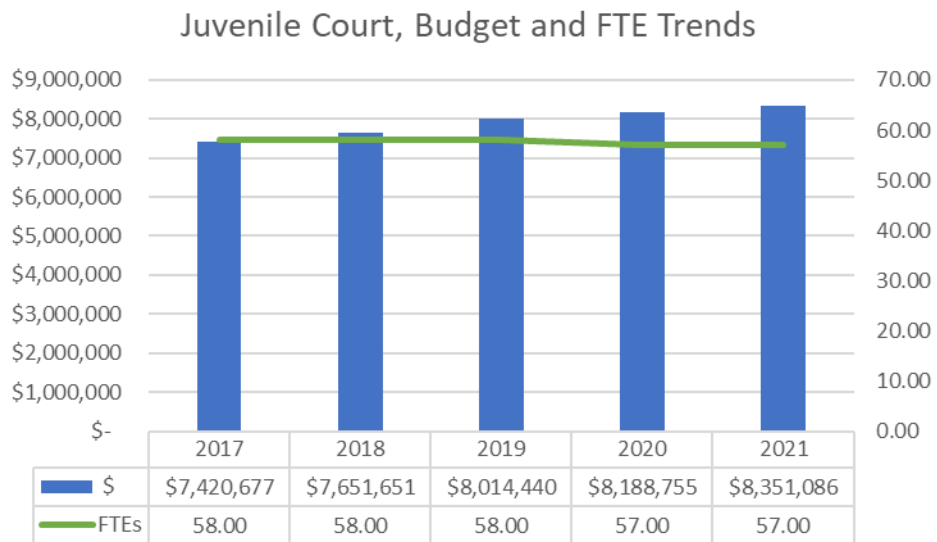
The inevitable budget challenges resulting from this crisis are sure to impact the delivery of vital services to the youth and families of Thurston County. These impacts will result in reduced funding at both the County and State level as the Juvenile Department receives funding from both sources to operate programs and staff costs. It is a concern that some programs, such as the Truancy program, will experience significant funding reductions due to school attendance changes/guidelines.

**Funds:**

The General Fund supports much of Juvenile Court operations. Other funding is provided by:

**Detention Facility Sales Tax Fund 1100.** A 1/10th of one percent sales tax was approved by voters in 1995. The funds are used exclusively for construction, maintenance and operation of juvenile detention facilities and adult jails.

**Treatment Sales Tax Fund 1180.** A 1/10th of one percent 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 of therapeutic court programs and services.

**Budget Snapshot:****Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
Detention Bed Days Served	Bed Days	8,607	5,362	5,191	4,491	3,914
Offender Cases on Probation	Cases Filed	249	205	222	228	184
Civil Cases on Probation	Cases Filed	326	443	657	592	743

## EXPENDITURES &amp; FTEs BY DEPARTMENT

Juvenile Court	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	57.00	0.00	57.00
Personnel	5,924,887	6,228,381	2,730,858	6,429,542
Internal Services	1,143,429	1,272,092	642,065	1,316,796
Professional Services	258,685	527,608	78,395	444,074
Operating Costs	69,709	160,674	17,658	160,674
Debt Services	6,158	0	3,080	0
Capital Expenses	11,351	0	5,615	0
Transfer to Other County Funds	0	0	0	0
<b>Juvenile Court Total</b>	<b>7,414,218</b>	<b>8,188,755</b>	<b>3,477,670</b>	<b>8,351,086</b>

## EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	5,104,376	5,264,986	2,354,388	5,414,512
Internal Services	1,140,317	1,265,284	642,065	1,285,416
Professional Services	202,076	448,629	70,388	378,608
Operating Costs	69,587	156,674	17,633	156,674
Debt Services	6,158	0	3,080	0
Capital Expenses	11,351	0	5,615	0
<b>0010 - General Fund Total</b>	<b>6,533,863</b>	<b>7,135,573</b>	<b>3,093,169</b>	<b>7,235,210</b>

1100 - Detention Facility Sales Tax	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	731,340	781,218	332,804	801,178
Professional Services	0	13,513	0	0
<b>1100 - Detention Facility Sales Tax Total</b>	<b>731,340</b>	<b>794,731</b>	<b>332,804</b>	<b>801,178</b>

1180 - Treatment Sales Tax	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	89,172	182,177	43,666	213,852
Internal Services	3,111	6,808	0	31,380
Professional Services	56,609	65,466	8,006	65,466
Operating Costs	122	4,000	25	4,000
<b>1180 - Treatment Sales Tax Total</b>	<b>149,015</b>	<b>258,451</b>	<b>51,697</b>	<b>314,698</b>



## REVENUE BY DEPARTMENT

Juvenile Court	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	7,096	1,500	(22,966)	1,500
Miscellaneous Revenue	27,364	19,700	48	19,700
Grants	1,152,253	1,189,966	271,328	1,173,966
<b>Juvenile Court Total</b>	<b>1,186,714</b>	<b>1,211,166</b>	<b>248,410</b>	<b>1,195,166</b>

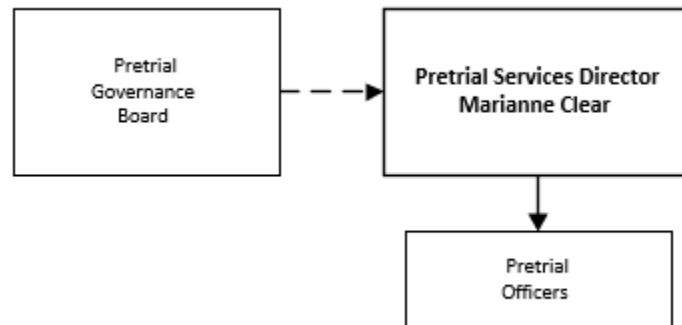
## REVENUE BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	7,096	1,500	(22,966)	1,500
Miscellaneous Revenue	27,364	19,700	48	19,700
Grants	1,152,253	1,189,966	271,328	1,173,966
<b>0010 - General Fund Total</b>	<b>1,186,714</b>	<b>1,211,166</b>	<b>248,410</b>	<b>1,195,166</b>

Department Budget: Juvenile Court		Department 08
<b>Program: A800 - USDA School Breakfast and Lunch Programs</b>		
<b>Description:</b> Provides meal reimbursement through the National School Breakfast and Lunch Program (USDA)		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	40,000	24,000
<b>Revenue</b>	40,000	24,000
<b>Program: A801 - General Fund Revenue</b>		
<b>Description:</b> Court ordered fees paid by juveniles		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	5,900	5,900
<b>Program: A803 - Booking Fees-Juvenile</b>		
<b>Description:</b> Court ordered fees paid by juveniles		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,500	1,500
<b>Program: A804 - Crime Victim Fund/Felony</b>		
<b>Description:</b> Court ordered fees paid by juveniles		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	10,000	10,000
<b>Program: A805 - Crime Victim Fund/Gross Misdemeanor</b>		
<b>Description:</b> Court ordered fees paid by juveniles		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	2,000	2,000
<b>Program: A806 - Crime Victim Fund/Misdemeanor</b>		
<b>Description:</b> Court ordered fees paid by juveniles		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	400	400
<b>Program: A807 - Juvenile Fine/Felony</b>		
<b>Description:</b> Court ordered fees paid by juveniles		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	800	800
<b>Program: A808 - Juvenile Fine/Gross Misdemeanor</b>		
<b>Description:</b> Court ordered fees paid by juveniles		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	400	400
<b>Program: A809 - Juvenile Fine/Misdemeanor</b>		
<b>Description:</b> Court ordered fees paid by juveniles		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	200	200
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,221,619	1,346,028

Department Budget: Juvenile Court		Department 08
<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		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	164,935	187,105
<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		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	185,105	116,145
<b>Program: A820 - Intake</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	245,125	249,447
<b>Program: 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,104,964	1,205,392
<b>Revenue</b>	0	0
<b>Program: A843 - Consolidated Juvenile Services Block Grant</b>		
<b>Description:</b> The Block 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	160,065	143,709
<b>Revenue</b>	575,000	575,000
<b>Program: A844 - Structured Residential</b>		
<b>Description:</b> Provides funding for urinalysis testing of juveniles.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	7,800	7,800
<b>Revenue</b>	0	0
<b>Program: A845 - BECCA Bill Programs</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	317,374	316,074
<b>Revenue</b>	367,428	367,428

Department Budget: Juvenile Court		Department 08
<b>Program: A846 - Pass Through</b>		
<b>Description:</b> Community Youth Services professional services payment which provides Diversion services for the court to eligible juveniles.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	103,744	103,744
<b>Program: A847 - Juvenile Court Block Grants</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	86,633	68,699
<b>Revenue</b>	99,722	99,722
<b>Program: A860 - Operating Transfer-Sales Tax</b>		
<b>Description:</b> Supervises care and custody of juveniles in a secure detention facility.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,588,822	3,539,851
<b>Program: A862 - Juvenile Medical</b>		
<b>Description:</b> Provides detained juveniles with emergent dental and/or health issues with services and payment for treatment		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	35,808	35,808
<b>Program: A863 - Chemical Dependency Disposition Alternatives Program</b>		
<b>Description:</b> The CDDA program provides grant funding for the Juvenile Drug Court Program and treatment costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	0
<b>Revenue</b>	20,000	20,000
<b>Program: A864 - Juvenile Medical/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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,321	2,321
<b>Program: A870 - Court Appointed Special Advocate Program Restricted</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	665,989	690,265
<b>Revenue</b>	87,816	87,816
<b>Program: A890 - Juvenile Other Restricted</b>		
<b>Description:</b> Treatment Sales Tax provides funding for the Juvenile Drug Court program.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	258,451	314,698

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

The Pretrial Services Governing Board, through the Pretrial Services Department: 1) keeps jail resources dedicated to higher risk offenders to ensure follow-up court appearances and preserve public safety; 2) identifies potential inter-department efficiencies; and 3) strikes a balance among community safety, defendant well-being, return court appearance and cost-savings.

**2022 Goals:**

- Obtain a locally validated risk assessment tool
- Universal Screening: Conduct a full screening of each individual appearing in court for conditions of release
- Communicate the vision of the Pretrial Services Governing Board
- Utilize the resources available through the Advancing Pretrial Policy and Research project to maximize public safety, maximize pretrial release, maximize court appearances and maximize equity.

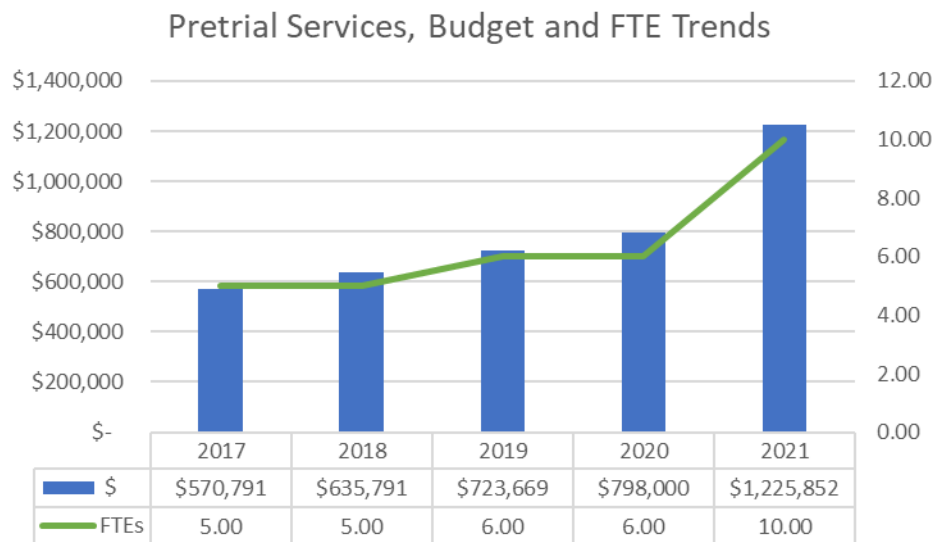
**2022 Challenges:**

- Expansion of services to individuals held by District Court
- Address growing caseloads and backlog of criminal cases in partnership with other criminal justice stakeholders

**Funds:**

The General Fund supports much of Pretrial Services functions. In addition, funding is provided by:

**Treatment Sales Tax Fund 1180.** A 1/10th of one percent 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 of therapeutic court programs and services.

**Budget Snapshot:**

Four positions added to expand diversion and conduct pretrial screening on all arrested individuals

**Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
Pretrial Screening and Recommendation reports completed	Each	444*	2,120	2,456	3,389	3,544
Felony cases ordered to Pretrial Services supervision	Each	639	898	1,159	1,321	1,387

\* November and December only

# Department Budget: Pretrial Services

Department 37

## EXPENDITURES & FTEs BY DEPARTMENT

<b>Pretrial Services</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	6.00	0.00	10.00
Personnel	566,229	651,111	285,865	1,071,958
Internal Services	38,735	87,457	44,192	80,544
Professional Services	2,531	11,082	600	7,000
Operating Costs	26,317	46,341	632	64,341
Debt Services	1,172	2,009	1,005	2,009
Capital Expenses	8,500	0	0	0
<b>Pretrial Services Total</b>	<b>643,484</b>	<b>798,000</b>	<b>332,294</b>	<b>1,225,852</b>

## EXPENDITURES BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	524,500	551,324	252,889	785,329
Internal Services	35,582	73,004	43,361	67,240
Professional Services	2,531	10,317	600	7,000
Operating Costs	17,285	40,591	632	49,591
Debt Services	1,172	2,009	1,005	2,009
Capital Expenses	8,500	0	0	0
<b>0010 - General Fund Total</b>	<b>589,571</b>	<b>677,245</b>	<b>298,486</b>	<b>911,169</b>

<b>1180 - Treatment Sales Tax</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	41,728	99,787	32,977	286,629
Internal Services	3,153	14,453	831	13,304
Professional Services	0	765	0	0
Operating Costs	9,032	5,750	0	14,750
<b>1180 - Treatment Sales Tax Total</b>	<b>53,913</b>	<b>120,755</b>	<b>33,808</b>	<b>314,683</b>

## REVENUE BY DEPARTMENT

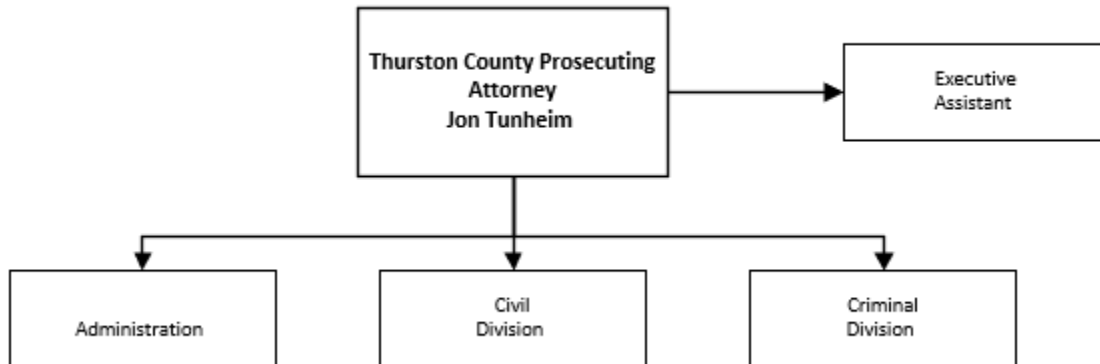
<b>Pretrial Services</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Miscellaneous Revenue	8,500	0	0	0
<b>Pretrial Services Total</b>	<b>8,500</b>	<b>0</b>	<b>0</b>	<b>0</b>



## REVENUE BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Miscellaneous Revenue	8,500	0	0	0
<b>0010 - General Fund Total</b>	<b>8,500</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department Budget: Pretrial Services		Department 37	
Program: A665 - Pre-Trial Services			
<b>Description:</b> To enhance public safety by providing accurate and timely information to the Court and counsel to make informed pretrial release decisions and supervises those on conditional release.			
Budget		2020 Budget	2021 Policy Level
Expense		798,000	1,225,852

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

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.

**2021 Goals:**

- ❖ Implement eProsecutor (new case management system)
- ❖ Continue to expand Innovative Justice Initiative including First Look, pre-trial diversion, and additional prosecution alternatives
- ❖ Develop Equity/Inclusion/Diversity initiative including training and review of polices/procedures
- ❖ Continue to provide County offices and departments, with high quality legal services including daily advice, planning, contract review and representation in litigation in light of the COVID-19 pandemic
- ❖ Continue to provide comprehensive representation for petitioners in Involuntary Treatment Act (ITA)
- ❖ Continue to provide legal advice and support in public records to county departments and offices
- ❖ Minimize COVID-19 exposure in dealing with co-workers and third parties.

**2021 Challenges:**

- ❖ Inadequate resources
- ❖ COVID-19 impact on Criminal Justice

- ❖ COVID-related issues, e.g. lawsuits, changes in business practices, rapid responses to novel situations
- ❖ Alcohol and substance use disorders
- ❖ Mental Illness
- ❖ Rapidly expanding cases on the ITA calendar with more facilities opening
- ❖ Domestic Violence
- ❖ Child Abuse and Neglect
- ❖ Continued increase in public records requests and costly litigation against the county.
- ❖ COVID-19 and related budget challenges distract from the goals provided above and negatively impacts office morale.

Continuing with challenges 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.

### **Funds:**

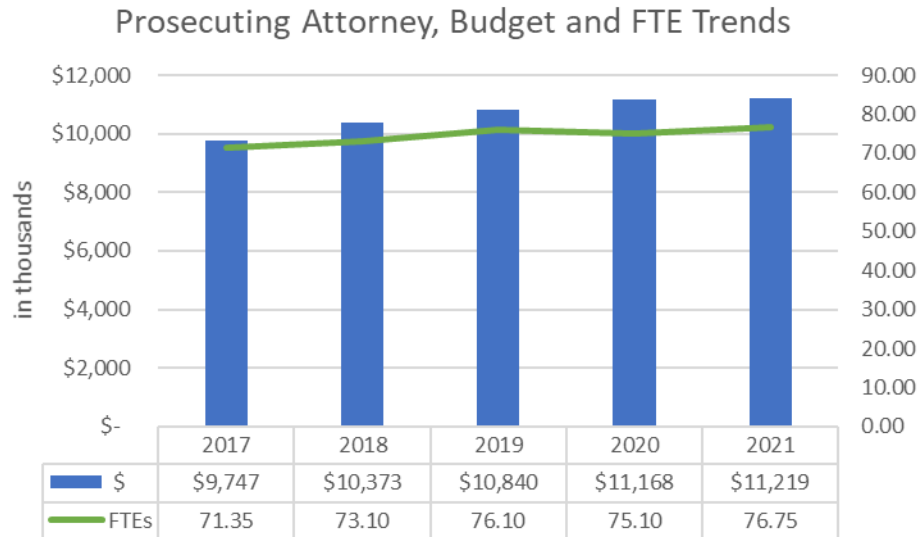
The General Fund supports much of the functions of the Prosecuting Attorney. Other funds utilized include:

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

**Interlocal Drug Enforcement Fund 1470.** This fund was established to be used for any purpose related to the enforcement of state and local laws pertaining to controlled substances and to further the goals of the Thurston Narcotics Task Force.

**Treatment Sales Tax Fund 1180.** A 1/10th of one percent 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 of therapeutic court programs and services.

**Victim Advocate Program Fund 1110.** 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.

**Budget Snapshot:****Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
Felony Referrals from Law Enforcement	Referrals	2,517	2,729	2,791	2,881	3,122
Felony Charged Cases in Superior Court	Cases	1,659	2,068	1,861	1,972	2,079
Completed Superior Court Cases	Cases	886	1,461	1,567	1,872	1,103

## EXPENDITURES &amp; FTEs BY DEPARTMENT

<b>Prosecuting Attorney</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	75.10	0.00	76.75
Personnel	8,380,134	9,295,427	4,070,726	9,237,472
Internal Services	1,394,250	1,476,496	734,679	1,652,873
Professional Services	52,755	123,415	14,403	81,306
Operating Costs	297,805	246,632	102,968	222,159
Debt Services	19,924	26,200	9,952	25,200
Capital Expenses	13,131	0	0	0
<b>Prosecuting Attorney Total</b>	<b>10,157,998</b>	<b>11,168,170</b>	<b>4,932,729</b>	<b>11,219,010</b>

## EXPENDITURES BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	7,521,599	8,101,707	3,777,191	7,980,948
Internal Services	1,271,778	1,440,408	715,363	1,612,757
Professional Services	49,409	60,912	12,047	43,200
Operating Costs	266,716	207,832	94,247	203,359
Debt Services	19,924	26,200	9,952	25,200
Capital Expenses	13,131	0	0	0
<b>0010 - General Fund Total</b>	<b>9,142,557</b>	<b>9,837,059</b>	<b>4,608,800</b>	<b>9,865,464</b>

<b>1110 - Victim Advocate Program</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	462,915	680,484	251,320	763,482
Internal Services	27,721	27,992	15,268	34,793
Professional Services	3,346	52,503	2,357	28,106
Operating Costs	17,460	38,800	8,721	18,800
<b>1110 - Victim Advocate Program Total</b>	<b>511,441</b>	<b>799,779</b>	<b>277,665</b>	<b>845,181</b>

<b>1180 - Treatment Sales Tax</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	263,156	421,245	0	400,000
Internal Services	94,494	0	0	0
Operating Costs	13,629	0	0	0
<b>1180 - Treatment Sales Tax Total</b>	<b>371,280</b>	<b>421,245</b>	<b>0</b>	<b>400,000</b>

# Department Budget: Prosecuting Attorney

Department 09

<b>1470 - Interlocal Drug Enforcement</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	132,463	91,991	42,216	93,042
Internal Services	0	7,760	3,880	5,323
<b>1470 - Interlocal Drug Enforcement Total</b>	<b>132,463</b>	<b>99,751</b>	<b>46,096</b>	<b>98,365</b>

<b>1900 - Anti-Profiteering</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	257	336	168	0
Professional Services	0	10,000	0	10,000
<b>1900 - Anti-Profiteering Total</b>	<b>257</b>	<b>10,336</b>	<b>168</b>	<b>10,000</b>

## REVENUE BY DEPARTMENT

<b>Prosecuting Attorney</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	820,480	842,957	325,026	842,957
From Other Funds	1,250	0	0	0
Miscellaneous Revenue	108,053	149,158	38,389	129,408
Grants	1,530,490	1,730,276	463,689	1,703,993
<b>Prosecuting Attorney Total</b>	<b>2,460,273</b>	<b>2,722,391</b>	<b>827,104</b>	<b>2,676,358</b>

## REVENUE BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	448,519	567,957	169,067	567,957
Miscellaneous Revenue	74,684	126,458	32,350	116,708
Grants	1,232,925	1,277,676	376,625	1,277,676
<b>0010 - General Fund Total</b>	<b>1,756,128</b>	<b>1,972,091</b>	<b>578,042</b>	<b>1,962,341</b>
<b>1110 - Victim Advocate Program</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	371,961	275,000	155,960	275,000
From Other Funds	1,250	0	0	0
Miscellaneous Revenue	32,939	22,400	5,878	12,400
Grants	297,565	452,600	87,064	426,317
<b>1110 - Victim Advocate Program Total</b>	<b>703,715</b>	<b>750,000</b>	<b>248,901</b>	<b>713,717</b>

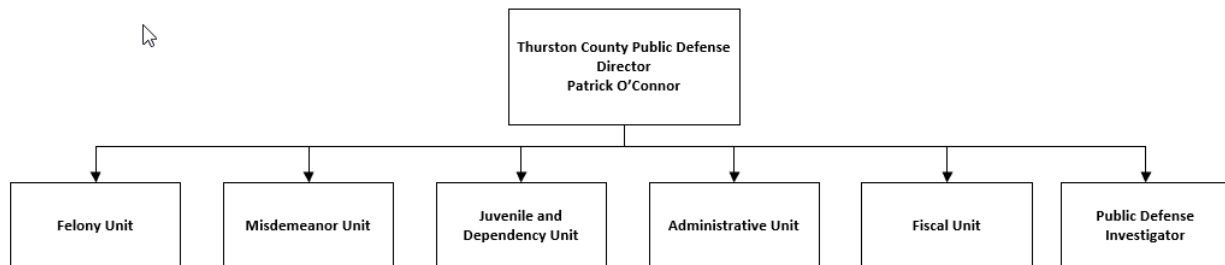
Department Budget: Prosecuting Attorney			Department 09	
1900 - Anti-Profiteering	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Miscellaneous Revenue	430	300	161	300
<b>1900 - Anti-Profiteering Total</b>	<b>430</b>	<b>300</b>	<b>161</b>	<b>300</b>



Department Budget: Prosecuting Attorney		Department 09
<b>Program: A900 - 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-two 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,434,241	2,582,913
<b>Revenue</b>	18,000	18,000
<b>Program: A901 - Special Projects</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-two 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	20,114	20,114
<b>Revenue</b>	20,114	20,114
<b>Program: A902 - Travel and Training</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-two 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	13,000	13,000
<b>Program: A904 - Family Support</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,040,270	1,017,391
<b>Revenue</b>	1,100,000	1,100,000
<b>Program: A912 - Victims of Crime Advocacy Program (VOCA)</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	295,545	285,858
<b>Revenue</b>	295,545	280,545
<b>Program: A913 - Target Zero Restricted</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>2020 Budget</b>	<b>2021 Policy Level</b>

Department Budget: Prosecuting Attorney		Department 09
<b>Expense</b>	580,201	626,557
<b>Revenue</b>	528,705	497,672
<b>Program: A914 - Target Zero Discretionary</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	35,653	33,112
<b>Program: A915 - Anti-Profiteering</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	10,336	10,000
<b>Revenue</b>	300	300
<b>Program: A930 - General Felony-Operations</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,892,257	2,019,506
<b>Revenue</b>	1,000	1,000
<b>Program: A934 - General Felony-Appeals</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	167,189	175,920
<b>Program: A935 - Felony Other Restricted</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	234,520	400,000
<b>Program: A940 - Special Victims-Operations</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	490,234	428,416
<b>Program: A950 - Juvenile-Operations</b>		
<b>Description:</b> Reviews all juvenile felony and misdemeanor cases referred and prosecutes those charged in Thurston County Juvenile Court. The Juvenile Team participates in Juvenile Drug Court.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	434,888	264,169

Department Budget: Prosecuting Attorney		Department 09
<b>Program: A954 - Juvenile-Other Restricted</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	58,760	0
<b>Program: A960 - Domestic Violence-Operations</b>		
<b>Description:</b> Reviews all felony 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 Superior Court.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	664,799	870,760
<b>Program: A970 - District Court-Operations</b>		
<b>Description:</b> Reviews and charges misdemeanor and gross misdemeanor crimes, including Domestic Violence cases, traffic offenses, and alcohol related traffic offenses in District Court. The District Court Team participates in Mental Health Court and Veterans Court.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	756,466	411,894
<b>Revenue</b>	98,708	98,708
<b>Program: A971 - District Court Operations-Restricted</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	225,961	225,961
<b>Revenue</b>	225,957	225,957
<b>Program: A973 - District Court-Other Restricted</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	127,965	0
<b>Program: A980 - Civil-Operations</b>		
<b>Description:</b> 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. Provides legal services for the Involuntary Treatment Court.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,405,233	1,551,398
<b>Program: A981 - Civil Operations Restricted</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	280,538	282,041
<b>Revenue</b>	434,062	434,062

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

Mission: To defend and protect our clients' constitutional rights, one person at a time.

Vision: Thurston County Public Defense will provide high quality representation for our clients, and pursue justice on their behalf, through ethical, professional, client-centered practices.

Values: Professionalism, Dedication, Advocacy, Compassion, and Service.

**2021 – 2022 Goals:**

Implement additional procedures and policies to safely deliver public defense services in a COVID-19 environment.

Improve public defense delivery systems and services for Thurston County.

Invest and develop our teams by promoting & supporting personal growth and professional development.

Achieve a more unified department environment for all team members.

**2021 – 2022 Challenges:**

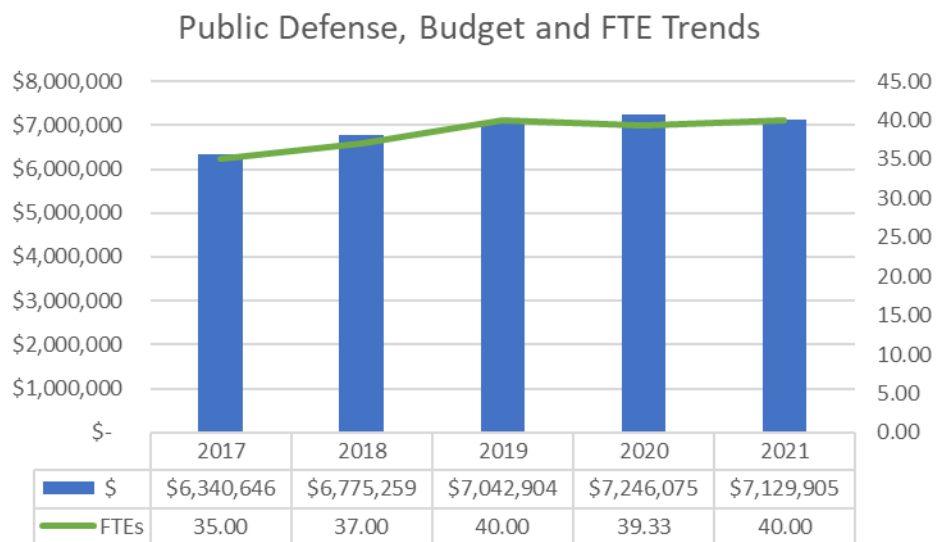
Delivery of public defense services in a COVID-19 climate, specifically conducting jury trials, maintaining strong attorney/client relationships, and developing new strategies to consistently deliver services that meet TCPD's professional standards.

Mitigation of known and unknown effects of the COVID-19 Pandemic on the State and County judicial systems, County budgets, department organizational structure, and the department 2021 – 2022 strategic plans.

**Funds:**

The General Fund supports much of Public Defense functions. Additional funding is received from:

**Treatment Sales Tax Fund 1180.** A 1/10th of one percent 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 of therapeutic court programs and services.

**Budget Snapshot:****Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
Superior Court	Cases Assigned	1,833	2,096	2,077	2,166	2,156
District Court	Cases Assigned	1,688	2,054	1,913	2,029	2,341
Juvenile Court	Cases Assigned	668	595	602	487	450

## EXPENDITURES &amp; FTEs BY DEPARTMENT

<b>Public Defense</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	39.00	0.00	40.00
Personnel	4,291,635	4,756,784	2,097,879	4,575,870
Internal Services	862,155	890,649	449,119	986,419
Professional Services	1,717,465	1,529,235	462,732	1,492,109
Operating Costs	88,596	65,951	48,694	72,051
Debt Services	11,502	3,456	5,577	3,456
Capital Expenses	10,752	0	0	0
<b>Public Defense Total</b>	<b>6,982,105</b>	<b>7,246,075</b>	<b>3,064,002</b>	<b>7,129,905</b>

## EXPENDITURES BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	4,107,347	4,568,009	2,024,319	4,303,127
Internal Services	830,234	859,801	448,075	986,419
Professional Services	1,621,177	1,426,819	437,056	1,432,267
Operating Costs	84,099	63,782	46,414	63,782
Debt Services	11,502	2,974	5,577	2,974
Capital Expenses	10,752	0	0	0
<b>0010 - General Fund Total</b>	<b>6,665,110</b>	<b>6,921,385</b>	<b>2,961,442</b>	<b>6,788,569</b>

<b>1180 - Treatment Sales Tax</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	184,289	188,775	73,560	272,743
Internal Services	31,921	30,848	1,044	0
Professional Services	96,288	102,416	25,676	59,842
Operating Costs	4,497	2,169	2,280	8,269
Debt Services	0	482	0	482
<b>1180 - Treatment Sales Tax Total</b>	<b>316,995</b>	<b>324,690</b>	<b>102,559</b>	<b>341,336</b>

## REVENUE BY DEPARTMENT

<b>Public Defense</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	690,867	762,424	225,979	762,424
From Other Funds	0	0	0	0
Intergovernmental Revenue	255,132	286,825	249,310	257,325

Department Budget: Public Defense		Department 24		
Miscellaneous Revenue	11,668	0	36	0
<b>Public Defense Total</b>	<b>957,667</b>	<b>1,049,249</b>	<b>475,325</b>	<b>1,019,749</b>

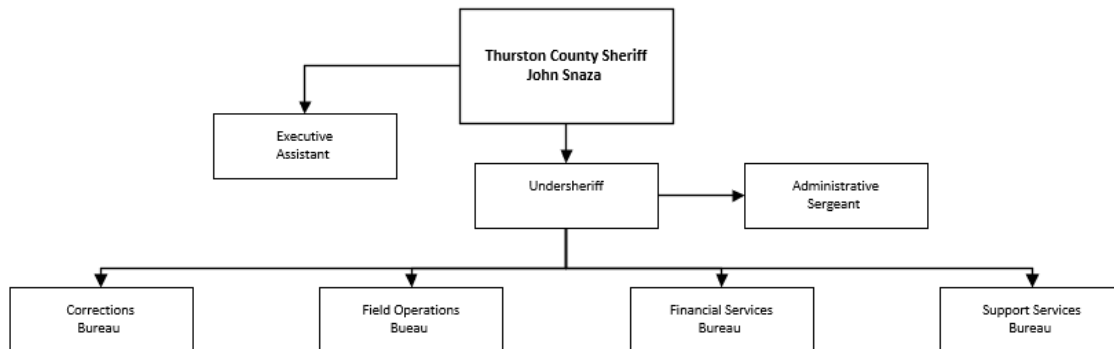
**REVENUE BY FUND AND TYPE**

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	690,867	762,424	225,979	762,424
Intergovernmental Revenue	255,132	286,825	249,310	257,325
Miscellaneous Revenue	11,668	0	36	0
<b>0010 - General Fund Total</b>	<b>957,667</b>	<b>1,049,249</b>	<b>475,325</b>	<b>1,019,749</b>

Department Budget: Public Defense		Department 24
<b>Program: B802 - Administrative Costs</b>		
<b>Description:</b> Director and Fiscal and Administrative Unit personnel salaries and benefit costs. Office supplies, equipment, bar dues, association dues, travel, training and miscellaneous expenses.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	0	1,251,078
<b>Program: B804 - Intergovernmental</b>		
<b>Description:</b> This fund pays for operating costs. These operating costs include space leasing, personal computing support, and network access. This fund also pays for the costs of record-keeping, telephone systems, mailroom services, postage and other operating needs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	859,801	986,419
<b>Program: B808 - Parent's Representation</b>		
<b>Description:</b> State funded Parents' Representation Program (PRP) contracted legal representation for indigent parents in dependency and termination cases.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	146,243	158,285
<b>Revenue</b>	130,709	130,709
<b>Program: B809 - Superior Court - Public Defense</b>		
<b>Description:</b> Felony Unit Supervisor and Paralegal salaries and benefit costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	257,325	257,325
<b>Program: B810 - Superior Court -Professional Services</b>		
<b>Description:</b> Felony Unit Defense Attorneys and other Support Staff salaries and benefits. Professional Services, Interpreters and Investigators for superior court adult felony cases assigned to in-house Defense Attorneys.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,873,157	2,488,788
<b>Revenue</b>	23,216	0
<b>Program: B815 - Specialty Courts</b>		
<b>Description:</b> Legal representation in DUI/Drug Court, Mental Health Court, Veterans Court, and support staff to assist with these programs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	324,690	341,336
<b>Program: B816 - Juvenile Criminal-Conflicts</b>		
<b>Description:</b> Juvenile Court Panel Attorneys legal services costs, including capacity, fixed-cost and/or hourly contracts. Professional Services, Interpreters and Investigators for juvenile felony and misdemeanor cases assigned to Panel Attorneys.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	69,563	69,563
<b>Program: B817 - Juvenile Criminal-Professional Services</b>		
<b>Description:</b> Provides salaries for in-house juvenile court attorneys and mandated legal representation in adult felony cases (panel attorneys) when an in-house attorney is unable to accept the case assignment due to a conflict of interest, ethical reasons or when their caseload limit is exceeded. Also provides for non-attorney professional services.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	302,376	228,222
<b>Revenue</b>	964	0



Department Budget: Public Defense		Department 24
<b>Program: B821 - Juvenile Civil-Contracts</b>		
<b>Description:</b> Juvenile Court Panel Attorneys legal services costs, including children in “Becca” proceedings (at-risk youth, Children in Need of Service), truancy actions and other professional services.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	45,600	45,600
<b>Program: B822 - District Court Criminal-Professional Services</b>		
<b>Description:</b> Misdemeanor Unit Defense Attorneys and Support Staff salaries and benefits for District Court criminal cases. Professional Services, Interpreters and Investigators for District Court criminal cases assigned to in-house Defense Attorneys.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	942,898	842,573
<b>Revenue</b>	4,911	0
<b>Program: B823 - District Court Criminal-Panel Attorneys</b>		
<b>Description:</b> District Court Panel Attorneys legal services costs, including capacity, fixed-cost and/or hourly contracts for criminal cases. Professional Services, Interpreters and Investigators for District Court misdemeanor criminal cases assigned to Panel Attorneys.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	40,220	40,220
<b>Program: B825 - District Court Traffic-Professional Services</b>		
<b>Description:</b> Misdemeanor Unit Defense Attorneys and Support Staff salaries and benefits for District Court traffic cases. Professional Services, Interpreters and Investigators for District Court traffic cases assigned to in-house Defense Attorneys.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	32,543	32,543
<b>Program: B827 - Tumwater Municipal Contract</b>		
<b>Description:</b> City of Tumwater contracted legal representation services for indigent persons charged with criminal offenses. Includes in-house Defense Attorneys and Support Staff salaries and benefit costs, Professional Services, Interpreters, and Investigators.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	297,522	311,395
<b>Revenue</b>	308,700	308,700
<b>Program: B828 - Mitigation Specialist</b>		
<b>Description:</b> Mitigation Services for Superior, District and Juvenile Courts clients.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	17,000	25,000
<b>Program: B898 - Mental Health</b>		
<b>Description:</b> Contracted Panel Attorneys Legal Services for Involuntary Treatment Act calendars.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	294,462	308,883
<b>Revenue</b>	323,424	323,015

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

In partnership with our citizens, we are committed to protecting life, property and individual rights while providing professional and ethical service to our community.

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.

**2021 Goals:**

- ❖ Work to attain accreditation for Corrections/Law Enforcement
- ❖ Reduction in response time for priority 1 and 2 calls for service for multiple units responding
- ❖ Provide leadership development and training to internal and external law enforcement personnel
- ❖ Continue to work with schools to provide safety resources for youth
- ❖ Design and development of the Thurston County Flex Unit

**2021 Challenges:**

- ❖ 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

- ❖ Work with Commissioners to appropriately fund current staffing and future staffing budgets in Corrections and Operations
- ❖ Develop and implement Priority Based Budgeting philosophy and standards

### **Funds:**

The General Fund supports much of the Sheriff's Office. In addition, the following funds are utilized:

**Detention Facility Sales Tax Fund 1100.** A 1/10th of one percent sales tax was approved by voters in 1995. The funds are used exclusively for construction, maintenance and operation of juvenile detention facilities and adult jails.

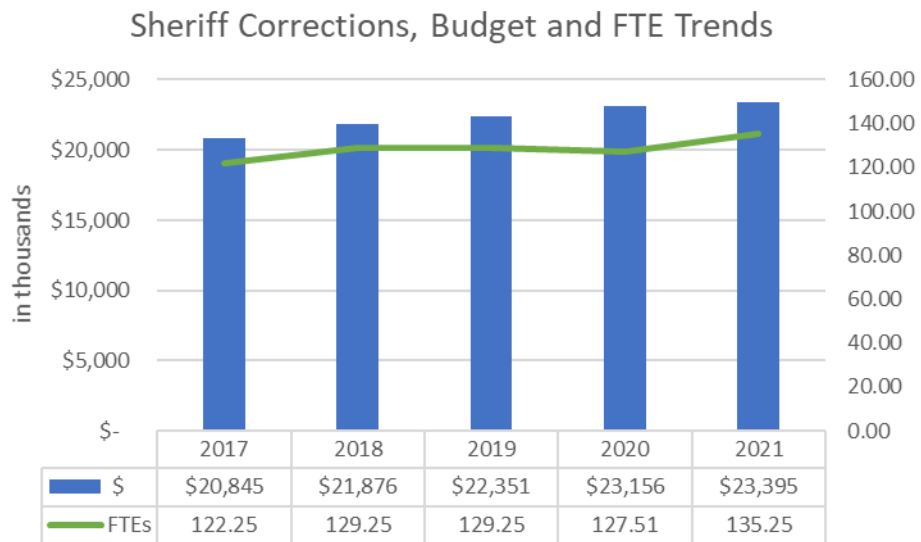
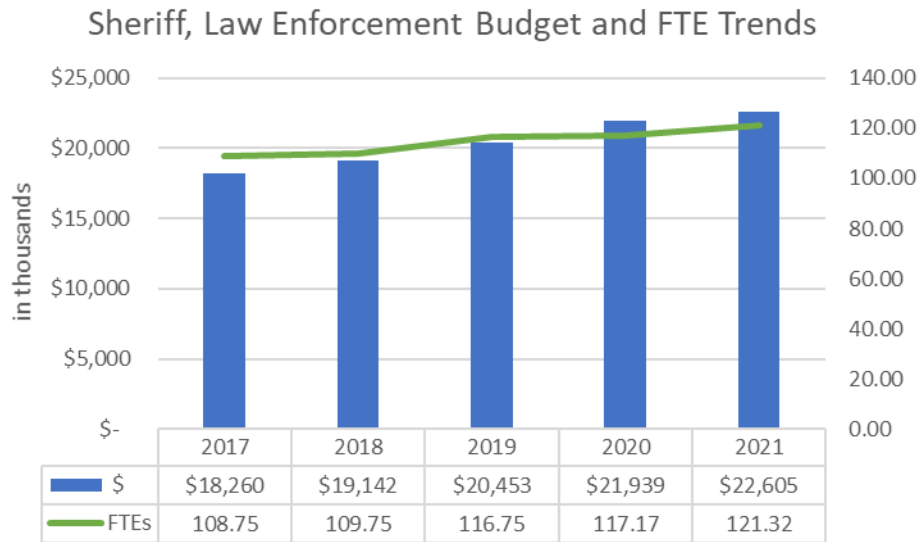
**Interlocal Drug Enforcement Fund 1470.** This fund was established to be used for any purpose related to the enforcement of state and local laws pertaining to controlled substances and to further the goals of the Thurston Narcotics Task Force.

**Prisoner's Concessions 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.

**Sheriff's 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.

**Treatment Sales Tax Fund 1180.** A 1/10th of one percent 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 of therapeutic court programs and services.

**Budget Snapshots:**



**Budget Drivers:**

Sheriff Budget Drivers	Unit of Measure	2015	2016	2017	2018	2019
Burglary	Number	855	610	815	706	538
Domestic Violence	Number	776	679	934	979	914
Warrants	Number	597	522	640	710	836
Criminal Citations	Number	359	357	419	552	961
Notice of Infraction	Number	2,125	1,772	1,834	2,391	3,458
Concealed Pistol Licenses Issued	Number	4,487	5,234	5,200	5,916	5,388
Warrants Processed Felony & Misdemeanants	Number	6,922	7,226	7,728	8,349	8,600
Public Disclosure Requests*	Number	269	231	1,443*	633	2,726
Reports Imported to Records Management System	Number	9,442	9,307	9,084	8,974	10,096
Cases Assigned to Detectives	Number	506	519	551	546	535
Registered Sex Offenders Monitored	Number	789	779	787	795	846
Transcriptions**	Number	138	105	117	2,391	1,234
Jail Average Daily Population	Number	406	466	479	449	406
Jail Bookings	Number	5,052	5,132	5,391	5,556	5,905
Inmates in Contract Housing (Monthly Average)	Number	15	23	25	20	12
Meals Served at the Jail	Number	418,283	471,837	492,167	499,953	445,918
Overtime/Mandatory Overtime Hours	Number	13,280	24,282	25,742	29,285	20,165

\*New logging requirements per ESHB 1594 (2017)

\*\*435 transcriptions in house, 1,956 transcriptions outsourced in 2018.

## EXPENDITURES &amp; FTEs BY DEPARTMENT

<b>Sheriff-Law Enforcement</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	116.75	0.00	121.75
Personnel	15,337,157	16,446,458	7,283,711	16,365,611
Internal Services	3,756,345	4,038,911	2,147,319	4,619,524
Professional Services	114,760	328,570	64,563	109,764
Operating Costs	694,515	977,192	357,969	979,022
Debt Services	12,459	13,975	6,335	13,608
Capital Expenses	22,548	32,798	5,121	5,000
Transfer to Other County Funds	130,000	101,409	0	512,086
<b>Sheriff-Law Enforcement Total</b>	<b>20,067,785</b>	<b>21,939,313</b>	<b>9,865,016</b>	<b>22,604,615</b>

## EXPENDITURES BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	15,143,964	16,105,325	7,162,515	16,050,186
Internal Services	3,733,458	4,012,463	2,133,998	4,583,438
Professional Services	106,134	275,713	58,492	58,264
Operating Costs	619,524	766,194	332,877	783,126
Debt Services	10,266	11,946	5,421	11,946
Capital Expenses	10,000	32,798	5,121	5,000
Transfer to Other County Funds	130,000	73,909	0	512,086
<b>0010 - General Fund Total</b>	<b>19,753,346</b>	<b>21,278,348</b>	<b>9,698,423</b>	<b>22,004,046</b>

<b>1440 - Sheriff's Special Programs</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	58,609	63,086	14,486	63,149
Internal Services	1,471	1,897	948	1,733
Operating Costs	6,729	25,251	0	25,251
Capital Expenses	5,519	0	0	0
<b>1440 - Sheriff's Special Programs Total</b>	<b>72,328</b>	<b>90,234</b>	<b>15,434</b>	<b>90,133</b>

Department Budget: Sheriff-Law Enforcement			Department 10	
<b>1470 - Interlocal Drug Enforcement</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	134,585	278,047	106,710	252,276
Internal Services	21,416	24,551	12,372	34,353
Professional Services	8,626	52,857	6,071	51,500
Operating Costs	68,262	185,747	25,092	170,645
Debt Services	2,193	2,029	914	1,662
Capital Expenses	7,029	0	0	0
Transfer to Other County Funds	0	27,500	0	0
<b>1470 - Interlocal Drug Enforcement Total</b>	<b>242,111</b>	<b>570,731</b>	<b>151,158</b>	<b>510,436</b>

#### REVENUE BY DEPARTMENT

<b>Sheriff-Law Enforcement</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	980,854	911,777	289,073	946,777
Intergovernmental Revenue	67,521	61,789	62,603	61,789
Miscellaneous Revenue	316,051	429,174	53,692	401,376
Grants	294,649	521,306	174,481	299,661
<b>Sheriff-Law Enforcement Total</b>	<b>1,659,075</b>	<b>1,924,046</b>	<b>579,848</b>	<b>1,709,603</b>

#### REVENUE BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	980,854	911,777	289,073	946,777
Miscellaneous Revenue	25,644	52,574	4,114	24,776
Grants	224,868	326,849	115,945	241,099
<b>0010 - General Fund Total</b>	<b>1,231,366</b>	<b>1,291,200</b>	<b>409,132</b>	<b>1,212,652</b>

<b>1440 - Sheriff's Special Programs</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Intergovernmental Revenue	67,521	61,789	62,603	61,789
Miscellaneous Revenue	0	1,600	0	1,600
<b>1440 - Sheriff's Special Programs Total</b>	<b>67,521</b>	<b>63,389</b>	<b>62,603</b>	<b>63,389</b>

# Department Budget: Sheriff-Law Enforcement

Department 10

<b>1470 - Interlocal Drug Enforcement</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Miscellaneous Revenue	290,407	375,000	49,578	375,000
Grants	69,781	194,457	58,535	58,562
<b>1470 - Interlocal Drug Enforcement Total</b>	<b>360,188</b>	<b>569,457</b>	<b>108,113</b>	<b>433,562</b>



## EXPENDITURES &amp; FTEs BY DEPARTMENT

<b>Sheriff-Corrections</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	127.25	0.00	135.25
Personnel	15,576,679	15,981,052	6,966,664	16,426,767
Internal Services	2,823,017	2,962,183	1,485,615	3,123,474
Professional Services	3,062,771	3,747,156	1,047,997	3,388,833
Operating Costs	491,911	440,134	217,810	437,020
Debt Services	10,515	18,821	5,089	18,821
Capital Expenses	10,522	6,800	0	0
<b>Sheriff-Corrections Total</b>	<b>21,975,415</b>	<b>23,156,146</b>	<b>9,723,176</b>	<b>23,394,915</b>

## EXPENDITURES BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	12,974,924	13,229,461	5,733,607	13,637,839
Internal Services	2,780,917	2,922,059	1,465,553	3,081,953
Professional Services	2,189,917	2,811,378	775,275	2,453,055
Operating Costs	431,112	361,683	197,336	349,411
Debt Services	10,515	18,821	5,089	18,821
Capital Expenses	10,522	6,800	0	0
<b>0010 - General Fund Total</b>	<b>18,397,907</b>	<b>19,350,202</b>	<b>8,176,860</b>	<b>19,541,079</b>

<b>1100 - Detention Facility Sales Tax</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	2,342,209	2,437,770	1,110,802	2,498,851
Operating Costs	0	0	0	3,158
<b>1100 - Detention Facility Sales Tax Total</b>	<b>2,342,209</b>	<b>2,437,770</b>	<b>1,110,802</b>	<b>2,502,009</b>

<b>1180 - Treatment Sales Tax</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	240,334	287,445	112,979	262,819
Internal Services	34,138	32,331	16,165	32,331
Professional Services	689,227	685,020	186,375	685,020
Operating Costs	1,908	18,217	345	24,217
<b>1180 - Treatment Sales Tax Total</b>	<b>965,607</b>	<b>1,023,013</b>	<b>315,865</b>	<b>1,004,387</b>

Department Budget: Sheriff-Corrections			Department 11	
1450 - Prisoner's Concessions	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	19,212	26,376	9,276	27,258
Internal Services	7,962	7,793	3,897	9,190
Professional Services	183,626	250,758	86,347	250,758
Operating Costs	58,891	60,234	20,129	60,234
<b>1450 - Prisoner's Concessions Total</b>	<b>269,692</b>	<b>345,161</b>	<b>119,649</b>	<b>347,440</b>

#### REVENUE BY DEPARTMENT

Sheriff-Corrections	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	817,015	765,424	333,096	633,800
From Other Funds	0	0	0	0
Miscellaneous Revenue	21,015	125,500	2,411	118,700
Grants	126,333	74,313	74,309	0
<b>Sheriff-Corrections Total</b>	<b>964,363</b>	<b>965,237</b>	<b>409,815</b>	<b>752,500</b>

#### REVENUE BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	500,349	523,024	190,735	391,400
Miscellaneous Revenue	19,363	7,500	1,030	700
Grants	126,333	74,313	74,309	0
<b>0010 - General Fund Total</b>	<b>646,045</b>	<b>604,837</b>	<b>266,074</b>	<b>392,100</b>

1450 - Prisoner's Concessions	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	316,666	242,400	142,360	242,400
Miscellaneous Revenue	1,652	118,000	1,381	118,000
<b>1450 - Prisoner's Concessions Total</b>	<b>318,318</b>	<b>360,400</b>	<b>143,741</b>	<b>360,400</b>

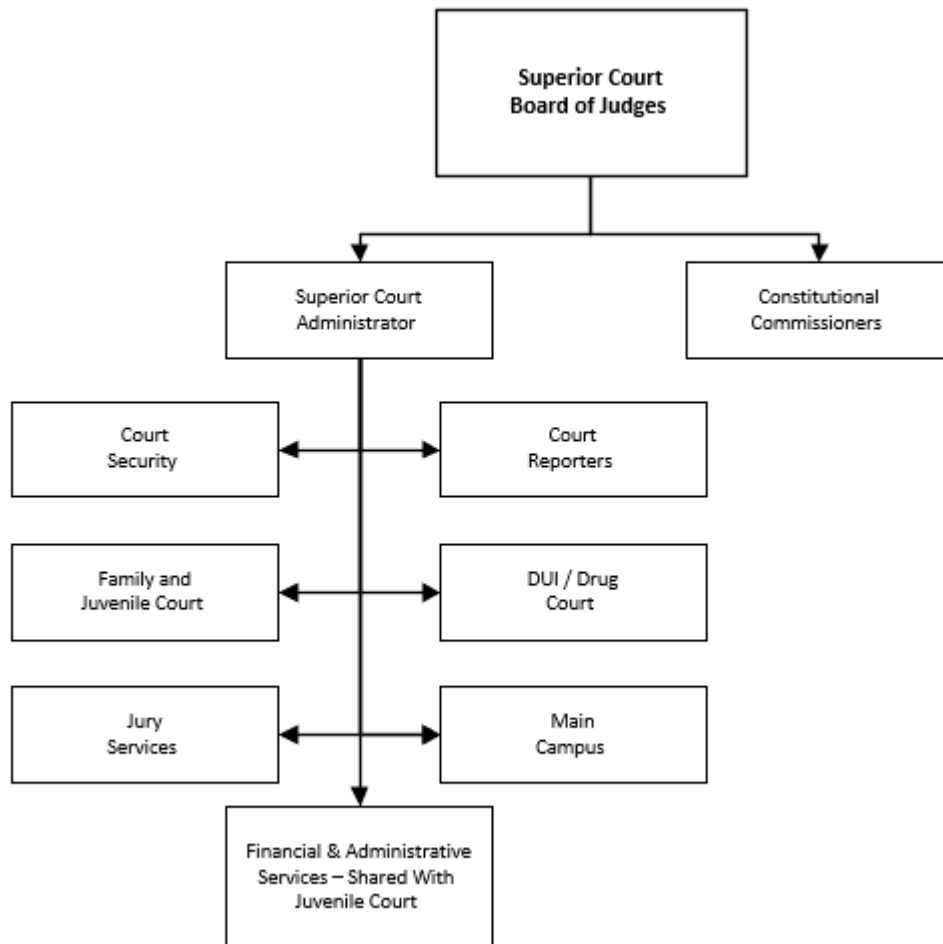
Department Budget: Sheriff-Law Enforcement		Department 10
<b>Program: B100 - Administration</b>		
<b>Description:</b> Provides overall administrative support for the Sheriff's Office, including the budget, labor relations and policy development.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	713,645	718,211
<b>Revenue</b>	4,300	4,300
<b>Program: B101 - Accounting Services</b>		
<b>Description:</b> Provides accounting services for all fiscal aspects of the office. Responsible for budget development, contracts and grants, all office revenue and expenditure tracking, the timekeeping/scheduling program, inmate medical and all other duties associated with accounting and budgeting within the office.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	436,985	449,672
<b>Program: B102 - 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	75,845	78,486
<b>Program: B105 - 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,726,393	2,450,908
<b>Revenue</b>	15,399	1,500
<b>Program: B110 - 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, conduct initial crime scene investigations, investigate traffic collisions, provide traffic enforcement, and respond to and resolve civil complaints. The Sheriff's Office currently maintains three substations within Thurston County, one each in the Rochester, Yelm, and NE Thurston County.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	6,864,158	6,848,161
<b>Program: B111 - Boat Patrol</b>		
<b>Description:</b> Uniformed staff patrol Thurston County waterways, educate the public on safe boating and enforce boating laws.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	89,537	89,600
<b>Revenue</b>	61,789	61,789

Department Budget: Sheriff-Law Enforcement		Department 10
<b>Program: B112 - Patrol - Dedicated Funding</b>		
<b>Description:</b> Criminal Justice Tax and Road Diversion funding to support uniformed personnel providing 24 hour a day 7 days a week response to emergency and non-emergency calls for service, conducting initial crime scene investigations, investigating traffic collisions, providing traffic enforcement, and responding to and resolving civil complaints.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,336,836	2,420,378
<b>Program: B113 - Traffic Unit</b>		
<b>Description:</b> Thurston County Sheriff's Office receives many grants from various entities including the Washington Traffic Safety Commission, Department of Commerce, towns of Rainier and Bucoda to name a few. All of these grants help maintain public safety.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,230,956	1,205,112
<b>Revenue</b>	1,110,302	1,059,552
<b>Program: B114 - Drug Unit</b>		
<b>Description:</b> Uniformed staff work with the Thurston County Narcotics Task Force to interdict narcotic dealers and supplies at the mid and upper level.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	709,443	655,567
<b>Revenue</b>	569,457	433,562
<b>Program: B121 - Staff Services</b>		
<b>Description:</b> The Staff Services Unit is responsible for ordering supplies, 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,705,541	1,846,586
<b>Revenue</b>	158,299	144,400
<b>Program: B125 - Records</b>		
<b>Description:</b> Staff receive, review, process and store all records associated with the Sheriff's Office.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	335,875	327,210
<b>Revenue</b>	4,500	4,500
<b>Program: B131 - K-9 Unit</b>		
<b>Description:</b> Uniformed staff respond to incidents where a K-9 application is necessary to apprehend wanted subjects, locate missing people or articles of evidence, provide public demonstration on the unit's capabilities, and provide care and custody of K-9s.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	442,780	579,777
<b>Program: B132 - Interfunds</b>		
<b>Description:</b> Payments made for interfund costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	4,271,319	4,934,947

Department Budget: Sheriff-Corrections		Department 11
<b>Program: B200 - Corrections Administration</b>		
<b>Description:</b> Administrative staff develop policies and procedures for the Corrections Bureau, recruit, hire and train new staff; and provide budget oversight and overall administration of the Corrections Bureau.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,217,070	1,208,957
<b>Program: B201 - Inmate Medical</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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,495,265	1,502,618
<b>Revenue</b>	44,400	44,400
<b>Program: B203 - Main Facility</b>		
<b>Description:</b> Staff provide custody and security for incarcerated adult prisoners in a humane fashion while providing a secure facility for staff, provide 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	7,233,291	7,892,042
<b>Revenue</b>	120,013	45,700
<b>Program: B204 - Corrections Dedicated Funding</b>		
<b>Description:</b> Criminal Justice Tax, Road Diversion and Detention Sales Tax funding to support providing custody and security for incarcerated adult prisoners in a humane fashion while providing a secure facility for staff, providing a variety		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	4,849,466	4,367,497
<b>Revenue</b>	131,624	0
<b>Program: B205 - Facilities</b>		
<b>Description:</b> Payments made for interfund costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	2,908,064	3,068,761
<b>Program: B206 - Options</b>		
<b>Description:</b> Staff monitor 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,776,071	1,802,122
<b>Revenue</b>	308,800	302,000
<b>Program: B207 - Court</b>		
<b>Description:</b> Staff provide 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,340,818	1,296,969
<b>Program: B209 - Jail Kitchen</b>		
<b>Description:</b> Provides all meals for jail inmates and the juvenile detention facility.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	753,507	719,915

Department Budget: Sheriff-Corrections		Department 11
<b>Program: B211 - DUI Program</b>		
<b>Description:</b> This program was established to help contribute to the projects/activities and well-being of inmates and their environment by using revenue from fees charged for the Alcohol and Other Drug Information School.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	15,931	15,931
<b>Revenue</b>	5,400	5,400
<b>Program: B212 - Commissary</b>		
<b>Description:</b> This program 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.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	270,325	271,722
<b>Revenue</b>	276,000	276,000
<b>Program: B214 - Other - Inmate Phone Commission</b>		
<b>Description:</b> This program was established to help contribute to the projects/activities and well-being of inmates and their environment by using revenue from telephone commissions.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	79,000	79,000
<b>Program: B215 - Chemical Dependency Program</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	628,489	599,158
<b>Revenue</b>	0	0
<b>Program: B216 - Corrections - Mental Health</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	324,628	330,628
<b>Program: B217 - Treatment Sales Tax Coordinator</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	176,668	152,042
<b>Program: B218 - PREP</b>		
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	122,003	122,003

Department Budget: Sheriff-Corrections		Department 11	
Program: B219 - Turning Point			
<b>Description:</b> 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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>		14,550	14,550
Program: B221 - Corrections			
<b>Description:</b> Funding that supports the health and welfare of inmates and inmate behavior management.			
<b>Budget</b>		<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>		30,000	30,000

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

The purpose of Superior Court is to serve the public through the prompt resolution of civil and criminal cases in a manner that ensures access and fair treatment.

Superior Court's Mission is to provide a neutral environment 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 strives to use innovative techniques and manage public resources responsibly. The court seeks community input to ensure public confidence in the judiciary and to reflect the diverse community needs.



**2021 Goals:**

- ❖ Address the ongoing issues and concerns arising from the COVID-19 pandemic to include the backlog of trials in Thurston County Superior Court.
- ❖ Work with County officials, other interested parties, and the public to develop next steps, based on prior studies conducted at the direction of the County Commissioners, for the construction of a non-obsolete and appropriate Courthouse 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, consistent with the 2015 Security Study, conducted at the direction of the County Commissioners, by prioritizing and seeking funding for physical improvements and staffing adjustments.
- ❖ The Court entered into a Memorandum of Understanding with Central Services/Information Technology Division to share the resources of a Business Applications Technician which provides the court with an opportunity to begin developing systems and backups and a dedicated resource to ensure stable information technology infrastructure. The main project for 2021 will be the stabilization of the courts electronic and video system JAVS.
- ❖ Family and Juvenile Court was awarded a Technical Assistance Grant under the Office of the Juvenile Justice and Delinquency Prevention (OJJDP) to allow assistance from the National Council of Juvenile and Family Court Judges (NCJFCJ) to provide training and technical assistance related to dependency court and adherence to Enhanced Resources Guidelines (ERG) best practices. Our goal will be to implement ERGs with stakeholders by building strong collaborations and maintaining continuity to improve outcomes for children and families.
- ❖ Family and Juvenile Court was chosen as one of three new implementation sites, in Washington State, to expand the Sage Baby Court Team approach through funding with the Center for Children and Youth Justice (CCYJ). The Safe Babies Court Team (SBCT) approach is a community engagement and systems-change initiative focused on reducing trauma and improving how courts, child welfare and child-serving organizations work together to support young children in the child welfare system.
- ❖ Continue implementation of changes to organizational structure to ensure that all functions and staff are appropriately supported.

**2021 Challenges:**

- ❖ After a professional architectural review found that the current Superior Court facility at Building 2 is inadequate, County Leadership commissioned a Feasibility Study to address options to build and maintain a facility that contains safe and adequate space for staff, attorneys, jurors, in-custody parties, and the public. 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. Additionally, the court will continue to address security and space needs short term as best it can with existing resources.
- ❖ Ensuring that our Courthouse is safe for the public and staff by advocating for as many improvements consistent with the 2015 Security Study. Along with stakeholders, addressing security staffing to ensure that not only are adequate weapon and contraband screening occurring in each of the three court locations, but also staffing to ensure onsite emergency response.
- ❖ Many years of budget cuts have severely impacted the organizational structure of Superior Court. The judicial support staffing level in the Superior Court has fallen below what is reasonably necessary to run an efficient criminal and civil calendaring system in an urban, multi-judge general jurisdiction court. Our challenge is to adequately resource each judicial officer with the proper assistance while meeting the needs of the public.

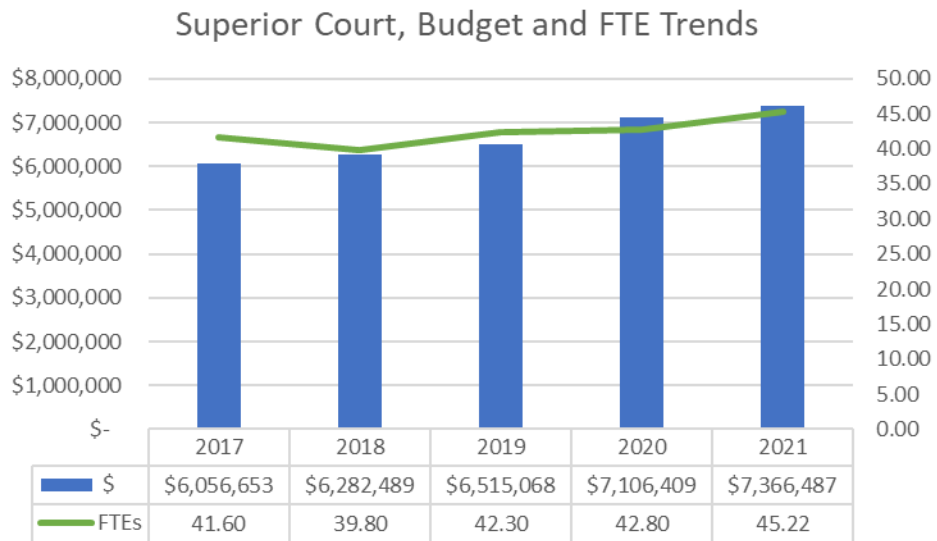
**Funds:**

The General Fund supports much of the Superior Court functions. Other funds utilized include:

**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.

**Superior Court Family Court Services Fund 1080.** Revenue for this fund comes from marriage license surcharge and is split with the Clerk's Office. Per statute, these funds pay for professional services for children and families.

**Treatment Sales Tax Fund 1180.** A 1/10th of one percent 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 of therapeutic court programs and services.

**Budget Snapshot:****Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
Arbitration Cases	Cases	Data Not Available	175	177	218	259
Interpreters	Dollars Expended	Data Not Available	51,513	77,991	152,598	99,636

## EXPENDITURES &amp; FTEs BY DEPARTMENT

<b>Superior Court</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals</b>	<b>2021 Policy</b>
<i>FTEs</i>	0	44.30	0.00	46.05
Personnel	4,028,492	4,712,124	1,867,231	4,782,303
Internal Services	1,111,538	1,191,269	594,594	1,323,373
Professional Services	91,093	628,621	44,912	845,706
Operating Costs	349,918	566,472	128,364	407,182
Debt Services	0	7,923	0	7,923
Capital Expenses	0	0	0	0
<b>Superior Court Total</b>	<b>5,581,040</b>	<b>7,106,409</b>	<b>2,635,101</b>	<b>7,366,487</b>

## EXPENDITURES BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	3,591,064	4,207,601	1,658,984	4,294,994
Internal Services	917,749	983,838	586,772	1,107,236
Professional Services	50,250	434,551	20,531	672,920
Operating Costs	272,577	447,404	114,019	287,852
Debt Services	0	7,923	0	7,923
<b>0010 - General Fund Total</b>	<b>4,831,641</b>	<b>6,081,317</b>	<b>2,380,307</b>	<b>6,370,925</b>

<b>1040 - Law Library</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	0	1,000	0	1,000
Internal Services	10,247	10,254	5,127	10,492
Operating Costs	46,248	89,958	7,379	89,958
<b>1040 - Law Library Total</b>	<b>56,495</b>	<b>101,212</b>	<b>12,506</b>	<b>101,450</b>

<b>1080 - Superior Court - Family Court Services</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	945	1,032	516	521
Professional Services	0	52,155	0	52,155
<b>1080 - Superior Court - Family Court Services Total</b>	<b>945</b>	<b>53,187</b>	<b>516</b>	<b>52,676</b>

# Department Budget: Superior Court

Department 06

<b>1180 - Treatment Sales Tax</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Personnel	437,427	503,523	208,247	486,309
Internal Services	182,597	196,145	2,178	205,124
Professional Services	40,843	141,915	24,381	120,631
Operating Costs	31,093	29,110	6,966	29,372
<b>1180 - Treatment Sales Tax Total</b>	<b>691,960</b>	<b>870,693</b>	<b>241,773</b>	<b>841,436</b>

## REVENUE BY DEPARTMENT

<b>Superior Court</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	207,583	448,578	112,296	448,578
Intergovernmental Revenue	102,444	70,792	0	0
Miscellaneous Revenue	37,966	11,200	8,228	11,200
Grants	1,149,583	924,892	39,231	751,302
<b>Superior Court Total</b>	<b>1,497,576</b>	<b>1,455,462</b>	<b>159,755</b>	<b>1,211,080</b>

## REVENUE BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	66,111	314,578	58,320	314,578
Intergovernmental Revenue	102,444	70,792	0	0
Miscellaneous Revenue	35,546	11,200	7,153	11,200
Grants	1,149,583	924,892	39,231	751,302
<b>0010 - General Fund Total</b>	<b>1,353,683</b>	<b>1,321,462</b>	<b>104,705</b>	<b>1,077,080</b>

<b>1040 - Law Library</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	107,800	107,000	40,872	107,000
<b>1040 - Law Library Total</b>	<b>107,800</b>	<b>107,000</b>	<b>40,872</b>	<b>107,000</b>

<b>1080 - Superior Court - Family Court Services</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	33,672	27,000	13,103	27,000
Miscellaneous Revenue	2,420	0	1,075	0
<b>1080 - Superior Court - Family Court Services Total</b>	<b>36,092</b>	<b>27,000</b>	<b>14,178</b>	<b>27,000</b>

Department Budget: Superior Court		Department 06
<b>Program: A600 - Jury Administration</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		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	329,441	333,458
<b>Program: A610 - Family and Juvenile Court Operations</b>		
<b>Description:</b> Superior Court salaries and operational costs (exclusive of Security and ProTem costs) for cases heard at the Family and Juvenile Court.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,880,998	2,044,396
<b>Revenue</b>	238,845	204,578
<b>Program: A611 - Family and Juvenile Court - Grants and Contracts Restricted</b>		
<b>Description:</b> Grants and contracts for Family and Juvenile Court.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	77,364	85,128
<b>Revenue</b>	65,917	65,917
<b>Program: A612 - Family and Juvenile Court - Other Restricted</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	202,857	212,392
<b>Program: A613 - Superior Court Domestic Violence Coordination</b>		
<b>Description:</b> Domestic Violence Coordination involves monitoring, case coordination, and referrals in domestic violence cases.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	54,246	61,927
<b>Program: A620 - Building 2</b>		
<b>Description:</b> Superior Court salaries (exclusive of security, judges, commissioners, court reporters), mental illness commissioner, supplies, leases (copiers), witness		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	558,217	118,090
<b>Revenue</b>	118,200	118,200
<b>Program: A626 - Building 2 - Grants and Contracts</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	126,526	126,526
<b>Program: A628 - Superior Court Administration</b>		
<b>Description:</b> Superior Court salaries and costs for court-wide administration.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	357,174	277,388
<b>Revenue</b>	160,574	0

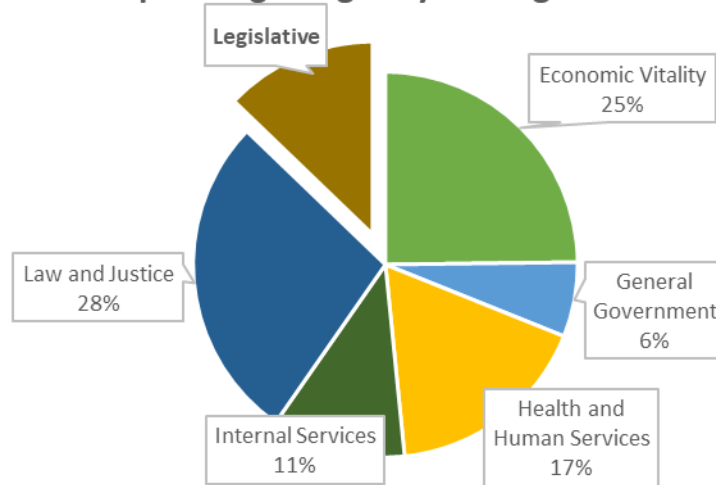
Department Budget: Superior Court		Department 06
<b>Program: A630 - Family Court Services</b>		
<b>Description:</b> This fund is financed per RCW 26.12.220 by a portion of marriage license fees and provides mediation, investigation, evaluation and other services a family court professional may consider necessary.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	53,187	52,676
<b>Revenue</b>	27,000	27,000
<b>Program: A638 - Main Campus Operations</b>		
<b>Description:</b> Superior Court salaries and operational costs (exclusive of Security and ProTem costs) for cases heard at the Main Campus Courthouse.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,856,111	1,994,093
<b>Revenue</b>	548,111	528,859
<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>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	571,260	783,179
<b>Revenue</b>	30,289	0
<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		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	77,800	78,300
<b>Revenue</b>	110,000	110,000
<b>Program: A651 - Drug Court - Other Restricted</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	584,290	537,166
<b>Program: A652 - Drug Court - Grants and Contracts</b>		
<b>Description:</b> Grants and Contracts for Drug Court Operations.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	30,000	30,000
<b>Revenue</b>	30,000	30,000
<b>Program: A670 - Intrafunds</b>		
<b>Description:</b> These costs include insurance risk, Central Services, fixed and variable internal charges.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	444,164	728,343
<b>Program: A682 - Judges - Other Restricted</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	29,300	29,951

The Legislative Strategic Area includes the Commissioner's Office and Non-Departmental.

### Legislative Operating Budget Summary:

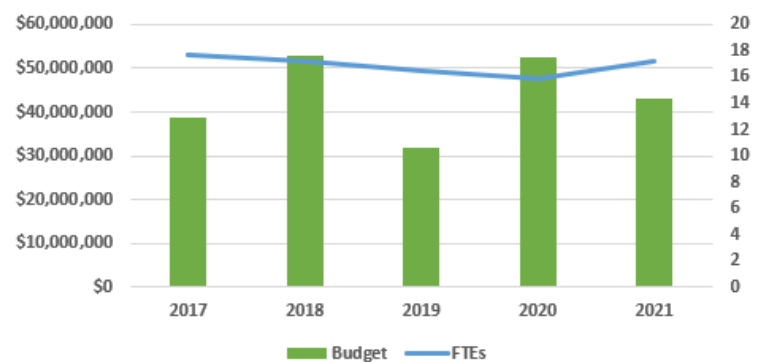
The 2021 expenditures totals \$42,937,286 or 13% of the Operating Budget:

**Operating Budget by Strategic Area**



2021 Legislative Budget by Department		
Department	Expenditure	FTEs
Commissioners	36,755,656	17.20
Non Departmental	6,181,630	0.00
<b>Total Legislative</b>	<b>42,937,286</b>	<b>17.20</b>

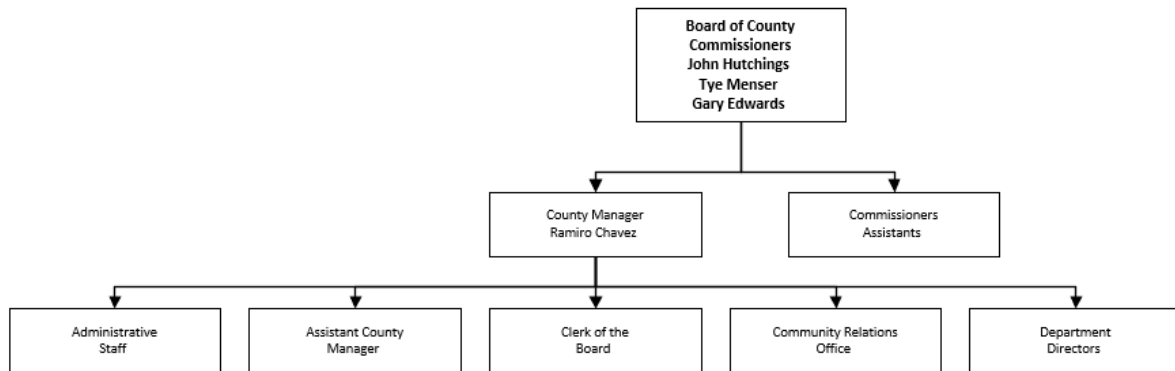
**Legislative Operating Budget and FTEs**





**Legislative Policy Investments (Including Operating Funding of Capital Projects):**

Department	Request Title	Revenue Change	Expenditure Change
Commissioners	Adding a Criminal Justice Manager		128,717
Commissioners	Conservation Futures Funding Increase for Eligible Parks & Trails Expenses		6,812
Commissioners	Expanding Trial Court Improvement Superior Court Projects (Companion to B-06-09)		50,000
Commissioners	Funding the Thurston County Historical Journal		10,000
Commissioners	Increasing Land Purchase Authority to Align with the Habitat Conservation Plan (HCP)		500,000
Commissioners	Parks & Trails Capital Project - Chehalis Western Trail 41st Ave NE Trailhead		13,750
Commissioners	Parks & Trails Capital Project - Kenneydell Park Restroom Replacement		19,250
Commissioners	Parks & Trails Capital Project - Parks, Trails & Open Space 2021-2022 Acquisition Program		8,750
Commissioners	Parks & Trails Capital Project Funding Increase - Burfoot Park Restroom Replacement		385,000
Commissioners	Parks & Trails Capital Project Funding Increase - Deschutes Falls Park Walkway and View Point Improv		157,500
Commissioners	Parks & Trails Improvements and Development 2021-2022 Program		17,500
Commissioners	Providing a Location for Recently Released Inmates to Access Community Resources - Placeholder		100,000
Commissioners	Roads & Transportation Capital Proj - Latigo St at Spurgeon Ck & Chehalis Western Trail (CRP #63008)		298,000
Commissioners	Roads & Transportation Capital Project - Fish Passage Enhancement Program thru 2022 (CRP #63006)		710,000
Commissioners	Roads & Transportation Capital Project - Gate Road Culvert Replacements (CRP# 63015)		2,000,000
Commissioners	Roads & Transportation Capital Project - Road Preservation Program and REET2 Funding Request		700,000
Commissioners	Roads & Transportation Capital Project - US 12 Urban Improvements Old Hwy 99 to W. UGA (CRP #61502)		(1,350,000)
Commissioners	Water & Sewer Utilities Cap Proj Funding Increase- Boston Harbor Wastewater Treatment Plant Generator		350,000
Commissioners	Water & Sewer Utilities Capital Project - Tamoshan Water Treatment Unit Process Assessment/Upgrade		40,000
Non Departmental	Coronavirus Relief Fund Countywide Costs		892,000
Non Departmental	Funding Full Implementation of the Thurston Climate Mitigation Plan		300,000
Non Departmental	Increase Economic Development in Rural Thurston County		10,000
Non Departmental	Increase Requested for the General Fund Transfer to the Building Development Center		1,000
Non Departmental	Moving the Office of State Auditor Budget to Non-Departmental		184,000
Non Departmental	Off Campus Court Room Lease		470,943
Non Departmental	Placeholder for Possible Criminal Justice Sales Tax Ballot Measure		15,000

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

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

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
- ❖ functioning as the Board of the Transportation Benefit District for the unincorporated county
- ❖ 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 assists the county manager in the day-to-day operation of the county. Also serving as the county Budget Manager, 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 includes preparation of multi-year fiscal forecasts for the county's General Fund, budget status reviews of all county funds, and implementation of the BoCC's budget-related policies and decisions.
- ❖ On June 11, 2019, as part of the 1st budget amendment for the 2019-2020 biennium, the BoCC approved a county reorganization (Resolution #15788). The reporting structure of county operations, facilities supervision and specific funding are being developed. Three positions were approved, and recruiting has started; an additional assistant county manager, a budget manager and a management analyst.

### **2021 Goals:**

- ❖ Provide leadership and oversight of county government, providing services, programs and infrastructure that meets 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.
- ❖ Preserve and enhance our physical environment and natural resources through the adoption of policies and codes on land use, zoning and sustainability.
- ❖ Provide leadership and staff support for Enterprise Replacement Program (ERP) that will replace human resources, financial and other software systems reaching their end of life.
- ❖ Promote community conditions that support the health and well-being of individuals and families through partnerships and prevention strategies.
- ❖ 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.

- ❖ 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.

### **2021 Challenges:**

**Fiscal Sustainability:** Commissioners have adopted Budget and Fiscal Principles that commit to maintaining fiscally responsible fund balances. All county funds are expected to have positive fund balances in the 2021 budget. However, the long-term outlook for the county budget is one of increasing demand for services matched to capped revenue growth. There is also the continued concern about the effect of COVID-19 on the economy and county revenues. Financial projections based on current conditions demonstrate the need for offices and departments to continue careful spending habits and seek opportunities for savings for projected revenue to adequately cover costs without making significant reductions to services in 2021. The fund balance in every county fund needs to meet cash flow and maintain a reserve for unanticipated emergencies. In many funds 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.

**Law and Justice:** The cost of the criminal and civil justice, including the courts, prosecution and defense, policing and the jail consume 75% of the general fund and are constantly increasing. Despite the drop in crime, the jail population is increasing, in particular the population with special needs. The need to contain costs is driving the need for changes in law and justice practices.

**Environmental Stewardship:** Climate change is a growing challenge at home and across the globe. Strategies to address climate change are expensive, and there are few dedicated revenue sources. Success will depend on a regional approach. In addition, 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 difficult. The laws and regulations in place are difficult to fully enforce due to lack of enforcement capacity and compliance resources.

**Health Care:** The COVID-19 pandemic added to existing challenges in health care. Rising costs and continuing changes in state and federal policies 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. State laws regarding mental health and chemical dependency treatment continue to be unclear. The county has experienced an increase in the demand for behavioral health services while the community capacity for treatment and associated services 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 about ten years – 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 to make the best possible use of the space. Even the newer buildings now require maintenance and replacement of building infrastructure. The county continues to house staff and equipment in expensive rental space. The county continues work on long-term plans for making the most of county-owned space and planning for the possible replacement of the courthouse. Finding adequate funds for these projects will be the key to success.

### **Funds:**

The Board of County Commissioners is funded by the General Fund. In addition, the Board of County Commissioners manages a variety of other funds including:

**Communications Fund 1550.** TCOMM 911 is an intergovernmental agency created by local governments within Thurston County and provides emergency communication services countywide. Thurston County collects 911 taxes on property and telephone lines and passes the funds through to TCOMM, who provides Enhanced 911 telephone response and dispatching services for police, fire and Medic One throughout Thurston County.

**Conservation Futures Fund 1380.** Pursuant to RCW 84.34.210 and 84.32.220, Conservation Futures is a land preservation program that protects, preserves, and improves 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.

**Corrections Flex Unit Fund 2300.** This fund accounts for the principal and interest payments for intergovernmental debt to finance construction of the jail expansion.

**Courthouse Project Fund 3220.** This fund tracks costs related to planning, design and construction of a new Courthouse

**2010 C Debt Sinking Fund 2261.** These funds account for the principal accumulation to pay the one-time payment on 2010C bonds due June 2029.

**Detention Facility Sales Tax Fund 1100.** A 1/10th of one percent sales tax was approved by voters in 1995. The funds are used exclusively for construction, maintenance and operation of juvenile detention facilities and adult jails.

**General Obligation Bonds 2010 Fund 2260.** These fund accounts for the principal and interest payments for the 2010 Bond issue.

**General Obligation Bonds 2015 Fund 2270.** These funds account for the principal and interest payments for the 2015 Bond issue.

**General Obligation Bonds 2016 Fund 2290.** These funds account for the principal and interest payments for the 2016 Bond issue.

**Historic Preservation Fund 1930.** Pursuant to RCW 36.22.170 a 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.

**Jail Capital Projects Fund 3080.** This fund is used to accumulate the costs related to the construction at the Thurston County Corrections Facility.

**Public Educational and Government Access Fund 1620.** This fund collects fees from franchise agreements and is restricted for costs associated with providing support and programming for the PEG Access channels

**Real Estate Excise Tax First Quarter Fund 3160.** In accordance with RCW Chapter 82.46, an excise tax of one-half of one percent is paid by the seller upon the sale of real property. Half of the revenue, or "first quarter REET," approved by the Board of County Commissioners in December 1982, may be used for any capital projects listed in the county Capital Facilities Plan, including county-owned facilities.

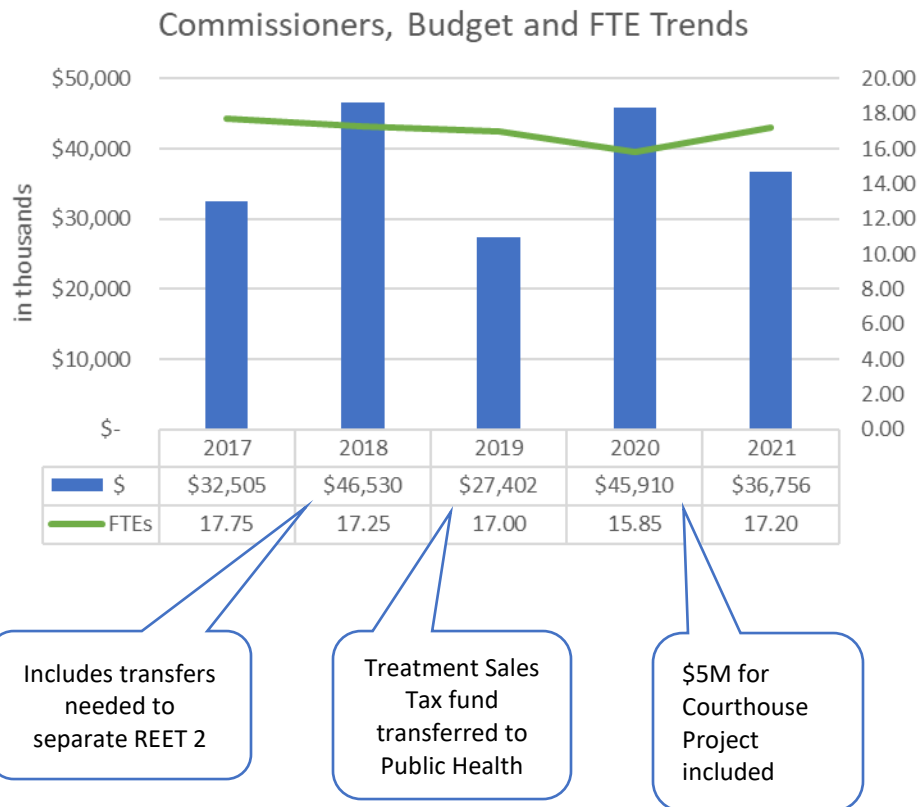
**Real Estate Excise Tax Second Quarter Fund 3210.** In accordance with RCW Chapter 82.46, an excise tax of one-half of one percent is paid by the seller upon the sale of real property. Half of the revenue, or "second quarter REET," approved by the Board of County Commissioners in December 1982, may be used for any street, water and sewer projects listed in the county Capital Facilities Plan. In limited circumstances these funds may be used for parks and recreational, law enforcement, and judicial facilities.

**Stadium/Convention/Art Center Fund 1300.** A tax on the sale of or charge made for lodging in unincorporated Thurston County is used for tourism promotion, acquisition of tourism-related facilities, or operation of tourism-related facilities throughout the county. Projects are selected by the Lodging Tax Advisory Committee.

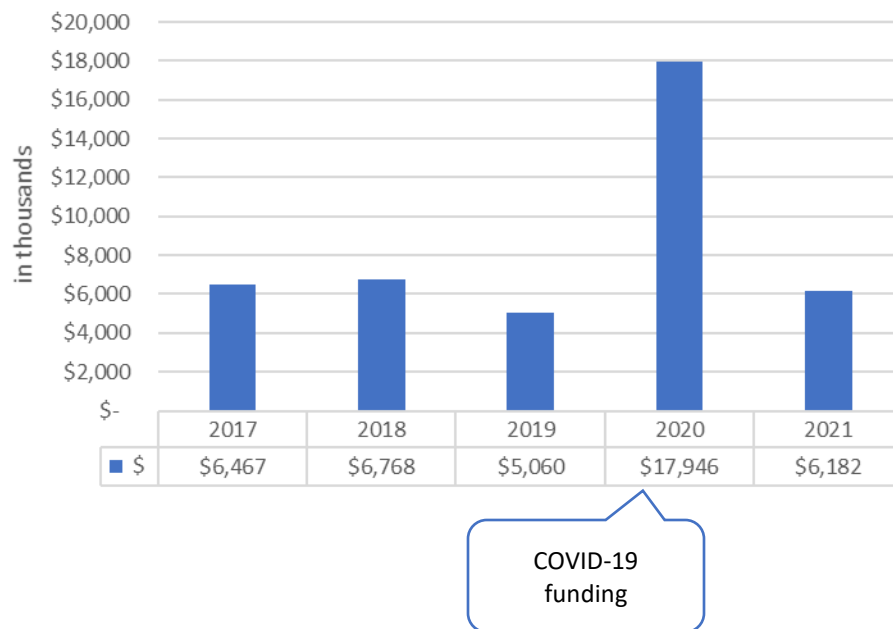
**Tourism Promotion Area Fund 1920.** A countywide Tourism Promotion Area was approved by the Board of County Commissioners in October 2013, pursuant to RCW Chapter 35.101 and an inter-local agreement between the county, Olympia, Tumwater, Lacey and Yelm. Revenue is a \$2 per night charge on hotel stays. Funding may only be used for tourism marketing and promotion in Thurston County.

**Trial Court Improvement Fund 1180.** The state reimburses the county for one-half of the salaries of District Court judges. The revenue is used to fund improvements to Superior and District Court staffing, programs, facilities, or services.

### **Budget Snapshots:**



## Non-Departmental, Budget Trend

**Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019
Board of County Commissioners Resolutions and Ordinances Passed	Each	141	177	137	162	
Board of Health Resolutions and Ordinances Passed	Each	2	3	6	4	
Number of Social Media Followers	Each	*	*	7,593	10,532	15,146
News Releases	Each	239	142	141	134	123

\* Not tracked



## EXPENDITURES &amp; FTEs BY DEPARTMENT

Commissioners	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	15.70	0.00	17.20
Personnel	2,014,381	2,098,681	968,672	2,262,835
Internal Services	278,335	286,617	142,719	459,878
Professional Services	10,009,047	18,021,386	5,411,489	18,865,262
Operating Costs	163,210	205,500	30,277	164,000
Debt Services	3,067	6,600	1,533	6,600
Capital Expenses	0	14,050,400	17,609	2,501,900
Transfer to Other County Funds	7,021,285	11,240,521	997,813	12,495,181
<b>Commissioners Total</b>	<b>19,489,325</b>	<b>45,909,705</b>	<b>7,570,113</b>	<b>36,755,656</b>

## EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	2,014,381	2,098,681	968,672	2,237,044
Internal Services	232,378	230,938	114,880	251,568
Professional Services	7,384	73,546	3,516	1,000
Operating Costs	54,761	41,500	10,709	42,000
Debt Services	3,067	6,100	1,533	6,100
Capital Expenses	0	0	0	3,500
Transfer to Other County Funds	0	0	0	2,500
<b>0010 - General Fund Total</b>	<b>2,311,972</b>	<b>2,450,765</b>	<b>1,099,309</b>	<b>2,543,712</b>

1100 - Detention Facility Sales Tax	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Internal Services	4,712	3,465	1,733	103,355
Transfer to Other County Funds	3,547,770	3,632,538	625,187	3,734,592
<b>1100 - Detention Facility Sales Tax Total</b>	<b>3,552,482</b>	<b>3,636,003</b>	<b>626,919</b>	<b>3,837,947</b>

1170 - Trial Court Improvement	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Internal Services	631	956	478	732
Professional Services	19,880	100,000	0	150,000
Transfer to Other County Funds	7,982	119,000	0	0
<b>1170 - Trial Court Improvement Total</b>	<b>28,493</b>	<b>219,956</b>	<b>478</b>	<b>150,732</b>

# Department Budget: Commissioners

# Department 03

<b>1190 - Roads &amp; Transportation</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Capital Expenses	0	0	3,737	0
<b>1190 - Roads &amp; Transportation Total</b>	<b>0</b>	<b>0</b>	<b>3,737</b>	<b>0</b>

<b>1300 - Stadium/Convention/Art Center</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	378	559	279	710
Professional Services	23,000	45,000	0	45,000
Transfer to Other County Funds	20,000	0	0	0
<b>1300 - Stadium/Convention/Art Center Total</b>	<b>43,378</b>	<b>45,559</b>	<b>279</b>	<b>45,710</b>

<b>1380 - Conservation Futures</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	27,547	25,212	12,606	33,306
Professional Services	0	1,041,600	0	1,041,600
Capital Expenses	0	2,550,400	0	2,498,400
Transfer to Other County Funds	319,075	387,424	130,048	398,796
<b>1380 - Conservation Futures Total</b>	<b>346,622</b>	<b>4,004,636</b>	<b>142,654</b>	<b>3,972,102</b>

<b>1550 - Communications</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Professional Services	9,018,900	15,827,478	5,080,393	16,693,900
<b>1550 - Communications Total</b>	<b>9,018,900</b>	<b>15,827,478</b>	<b>5,080,393</b>	<b>16,693,900</b>

<b>1620 - PEG - Public Educational &amp; Governmental</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	1,267	9,272	4,636	1,137
Operating Costs	83,000	52,000	13,448	52,000
<b>1620 - PEG - Public Educational &amp; Governmental Total</b>	<b>84,267</b>	<b>61,272</b>	<b>18,084</b>	<b>53,137</b>

<b>1920 - Tourism Promotion Area</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Internal Services	8,117	8,538	4,269	9,201
Professional Services	933,883	933,462	327,581	933,462
<b>1920 - Tourism Promotion Area Total</b>	<b>942,000</b>	<b>942,000</b>	<b>331,850</b>	<b>942,663</b>

Department Budget: Commissioners			Department 03	
1930 - Historic Preservation	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Internal Services	1,158	4,803	2,402	7,331
Professional Services	6,000	300	0	300
Operating Costs	25,448	112,000	6,120	70,000
Transfer to Other County Funds	26,129	25,000	0	25,000
<b>1930 - Historic Preservation Total</b>	<b>58,735</b>	<b>142,103</b>	<b>8,522</b>	<b>102,631</b>
3080 - Jail Capital Projects	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Internal Services	2,147	2,874	1,437	3,432
Debt Services	0	500	0	500
Capital Expenses	0	6,500,000	4,672	0
<b>3080 - Jail Capital Projects Total</b>	<b>2,147</b>	<b>6,503,374</b>	<b>6,109</b>	<b>3,932</b>
3160 - Real Estate Excise Tax First Quarter	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Transfer to Other County Funds	2,179,035	3,044,480	86,245	2,462,473
<b>3160 - Real Estate Excise Tax First Quarter Total</b>	<b>2,179,035</b>	<b>3,044,480</b>	<b>86,245</b>	<b>2,462,473</b>
3210 - Real Estate Excise Tax Second Quarter	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Transfer to Other County Funds	921,295	4,032,079	156,334	5,871,820
<b>3210 - Real Estate Excise Tax Second Quarter Total</b>	<b>921,295</b>	<b>4,032,079</b>	<b>156,334</b>	<b>5,871,820</b>
3220 - Courthouse Project	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	0	0	0	25,791
Internal Services	0	0	0	49,106
Capital Expenses	0	5,000,000	9,200	0
<b>3220 - Courthouse Project Total</b>	<b>0</b>	<b>5,000,000</b>	<b>9,200</b>	<b>74,897</b>

## REVENUE BY DEPARTMENT

Commissioners	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	1,140,154	1,105,000	246,056	1,110,663
Taxes	23,459,304	29,427,078	8,433,797	30,703,405
General Fund Contribution	392,525	390,324	85,782	391,184
From Other Funds	6,511,080	5,664,286	909,889	5,774,760
Intergovernmental Revenue	77,501	84,500	39,658	84,500
Miscellaneous Revenue	68,907	30,027,934	29,660	26,685
<b>Commissioners Total</b>	<b>31,649,471</b>	<b>66,699,122</b>	<b>9,744,841</b>	<b>38,091,197</b>

## REVENUE BY FUND AND TYPE

1100 - Detention Facility Sales Tax	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Taxes	6,406,761	6,498,000	1,830,024	6,900,000
<b>1100 - Detention Facility Sales Tax Total</b>	<b>6,406,761</b>	<b>6,498,000</b>	<b>1,830,024</b>	<b>6,900,000</b>
1170 - Trial Court Improvement	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Intergovernmental Revenue	68,420	75,000	34,006	75,000
Miscellaneous Revenue	9,402	2,000	3,816	2,000
<b>1170 - Trial Court Improvement Total</b>	<b>77,822</b>	<b>77,000</b>	<b>37,822</b>	<b>77,000</b>
1300 - Stadium/Convention/Art Center	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Taxes	59,383	34,000	9,807	41,905
Miscellaneous Revenue	1,310	385	533	385
<b>1300 - Stadium/Convention/Art Center Total</b>	<b>60,693</b>	<b>34,385</b>	<b>10,340</b>	<b>42,290</b>
1380 - Conservation Futures	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Taxes	1,419,528	1,510,500	766,391	1,510,500
Intergovernmental Revenue	9,081	9,500	5,652	9,500
Miscellaneous Revenue	17,457	10,000	8,257	10,000
<b>1380 - Conservation Futures Total</b>	<b>1,446,067</b>	<b>1,530,000</b>	<b>780,300</b>	<b>1,530,000</b>

Department Budget: Commissioners			Department 03	
1550 - Communications	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Taxes	9,329,814	15,826,578	3,232,821	16,693,000
Miscellaneous Revenue	4,805	900	1,457	900
<b>1550 - Communications Total</b>	<b>9,334,620</b>	<b>15,827,478</b>	<b>3,234,278</b>	<b>16,693,900</b>
1620 - PEG - Public Educational & Governmental	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	108,404	103,000	26,897	103,000
Miscellaneous Revenue	831	1,000	374	1,000
<b>1620 - PEG - Public Educational &amp; Governmental Total</b>	<b>109,235</b>	<b>104,000</b>	<b>27,271</b>	<b>104,000</b>
1920 - Tourism Promotion Area	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	967,239	942,000	184,665	942,663
Miscellaneous Revenue	1,536	0	309	0
<b>1920 - Tourism Promotion Area Total</b>	<b>968,775</b>	<b>942,000</b>	<b>184,974</b>	<b>942,663</b>
1930 - Historic Preservation	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	64,512	60,000	34,494	65,000
Miscellaneous Revenue	4,417	1,759	1,702	1,759
<b>1930 - Historic Preservation Total</b>	<b>68,929</b>	<b>61,759</b>	<b>36,196</b>	<b>66,759</b>
2260 - General Obligation Bonds 2010	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
General Fund Contribution	390,525	388,324	85,782	389,184
From Other Funds	1,415,045	1,411,836	225,564	1,417,060
Miscellaneous Revenue	5,419	3,890	1,945	2,641
<b>2260 - General Obligation Bonds 2010 Total</b>	<b>1,810,988</b>	<b>1,804,050</b>	<b>313,291</b>	<b>1,808,885</b>
2261 - 2010 C Debt Sinking Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
General Fund Contribution	2,000	2,000	0	2,000
From Other Funds	98,000	98,000	0	98,000
Miscellaneous Revenue	15,849	8,000	6,545	8,000
<b>2261 - 2010 C Debt Sinking Fund Total</b>	<b>115,849</b>	<b>108,000</b>	<b>6,545</b>	<b>108,000</b>

Department Budget: Commissioners			Department 03	
<b>2270 - General Obligation Bonds 2015</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	936,735	887,750	76,225	890,700
<b>2270 - General Obligation Bonds 2015 Total</b>	<b>936,735</b>	<b>887,750</b>	<b>76,225</b>	<b>890,700</b>
<b>2290 - General Obligation Bonds 2016</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	3,161,300	3,266,700	608,100	3,369,000
<b>2290 - General Obligation Bonds 2016 Total</b>	<b>3,161,300</b>	<b>3,266,700</b>	<b>608,100</b>	<b>3,369,000</b>
<b>3080 - Jail Capital Projects</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	500,000	0	0	0
Miscellaneous Revenue	2,786	25,000,000	3,142	0
<b>3080 - Jail Capital Projects Total</b>	<b>502,786</b>	<b>25,000,000</b>	<b>3,142</b>	<b>0</b>
<b>3160 - Real Estate Excise Tax First Quarter</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Taxes	3,121,912	2,993,000	1,297,377	2,993,000
Miscellaneous Revenue	65	0	33	0
<b>3160 - Real Estate Excise Tax First Quarter Total</b>	<b>3,121,977</b>	<b>2,993,000</b>	<b>1,297,409</b>	<b>2,993,000</b>
<b>3210 - Real Estate Excise Tax Second Quarter</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Taxes	3,121,904	2,565,000	1,297,377	2,565,000
Miscellaneous Revenue	56	0	33	0
<b>3210 - Real Estate Excise Tax Second Quarter Total</b>	<b>3,121,960</b>	<b>2,565,000</b>	<b>1,297,410</b>	<b>2,565,000</b>
<b>3220 - Courthouse Project</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
From Other Funds	400,000	0	0	0
Miscellaneous Revenue	4,973	5,000,000	1,515	0
<b>3220 - Courthouse Project Total</b>	<b>404,973</b>	<b>5,000,000</b>	<b>1,515</b>	<b>0</b>

## EXPENDITURES &amp; FTEs BY DEPARTMENT

Non Departmental	2019 Actuals	2020 Budget	2020 Actuals	2021 Policy
<i>FTEs</i>	0	0.00	0.00	0.00
Personnel	278,094	342,000	113,825	347,066
Internal Services	267,974	240,668	120,335	141,126
Professional Services	1,525,783	10,552,040	481,058	2,036,144
Operating Costs	180,292	3,829,429	101,753	1,032,100
Capital Expenses	0	0	0	0
Transfer to Other County Funds	2,564,556	2,982,142	1,421,869	2,625,194
<b>Non Departmental Total</b>	<b>4,816,699</b>	<b>17,946,279</b>	<b>2,238,839</b>	<b>6,181,630</b>

## EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Personnel	278,094	342,000	113,825	347,066
Internal Services	267,974	240,668	120,335	141,126
Professional Services	1,525,783	10,552,040	481,058	2,036,144
Operating Costs	180,292	3,829,429	101,753	1,032,100
Transfer to Other County Funds	2,564,556	2,982,142	1,421,869	2,625,194
<b>0010 - General Fund Total</b>	<b>4,816,699</b>	<b>17,946,279</b>	<b>2,238,839</b>	<b>6,181,630</b>

## REVENUE BY DEPARTMENT

Non Departmental	2019 Actuals	2020 Budget	2020 Actuals as of June 30	2021 Policy Level Budget
Fees & Licenses	1,847,994	1,750,000	460,458	1,750,000
Taxes	66,284,232	67,459,000	30,283,075	70,050,000
From Other Funds	226,320	0	0	0
Intergovernmental Revenue	5,220,636	15,961,414	1,763,367	4,531,000
Miscellaneous Revenue	2,487,305	2,504,264	1,035,554	2,004,264
<b>Non Departmental Total</b>	<b>76,066,488</b>	<b>87,674,678</b>	<b>33,542,454</b>	<b>78,335,264</b>

## REVENUE BY FUND AND TYPE

<b>0010 - General Fund</b>	<b>2019 Actuals</b>	<b>2020 Budget</b>	<b>2020 Actuals as of June 30</b>	<b>2021 Policy Level Budget</b>
Fees & Licenses	1,847,994	1,750,000	460,458	1,750,000
Taxes	66,284,232	67,459,000	30,283,075	70,050,000
From Other Funds	226,320	0	0	0
Intergovernmental Revenue	5,220,636	15,961,414	1,763,367	4,531,000
Miscellaneous Revenue	2,487,305	2,504,264	1,035,554	2,004,264
<b>0010 - General Fund Total</b>	<b>76,066,488</b>	<b>87,674,678</b>	<b>33,542,454</b>	<b>78,335,264</b>



Department Budget: Commissioners		Department 03
<b>Program: A300 - Commissioners</b>		
<b>Description:</b> Adopts county laws, sets tax levies, the county budget, and establishes policies and directives. Functions as the countywide Board of Health and the Board of the Transportation Benefit District for the unincorporated county. Appoints members to advisory boards and commissions.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	793,268	830,757
<b>Program: A310 - County Manager</b>		
<b>Description:</b> The County Manager is appointed by the Commission and provides leadership and direction in the implementation of county policy as well as oversight of day-to-day operations. Coordinates with elected officials and supervises the work of appointed directors.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	511,742	467,605
<b>Program: A315 - Public Information</b>		
<b>Description:</b> Provides information to residents about upcoming public hearings, county events and emerging issues.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	291,692	230,612
<b>Program: A320 - Budget</b>		
<b>Description:</b> Coordinates with all county offices and departments to prepared the budget for public hearings, deliberations, and adoption by the Commission. Prepares multi-year forecasts for the General Fund, budget status reviews of all county funds and implementation of budget-related policies and decisions.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	452,003	462,198
<b>Program: A330 - Administration</b>		
<b>Description:</b> Includes the Clerk of the Board, aides for each Commission and support for the office.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	279,538	431,864
<b>Program: A340 - Stadium</b>		
<b>Description:</b> Accounts for receipt of tax revenue on lodging.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	34,385	42,290
<b>Program: A341 - Stadium</b>		
<b>Description:</b> Accounts for the use of lodging tax for tourism promotion and the acquisition and operation of tourism-related facilities as recommended by the Lodging Tax Advisory Committee.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	45,559	45,710
<b>Program: A342 - Tourism Promotion Area</b>		
<b>Description:</b> Records revenues form a \$2 per night charge on hotel stays and the related use of the fund for tourism marketing and promotion.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	942,000	942,663
<b>Revenue</b>	942,000	942,663
<b>Program: A345 - Real Estate Excise Tax</b>		

Department Budget: Commissioners		Department 03
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	2,993,000	2,993,000
<b>Program: A346 - Trial Court Improvement</b>		
<b>Description:</b> Trial Court Improvement revenues funded by the state at the rate of one-half of the salaries of district court judges.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	77,000	77,000
<b>Program: A347 - Real Estate Excise Tax-Second Quarter</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	5,407,079	7,031,820
<b>Revenue</b>	2,565,000	2,565,000
<b>Program: A350 - Real Estate Excise Tax First Quarter</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	1,669,480	1,302,473
<b>Program: A378 - Board of County Commissioner Projects</b>		
<b>Description:</b> Funding for Trial Court Improvement projects for Superior and District Court staffing, facilities or service.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	219,956	150,732
<b>Program: B703 - Historical Preservation</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	117,103	77,631
<b>Revenue</b>	61,759	66,759
<b>Program: B714 - Economic Development Council</b>		
<b>Description:</b> Provides funding for promotion of the economy in Thurston County.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	122,522	120,676
<b>Program: B745 - Other Restricted</b>		
<b>Description:</b> Accounts for the receipt of franchise fees as well as space and facility leases and related costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	61,272	53,137
<b>Revenue</b>	104,000	104,000
<b>Program: B793 - Cultural Arts/Stadium/Convention Center</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	25,000	25,000
<b>Program: C100 - Administration</b>		
<b>Description:</b>		

Department Budget: Commissioners		Department 03
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	15,827,478	16,693,900
<b>Revenue</b>	15,827,478	16,693,900
<b>Program: D000 - Debt Service</b>		
<b>Description:</b> Debt service fund revenue transfers from other funds		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	6,066,500	6,176,585
<b>Program: D001 - Conservation Futures</b>		
<b>Description:</b> Records property tax revenues used to purchase open space, development right and habitat. Also fund maintenance and operations in parks.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	1,520,000	1,520,000
<b>Program: D002 - Timber Sales Forest Board</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	10,000	10,000
<b>Program: D004 - Detention Sales Tax</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	6,498,000	6,900,000
<b>Program: D020 - Debt Service</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,669,380	3,770,576
<b>Program: D021 - Acquisitions</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	3,592,000	3,540,000
<b>Program: D022 - Operating Transfers</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	350,582	362,812
<b>Program: D025 - Administration</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	28,677	136,661
<b>Program: D026 - Bonds</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	5,000,000	0
<b>Program: D100 - Capital</b>		

Department Budget: Commissioners		Department 03	
Description:			
Budget	2020 Budget		2021 Policy Level
Expense	500		500
Program: D112 - Design Development			
Description:			
Budget	2020 Budget		2021 Policy Level
Expense	0		74,897
Program: D170 - Office/Operating Cost			
Description:			
Budget	2020 Budget		2021 Policy Level
Expense	2,874		3,432

Department Budget: Non Departmental		Department 23
<b>Program: B103 - Law Enforcement Officers and Fire Fighters Retirement Plan 1-Medical</b>		
<b>Description:</b> Provides medical costs for retired law enforcement members of the Law Enforcement Officers and Fire Fighters retirement plan 1.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	392,000	392,000
<b>Program: B700 - General Fund Non-Departmental</b>		
<b>Description:</b> Accounts for the receipt of General Fund taxes including, but not limited to, Property and Sales Tax.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	534,000	1,896,943
<b>Revenue</b>	69,093,264	71,254,264
<b>Program: B701 - Timber Sales, Forest Board</b>		
<b>Description:</b> Accounts for the revenues from the sales of timber.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	300,000	300,000
<b>Program: B710 - Community Entities</b>		
<b>Description:</b> Provides funding for organizations supporting tourism, the economy and relations with the military community.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	102,000	411,500
<b>Program: B713 - Dispute Resolution Services</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	11,000	11,000
<b>Program: B714 - Economic Development Council</b>		
<b>Description:</b> Provides funding for promotion of the economy in Thurston County.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	50,000	50,000
<b>Program: B731 - Commute Trip Reduction</b>		
<b>Description:</b> Funds Commute Trip Reduction incentives for employees.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	327	20,327
<b>Program: B732 - Employee Recognition</b>		
<b>Description:</b> Funds recognition of work and behaviors that support and further the mission and goals of Thurston County.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	5,000	5,000
<b>Program: B736 - Association Dues</b>		
<b>Description:</b> Accounts for dues paid to state and national county associations.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	109,000	103,000
<b>Program: B737 - County Projects</b>		

Department Budget: Non Departmental		Department 23
<b>Description:</b> General county expenses including but not limited to bond payments.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	931,314	891,036
<b>Program: B738 - Administration</b>		
<b>Description:</b> Accounts for information technology interfund charges.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	103,178	0
<b>Program: B740 - Criminal Justice Retricted</b>		
<b>Description:</b> Records General Fund revenue that is limited to criminal justice uses.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	6,823,000	6,767,000
<b>Program: B745 - Other Restricted</b>		
<b>Description:</b> Accounts for the receipt of franchise fees as well as space and facility leases and related costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Revenue</b>	14,000	14,000
<b>Program: B751 - Property Tax Assessment</b>		
<b>Description:</b>		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	500	500
<b>Program: B752 - Boundry Review</b>		
<b>Description:</b> Transfer from the General Fund to support the Boundary Review Board.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	20,000	20,000
<b>Program: B755 - Legal Advertising</b>		
<b>Description:</b> Accounts for legal advertising costs.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	7,000	7,000
<b>Revenue</b>	0	0
<b>Program: B760 - Animal Control</b>		
<b>Description:</b> Provides funding for the regional animal shelter and animal control agency.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	537,969	597,743
<b>Program: B761 - Olympic Air Pollution</b>		
<b>Description:</b> Provides funding for the Olympia Region Clean Air Agency, a local government agency charged with regulatory and enforcement authority for air quality issues in a six county region. Funding is based on population.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>
<b>Expense</b>	115,563	117,389
<b>Program: B762 - Operating Transfer to the Fair</b>		
<b>Description:</b> Transfer from the General Fund to the Fair to provide support for operations.		
<b>Budget</b>	<b>2020 Budget</b>	<b>2021 Policy Level</b>

Department Budget: Non Departmental		Department 23
Expense	166,839	0
Program: B763 - Operating Transfer for Special Recreation		
<b>Description:</b> Transfer from the General Fund to Public Health and Social Services to support recreation for special needs children.		
Budget	2020 Budget	2021 Policy Level
Expense	27,000	0
Program: B764 - Operating Transfer to Public Health		
<b>Description:</b>		
Budget	2020 Budget	2021 Policy Level
Expense	993,569	993,569
Program: B765 - Operating Transfer to Development Services		
<b>Description:</b> Transfer from the General Fund to Resource Stewardship to support permitting costs that cannot be covered by permit fees and code compliance.		
Budget	2020 Budget	2021 Policy Level
Expense	524,668	75,556
Program: B768 - Operating Transfer to Public Health - for Groundwater		
<b>Description:</b>		
Budget	2020 Budget	2021 Policy Level
Expense	49,795	49,795
Program: B771 - Operating Transfer to Public Health for the Nurse Family Partnership		
<b>Description:</b> Transfer from the General Fund to Public Health and Social Services to support the Nurse Family Partnership program.		
Budget	2020 Budget	2021 Policy Level
Expense	88,165	0
Program: B773 - Operating Transfer to Social Services for Housing Programs		
<b>Description:</b> Transfer from the General Fund to Public Health and Social Services to support Housing programs.		
Budget	2020 Budget	2021 Policy Level
Expense	243,782	146,147
Program: B780 - Future Projects		
<b>Description:</b>		
Budget	2020 Budget	2021 Policy Level
Expense	0	5,066
Program: B791 - Aessment		
<b>Description:</b> Assessment for the Thurston Regional Planning Council.		
Budget	2020 Budget	2021 Policy Level
Expense	204,059	204,059
Program: B797 - Grant Administration		
<b>Description:</b>		
Budget	2020 Budget	2021 Policy Level
Expense	12,729,551	0
Revenue	11,444,414	0
Program: Z000 - Office of State Auditor		

Department Budget: Non Departmental		Department 23	
Description: Provides budget for the annual State Auditor’s Office financial statement review.			
Budget		2020 Budget	2021 Policy Level
Expense		0	184,000



Fund Balance is a term used to refer to the ending balance or resources available of a fund at year end. This balance is calculated by taking the beginning balance of the previous year along with the net difference between assets and liabilities. While this balance sounds similar to cash it is not, fund balance takes into account accounting adjustments like accruals, where cash balances do not.

This report shows the current year budgeted in comparison to two prior years:

- The first year represents the prior year and shows actual results including the ending fund balance.
- The second year is the current year and underway as the budget is still being amended. The beginning fund balance is the ending fund balance from the prior year. The ending fund balance is calculated as the beginning fund balance plus budgeted revenues less budgeted expenditures. This ending fund balance does not represent where The County will truly end the year, it does not take into account any accounting adjustments done for year end. It is merely an estimate using projections from the original budget build and amendments thus far.
- The third year is represents the budget developed for the next fiscal year. The beginning fund balance is an estimate based on current year projections. Once the second year financial statements are developed the third year will be adjusted to represent the true ending fund balance. The ending fund balance is calculated as the beginning fund balance plus budgeted revenues less budgeted expenditures.

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b>Fund: 0010 - General Fund</b>			
<b>Beginning Fund Balance</b>	<b>13,188,473</b>	<b>20,524,441</b>	<b>22,822,000</b>
<b>Revenues</b>			
Taxes	66,398,838	67,512,600	70,100,500
Licenses & Permits	1,950,386	1,835,000	1,845,000
Intergovernmental Revenues	12,051,042	23,662,425	10,657,484
Charges for Goods and Services	15,877,450	16,374,621	16,503,126
Fines & Penalties	2,656,553	2,324,210	2,222,410
Miscellaneous Revenues	5,599,993	4,478,408	2,013,198
Other Financing Sources	821,404	1,046,212	450,751
<b>Total Revenues</b>	<b>105,355,666</b>	<b>117,233,476</b>	<b>103,792,469</b>
<b>Expenditures</b>			
Assessor	4,325,232	4,413,735	4,676,242
Auditor	6,173,704	8,076,571	7,089,759
Clerk	3,767,325	4,348,716	4,178,849
Commissioners	2,311,972	2,450,765	2,543,712
Community Planning	1,795,588	2,370,528	2,195,682
Community Planning and Economic Development	450,743	506,692	1,122,319
Coroner	1,274,736	1,313,228	1,584,598
District Court	3,294,372	3,715,077	3,836,136
Emergency Management	1,412,039	2,235,222	1,681,679
Human Resources	1,749,562	1,997,881	1,997,822
Juvenile Court	6,533,863	7,135,573	7,235,210
Non Departmental	4,816,699	17,946,279	6,181,630
Pretrial Services	589,571	677,245	911,169
Prosecuting Attorney	9,142,557	9,837,059	9,865,464
Public Defense	6,596,998	6,921,385	6,788,569
Public Health	-	-	89,169
Public Works	-	-	115,000
Sheriff-Corrections	18,397,907	19,350,202	19,541,079
Sheriff-Law Enforcement	19,753,346	21,278,348	22,004,046
Social Services	-	-	27,000
State Examiner	138,338	184,000	-
Superior Court	4,831,641	6,081,317	6,370,925
Treasurer	1,214,404	1,255,967	1,293,969
<b>Total Expenditures</b>	<b>98,570,598</b>	<b>122,095,790</b>	<b>111,330,028</b>
<b>Ending Fund Balance</b>	<b>19,973,541</b>	<b>15,662,127</b>	<b>15,284,441</b>
<b>Fund: 1010 - Treasurer's Maintenance and Operations - Not Budgeted</b>			
<b>Revenues</b>			
Charges for Goods and Services	239,217	-	-
Miscellaneous Revenues	2,151	-	-
Other Financing Sources	250	-	-
<b>Total Revenues</b>	<b>241,618</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Treasurer	216,174	119	-
<b>Total Expenditures</b>	<b>216,174</b>	<b>119</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>25,444</b>	<b>(119)</b>	<b>-</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 1020 - Family Court Services</u></b>			
<b>Beginning Fund Balance</b>	<b>85,074</b>	<b>64,500</b>	<b>64,500</b>
<b>Revenues</b>			
Charges for Goods and Services	211,744	131,537	193,310
Miscellaneous Revenues	1,953	452	550
Other Financing Sources	500	-	54,948
<b>Total Revenues</b>	<b>214,197</b>	<b>131,989</b>	<b>248,808</b>
<b>Expenditures</b>			
Clerk	234,771	253,185	248,149
<b>Total Expenditures</b>	<b>234,771</b>	<b>253,185</b>	<b>248,149</b>
<b>Ending Fund Balance</b>	<b>64,500</b>	<b>(56,696)</b>	<b>65,159</b>
<b><u>Fund: 1030 - Fair</u></b>			
<b>Beginning Fund Balance</b>	<b>139,571</b>	<b>181,991</b>	<b>120,419</b>
<b>Revenues</b>			
Licenses & Permits	64,668	-	-
Intergovernmental Revenues	33,495	32,362	35,000
Charges for Goods and Services	97,886	28,600	113,000
Miscellaneous Revenues	205,581	32,016	252,100
Other Financing Sources	187,339	166,839	8,018
<b>Total Revenues</b>	<b>588,969</b>	<b>259,817</b>	<b>408,118</b>
<b>Expenditures</b>			
Community Planning and Economic Development	546,649	395,517	363,059
<b>Total Expenditures</b>	<b>546,649</b>	<b>395,517</b>	<b>363,059</b>
<b>Ending Fund Balance</b>	<b>181,891</b>	<b>46,291</b>	<b>165,478</b>
<b><u>Fund: 1040 - Law Library</u></b>			
<b>Beginning Fund Balance</b>	<b>238,048</b>	<b>289,354</b>	<b>289,354</b>
<b>Revenues</b>			
Charges for Goods and Services	107,800	107,000	107,000
<b>Total Revenues</b>	<b>107,800</b>	<b>107,000</b>	<b>107,000</b>
<b>Expenditures</b>			
Superior Court	56,495	101,212	101,450
<b>Total Expenditures</b>	<b>56,495</b>	<b>101,212</b>	<b>101,450</b>
<b>Ending Fund Balance</b>	<b>289,354</b>	<b>295,142</b>	<b>294,904</b>
<b><u>Fund: 1050 - Auditor's Maintenance and Operations</u></b>			
<b>Beginning Fund Balance</b>	<b>1,441,642</b>	<b>1,563,923</b>	<b>1,363,923</b>
<b>Revenues</b>			
Intergovernmental Revenues	94,733	90,000	90,000
Charges for Goods and Services	233,350	168,800	140,800
Miscellaneous Revenues	9,135	11,200	11,200
<b>Total Revenues</b>	<b>337,218</b>	<b>270,000</b>	<b>242,000</b>
<b>Expenditures</b>			
Auditor	214,937	498,841	814,315
<b>Total Expenditures</b>	<b>214,937</b>	<b>498,841</b>	<b>814,315</b>
<b>Ending Fund Balance</b>	<b>1,563,923</b>	<b>1,335,082</b>	<b>791,608</b>

# Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b>Fund: 1080 - Superior Court - Family Court Services</b>			
<b>Beginning Fund Balance</b>	<b>126,658</b>	<b>161,806</b>	<b>36,738</b>
<b>Revenues</b>			
Charges for Goods and Services	33,672	27,000	27,000
Miscellaneous Revenues	2,420	-	-
<b>Total Revenues</b>	<b>36,092</b>	<b>27,000</b>	<b>27,000</b>
<b>Expenditures</b>			
Superior Court	945	53,187	52,676
<b>Total Expenditures</b>	<b>945</b>	<b>53,187</b>	<b>52,676</b>
<b>Ending Fund Balance</b>	<b>161,805</b>	<b>135,619</b>	<b>11,062</b>
<b>Fund: 1090 - Auditor's Election Reserve</b>			
<b>Beginning Fund Balance</b>	<b>594,184</b>	<b>591,033</b>	<b>400,000</b>
<b>Revenues</b>			
Intergovernmental Revenues	25,969	-	-
Charges for Goods and Services	208,690	140,000	100,000
Miscellaneous Revenues	10,155	-	-
<b>Total Revenues</b>	<b>244,814</b>	<b>140,000</b>	<b>100,000</b>
<b>Expenditures</b>			
Auditor	247,965	390,209	492,565
<b>Total Expenditures</b>	<b>247,965</b>	<b>390,209</b>	<b>492,565</b>
<b>Ending Fund Balance</b>	<b>591,033</b>	<b>340,824</b>	<b>7,435</b>
<b>Fund: 1100 - Detention Facility Sales Tax</b>			
<b>Beginning Fund Balance</b>	<b>3,924,075</b>	<b>3,704,806</b>	<b>3,051,842</b>
<b>Revenues</b>			
Taxes	6,406,761	6,498,000	6,900,000
<b>Total Revenues</b>	<b>6,406,761</b>	<b>6,498,000</b>	<b>6,900,000</b>
<b>Expenditures</b>			
Commissioners	3,552,482	3,636,003	3,837,947
Juvenile Court	731,340	794,731	801,178
Sheriff-Corrections	2,342,209	2,437,770	2,502,009
<b>Total Expenditures</b>	<b>6,626,031</b>	<b>6,868,504</b>	<b>7,141,134</b>
<b>Ending Fund Balance</b>	<b>3,704,806</b>	<b>3,334,302</b>	<b>2,810,708</b>
<b>Fund: 1110 - Victim Advocate Program</b>			
<b>Beginning Fund Balance</b>	<b>134,361</b>	<b>321,721</b>	<b>321,721</b>
<b>Revenues</b>			
Intergovernmental Revenues	297,565	452,600	426,317
Charges for Goods and Services	371,961	275,000	275,000
Fines & Penalties	9,759	12,000	12,000
Miscellaneous Revenues	23,180	10,400	400
Other Financing Sources	1,250	-	-
<b>Total Revenues</b>	<b>703,715</b>	<b>750,000</b>	<b>713,717</b>
<b>Expenditures</b>			
Prosecuting Attorney	511,441	799,779	845,181
<b>Total Expenditures</b>	<b>511,441</b>	<b>799,779</b>	<b>845,181</b>
<b>Ending Fund Balance</b>	<b>326,635</b>	<b>271,942</b>	<b>190,257</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 1120 - Investment Administration - Not Budgeted</u></b>			
<b>Revenues</b>			
Miscellaneous Revenues	358,459	-	-
Other Financing Sources	500	-	-
<b>Total Revenues</b>	<b>358,959</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Treasurer	418,933	-	-
<b>Total Expenditures</b>	<b>418,933</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>(59,974)</b>	<b>-</b>	<b>-</b>
<b><u>Fund: 1140 - Emergency Management Council</u></b>			
<b>Beginning Fund Balance</b>	<b>3,029</b>	<b>125,902</b>	<b>126,737</b>
<b>Revenues</b>			
Charges for Goods and Services	22,856	28,288	28,288
Miscellaneous Revenues	1,538	140,010	140,010
Other Financing Sources	134,331	-	-
<b>Total Revenues</b>	<b>158,725</b>	<b>168,298</b>	<b>168,298</b>
<b>Expenditures</b>			
Emergency Services	18,463	138,827	139,990
Emergency Management	17,390	28,636	31,565
<b>Total Expenditures</b>	<b>35,852</b>	<b>167,463</b>	<b>171,555</b>
<b>Ending Fund Balance</b>	<b>125,901</b>	<b>126,737</b>	<b>123,480</b>
<b><u>Fund: 1160 - Real Estate Excise Tax Technology Fund</u></b>			
<b>Beginning Fund Balance</b>	<b>126,395</b>	<b>135,883</b>	<b>174,000</b>
<b>Revenues</b>			
Intergovernmental Revenues	21,545	20,000	20,000
Charges for Goods and Services	27,253	23,000	23,000
Miscellaneous Revenues	2,219	800	800
<b>Total Revenues</b>	<b>51,017</b>	<b>43,800</b>	<b>43,800</b>
<b>Expenditures</b>			
Assessor	36,619	81,460	67,955
Treasurer	7,873	10,000	10,000
<b>Total Expenditures</b>	<b>44,492</b>	<b>91,460</b>	<b>77,955</b>
<b>Ending Fund Balance</b>	<b>132,920</b>	<b>88,223</b>	<b>139,845</b>
<b><u>Fund: 1170 - Trial Court Improvement</u></b>			
<b>Beginning Fund Balance</b>	<b>453,929</b>	<b>503,258</b>	<b>445,057</b>
<b>Revenues</b>			
Intergovernmental Revenues	68,420	75,000	75,000
Miscellaneous Revenues	9,402	2,000	2,000
<b>Total Revenues</b>	<b>77,822</b>	<b>77,000</b>	<b>77,000</b>
<b>Expenditures</b>			
Commissioners	28,493	219,956	150,732
<b>Total Expenditures</b>	<b>28,493</b>	<b>219,956</b>	<b>150,732</b>
<b>Ending Fund Balance</b>	<b>503,258</b>	<b>360,302</b>	<b>371,325</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b>Fund: 1180 - Treatment Sales Tax</b>			
<b>Beginning Fund Balance</b>	<b>5,619,271</b>	<b>5,619,059</b>	<b>4,773,270</b>
<b>Revenues</b>			
Taxes	6,405,703	6,608,000	6,725,000
Charges for Goods and Services	4,520	-	-
<b>Total Revenues</b>	<b>6,410,223</b>	<b>6,608,000</b>	<b>6,725,000</b>
<b>Expenditures</b>			
District Court	591,605	684,804	649,877
Juvenile Court	149,015	258,451	314,698
Public Defense	316,995	324,690	341,336
Pretrial Services	53,913	120,755	314,683
Prosecuting Attorney	371,280	421,245	400,000
Public Health	3,106,262	3,913,736	4,415,398
Sheriff-Corrections	965,607	1,023,013	1,004,387
Superior Court	691,960	870,693	841,436
<b>Total Expenditures</b>	<b>6,246,637</b>	<b>7,617,387</b>	<b>8,281,815</b>
<b>Ending Fund Balance</b>	<b>5,782,856</b>	<b>4,609,672</b>	<b>3,216,455</b>
<b>Fund: 1190 - Roads &amp; Transportation</b>			
<b>Beginning Fund Balance</b>	<b>16,325,047</b>	<b>15,947,250</b>	<b>12,637,410</b>
<b>Revenues</b>			
Taxes	19,536,437	21,484,000	21,660,000
Licenses & Permits	681,087	630,000	670,000
Intergovernmental Revenues	6,440,150	5,001,838	6,534,990
Charges for Goods and Services	250,326	263,000	220,000
Miscellaneous Revenues	97,545	21,100	18,500
Other Financing Sources	1,551,756	1,074,824	1,190,113
<b>Total Revenues</b>	<b>28,557,301</b>	<b>28,474,762</b>	<b>30,293,603</b>
<b>Expenditures</b>			
Public Works	28,935,788	31,128,449	33,099,328
Treasurer	87,613	87,650	87,615
<b>Total Expenditures</b>	<b>29,023,401</b>	<b>31,216,099</b>	<b>33,186,943</b>
<b>Ending Fund Balance</b>	<b>15,858,947</b>	<b>13,205,913</b>	<b>9,744,070</b>
<b>Fund: 1200 - Veterans</b>			
<b>Beginning Fund Balance</b>	<b>419,158</b>	<b>586,618</b>	<b>784,847</b>
<b>Revenues</b>			
Taxes	398,308	452,100	467,100
Intergovernmental Revenues	2,550	2,360	2,360
Miscellaneous Revenues	9,921	1,375	1,375
Other Financing Sources	4,997	1,500	1,500
<b>Total Revenues</b>	<b>415,776</b>	<b>457,335</b>	<b>472,335</b>
<b>Expenditures</b>			
Social Services	248,317	353,041	367,480
<b>Total Expenditures</b>	<b>248,317</b>	<b>353,041</b>	<b>367,480</b>
<b>Ending Fund Balance</b>	<b>586,617</b>	<b>690,912</b>	<b>889,702</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b>Fund: 1280 - Medic One - Reserve</b>			
<b>Beginning Fund Balance</b>	<b>8,616,692</b>	<b>4,750,231</b>	<b>4,750,231</b>
<b>Revenues</b>			
Taxes	133,943	53,000	53,000
Intergovernmental Revenues	67,867	50,000	50,000
Charges for Goods and Services	40	30	-
Miscellaneous Revenues	179,651	304,370	304,370
Other Financing Sources	133,673	33,000	33,000
<b>Total Revenues</b>	<b>515,175</b>	<b>440,400</b>	<b>440,370</b>
<b>Expenditures</b>			
Emergency Services	4,381,636	3,036,000	1,800,000
<b>Total Expenditures</b>	<b>4,381,636</b>	<b>3,036,000</b>	<b>1,800,000</b>
<b>Ending Fund Balance</b>	<b>4,750,231</b>	<b>2,154,631</b>	<b>3,390,601</b>
<b>Fund: 1290 - Medic One</b>			
<b>Beginning Fund Balance</b>	<b>837,438</b>	<b>2,308,450</b>	<b>2,967,256</b>
<b>Revenues</b>			
Taxes	11,089,717	11,500,000	11,780,000
Intergovernmental Revenues	3,936	358,700	9,320
Charges for Goods and Services	28,004	24,000	24,000
Miscellaneous Revenues	6,091	-	-
Other Financing Sources	4,387,389	3,036,000	1,800,000
<b>Total Revenues</b>	<b>15,515,137</b>	<b>14,918,700</b>	<b>13,613,320</b>
<b>Expenditures</b>			
Emergency Services	14,053,446	14,278,261	14,182,777
<b>Total Expenditures</b>	<b>14,053,446</b>	<b>14,278,261</b>	<b>14,182,777</b>
<b>Ending Fund Balance</b>	<b>2,299,130</b>	<b>2,948,889</b>	<b>2,397,799</b>
<b>Fund: 1300 - Stadium/Convention/Art Center</b>			
<b>Beginning Fund Balance</b>	<b>48,869</b>	<b>72,810</b>	<b>115,080</b>
<b>Revenues</b>			
Taxes	59,383	34,000	41,905
Miscellaneous Revenues	1,310	385	385
<b>Total Revenues</b>	<b>60,693</b>	<b>34,385</b>	<b>42,290</b>
<b>Expenditures</b>			
Commissioners	43,378	45,559	45,710
<b>Total Expenditures</b>	<b>43,378</b>	<b>45,559</b>	<b>45,710</b>
<b>Ending Fund Balance</b>	<b>66,184</b>	<b>61,636</b>	<b>111,660</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b>Fund: 1330 - Parks and Trails</b>			
<b>Beginning Fund Balance</b>	-	-	<b>112,438</b>
<b>Revenues</b>			
Licenses & Permits	-	20,000	20,000
Intergovernmental Revenues	-	16,200	-
Charges for Goods and Services	-	5,000	5,000
Miscellaneous Revenues	-	47,000	64,000
Other Financing Sources	-	5,002,178	3,027,812
<b>Total Revenues</b>	-	<b>5,090,378</b>	<b>3,116,812</b>
<b>Expenditures</b>			
Public Works	-	4,981,008	3,027,491
<b>Total Expenditures</b>	-	<b>4,981,008</b>	<b>3,027,491</b>
<b>Ending Fund Balance</b>	-	<b>109,370</b>	<b>201,759</b>
<b>Fund: 1350 - Noxious Weed</b>			
<b>Beginning Fund Balance</b>	<b>252,114</b>	<b>284,322</b>	<b>326,358</b>
<b>Revenues</b>			
Intergovernmental Revenues	34,216	83,048	43,070
Charges for Goods and Services	455	4,000	-
Miscellaneous Revenues	540,420	523,429	523,478
Other Financing Sources	750	-	-
<b>Total Revenues</b>	<b>575,842</b>	<b>610,477</b>	<b>566,548</b>
<b>Expenditures</b>			
Public Works	543,634	632,367	671,531
<b>Total Expenditures</b>	<b>543,634</b>	<b>632,367</b>	<b>671,531</b>
<b>Ending Fund Balance</b>	<b>284,322</b>	<b>262,432</b>	<b>221,375</b>
<b>Fund: 1360 - Tax Refunds - Not Budgeted</b>			
<b>Revenues</b>			
Taxes		-	-
Miscellaneous Revenues	212	-	-
<b>Total Revenues</b>	<b>212</b>	-	-
<b>Ending Fund Balance</b>	<b>212</b>	-	-
<b>Fund: 1380 - Conservation Futures</b>			
<b>Beginning Fund Balance</b>	<b>6,117,441</b>	<b>7,216,886</b>	<b>7,737,716</b>
<b>Revenues</b>			
Taxes	1,419,528	1,510,500	1,510,500
Intergovernmental Revenues	9,081	9,500	9,500
Miscellaneous Revenues	551	-	-
Other Financing Sources	16,907	10,000	10,000
<b>Total Revenues</b>	<b>1,446,067</b>	<b>1,530,000</b>	<b>1,530,000</b>
<b>Expenditures</b>			
Commissioners	346,622	4,004,636	3,972,102
<b>Total Expenditures</b>	<b>346,622</b>	<b>4,004,636</b>	<b>3,972,102</b>
<b>Ending Fund Balance</b>	<b>7,216,886</b>	<b>4,742,250</b>	<b>5,295,614</b>



## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 1400 - Housing &amp; Community Renewal</u></b>			
<b>Beginning Fund Balance</b>	<b>2,707,136</b>	<b>3,556,416</b>	<b>3,960,428</b>
<b>Revenues</b>			
Taxes	-	-	333,000
Intergovernmental Revenues	4,965,830	18,393,484	10,522,495
Charges for Goods and Services	3,093,214	2,413,000	2,343,000
Miscellaneous Revenues	57,702	20,000	20,000
Other Financing Sources	129,782	153,782	171,147
<b>Total Revenues</b>	<b>8,246,528</b>	<b>20,980,266</b>	<b>13,389,642</b>
<b>Expenditures</b>			
Public Health	-	1,988,374	-
Social Services	7,422,058	17,189,463	12,950,747
<b>Total Expenditures</b>	<b>7,422,058</b>	<b>19,177,837</b>	<b>12,950,747</b>
<b>Ending Fund Balance</b>	<b>3,531,606</b>	<b>5,358,845</b>	<b>4,399,323</b>
<b><u>Fund: 1440 - Sheriff's Special Programs</u></b>			
<b>Beginning Fund Balance</b>	<b>193,397</b>	<b>192,790</b>	<b>192,790</b>
<b>Revenues</b>			
Intergovernmental Revenues	67,521	61,789	61,789
Miscellaneous Revenues	-	1,600	1,600
<b>Total Revenues</b>	<b>67,521</b>	<b>63,389</b>	<b>63,389</b>
<b>Expenditures</b>			
Sheriff-Law Enforcement	72,328	90,234	90,133
<b>Total Expenditures</b>	<b>72,328</b>	<b>90,234</b>	<b>90,133</b>
<b>Ending Fund Balance</b>	<b>188,590</b>	<b>165,945</b>	<b>166,046</b>
<b><u>Fund: 1450 - Prisoner's Concessions</u></b>			
<b>Beginning Fund Balance</b>	<b>260,136</b>	<b>308,762</b>	<b>308,762</b>
<b>Revenues</b>			
Licenses & Permits	103,824	-	-
Charges for Goods and Services	212,841	242,400	242,400
Miscellaneous Revenues	1,652	118,000	118,000
<b>Total Revenues</b>	<b>318,318</b>	<b>360,400</b>	<b>360,400</b>
<b>Expenditures</b>			
Sheriff-Corrections	269,692	345,161	347,440
<b>Total Expenditures</b>	<b>269,692</b>	<b>345,161</b>	<b>347,440</b>
<b>Ending Fund Balance</b>	<b>308,762</b>	<b>324,001</b>	<b>321,722</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 1470 - Interlocal Drug Enforcement</u></b>			
<b>Beginning Fund Balance</b>	<b>403,458</b>	<b>453,599</b>	<b>453,599</b>
<b>Revenues</b>			
Intergovernmental Revenues	69,781	194,457	58,562
Fines & Penalties	47,542	80,000	80,000
Miscellaneous Revenues	272,130	5,000	5,000
Non Revenues	(29,265)	-	-
Other Financing Sources	-	290,000	290,000
<b>Total Revenues</b>	<b>360,188</b>	<b>569,457</b>	<b>433,562</b>
<b>Expenditures</b>			
Prosecuting Attorney	132,463	99,751	98,365
Sheriff-Law Enforcement	242,111	570,731	510,436
<b>Total Expenditures</b>	<b>374,574</b>	<b>670,482</b>	<b>608,801</b>
<b>Ending Fund Balance</b>	<b>389,072</b>	<b>352,574</b>	<b>278,360</b>
<b><u>Fund: 1490 - Public Health &amp; Social Services - Technology</u></b>			
<b>Beginning Fund Balance</b>	<b>133,020</b>	<b>109,796</b>	<b>79,763</b>
<b>Revenues</b>			
Miscellaneous Revenues	2,372	1,000	1,000
<b>Total Revenues</b>	<b>2,372</b>	<b>1,000</b>	<b>1,000</b>
<b>Expenditures</b>			
Public Health	25,597	31,110	30,787
<b>Total Expenditures</b>	<b>25,597</b>	<b>31,110</b>	<b>30,787</b>
<b>Ending Fund Balance</b>	<b>109,795</b>	<b>79,686</b>	<b>49,976</b>
<b><u>Fund: 1500 - Public Health &amp; Social Services</u></b>			
<b>Beginning Fund Balance</b>	<b>9,470,535</b>	<b>8,110,581</b>	<b>8,643,710</b>
<b>Revenues</b>			
Taxes	930,297	1,170,423	1,160,937
Licenses & Permits	26,535	27,000	27,000
Intergovernmental Revenues	7,463,416	19,595,887	11,402,578
Charges for Goods and Services	1,185,442	844,606	1,116,822
Miscellaneous Revenues	172,349	3,000	168,342
Other Financing Sources	1,181,162	1,233,485	972,319
<b>Total Revenues</b>	<b>10,959,200</b>	<b>22,874,401</b>	<b>14,847,998</b>
<b>Expenditures</b>			
Public Health	7,501,959	16,532,496	8,508,865
Social Services	5,358,324	6,416,686	6,811,318
<b>Total Expenditures</b>	<b>12,860,284</b>	<b>22,949,182</b>	<b>15,320,183</b>
<b>Ending Fund Balance</b>	<b>7,569,452</b>	<b>8,035,800</b>	<b>8,171,525</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 1550 - Communications</u></b>			
<b>Beginning Fund Balance</b>	<b>1,529,578</b>	-	-
<b>Revenues</b>			
Taxes	9,329,814	15,826,578	16,693,000
Miscellaneous Revenues	4,805	900	900
<b>Total Revenues</b>	<b>9,334,620</b>	<b>15,827,478</b>	<b>16,693,900</b>
<b>Expenditures</b>			
Commissioners	9,018,900	15,827,478	16,693,900
<b>Total Expenditures</b>	<b>9,018,900</b>	<b>15,827,478</b>	<b>16,693,900</b>
<b>Ending Fund Balance</b>	<b>1,845,298</b>	-	-
<b><u>Fund: 1610 - Election Stabilization Reserve</u></b>			
<b>Beginning Fund Balance</b>	<b>318,776</b>	<b>450,030</b>	<b>90,000</b>
<b>Revenues</b>			
Miscellaneous Revenues	6,303	-	-
Other Financing Sources	125,000	125,000	125,000
<b>Total Revenues</b>	<b>131,303</b>	<b>125,000</b>	<b>125,000</b>
<b>Expenditures</b>			
Auditor	48	480,186	184
<b>Total Expenditures</b>	<b>48</b>	<b>480,186</b>	<b>184</b>
<b>Ending Fund Balance</b>	<b>450,031</b>	<b>94,844</b>	<b>214,816</b>
<b><u>Fund: 1620 - PEG - Public Educational &amp; Governmental</u></b>			
<b>Beginning Fund Balance</b>	<b>28,815</b>	<b>53,784</b>	<b>99,572</b>
<b>Revenues</b>			
Licenses & Permits	108,404	103,000	103,000
Miscellaneous Revenues	831	1,000	1,000
<b>Total Revenues</b>	<b>109,235</b>	<b>104,000</b>	<b>104,000</b>
<b>Expenditures</b>			
Commissioners	84,267	61,272	53,137
<b>Total Expenditures</b>	<b>84,267</b>	<b>61,272</b>	<b>53,137</b>
<b>Ending Fund Balance</b>	<b>53,783</b>	<b>96,512</b>	<b>150,435</b>
<b><u>Fund: 1720 - Long Lake - Lake Management District</u></b>			
<b>Beginning Fund Balance</b>	<b>323,534</b>	<b>450,364</b>	<b>425,703</b>
<b>Revenues</b>			
Charges for Goods and Services	6,101	5,993	6,412
Fines & Penalties	190	300	300
Miscellaneous Revenues	203,569	189,843	241,534
<b>Total Revenues</b>	<b>209,860</b>	<b>196,136</b>	<b>248,246</b>
<b>Expenditures</b>			
Public Works	83,031	220,797	193,990
<b>Total Expenditures</b>	<b>83,031</b>	<b>220,797</b>	<b>193,990</b>
<b>Ending Fund Balance</b>	<b>450,364</b>	<b>425,703</b>	<b>479,959</b>

# Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b>Fund: 1740 - Lake Lawrence - Lake Management District</b>			
<b>Beginning Fund Balance</b>	<b>91,701</b>	<b>142,630</b>	<b>148,648</b>
<b>Revenues</b>			
Fines & Penalties	180	300	200
Miscellaneous Revenues	105,946	105,820	107,673
<b>Total Revenues</b>	<b>106,126</b>	<b>106,120</b>	<b>107,873</b>
<b>Expenditures</b>			
Public Works	55,197	100,102	96,714
<b>Total Expenditures</b>	<b>55,197</b>	<b>100,102</b>	<b>96,714</b>
<b>Ending Fund Balance</b>	<b>142,630</b>	<b>148,648</b>	<b>159,807</b>
<b>Fund: 1780 - Basin Planning and Enhancements</b>			
<b>Beginning Fund Balance</b>	<b>12,449</b>	<b>12,675</b>	<b>12,675</b>
<b>Ending Fund Balance</b>	<b>12,449</b>	<b>12,675</b>	<b>12,675</b>
<b>Fund: 1900 - Anti-Profiteering</b>			
<b>Beginning Fund Balance</b>	<b>22,001</b>	<b>22,174</b>	<b>22,174</b>
<b>Revenues</b>			
Fines & Penalties	-	100	100
Miscellaneous Revenues	430	200	200
<b>Total Revenues</b>	<b>430</b>	<b>300</b>	<b>300</b>
<b>Expenditures</b>			
Prosecuting Attorney	257	10,336	10,000
<b>Total Expenditures</b>	<b>257</b>	<b>10,336</b>	<b>10,000</b>
<b>Ending Fund Balance</b>	<b>22,174</b>	<b>12,138</b>	<b>12,474</b>
<b>Fund: 1910 - Legal Financial Obligations Collection Fund</b>			
<b>Beginning Fund Balance</b>	<b>59,158</b>	<b>41,933</b>	<b>77,062</b>
<b>Revenues</b>			
Intergovernmental Revenues	22,208	18,096	22,204
Fines & Penalties	177,519	109,400	155,000
Miscellaneous Revenues	1,084	600	600
Other Financing Sources	250	-	-
<b>Total Revenues</b>	<b>201,061</b>	<b>128,096</b>	<b>177,804</b>
<b>Expenditures</b>			
Clerk	218,286	199,215	208,184
<b>Total Expenditures</b>	<b>218,286</b>	<b>199,215</b>	<b>208,184</b>
<b>Ending Fund Balance</b>	<b>41,933</b>	<b>(29,186)</b>	<b>46,682</b>
<b>Fund: 1920 - Tourism Promotion Area</b>			
<b>Beginning Fund Balance</b>	<b>-</b>	<b>146,875</b>	<b>-</b>
<b>Revenues</b>			
Charges for Goods and Services	967,239	942,000	942,663
Miscellaneous Revenues	1,536	-	-
<b>Total Revenues</b>	<b>968,775</b>	<b>942,000</b>	<b>942,663</b>
<b>Expenditures</b>			
Commissioners	942,000	942,000	942,663
<b>Total Expenditures</b>	<b>942,000</b>	<b>942,000</b>	<b>942,663</b>
<b>Ending Fund Balance</b>	<b>26,775</b>	<b>146,875</b>	<b>-</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 1930 - Historic Preservation</u></b>			
<b>Beginning Fund Balance</b>	<b>207,696</b>	<b>217,891</b>	<b>282,262</b>
<b>Revenues</b>			
Charges for Goods and Services	64,512	60,000	65,000
Miscellaneous Revenues	4,417	1,759	1,759
<b>Total Revenues</b>	<b>68,929</b>	<b>61,759</b>	<b>66,759</b>
<b>Expenditures</b>			
Commissioners	58,735	142,103	102,631
<b>Total Expenditures</b>	<b>58,735</b>	<b>142,103</b>	<b>102,631</b>
<b>Ending Fund Balance</b>	<b>217,891</b>	<b>137,547</b>	<b>246,390</b>
<b><u>Fund: 2260 - General Obligation Bonds 2010</u></b>			
<b>Beginning Fund Balance</b>	<b>53</b>	<b>169</b>	<b>169</b>
<b>Revenues</b>			
Intergovernmental Revenues	223,431	214,200	205,105
Miscellaneous Revenues	5,419	3,890	2,641
Other Financing Sources	1,805,569	1,800,160	1,806,244
<b>Total Revenues</b>	<b>2,034,419</b>	<b>2,018,250</b>	<b>2,013,990</b>
<b>Expenditures</b>			
Treasurer	2,034,303	2,018,250	2,013,990
<b>Total Expenditures</b>	<b>2,034,303</b>	<b>2,018,250</b>	<b>2,013,990</b>
<b>Ending Fund Balance</b>	<b>169</b>	<b>169</b>	<b>169</b>
<b><u>Fund: 2261 - 2010 C Debt Sinking Fund</u></b>			
<b>Beginning Fund Balance</b>	<b>823,204</b>	<b>939,054</b>	<b>939,054</b>
<b>Revenues</b>			
Miscellaneous Revenues	15,849	8,000	8,000
Other Financing Sources	100,000	100,000	100,000
<b>Total Revenues</b>	<b>115,849</b>	<b>108,000</b>	<b>108,000</b>
<b>Ending Fund Balance</b>	<b>939,053</b>	<b>1,047,054</b>	<b>1,047,054</b>
<b><u>Fund: 2270 - General Obligation Bonds 2015</u></b>			
<b>Beginning Fund Balance</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Revenues</b>			
Other Financing Sources	936,735	887,750	890,700
<b>Total Revenues</b>	<b>936,735</b>	<b>887,750</b>	<b>890,700</b>
<b>Expenditures</b>			
Treasurer	936,735	887,750	890,700
<b>Total Expenditures</b>	<b>936,735</b>	<b>887,750</b>	<b>890,700</b>
<b>Ending Fund Balance</b>	<b>( )</b>	<b>1</b>	<b>1</b>
<b><u>Fund: 2290 - General Obligation Bonds 2016</u></b>			
<b>Revenues</b>			
Other Financing Sources	3,161,300	3,266,700	3,369,000
<b>Total Revenues</b>	<b>3,161,300</b>	<b>3,266,700</b>	<b>3,369,000</b>
<b>Expenditures</b>			
Treasurer	3,161,300	3,266,500	3,369,000
<b>Total Expenditures</b>	<b>3,161,300</b>	<b>3,266,500</b>	<b>3,369,000</b>
<b>Ending Fund Balance</b>	<b>( )</b>	<b>200</b>	<b>-</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 3010 - Roads Construction In Progress</u></b>			
<b>Beginning Fund Balance</b>	<b>5,160,792</b>	<b>5,679,691</b>	<b>3,982,154</b>
<b>Revenues</b>			
Intergovernmental Revenues	2,864,442	15,269,655	7,758,693
Charges for Goods and Services	1,376,365	3,597,837	480,000
Miscellaneous Revenues	195	-	-
Other Financing Sources	3,645,374	8,704,710	12,313,000
<b>Total Revenues</b>	<b>7,886,375</b>	<b>27,572,202</b>	<b>20,551,693</b>
<b>Expenditures</b>			
Public Works	7,367,476	31,977,927	16,068,576
<b>Total Expenditures</b>	<b>7,367,476</b>	<b>31,977,927</b>	<b>16,068,576</b>
<b>Ending Fund Balance</b>	<b>5,679,691</b>	<b>1,273,966</b>	<b>8,465,271</b>
<b><u>Fund: 3080 - Jail Capital Projects</u></b>			
<b>Beginning Fund Balance</b>	<b>84,549</b>	<b>433,280</b>	<b>433,280</b>
<b>Revenues</b>			
Miscellaneous Revenues	2,786	-	-
Other Financing Sources	500,000	25,000,000	-
<b>Total Revenues</b>	<b>502,786</b>	<b>25,000,000</b>	<b>-</b>
<b>Expenditures</b>			
Commissioners	154,056	14,253,374	3,932
<b>Total Expenditures</b>	<b>154,056</b>	<b>14,253,374</b>	<b>3,932</b>
<b>Ending Fund Balance</b>	<b>433,279</b>	<b>11,179,906</b>	<b>429,348</b>
<b><u>Fund: 3160 - Real Estate Excise Tax First Quarter</u></b>			
<b>Beginning Fund Balance</b>	<b>5,631,891</b>	<b>6,361,206</b>	<b>8,435,175</b>
<b>Revenues</b>			
Taxes	3,121,912	2,993,000	2,993,000
Miscellaneous Revenues	65	-	-
<b>Total Revenues</b>	<b>3,121,977</b>	<b>2,993,000</b>	<b>2,993,000</b>
<b>Expenditures</b>			
Central Services	162,768	-	-
Commissioners	2,179,035	3,044,480	2,462,473
<b>Total Expenditures</b>	<b>2,341,803</b>	<b>3,044,480</b>	<b>2,462,473</b>
<b>Ending Fund Balance</b>	<b>6,412,065</b>	<b>6,309,726</b>	<b>8,965,702</b>
<b><u>Fund: 3190 - Transportation Impact Fees</u></b>			
<b>Beginning Fund Balance</b>	<b>6,321,125</b>	<b>7,458,702</b>	<b>7,390,792</b>
<b>Revenues</b>			
Charges for Goods and Services	1,727,146	1,500,000	1,350,000
Miscellaneous Revenues	139,612	35,000	100,000
<b>Total Revenues</b>	<b>1,866,758</b>	<b>1,535,000</b>	<b>1,450,000</b>
<b>Expenditures</b>			
Public Works	728,358	1,602,910	1,251,431
<b>Total Expenditures</b>	<b>728,358</b>	<b>1,602,910</b>	<b>1,251,431</b>
<b>Ending Fund Balance</b>	<b>7,459,525</b>	<b>7,390,792</b>	<b>7,589,361</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b>Fund: 3200 - Parks Impact Fees</b>			
<b>Beginning Fund Balance</b>	<b>2,316,110</b>	<b>2,562,663</b>	<b>2,064,333</b>
<b>Revenues</b>			
Charges for Goods and Services	585,503	600,000	600,000
Miscellaneous Revenues	51,239	25,000	40,000
<b>Total Revenues</b>	<b>636,742</b>	<b>625,000</b>	<b>640,000</b>
<b>Expenditures</b>			
Public Works	377,125	1,126,580	1,474,838
<b>Total Expenditures</b>	<b>377,125</b>	<b>1,126,580</b>	<b>1,474,838</b>
<b>Ending Fund Balance</b>	<b>2,575,726</b>	<b>2,061,083</b>	<b>1,229,495</b>
<b>Fund: 3210 - Real Estate Excise Tax Second Quarter</b>			
<b>Beginning Fund Balance</b>	<b>9,357,719</b>	<b>9,580,186</b>	<b>8,571,831</b>
<b>Revenues</b>			
Taxes	3,121,904	2,565,000	2,565,000
Miscellaneous Revenues	56	-	-
<b>Total Revenues</b>	<b>3,121,960</b>	<b>2,565,000</b>	<b>2,565,000</b>
<b>Expenditures</b>			
Commissioners	921,295	4,032,079	5,871,820
Public Works	1,978,199	-	-
<b>Total Expenditures</b>	<b>2,899,493</b>	<b>4,032,079</b>	<b>5,871,820</b>
<b>Ending Fund Balance</b>	<b>9,580,186</b>	<b>8,113,107</b>	<b>5,265,011</b>
<b>Fund: 3220 - Courthouse Project</b>			
<b>Beginning Fund Balance</b>	<b>-</b>	<b>210,505</b>	<b>203,085</b>
<b>Revenues</b>			
Miscellaneous Revenues	4,973	5,000,000	-
Other Financing Sources	400,000	250,000,000	25,500,000
<b>Total Revenues</b>	<b>404,973</b>	<b>255,000,000</b>	<b>25,500,000</b>
<b>Expenditures</b>			
Central Services	-	-	549,106
Commissioners	194,469	23,000,000	74,897
<b>Total Expenditures</b>	<b>194,469</b>	<b>23,000,000</b>	<b>624,003</b>
<b>Ending Fund Balance</b>	<b>210,505</b>	<b>232,210,505</b>	<b>25,079,082</b>
<b>Fund: 4030 - Solid Waste</b>			
<b>Beginning Fund Balance</b>	<b>23,330,027</b>	<b>25,387,015</b>	<b>29,336,507</b>
<b>Revenues</b>			
Intergovernmental Revenues	41,203	51,000	45,000
Charges for Goods and Services	25,972,910	25,923,000	25,332,410
Miscellaneous Revenues	135,136	11,400	1,400
Other Financing Sources	38,009	5,037,282	91,066
<b>Total Revenues</b>	<b>26,187,259</b>	<b>31,022,682</b>	<b>25,469,876</b>
<b>Expenditures</b>			
Public Works	24,114,823	28,753,579	26,679,495
<b>Total Expenditures</b>	<b>24,114,823</b>	<b>28,753,579</b>	<b>26,679,495</b>
<b>Ending Fund Balance</b>	<b>25,402,462</b>	<b>27,656,118</b>	<b>28,126,888</b>

# Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 4040 - Solid Waste Reserve for Closure</u></b>			
<b>Beginning Fund Balance</b>	<b>13,412,362</b>	<b>13,054,134</b>	<b>9,649,051</b>
<b>Revenues</b>			
Other Financing Sources	240,500	240,000	250,000
<b>Total Revenues</b>	<b>240,500</b>	<b>240,000</b>	<b>250,000</b>
<b>Expenditures</b>			
Public Works	514,318	4,154,994	2,057,445
<b>Total Expenditures</b>	<b>514,318</b>	<b>4,154,994</b>	<b>2,057,445</b>
<b>Ending Fund Balance</b>	<b>13,138,544</b>	<b>9,139,140</b>	<b>7,841,606</b>
<b><u>Fund: 4050 - Solid Waste Reserves</u></b>			
<b>Beginning Fund Balance</b>	<b>9,220,328</b>	<b>10,399,146</b>	<b>6,557,323</b>
<b>Revenues</b>			
Other Financing Sources	1,211,178	1,196,196	1,182,000
<b>Total Revenues</b>	<b>1,211,178</b>	<b>1,196,196</b>	<b>1,182,000</b>
<b>Expenditures</b>			
Public Works	32,359	5,038,019	4,142,684
<b>Total Expenditures</b>	<b>32,359</b>	<b>5,038,019</b>	<b>4,142,684</b>
<b>Ending Fund Balance</b>	<b>10,399,147</b>	<b>6,557,323</b>	<b>3,596,639</b>
<b><u>Fund: 4060 - Storm &amp; Surface Water Utility</u></b>			
<b>Beginning Fund Balance</b>	<b>6,533,301</b>	<b>7,015,708</b>	<b>6,592,402</b>
<b>Revenues</b>			
Intergovernmental Revenues	58,705	40,175	-
Charges for Goods and Services	306,706	249,481	1,124,224
Miscellaneous Revenues	6,747,364	6,703,639	5,841,947
Other Financing Sources	5,000	-	-
<b>Total Revenues</b>	<b>7,117,774</b>	<b>6,993,295</b>	<b>6,966,171</b>
<b>Expenditures</b>			
Public Works	4,644,225	5,447,998	5,671,022
Community Planning and Economic Development	1,913,486	2,383,518	2,431,229
<b>Total Expenditures</b>	<b>6,557,711</b>	<b>7,831,516</b>	<b>8,102,251</b>
<b>Ending Fund Balance</b>	<b>7,093,364</b>	<b>6,177,487</b>	<b>5,456,322</b>
<b><u>Fund: 4070 - Storm &amp; Surface Water Capital</u></b>			
<b>Beginning Fund Balance</b>	<b>5,866,739</b>	<b>7,144,385</b>	<b>6,439,146</b>
<b>Revenues</b>			
Intergovernmental Revenues	1,105,552	178,134	-
Other Financing Sources	1,758,056	1,886,704	1,824,388
<b>Total Revenues</b>	<b>2,863,608</b>	<b>2,064,838</b>	<b>1,824,388</b>
<b>Expenditures</b>			
Public Works	1,586,072	1,868,446	2,782,195
<b>Total Expenditures</b>	<b>1,586,072</b>	<b>1,868,446</b>	<b>2,782,195</b>
<b>Ending Fund Balance</b>	<b>7,144,275</b>	<b>7,340,777</b>	<b>5,481,339</b>



## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 4124 - Land Use &amp; Permitting</u></b>			
<b>Beginning Fund Balance</b>	<b>2,773,604</b>	<b>2,039,114</b>	<b>1,576,793</b>
<b>Revenues</b>			
Licenses & Permits	1,937,005	2,260,000	2,376,264
Intergovernmental Revenues	-	39,575	-
Charges for Goods and Services	1,957,180	3,051,700	3,031,200
Miscellaneous Revenues	48,999	45,000	45,000
Other Financing Sources	578,470	549,668	138,989
<b>Total Revenues</b>	<b>4,521,653</b>	<b>5,945,943</b>	<b>5,591,453</b>
<b>Expenditures</b>			
Community Planning and Economic Development	5,255,956	6,820,645	5,861,631
<b>Total Expenditures</b>	<b>5,255,956</b>	<b>6,820,645</b>	<b>5,861,631</b>
<b>Ending Fund Balance</b>	<b>2,039,300</b>	<b>1,164,412</b>	<b>1,306,615</b>
<b><u>Fund: 4200 - Boston Harbor Water and Wastewater Utility</u></b>			
<b>Beginning Fund Balance</b>	<b>209,287</b>	<b>167,103</b>	<b>151,705</b>
<b>Revenues</b>			
Charges for Goods and Services	514,983	548,840	548,840
Miscellaneous Revenues	12,817	11,000	9,000
Other Financing Sources	500	-	-
<b>Total Revenues</b>	<b>528,299</b>	<b>559,840</b>	<b>557,840</b>
<b>Expenditures</b>			
Public Works	573,126	575,439	621,802
<b>Total Expenditures</b>	<b>573,126</b>	<b>575,439</b>	<b>621,802</b>
<b>Ending Fund Balance</b>	<b>164,460</b>	<b>151,504</b>	<b>87,743</b>
<b><u>Fund: 4210 - Boston Harbor Reserve</u></b>			
<b>Beginning Fund Balance</b>	<b>481,370</b>	<b>557,775</b>	<b>316,183</b>
<b>Revenues</b>			
Miscellaneous Revenues	8,656	6,000	6,000
Prop Trust Gain/Loss	30,107	-	-
Other Financing Sources	197,646	131,812	461,950
<b>Total Revenues</b>	<b>236,409</b>	<b>137,812</b>	<b>467,950</b>
<b>Expenditures</b>			
Public Works	124,463	584,388	586,722
<b>Total Expenditures</b>	<b>124,463</b>	<b>584,388</b>	<b>586,722</b>
<b>Ending Fund Balance</b>	<b>593,316</b>	<b>111,199</b>	<b>197,411</b>
<b><u>Fund: 4300 - Tamoshan/Beverly Beach Sewer Utility</u></b>			
<b>Beginning Fund Balance</b>	<b>142,849</b>	<b>109,788</b>	<b>105,008</b>
<b>Revenues</b>			
Charges for Goods and Services	187,310	195,841	195,841
Miscellaneous Revenues	4,885	4,500	2,500
<b>Total Revenues</b>	<b>192,196</b>	<b>200,341</b>	<b>198,341</b>
<b>Expenditures</b>			
Public Works	225,622	205,152	251,781
<b>Total Expenditures</b>	<b>225,622</b>	<b>205,152</b>	<b>251,781</b>
<b>Ending Fund Balance</b>	<b>109,423</b>	<b>104,977</b>	<b>51,568</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 4340 - Grand Mound Wastewater Utility</u></b>			
<b>Beginning Fund Balance</b>	<b>678,412</b>	<b>282,549</b>	<b>409,246</b>
<b>Revenues</b>			
Charges for Goods and Services	1,163,993	1,229,544	1,210,372
Miscellaneous Revenues	31,834	27,000	18,000
Other Financing Sources	750	-	-
<b>Total Revenues</b>	<b>1,196,577</b>	<b>1,256,544</b>	<b>1,228,372</b>
<b>Expenditures</b>			
Public Works	1,591,877	1,131,358	1,455,318
<b>Total Expenditures</b>	<b>1,591,877</b>	<b>1,131,358</b>	<b>1,455,318</b>
<b>Ending Fund Balance</b>	<b>283,112</b>	<b>407,735</b>	<b>182,300</b>
<b><u>Fund: 4350 - Grand Mound Water Utility</u></b>			
<b>Beginning Fund Balance</b>	<b>938,933</b>	<b>368,345</b>	<b>371,459</b>
<b>Revenues</b>			
Charges for Goods and Services	829,550	882,710	800,129
Miscellaneous Revenues	44,525	28,000	21,000
Other Financing Sources	500	-	-
<b>Total Revenues</b>	<b>874,576</b>	<b>910,710</b>	<b>821,129</b>
<b>Expenditures</b>			
Public Works	1,439,494	903,403	1,080,024
Treasurer	620	550	465
<b>Total Expenditures</b>	<b>1,440,114</b>	<b>903,953</b>	<b>1,080,489</b>
<b>Ending Fund Balance</b>	<b>373,395</b>	<b>375,102</b>	<b>112,099</b>
<b><u>Fund: 4400 - Tamoshan Water Utility</u></b>			
<b>Beginning Fund Balance</b>	<b>143,874</b>	<b>89,725</b>	<b>69,855</b>
<b>Revenues</b>			
Charges for Goods and Services	109,479	116,518	116,518
Miscellaneous Revenues	4,527	4,000	2,500
<b>Total Revenues</b>	<b>114,006</b>	<b>120,518</b>	<b>119,018</b>
<b>Expenditures</b>			
Public Works	168,534	140,419	148,164
<b>Total Expenditures</b>	<b>168,534</b>	<b>140,419</b>	<b>148,164</b>
<b>Ending Fund Balance</b>	<b>89,346</b>	<b>69,824</b>	<b>40,709</b>
<b><u>Fund: 4410 - Olympic View Sewer Utility</u></b>			
<b>Beginning Fund Balance</b>	<b>49,919</b>	<b>55,877</b>	<b>43,633</b>
<b>Revenues</b>			
Charges for Goods and Services	34,216	35,927	35,927
Miscellaneous Revenues	1,030	1,000	1,000
Other Financing Sources	63	1,116	163
<b>Total Revenues</b>	<b>35,308</b>	<b>38,043</b>	<b>37,090</b>
<b>Expenditures</b>			
Public Works	29,588	59,360	66,718
<b>Total Expenditures</b>	<b>29,588</b>	<b>59,360</b>	<b>66,718</b>
<b>Ending Fund Balance</b>	<b>55,639</b>	<b>34,560</b>	<b>14,005</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 4420 - Tamoshan Reserve</u></b>			
<b>Beginning Fund Balance</b>	<b>169,160</b>	<b>274,329</b>	<b>166,708</b>
<b>Revenues</b>			
Miscellaneous Revenues	2,858	2,000	2,500
Other Financing Sources	144,606	42,752	149,234
<b>Total Revenues</b>	<b>147,464</b>	<b>44,752</b>	<b>151,734</b>
<b>Expenditures</b>			
Public Works	17,063	228,104	215,003
<b>Total Expenditures</b>	<b>17,063</b>	<b>228,104</b>	<b>215,003</b>
<b>Ending Fund Balance</b>	<b>299,561</b>	<b>90,977</b>	<b>103,439</b>
<b><u>Fund: 4440 - Grand Mound Wastewater Capital Reserve</u></b>			
<b>Beginning Fund Balance</b>	<b>212,786</b>	<b>364,229</b>	<b>352,788</b>
<b>Revenues</b>			
Miscellaneous Revenues	4,379	4,000	5,000
Prop Trust Gain/Loss	96,227	17,185	45,684
Other Financing Sources	152,529	691,810	731,329
<b>Total Revenues</b>	<b>253,135</b>	<b>712,995</b>	<b>782,013</b>
<b>Expenditures</b>			
Public Works	80,088	871,040	553,610
<b>Total Expenditures</b>	<b>80,088</b>	<b>871,040</b>	<b>553,610</b>
<b>Ending Fund Balance</b>	<b>385,833</b>	<b>206,184</b>	<b>581,191</b>
<b><u>Fund: 4450 - Grand Mound Water Capital Reserve</u></b>			
<b>Beginning Fund Balance</b>	<b>209,690</b>	<b>300,471</b>	<b>421,940</b>
<b>Revenues</b>			
Miscellaneous Revenues	7,062	3,000	5,000
Prop Trust Gain/Loss	76,494	13,165	35,000
Other Financing Sources	1,379,645	349,404	501,781
<b>Total Revenues</b>	<b>1,463,201</b>	<b>365,569</b>	<b>541,781</b>
<b>Expenditures</b>			
Public Works	1,359,230	306,801	184,513
<b>Total Expenditures</b>	<b>1,359,230</b>	<b>306,801</b>	<b>184,513</b>
<b>Ending Fund Balance</b>	<b>313,661</b>	<b>359,239</b>	<b>779,208</b>
<b><u>Fund: 4460 - Tamoshan/Beverly Beach Debt Service</u></b>			
<b>Beginning Fund Balance</b>	<b>-</b>	<b>(12,119)</b>	<b>6,500</b>
<b>Revenues</b>			
Fines & Penalties	654	-	-
Miscellaneous Revenues	663	-	-
Other Financing Sources	-	30,000	-
<b>Total Revenues</b>	<b>1,318</b>	<b>30,000</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>1,318</b>	<b>17,881</b>	<b>6,500</b>
<b><u>Fund: 4480 - Grand Mound Debt Service</u></b>			
<b>Beginning Fund Balance</b>	<b>(1,040,448)</b>	<b>3,965</b>	<b>3,965</b>
<b>Ending Fund Balance</b>	<b>(1,040,448)</b>	<b>3,965</b>	<b>3,965</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 4510 - Community Loan Repayment #1</u></b>			
<b>Beginning Fund Balance</b>	<b>312,205</b>	<b>300,102</b>	<b>300,102</b>
<b>Revenues</b>			
Miscellaneous Revenues	9,833	14,100	9,700
Other Financing Sources	-	171,000	-
<b>Total Revenues</b>	<b>9,833</b>	<b>185,100</b>	<b>9,700</b>
<b>Expenditures</b>			
Public Health	1,243	150,611	2,221
Treasurer	9,545	8,545	7,360
<b>Total Expenditures</b>	<b>10,788</b>	<b>159,156</b>	<b>9,581</b>
<b>Ending Fund Balance</b>	<b>311,250</b>	<b>326,046</b>	<b>300,221</b>
<b><u>Fund: 4520 - Environmental Health</u></b>			
<b>Beginning Fund Balance</b>	<b>-</b>	<b>2,612,497</b>	<b>2,722,144</b>
<b>Revenues</b>			
Licenses & Permits	853,302	767,524	807,830
Intergovernmental Revenues	192,685	427,432	835,615
Charges for Goods and Services	3,891,447	4,456,576	3,491,702
Miscellaneous Revenues	610,067	581,710	591,010
Other Financing Sources	1,327,488	59,795	59,795
<b>Total Revenues</b>	<b>6,874,988</b>	<b>6,293,037</b>	<b>5,785,952</b>
<b>Expenditures</b>			
Public Health	4,210,242	5,406,889	6,789,752
<b>Total Expenditures</b>	<b>4,210,242</b>	<b>5,406,889</b>	<b>6,789,752</b>
<b>Ending Fund Balance</b>	<b>2,664,745</b>	<b>3,498,645</b>	<b>1,718,344</b>
<b><u>Fund: 5030 - Unemployment Compensation</u></b>			
<b>Beginning Fund Balance</b>	<b>1,858,646</b>	<b>1,756,877</b>	<b>1,756,877</b>
<b>Revenues</b>			
Charges for Goods and Services	253,970	181,500	-
<b>Total Revenues</b>	<b>253,970</b>	<b>181,500</b>	<b>-</b>
<b>Expenditures</b>			
Human Resources	319,687	311,127	278,744
<b>Total Expenditures</b>	<b>319,687</b>	<b>311,127</b>	<b>278,744</b>
<b>Ending Fund Balance</b>	<b>1,792,929</b>	<b>1,627,250</b>	<b>1,478,133</b>
<b><u>Fund: 5050 - Insurance Risk</u></b>			
<b>Beginning Fund Balance</b>	<b>4,734,341</b>	<b>3,915,671</b>	<b>3,915,671</b>
<b>Revenues</b>			
Charges for Goods and Services	2,023,935	2,971,689	2,880,744
Other Financing Sources	56,860	-	-
<b>Total Revenues</b>	<b>2,080,795</b>	<b>2,971,689</b>	<b>2,880,744</b>
<b>Expenditures</b>			
Human Resources	2,851,564	3,407,035	2,887,306
<b>Total Expenditures</b>	<b>2,851,564</b>	<b>3,407,035</b>	<b>2,887,306</b>
<b>Ending Fund Balance</b>	<b>3,963,572</b>	<b>3,480,325</b>	<b>3,909,109</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 5060 - Benefits Administration</u></b>			
<b>Beginning Fund Balance</b>	<b>695,743</b>	<b>542,473</b>	<b>542,473</b>
<b>Revenues</b>			
Charges for Goods and Services	179,901	148,053	148,054
Miscellaneous Revenues	19,103	31,000	38,000
Other Financing Sources	500	-	-
<b>Total Revenues</b>	<b>199,504</b>	<b>179,053</b>	<b>186,054</b>
<b>Expenditures</b>			
Human Resources	353,063	422,658	333,645
<b>Total Expenditures</b>	<b>353,063</b>	<b>422,658</b>	<b>333,645</b>
<b>Ending Fund Balance</b>	<b>542,184</b>	<b>298,868</b>	<b>394,882</b>
<b><u>Fund: 5210 - Central Services Facilities</u></b>			
<b>Beginning Fund Balance</b>	<b>4,082,399</b>	<b>2,602,530</b>	<b>2,602,530</b>
<b>Revenues</b>			
Intergovernmental Revenues	-	2,018,876	-
Charges for Goods and Services	6,597,482	6,754,023	7,144,063
Miscellaneous Revenues	3,933	1,200	1,200
Other Financing Sources	1,222,723	795,813	779,630
<b>Total Revenues</b>	<b>7,824,138</b>	<b>9,569,912</b>	<b>7,924,893</b>
<b>Expenditures</b>			
Central Services	9,347,814	9,738,982	8,400,199
<b>Total Expenditures</b>	<b>9,347,814</b>	<b>9,738,982</b>	<b>8,400,199</b>
<b>Ending Fund Balance</b>	<b>2,558,723</b>	<b>2,433,460</b>	<b>2,127,224</b>
<b><u>Fund: 5220 - Central Services Reserve</u></b>			
<b>Beginning Fund Balance</b>	<b>7,986,111</b>	<b>7,183,046</b>	<b>7,183,046</b>
<b>Revenues</b>			
Intergovernmental Revenues	-	68,000	-
Charges for Goods and Services	1,501,220	1,526,211	1,853,380
Miscellaneous Revenues	93,072	403,896	99,896
Prop Trust Gain/Loss	88,084	89,550	1,556,242
Other Financing Sources	298,543	4,302,000	1,560,000
<b>Total Revenues</b>	<b>1,980,919</b>	<b>6,389,657</b>	<b>5,069,518</b>
<b>Expenditures</b>			
Central Services	2,877,190	10,936,066	6,487,509
<b>Total Expenditures</b>	<b>2,877,190</b>	<b>10,936,066</b>	<b>6,487,509</b>
<b>Ending Fund Balance</b>	<b>7,089,840</b>	<b>2,636,637</b>	<b>5,765,055</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b>Fund: 5230 - Central Services Facility Engineering</b>			
<b>Beginning Fund Balance</b>	<b>68,899</b>	<b>72,779</b>	<b>72,779</b>
<b>Revenues</b>			
Charges for Goods and Services	317,802	686,940	949,031
Miscellaneous Revenues	768	300	300
Other Financing Sources	750	-	-
<b>Total Revenues</b>	<b>319,321</b>	<b>687,240</b>	<b>949,331</b>
<b>Expenditures</b>			
Central Services	316,833	670,530	809,328
<b>Total Expenditures</b>	<b>316,833</b>	<b>670,530</b>	<b>809,328</b>
<b>Ending Fund Balance</b>	<b>71,387</b>	<b>89,489</b>	<b>212,782</b>
<b>Fund: 5240 - Large System Replacement Reserve</b>			
<b>Beginning Fund Balance</b>	<b>1,146,788</b>	<b>1,473,321</b>	<b>1,473,321</b>
<b>Revenues</b>			
Charges for Goods and Services	645,231	600,767	645,233
Miscellaneous Revenues	25,503	-	-
Prop Trust Gain/Loss	6,553	6,703	6,553
Other Financing Sources	-	8,000,000	8,440,133
<b>Total Revenues</b>	<b>677,287</b>	<b>8,607,470</b>	<b>9,091,919</b>
<b>Expenditures</b>			
Information Technology	351,759	2,361,947	4,124,953
<b>Total Expenditures</b>	<b>351,759</b>	<b>2,361,947</b>	<b>4,124,953</b>
<b>Ending Fund Balance</b>	<b>1,472,316</b>	<b>7,718,844</b>	<b>6,440,287</b>
<b>Fund: 5250 - Information Technology Operations</b>			
<b>Beginning Fund Balance</b>	<b>-</b>	<b>1,463,506</b>	<b>1,463,506</b>
<b>Revenues</b>			
Intergovernmental Revenues	-	725,833	-
Charges for Goods and Services	8,287,076	8,525,254	8,865,604
Miscellaneous Revenues	28,689	-	-
Other Financing Sources	1,500,000	-	133,285
<b>Total Revenues</b>	<b>9,815,765</b>	<b>9,251,087</b>	<b>8,998,889</b>
<b>Expenditures</b>			
Information Technology	8,159,799	10,380,779	9,570,251
<b>Total Expenditures</b>	<b>8,159,799</b>	<b>10,380,779</b>	<b>9,570,251</b>
<b>Ending Fund Balance</b>	<b>1,655,965</b>	<b>333,814</b>	<b>892,144</b>
<b>Fund: 5260 - Information Technology Reserves</b>			
<b>Beginning Fund Balance</b>	<b>-</b>	<b>1,886,612</b>	<b>1,886,612</b>
<b>Revenues</b>			
Charges for Goods and Services	836,380	828,505	887,247
Other Financing Sources	1,907,524	123,000	25,500
<b>Total Revenues</b>	<b>2,743,903</b>	<b>951,505</b>	<b>912,747</b>
<b>Expenditures</b>			
Central Services	87,786	-	-
Information Technology	802,791	2,381,530	1,188,612
<b>Total Expenditures</b>	<b>890,577</b>	<b>2,381,530</b>	<b>1,188,612</b>
<b>Ending Fund Balance</b>	<b>1,853,326</b>	<b>456,587</b>	<b>1,610,747</b>

## Fund Balance Report

	2019 Actual	2020 Budget	2021 Budget
<b><u>Fund: 5410 - Equipment Rental &amp; Revolving-Maintenance</u></b>			
<b>Beginning Fund Balance</b>	<b>931,846</b>	<b>595,160</b>	<b>196,185</b>
<b>Revenues</b>			
Intergovernmental Revenues	30,405	28,520	27,630
Charges for Goods and Services	4,365,062	4,476,051	4,695,055
Miscellaneous Revenues	3,907	601,000	1,000
Other Financing Sources	143,921	50,000	50,000
<b>Total Revenues</b>	<b>4,543,295</b>	<b>5,155,571</b>	<b>4,773,685</b>
<b>Expenditures</b>			
Central Services	4,674,421	5,429,391	4,630,717
Treasurer	83,558	57,460	75,065
<b>Total Expenditures</b>	<b>4,757,979</b>	<b>5,486,851</b>	<b>4,705,782</b>
<b>Ending Fund Balance</b>	<b>717,162</b>	<b>263,880</b>	<b>264,088</b>
<b><u>Fund: 5420 - Equipment Rental &amp; Revolving-Replacement</u></b>			
<b>Beginning Fund Balance</b>	<b>16,438,421</b>	<b>17,562,766</b>	<b>16,900,000</b>
<b>Revenues</b>			
Charges for Goods and Services	3,879,070	2,897,676	4,262,008
Miscellaneous Revenues	1,100	-	-
Prop Trust Gain/Loss	55,908	-	-
Other Financing Sources	781,151	95,409	583,586
<b>Total Revenues</b>	<b>4,717,229</b>	<b>2,993,085</b>	<b>4,845,594</b>
<b>Expenditures</b>			
Central Services	3,592,885	7,510,950	2,828,359
<b>Total Expenditures</b>	<b>3,592,885</b>	<b>7,510,950</b>	<b>2,828,359</b>
<b>Ending Fund Balance</b>	<b>17,562,766</b>	<b>13,044,901</b>	<b>18,917,235</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 resolution in the preceding budget cycle.

**Appropriation:** The expenditure authority granted to an office or department in a budget resolution 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.

**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 Assistant County 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 a Governmental 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 per RCW 84.34. The Conservation Futures Fund accounts for this tax revenue and associated expenditures.

**Consumer Price Index (CPI):** A measure of the change in prices paid overtime 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 various geographic 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.

**Debt Fund:** When debt is issued or bonds are sold, proceeds are accounted for in a debt fund established for and dedicated to the specific bond or debt issuance.

**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 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 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.

**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.

**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 (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 Washington State Liquor and Cannabis Board (LCB). 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.

The State currently taxes marijuana through a single excise tax of 37% at the time of retail sale, in addition to the regular state and local sales tax. The revenue from the excise tax is shared with cities, towns, and counties (RCW 69.50.540). This tax took effect in June 2015 when the legislature passed HB 2136 and fully replace the previous excise tax of 25% at three different phases (production, processing, and retail sale) established by the original marijuana initiative of 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.

**Modified (Revised) Budget:** During the course of each fiscal year, the budget is modified with due public notice. Modifications are made to update and adjust appropriations in accordance with changes in unanticipated revenues and expenditures.

**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 \$4.50 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 receipted into the fund providing the services.

**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 such as: 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):** The State of Washington levies a real estate excise tax (REET) upon most sales of real property. The tax is calculated based on the full selling price, including the amount of any liens, mortgages, and other debts given to secure the purchase. The tax is due at the time of sale and is collected by the county when the documents of sale are presented for recording (WAC 458-61A-301).

In addition to the state real estate excise tax, cities and counties may impose local real estate excise taxes. The two main REET options for cities and counties are:

- **REET 1, or the “first quarter percent”** – a 0.25% REET which may be imposed by any city, town, or county primarily for capital projects and limited maintenance;
- **REET 2, or the “second quarter percent”** – an additional 0.25% REET which may be imposed by any city, town, or county fully planning under the Growth Management Act, to be used primarily for capital projects and limited maintenance;

If a county imposes this tax, it is applied with the unincorporated areas only. 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.

**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 8.0%, or 8.0 cents on the dollar. Of the 8.0 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 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 aid 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.

