

2022 – 2023 Thurston County Preliminary Budget

Board of County Commissioners



THURSTON COUNTY

WASHINGTON

SINCE 1852

NOTICE OF PUBLIC HEARING

NOTICE IS HEREBY GIVEN that the Board of Thurston County Commissioners have completed and placed on file its preliminary budget for the county for the ensuing fiscal year, and that it will meet and hold a public hearing for the purpose of fixing the final budget, pursuant to Chapter RCW 36.40.060 and RCW 36.40.071. Preliminary budgeted amounts are:

2022

General Fund Revenues	\$116,233,214
General Fund Expenditures	\$125,766,348
Other Fund Revenues	\$408,456,984
Other Fund Expenditures	\$388,671,808

2023

General Fund Revenues	\$117,407,122
General Fund Expenditures	\$124,139,877
Other Fund Revenues	\$294,677,865
Other Fund Expenditures	\$328,236,953

Numbers are subject to change prior to the hearing.

DATE: December 6, 2021; December 7, 2021

TIME: As detailed below

PLACE: Thurston County Courthouse
Building No. 1, Room 280
2000 Lakeridge Drive SW
Olympia, WA 98502

The budget hearing shall be conducted over a minimum of two days and may be continued from day to day for a total of five days, as set forth below. To allow for an orderly public hearing process, the hearing on individual departments and offices shall be heard at set times. During the scheduled times, the officials in charge of their budgets, or their delegates, will be available to answer questions from the Board or any taxpayer about specific items in the respective budgets. Each taxpayer will have three minutes to be heard for or against any part of the budget and to ask questions. At the conclusion of the taxpayer's three minutes, the officials will respond to any questions asked of them.

PRELIMINARY BUDGET COPIES

A copy of the preliminary budget is available online at www.co.thurston.wa.us/bocc.budget. A printed copy of the preliminary budget will be furnished to any citizen who requests a copy from Amy Davis, Clerk of the Board at Desk: 360-786-5440; Cell: 360-485-5111.

Monday, December 6, 2021

1:30 Budget Hearing: Law & Justice

Clerk
Coroner
District Court
Pre-Trial Services
Prosecuting Attorney
Sheriff
Superior & Juvenile Courts
Public Defense

NOTICE OF PUBLIC HEARING - continued

4:00 Budget Hearing: General Government

Assessor

Auditor

Commissioners

Treasurer

Human Resources

Central Services

Information Technology

6:00 Public Hearing: Capital Improvement Plan (CIP)

6:15 Budget Hearing: Open time for comments or questions on any section of the budget

Tuesday December 7, 2021

1:30 Budget Hearing: Transportation, Environment & Land Use

Community Planning and Economic Development

Public Works

2:30 Budget Hearing: Health & Human Services

Public Health & Social Services

Emergency Services

4:00 Revenue Support for the Budget

6:00 Budget Hearing: Open time for comments or questions on any section of the budget

ADA:

If you need special accommodations to attend the hearing, please call Amy Davis at (360) 786-5440 by November 16, 2021. Citizens with hearing impairment may call the TTY/TDD line at 711 or 1-800-833-6388.

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(D) = Democrat

(R) = Republican

(I) = Independent

Date indicates end of term

Thurston County Commissioners



Commissioner
Carolina Mejia (D) 2024



Commissioner
Gary Edwards (I) 2024



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



Top Row Left to Right: Chris Lanese, Christine Schaller, Carol Murphy, Sharonda D. Amamilo
Bottom Row Left to Right: Erik D. Price, James Dixon, John C. Skinder, Mary Sue Wilson

District Court Judges

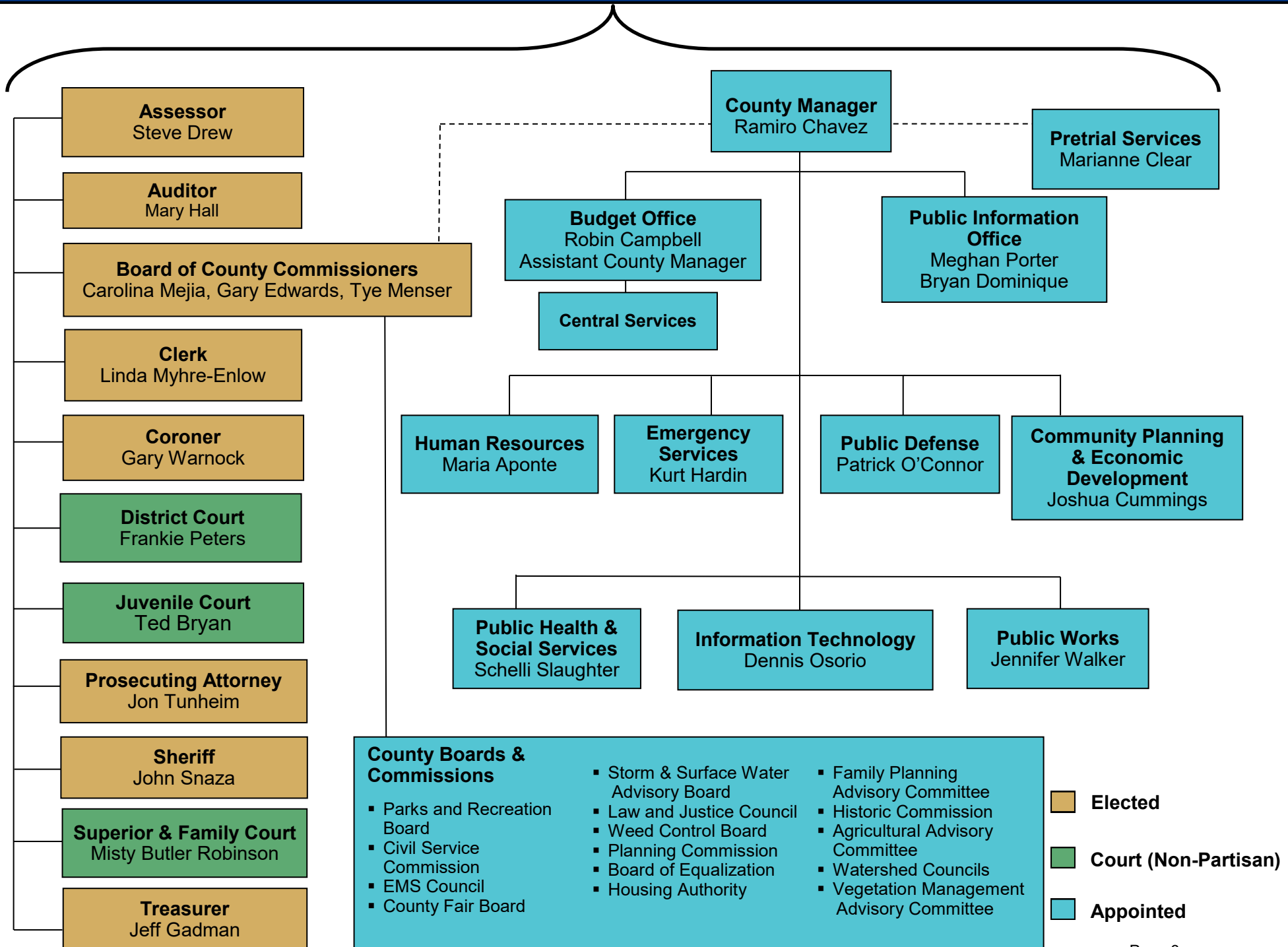


Brett Buckley

Sam Meyer

Kalo Wilcox

The Residents of Thurston County



Committee Representation

Committee	Primary	Alternate
Alliance for a Healthy South Sound	Menser	Mejia
Animal Services	Mejia	Edwards
Area Agency on Aging	Edwards	Mejia
Canvassing Board	Menser	Edwards
Capitol Lake/Lower Deschutes - Department of Enterprise Services, State of Washington	Menser	Mejia
Cascade Pacific Action Alliance	Edwards	Mejia
Chehalis Basin Flood Authority	Menser	Mejia
Chehalis Basin Partnership	Menser	Mejia
Climate Action Steering Committee	Menser	Mejia
Department of Enterprise Services Community Officials Roundtable	Menser	Edwards
Disability Board	Edwards	Mejia
Economic Development Council	Edwards	Mejia
Emergency Food & Shelter Program	Mejia	Menser
Emergency Medical Services Council (Medic One)	Edwards	Mejia
Finance Committee	Menser	Edwards
Fire Commissioners Association	Edwards	Mejia
Intercity Transit	Mejia	Menser
Law and Justice Council	Menser	Mejia
Law Library Board	Menser	Edwards
Lodging Tax Advisory Committee	Edwards	Mejia
LOTT Clean Water Alliance	Menser	Mejia
Lucky Eagle 2% Committee	Mejia	Edwards
Mayor's Forum	Menser	Edwards
Nisqually River Council	Edwards	Menser
North Lewis Industrial Access Steering Committee	Mejia	Menser
Olympic Region Clean Air Agency (ORCAA)	Mejia	Edwards
Pacific Mountain Workforce Development Consortium	Mejia	Edwards
Puget Sound Partnership Salmon Recovery Council	Menser	N/A
Regional Housing Council	Mejia	Menser
Solid Waste Advisory Committee (SWAC)	Mejia	Edwards
South Sound Military Community Partnership Elected Officials Council	Edwards	Mejia
TCOMM 911 Administrative Board	Edwards	Mejia
Thurston County Fair Board	Edwards	Mejia
Thurston Regional Planning Council	Edwards	Menser
Thurston Thrives Coordinating Council	Mejia	Menser
Thurston-Mason Behavioral Health Administrative Services	Menser	Mejia
Tourism Promotion Area (TPA)	Mejia	County Auditor
Transportation Policy Board	Mejia	Edwards
Voluntary Stewardship Program	Edwards	Mejia
Washington Counties Risk Pool	Edwards	Menser
Washington State Association of Counties Board of Directors	Menser	Edwards
Washington State Association of Counties Legislative Steering Committee	Menser	Edwards

Governmental Fund Types

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

Budget Stabilization

General Fund

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

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

Debt service funds account for the repayment of debt.

General Obligation Bonds 2010	General Obligation Bonds 2021 A
General Obligation Bonds 2010 Sinking Fund	General Obligation Bonds 2021 B
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Fund Structure

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

2021 Debt Holding	Real Estate Excise Tax First Quarter
Courthouse Project	Real Estate Excise Tax Second Quarter
Jail Capital Projects	Roads Construction in Progress
Parks Impact Fees	Transportation Impact Fees

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 Wastewater Capital Reserve	Storm & Surface Water Capital
Grand Mound Wastewater Utility	Storm & Surface Water Utility
Grand Mound Water Capital Reserve	Tamoshan Reserve
Grand Mound Water Utility	Tamoshan Water Utility
Habitat Conservation Plan Mitigation	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	Leave Buyout
Equipment Rental and Revolving - Replacement	Unemployment Compensation

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

Beginning in 2017, Thurston County adopted two -year, or biennial operating and capital budgets. 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. Starting with 2022, Thurston County is returning to biennial operating and capital budget.

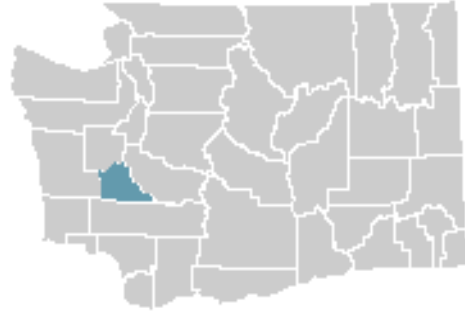
The operating budget includes all operations except for projects that meet the capital definition for budget purposes. Examples of capital projects include construction, repair and upgrades to county buildings, parks, storm water infrastructure, roads, bridges and culvers. The operating budget is adopted 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 2021 budget reflects amendments adopted as of publication.

Thurston County Quick Facts

	<u>Amount</u>
Population 2021	295,300
Unincorporated Area	145,820
Incorporated	149,480
Land Area – Square Miles	721.96
Assessed Value (preliminary)	\$47,280,928,384
New Construction (preliminary)	\$728,494,579
Median Household Income 2020 (projected)	\$80,738



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

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) and inflation. 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. Inflation is at a 13-year high, sectors with increases include housing, food, vehicles and energy. The pressure will be felt both by residents and Thurston County.

County finances have weathered 2020 and 2021 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 16.4% during stay-at-home orders, it fell to 3.5% by September 2021, which is below pre-COVID-19 levels. 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 will end 2021 in good financial shape and the forecast is positive, 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 September Economic and Revenue Review includes the following insights:

- "The Washington economy is expected to outperform the national economy in employment, personal income growth"
- "Revenue Act collections remain strong; year over year growth over 14% for July activity"
- "Taxable Real Estate Excise Tax activity in August slowed, remains at historically high levels"
- "Supply chain issues not fully resolved in some sectors"
- "Consumer purchases of durable goods have started to slow; nondurables, services have increased"
- "Forecasters generally expect inflation to be lower after 2021"
- "Threats to the U.S. and Washington economies include the uncertain impact of COVID-19 and the potential for higher inflation"

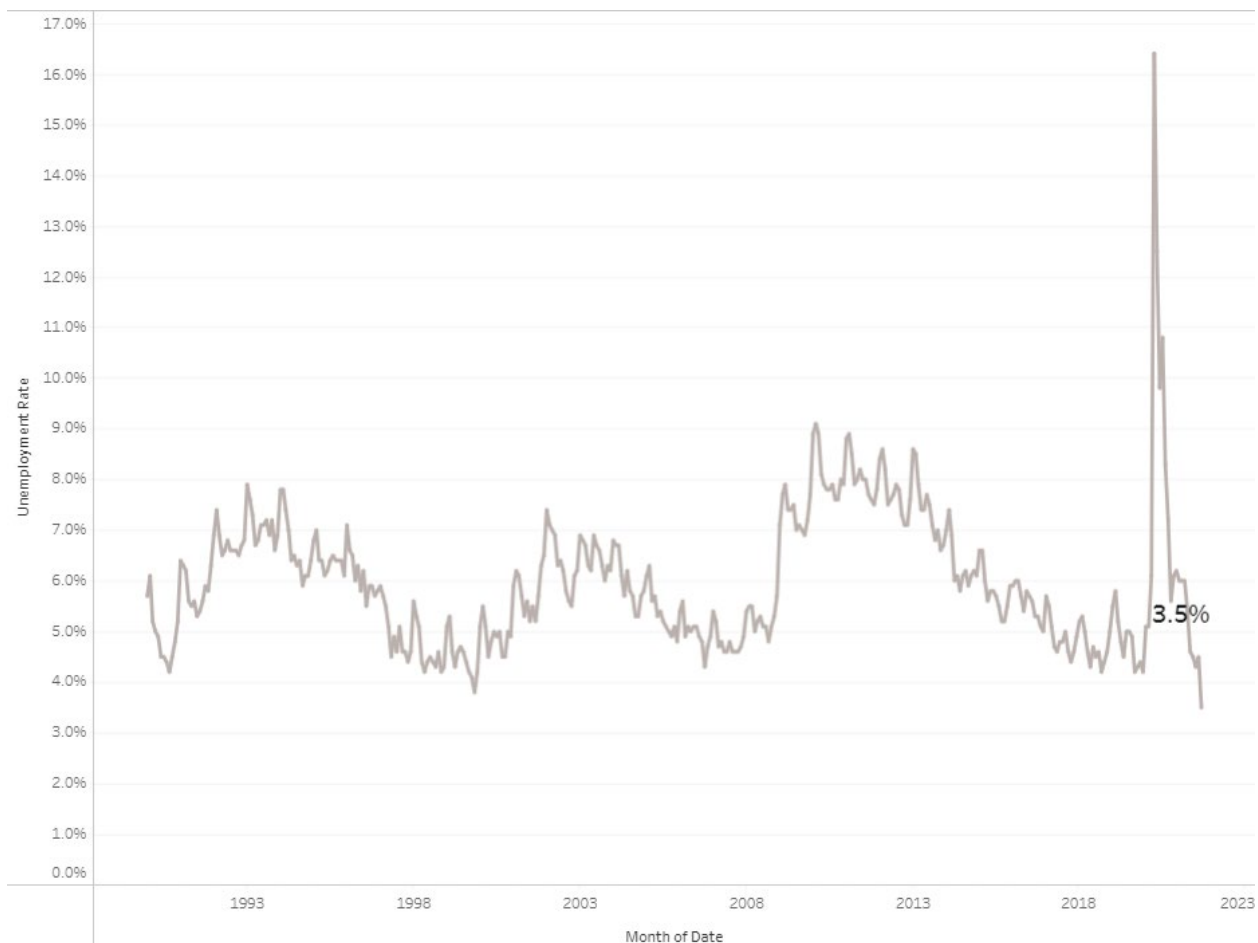
While it is good news that revenue is higher than expected, the state revenue and economic forecast reflects the uncertainty caused by the COVID-19 pandemic and inflation.

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 16.4% in April 2020. It has since fully recovered and in September 2021 fallen to 3.5%, below pre-COVID-19 rates.

However, there are risks that surges in COVID-19 cases and hospitalizations may result in business restrictions and push unemployment back up.

Thurston County Unemployment Rate January 1990 to September 2021

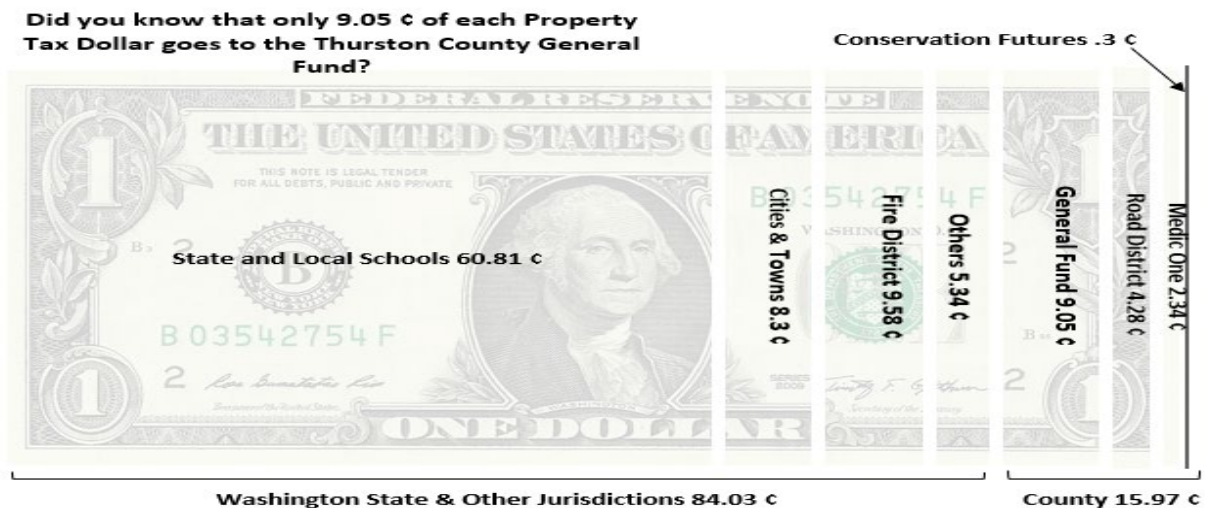


Source: Washington State Employment Security Department

Budget Summary

Property Tax

Property tax is the single largest revenue source for the county in total and the General Fund. In 2022 it is projected to total \$87,711,937 with \$46,061,000 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. A total of 60.81 cents of each dollar received goes to fund schools. Cities receive 8.30 cents, fire districts receive 9.58 cents, and all other jurisdictions collect 5.51 cents on the dollar. The county retains a total of 16.00 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 %, 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 revenue does not grow at the same rate as costs.

Sales Tax

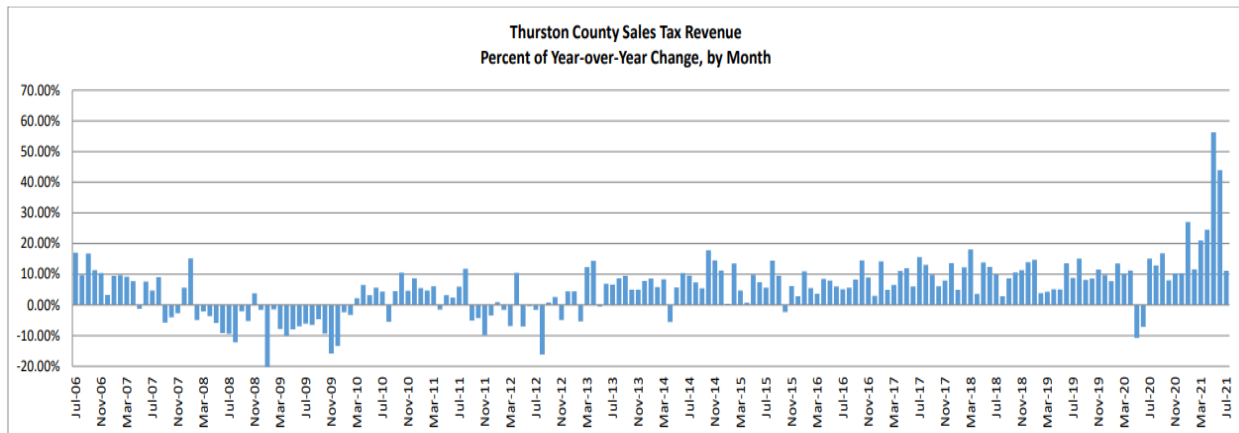
Sales Tax receipts have been extremely strong since an initial dip occurred during the COVID-19 shutdown that began in March of 2020. Sales taxes were bolstered by COVID-19 stimulus payments, higher than normal unemployment benefits, and a significant shift to on-line shopping. The amount of sales tax 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.

The top two sources of sales tax are retail trade and construction. Together these two categories make up 64% of sales tax collections. Retail trade is comprised of many different sub-categories. Seventy-four

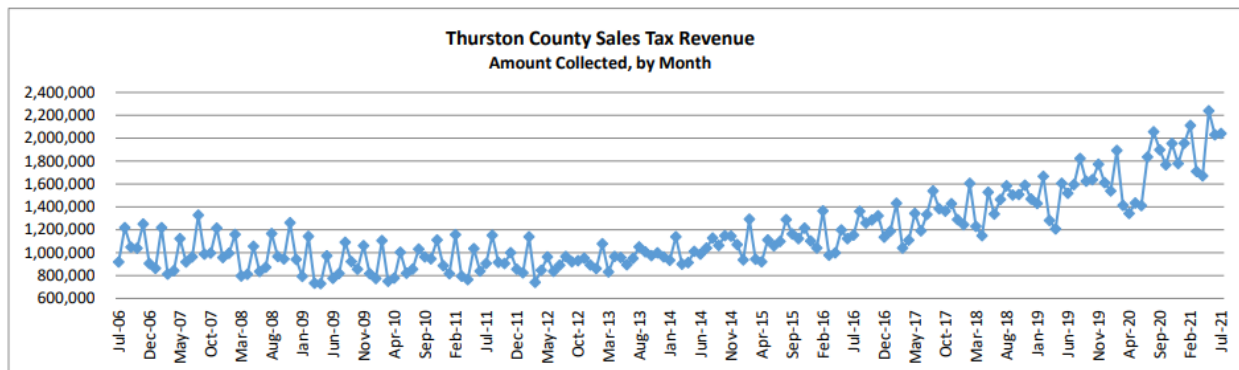
Budget Summary

percent of retail trade comes from motor vehicle and parts dealers, building material and garden equipment and supplies dealers, and miscellaneous store retailers.

The following chart shows 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 2022 and 2023 is estimated at \$26,950,000 and \$28,298,000 respectively. This is based on overall strong sales tax receipts in 2021 and the anticipation that the trend will continue in 2022, but that growth rate will moderate slightly in 2023.

Real Estate

The real estate market remains strong, particularly residential property. Sales result in Real Estate Excise Tax revenue for the county. The 2021 revenue for both Real Estate Excise Tax First Quarter and Second Quarter are estimated to total nearly \$5,000,000, which is a significant increase over 2020. The 2020 total for each was \$3,430,557, which was comparable to 2019. The inventory of real estate on the market is very low and as a result, homes are selling within days of going on the market and there is 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

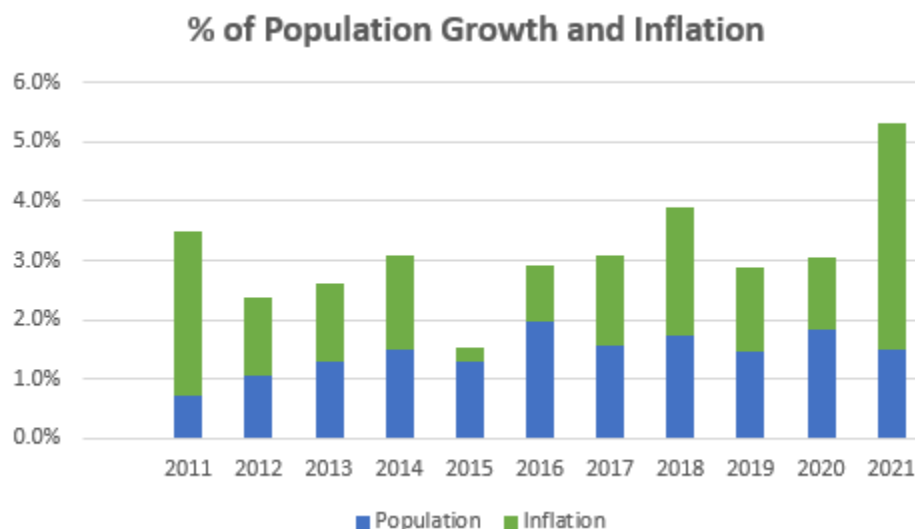
and not for all jobs. For some, it provides them with the opportunity to live anywhere and Thurston County has an excellent quality of life.

Responding to COVID-19

Though there is hope that the end of the pandemic is in sight, responding to COVID-19 remains a major challenge and risk to the budget. The American Rescue Plan Act has provided \$56 million to Thurston County to address the continued impact of COVID-19 on the economy, public health, individuals and businesses. Other funding to respond to the pandemic is coming from state government.

Cost of doing business outpaces revenues

There is continued financial pressure to provide services 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.



Revenue Supporting the Budget

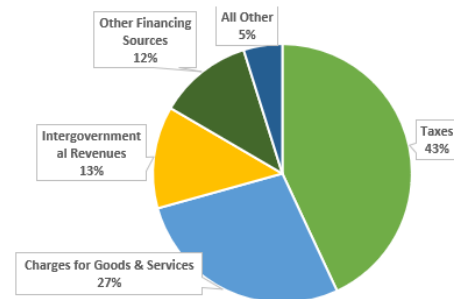
Taxes total 43% of all revenues and are the largest source supporting the Operating budget. The primary tax sources are Property Taxes and Sales Tax. Property Tax is budgeted at \$87,711,937 in 2022 and \$91,000,937 in 2023. Sales Tax is budgeted at \$26,950,000 in 2022 and \$28,298,000 in 2023. These two tax sources account for nearly 22% of total revenues.

Budget Summary

Intergovernmental revenues come primarily from the federal or state governments. The total in 2022 is high due to receipt of \$56,400,000 from the federal American Rescue Plan Act.

Total Revenues by Source

Total Revenue by Source - Operating and Capital		
	2022	2023
Taxes	171,424,754	177,425,740
Charges for Goods & Services	112,839,363	113,795,136
Intergovernmental Revenues	129,382,954	52,549,708
Other Financing Sources	87,980,228	48,377,434
All Other	23,062,899	19,936,969
Totals	524,690,198	412,084,987



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
- Court fines, such as speeding tickets

Miscellaneous Revenue

- Investment interest

Transfers (Other Finance Sources)

Transfer from Roads account to Road Construction account for project

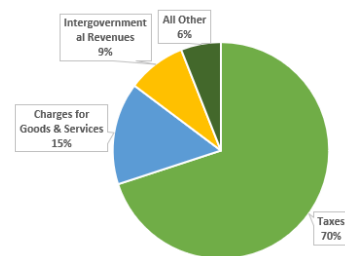
The General Fund

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 2022, taxes total 68% and in 2023 70% of General Fund 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

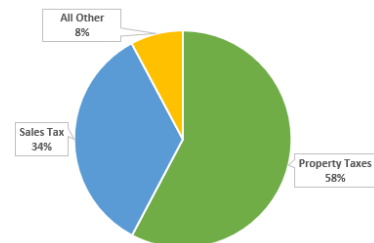
General Fund Revenues by Source	2022	2023
Taxes	79,426,500	82,156,500
Charges for Goods & Services	18,188,346	17,913,346
Intergovernmental Revenues	10,928,675	10,311,055
All Other	7,689,693	7,026,221
Totals	116,233,214	117,407,122



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

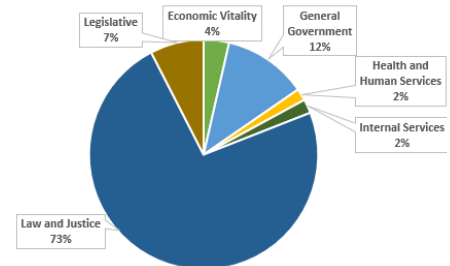
General Fund Tax Revenues	2022	2023
Property Taxes	46,061,000	47,443,000
Sales Tax	26,950,000	28,298,000
All Other	6,415,500	6,415,500
Total	79,426,500	82,156,500



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.

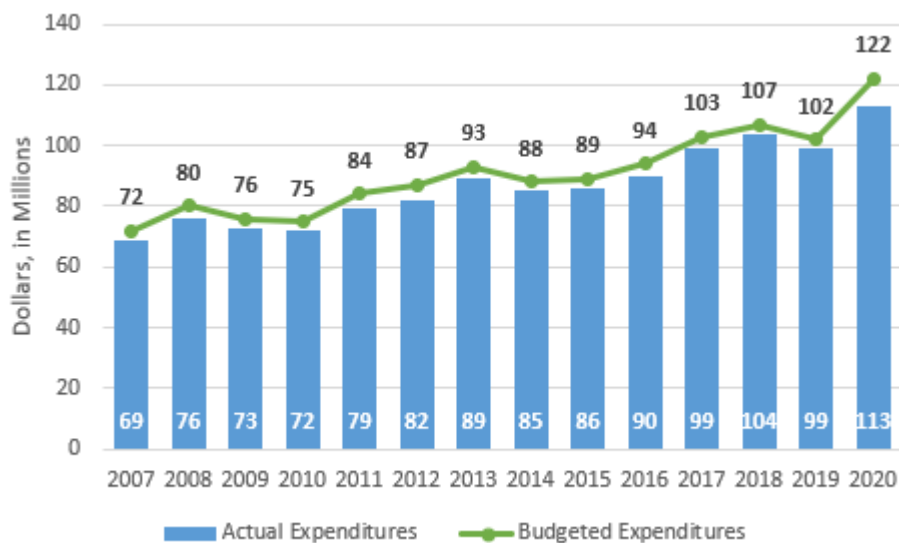
General Fund Expenditures by Strategic Area

General Fund Expenditures by Strategic Area	2022	2023
Economic Vitality	4,490,084	4,458,32
General Government	14,547,667	14,681,41
Health and Human Services	2,120,811	2,091,83
Internal Services	2,518,818	2,435,63
Law and Justice	91,884,160	91,079,96
Legislative	10,204,808	9,392,70
Totals	125,766,348	124,139,87

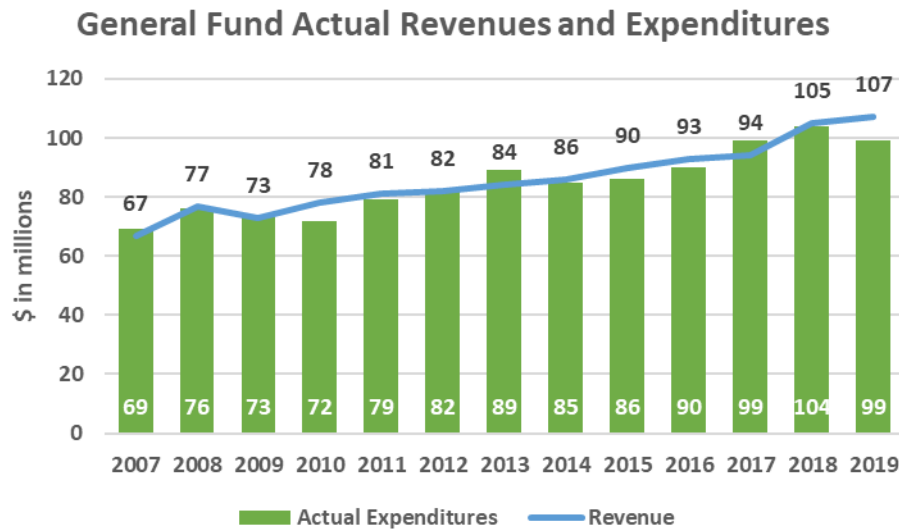


Why do budgeted expenditures exceed budgeted revenue? It is because offices and departments typically spend about 3% less than their appropriation and most years revenue exceeds expenditures. Additionally, the fund balance is healthy and some of the balance can be used to fund expenditures. Results are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

General Fund Budgeted vs Actual Expenditures



The following chart compares historical actual revenues and revenues.



Operating Budget

The operating budget includes all expenditures except for capital improvement projects. The COVID-19 response dominated the budget in 2021 and considerable resources were received from the federal and state governments for that effort. The 2022 budget includes estimated 2021 unspent COVID-19 resources that will be available to be spent for their designated purposes.

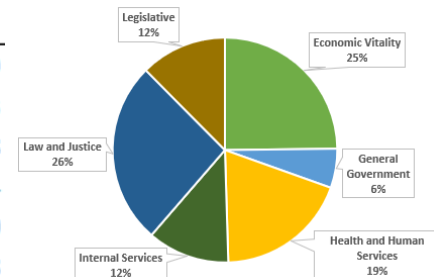
Another issue affecting the operating budget is the decision in the State of Washington v. Blake which decriminalized simple drug possession and will have a significant impact on Thurston County, and all other counties in the state. It means that a re-sentencing hearing must be held and legal financial obligations repaid in cases dating back to 1971. The financial impact will be in the millions and the state has not yet committed to fully reimbursing counties.

The 2021 budget also includes:

- A 2.5% Cost of Living Adjustment (COLA) increase for staff in all offices and departments.
- Establishment of a Leave Buy-out Fund to provide relief for the payout of Annual and Sick Leave upon employee retirement.

Total Operating Budget by Strategic Area

Operating Expenditures by Strategic Area All Funds	2022	2023
Economic Vitality	88,386,050	97,769,839
General Government	22,706,324	22,212,023
Health and Human Services	95,603,640	75,186,338
Internal Services	54,406,006	46,594,044
Law and Justice	103,796,671	103,308,820
Legislative	108,670,088	49,025,888
Totals	473,568,779	394,096,952



Economic Vitality Strategic Area

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

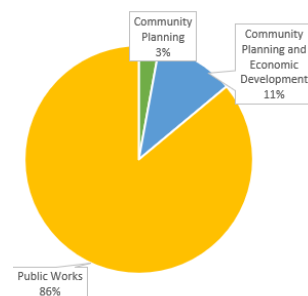
Public Works provides for road and bridge construction, road maintenance and traffic safety, garbage and recycling, noxious weed and lakes management, parks and trails, water and sewer utilities, storm and surface water utility, and infrastructure construction and permits for work in county right-of-way, 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, which is separated from CPED for budget purposes, prepares for growth, protects natural resources, and reduces urban sprawl in the unincorporated area of the county through development of the Comprehensive Plan and Development Code Docket.

Economic Vitality Operating Budget

Department	2022	2023
Community Planning	2,537,384	2,963,444
Community Planning and Economic Development	9,797,570	9,861,691
Public Works	76,051,096	84,914,716
Total Economic Vitality	88,386,050	97,739,851



Community Planning increases include increasing staffing and professional services funding to speed up projects docketed for development code amendments. A new agricultural liaison is established to help

local farmers and agricultural producers with permitting and land use policy. A Habitat Conservation Mitigation fund and program will be established to manage land set aside for federally protected species habitat.

Community Planning and Economic Development increases include additional funding for the Washington State University Extension contract and to establish a new fund for property abatement.

Public Works adds resources for Parks staffing, civil engineers to support development planning services, and a Geographic Information System Analyst to support the strategic asset management program. Other funding will provide the resources to conduct studies that will be the foundation of future projects.

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.

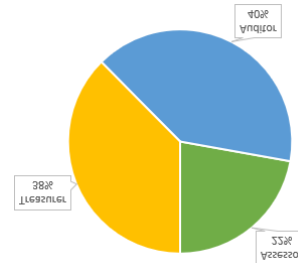
The Assessor's Office is responsible for identifying, locating, and fairly valuing all real or personal property within the county for tax purposes.

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 processing applications and taking 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	2022	2023
Assessor	5,038,220	5,213,051
Auditor	9,142,346	9,036,824
Treasurer	8,525,758	7,962,148
Total General Government	22,706,324	22,212,023



The Assessor's Office received funding to send taxpayers a letter prior to appraisers visiting their property. Other increases provide resources for data and software integral to the role of the Assessor.

The Auditor's Office received increases for adding elections, licensing, and recording staffing, as well as funding for redistricting and adding a voting center.

The decrease in the Treasurer's Office is related to a bond that will be fully paid off.

Health and Human Services Strategic Area

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

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

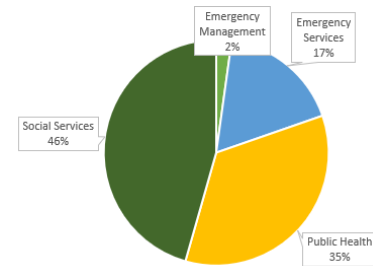
Emergency Services operates Medic One, a county-wide system of basic and advanced life support. Medic One provides coordination, equipment, supplies, training, medical direction, financial, and technical support to the county's 12 fire agencies for Emergency Medical Services. Emergency Services also 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 provides 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	2022	2023
Emergency Management	2,106,045	2,077,066
Emergency Services	16,721,638	18,153,164
Public Health	33,210,571	28,346,812
Social Services	43,565,386	26,609,296
Total Health and Human Services	95,603,640	75,186,338



Emergency Management received resources to improve disaster response for individuals with limited English proficiency.

Emergency Services received funding for two staff responsible for providing training for advanced life support and basic life support. Additional resources were added for County Fire agencies in IT support, contracted fees, and financial support.

Public Health received funding for Treatment Sales Tax programs, foundational public health, and environmental health programs.

Social Services received funding for three new staff members to work with funding and contracts for homeless programs, to work with sub-grantees, and to provide more timely and accurate information about program availability and eligibility.

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.

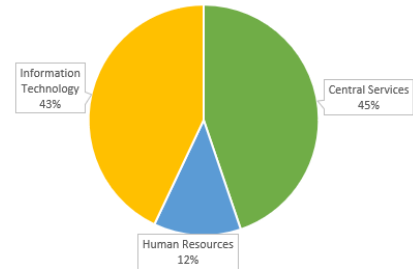
Central Services provides facilities maintenance and construction, vehicle and equipment management, records archiving, and mail delivery.

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	2022	2023
Central Services	24,359,692	23,695,132
Human Resources	6,675,412	6,901,002
Information Technology	23,370,902	15,997,910
Total Internal Services	54,406,006	46,594,044



Central Services received an additional position to support county facilities and vehicles for the mailroom and facilities. Resources were also provided to replace the camera system at the Corrections facility.

Human Resources received increases to add an Executive Assistant and to build and expand on-line training resources.

Information Technology received funding to add a project manager to speed up the implementation of projects.

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 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.

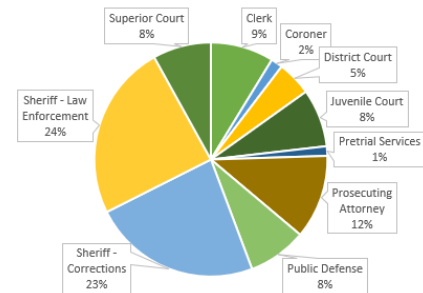
Public Defense provides representation, when assigned by a judge, for individuals who do not have enough income to hire a private attorney. Representation is provided for felony and misdemeanor, probation violation, juvenile delinquency, civil commitment/involuntary treatment, and dependency/child protection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

The Sheriff's Office includes Corrections and Field Operations (Law Enforcement). Corrections operates a jail housing about 425 inmates for pretrial and after conviction. 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 events 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	2022	2023
Clerk	9,098,200	7,407,333
Coroner	1,685,998	1,736,058
District Court	4,962,681	5,202,306
Juvenile Court	8,317,929	8,543,582
Pretrial Services	1,372,468	1,399,054
Prosecuting Attorney	12,042,276	12,373,635
Public Defense	8,458,303	8,423,677
Sheriff - Corrections	24,224,851	25,273,405
Sheriff - Law Enforcement	25,248,075	24,382,880
Superior Court	8,385,890	8,566,890
Total Law and Justice	103,796,671	103,308,820



The Clerk received funding for a position to support the ninth Superior Court judge. Additionally, the Clerk shifted Facilitator positions and operations to the General Fund.

The Coroner received funding for a forensic pathologist and a lead forensic autopsy technician position, as well as budget to increase the office assistant to full time. In addition, a new transport vehicle and increased supply budget was approved.

District Court received funding for substance abuse monitoring, an increase to Pro Tem funding, supplies, and lease funding. Two positions were approved, one for Mental Health and Veterans Court and the second for interpreter services in both District and Superior Courts.

Juvenile Court reduced a position.

Pretrial Services received a position for the Treatment Sales Tax Resource Hub.

The Prosecuting Attorney received new positions in the Criminal Division, Public Records Unit, and a position to support the new case management system. Additional funding was provided to increase diversion services.

Public Defense received funding for a felony defense attorney and an investigator. An increase was provided for professional development and contracted investigation rates.

Sheriff Corrections received authority to extend the end dates on positions supporting Chandler Court operations. Funding was restored for two Deputy positions. In addition, an increase was provided for overtime and to purchase a jail transport vehicle.

Sheriff Law Enforcement received funding for body and in-car cameras and related staffing. Funding was restored for two deputy positions and the overtime budget was increased.

Budget Summary

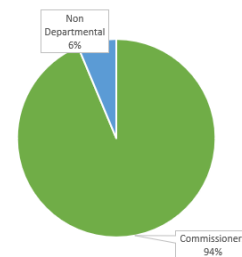
Superior Court received four new positions including two to support the ninth judge, a jury administrator, and a Treatment Sales Tax funded Safe Babies coordinator.

Legislative Strategic Area

The Legislative Strategic Area is comprised of the Board of County Commissioners' 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	2022	2023
Commissioners	101,820,204	43,087,136
Non Departmental	6,849,884	5,938,752
Total Legislative	108,670,088	49,025,888



The Commissioner's Office added a climate mitigation coordinator position and set aside funds to implement the Racial Equity Plan currently in development. Funding was designated for land purchases to support the Habitat Conservation Plan. In addition, funding was provided for historic preservation grants, the historical journal, and tourism promotion.

In Non-Departmental an increase was approved to fully fund Animal Services and increase services in the rural region of the county. Additionally, the road levy shift will be reduced by \$500,000 each year.

Capital Budget

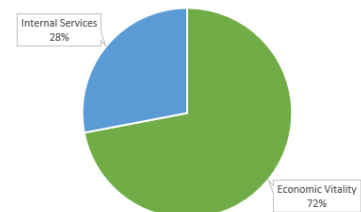
The Capital Budget includes projects that meet one of the following:

- 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

Capital Expenditures by Strategic		
Area	2022	2023
Economic Vitality	29,415,090	41,769,878
Internal Services	11,454,287	16,510,000
Totals	40,869,377	58,279,878



A substantial portion of capital construction is in the category of economic vitality. Examples include transportation, parks, and utilities. Internal services include other projects to maintain or repair county buildings. The following chart shows projects by category for the full capital budget appropriations.

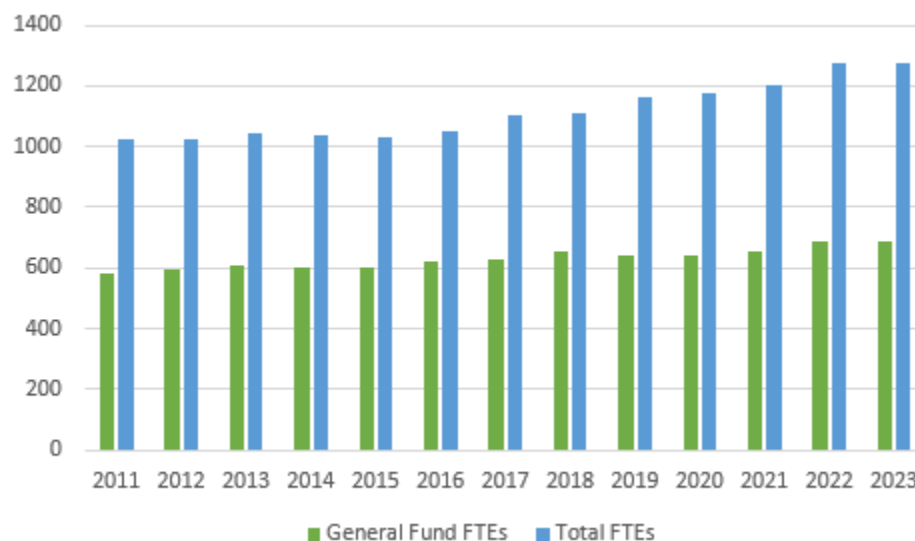
Capital Appropriation by Strategic Area

Economic Vitality Capital Projects	2022	2023	Future Years	Total Budget
Public Works Parks and Trails	1,827,400	1,045,800	6,730,200	9,603,400
Public Works Solid Waste	6,720,000	15,160,000	5,340,000	27,220,000
Public Works Storm and Surface				
Water	2,718,000	2,030,000	672,000	5,420,000
Public Works Transportation	16,948,690	19,118,078	19,719,385	55,786,153
Public Works Water and Sewer				
Utilities	1,201,000	4,416,000	1,742,000	7,359,000
Totals Economic Vitality Capital				
Budget	29,415,090	41,769,878	34,203,585	105,388,553
Internal Services Capital Projects				
Central Services County Buildings	11,454,287	16,510,000	46,200,000	74,164,287
Grand Totals	40,869,377	58,279,878	80,403,585	179,552,840

Workforce

In 2022 Thurston County has 1,276 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 an 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 and Total FTEs



Budget and FTEs by Department

Both Operating and Capital

			2022		2023	
Department	Fund #	Fund Name	Expenditure	FTEs	Expenditure	FTEs
Assessor						
	0010	General Fund	4,958,034	32.00	5,130,405	32.00
	1160	Real Estate Excise Tax Technology Fund	80,186	1.00	82,646	1.00
		Assessor Total	5,038,220	33.00	5,213,051	33.00
Auditor						
	0010	General Fund	8,094,226	45.75	8,027,022	45.75
	1050	Auditor's Maintenance and Operations	706,163	2.25	717,845	2.25
	1090	Auditor's Election Reserve	341,763	0.00	291,763	0.00
	1610	Election Stabilization Reserve	194	0.00	194	0.00
		Auditor Total	9,142,346	48.00	9,036,824	48.00
Central Services						
	3220	Courthouse Project	500,000	0.00	5,000,000	0.00
	5210	Central Services Facilities	11,745,550	36.30	12,075,515	36.30
	5220	Central Services Reserve	11,699,984	0.00	12,455,697	0.00
	5230	Central Services Facility Engineering	692,117	5.00	377,589	5.00
	5410	Equipment Rental & Revolving-Maintenance	5,136,152	15.00	5,285,966	15.00
	5420	Equipment Rental & Revolving-Replacement	6,040,176	0.00	5,010,365	0.00
		Central Services Total	35,813,979	56.30	40,205,132	56.30
Clerk						
	0010	General Fund	8,806,401	44.50	7,110,897	44.50
	1020	Family Court Services	0	0.00	0	0.00
	1050	Auditor's Maintenance and Operations	184,439	2.00	188,243	2.00
	1910	Legal Financial Obligations Collection Fund	107,360	1.00	108,193	1.00
		Clerk Total	9,098,200	47.50	7,407,333	47.50
Commissioners						
	0010	General Fund	3,354,924	19.70	3,453,956	19.70
	1100	Detention Facility Sales Tax	4,136,716	0.00	4,232,533	0.00
	1170	Trial Court Improvement	100,425	0.00	100,425	0.00
	1300	Stadium/Convention/Art Center	75,316	0.00	50,316	0.00
	1380	Conservation Futures	2,200,213	0.00	2,388,262	0.00
	1550	Communications	21,693,900	0.00	21,693,900	0.00
	1620	PEG - Public Educational & Governmental	52,564	0.00	52,564	0.00
	1920	Tourism Promotion Area	1,000,000	0.00	1,000,000	0.00
	1930	Historic Preservation	128,584	0.00	98,584	0.00
	1940	COVID Local Fiscal Recovery Fund	56,422,055	11.00	18,427	11.00
	3080	Jail Capital Projects	20,889	0.00	20,889	0.00
	3160	Real Estate Excise Tax First Quarter	8,133,607	0.00	738,311	0.00
	3210	Real Estate Excise Tax Second Quarter	4,484,613	0.00	9,221,263	0.00
	3220	Courthouse Project	16,398	0.01	17,706	0.01
		Commissioners Total	101,820,204	30.71	43,087,136	30.71

Budget and FTEs by Department

Both Operating and Capital

			2022	2023		
Department	Fund #	Fund Name	Expenditure	FTEs	Expenditure	FTEs
Community Planning						
	0010	General Fund	2,118,877	14.09	2,124,692	14.09
	4530	Habitat Conservation Mitigation	418,507	0.37	838,752	0.37
Community Planning Total			2,537,384	14.46	2,963,444	14.46
Community Planning and Economic Development						
	0010	General Fund	1,470,667	5.23	1,497,127	5.23
	1030	Fair	358,698	2.16	364,917	2.16
	1390	Abatement	50,000	0.00	50,000	0.00
	4060	Storm & Surface Water Utility	2,397,495	9.48	2,424,119	9.48
	4124	Land Use & Permitting	5,520,710	34.67	5,555,516	34.67
Community Planning and Economic Development Total			9,797,570	51.54	9,891,679	51.54
Coroner						
	0010	General Fund	1,685,998	9.50	1,736,058	9.50
Coroner Total			1,685,998	9.50	1,736,058	9.50
District Court						
	0010	General Fund	4,254,961	31.00	4,353,267	31.00
	1180	Treatment Sales Tax	707,720	4.75	849,039	4.75
District Court Total			4,962,681	35.75	5,202,306	35.75
Emergency Management						
	0010	General Fund	2,011,719	8.05	1,982,506	8.05
	1140	Emergency Management Council	94,326	0.00	94,560	0.00
Emergency Management Total			2,106,045	8.05	2,077,066	8.05
Emergency Services						
	1280	Medic One - Reserve	215,299	0.00	234,101	0.00
	1290	Medic One	16,506,339	13.45	17,919,063	13.45
Emergency Services Total			16,721,638	13.45	18,153,164	13.45
Human Resources						
	0010	General Fund	2,518,818	13.60	2,435,635	13.60
	5030	Unemployment Compensation	287,254	0.60	288,971	0.60
	5050	Insurance Risk	3,222,490	3.10	3,520,828	3.10
	5060	Benefits Administration	396,850	2.70	355,568	2.70
	5080	Leave Buyout	250,000	0.00	300,000	0.00
Human Resources Total			6,675,412	20.00	6,901,002	20.00
Information Technology						
	3230	2021 Debt Holding	4,288,946	0.00	746,317	0.00
	5240	Large System Replacement Reserve	7,281,928	5.00	3,240,395	5.00
	5250	Information Technology Operations	10,967,015	44.85	11,230,505	44.85
	5260	Information Technology Reserves	833,013	0.00	780,693	0.00
	5270	Large System General Obligation Bond	0	0.00	0	0.00
Information Technology Total			23,370,902	49.85	15,997,910	49.85

Budget and FTEs by Department

Both Operating and Capital

			2022		2023	
Department	Fund #	Fund Name	Expenditure	FTEs	Expenditure	FTEs
Juvenile Court						
	0010	General Fund	7,188,090	49.00	7,395,612	49.00
	1100	Detention Facility Sales Tax	811,446	5.00	821,484	5.00
	1180	Treatment Sales Tax	318,393	2.00	326,486	2.00
		Juvenile Court Total	8,317,929	56.00	8,543,582	56.00
Non Departmental						
	0010	General Fund	6,849,884	0.00	5,938,752	0.00
		Non Departmental Total	6,849,884	0.00	5,938,752	0.00
Pretrial Services						
	0010	General Fund	919,412	7.00	936,824	7.00
	1180	Treatment Sales Tax	453,056	4.00	462,230	4.00
		Pretrial Services Total	1,372,468	11.00	1,399,054	11.00
Prosecuting Attorney						
	0010	General Fund	10,752,165	72.75	11,066,886	72.75
	1110	Victim Advocate Program	778,510	8.00	794,532	8.00
	1180	Treatment Sales Tax	400,000	0.00	400,000	0.00
	1470	Interlocal Drug Enforcement	101,601	1.00	102,217	1.00
	1900	Anti-Profiteering	10,000	0.00	10,000	0.00
		Prosecuting Attorney Total	12,042,276	81.75	12,373,635	81.75
Public Defense						
	0010	General Fund	8,136,477	42.84	8,094,276	42.84
	1180	Treatment Sales Tax	321,826	2.16	329,401	2.16
		Public Defense Total	8,458,303	45.00	8,423,677	45.00
Public Health						
	0010	General Fund	84,561	0.50	84,795	0.50
	1180	Treatment Sales Tax	6,045,763	8.45	6,060,414	8.45
	1490	Public Health & Social Services - Technology	30,565	0.00	30,565	0.00
	1500	Public Health & Social Services	20,062,437	63.79	15,131,229	63.79
	4510	Community Loan Repayment #1	1,875	0.00	1,875	0.00
	4520	Environmental Health	6,985,370	47.58	7,037,934	47.58
		Public Health Total	33,210,571	120.32	28,346,812	120.32

Budget and FTEs by Department

Both Operating and Capital

			2022		2023	
Department	Fund #	Fund Name	Expenditure	FTEs	Expenditure	FTEs
Public Works						
	0010	General Fund	900,540	5.73	836,505	5.73
	1190	Roads & Transportation	31,805,659	113.07	35,225,589	113.07
	1330	Parks and Trails	1,830,291	0.89	1,047,963	0.89
	1350	Noxious Weed	661,234	3.54	678,360	3.54
	1380	Conservation Futures	343,259	0.00	350,422	0.00
	1720	Long Lake - Lake Management District	430,320	0.52	288,103	0.52
	1740	Lake Lawrence - Lake Management District	292,371	0.21	118,260	0.21
	3010	Roads Construction In Progress	14,238,159	15.55	13,420,764	15.55
	3190	Transportation Impact Fees	2,443,586	0.00	1,117,686	0.00
	3200	Parks Impact Fees	1,169,056	0.00	556,686	0.00
	4030	Solid Waste	29,962,683	34.00	41,046,913	34.00
	4040	Solid Waste Reserve for Closure	1,343,169	1.56	1,037,023	1.56
	4050	Solid Waste Reserves	6,492,750	1.16	15,252,176	1.16
	4060	Storm & Surface Water Utility	5,695,285	15.56	5,731,594	15.56
	4070	Storm & Surface Water Capital	2,989,693	3.15	2,350,516	3.15
	4200	Boston Harbor Water and Wastewater Utility	647,656	2.10	589,791	2.10
	4210	Boston Harbor Reserve	207,299	0.32	273,586	0.32
	4300	Tamoshan/Beverly Beach Sewer Utility	225,273	0.68	204,972	0.68
	4340	Grand Mound Wastewater Utility	1,356,044	3.05	1,247,614	3.05
	4350	Grand Mound Water Utility	991,197	1.88	848,972	1.88
	4400	Tamoshan Water Utility	137,065	0.56	141,342	0.56
	4410	Olympic View Sewer Utility	51,281	0.15	42,167	0.15
	4420	Tamoshan Reserve	237,976	0.33	228,508	0.33
	4440	Grand Mound Wastewater Capital Reserve	761,805	0.64	3,793,121	0.64
	4450	Grand Mound Water Capital Reserve	192,535	0.29	225,961	0.29
	4460	Tamoshan/Beverly Beach Debt Service	60,000	0.00	30,000	0.00
		Public Works Total	105,466,186	204.94	126,684,594	204.94
Sheriff-Corrections						
	0010	General Fund	18,140,890	112.49	19,142,818	112.49
	1100	Detention Facility Sales Tax	4,721,766	22.00	4,764,219	22.00
	1180	Treatment Sales Tax	1,015,310	1.00	1,019,369	1.00
	1450	Prisoner's Concessions	346,885	0.25	346,999	0.25
		Sheriff-Corrections Total	24,224,851	135.74	25,273,405	135.74
Sheriff-Law Enforcement						
	0010	General Fund	24,681,155	122.68	23,823,578	122.68
	1440	Sheriff's Special Programs	96,085	0.14	96,273	0.14
	1470	Interlocal Drug Enforcement	470,835	1.67	463,029	1.67
		Sheriff-Law Enforcement Total	25,248,075	124.49	24,382,880	124.49
Social Services						
	0010	General Fund	24,531	0.00	24,531	0.00
	1200	Veterans	608,316	0.90	612,043	0.90
	1400	Housing & Community Renewal	36,187,756	8.25	19,202,808	8.25
	1500	Public Health & Social Services	6,744,783	6.40	6,769,914	6.40
		Social Services Total	43,565,386	15.55	26,609,296	15.55

Budget and FTEs by Department

Both Operating and Capital

Department	Fund #	Fund Name	2022		2023	
			Expenditure	FTEs	Expenditure	FTEs
Superior Court						
	0010	General Fund	7,318,611	45.30	7,419,751	45.30
	1040	Law Library	100,646	0.00	101,130	0.00
	1080	Superior Court - Family Court Services	52,401	0.00	52,401	0.00
	1180	Treatment Sales Tax	914,232	5.25	993,608	5.25
		Superior Court Total	8,385,890	50.55	8,566,890	50.55
Treasurer						
	0010	General Fund	1,495,407	8.90	1,523,984	8.90
	1010	Treasurer's Maintenance and Operations - Not Budgeted	0	1.50	0	1.50
	1120	Investment Administration - Not Budgeted	0	2.20	0	2.20
	1160	Real Estate Excise Tax Technology Fund	10,000	0.00	10,000	0.00
	1190	Roads & Transportation	87,650	0.00	87,650	0.00
	2260	General Obligation Bonds 2010	102,800	0.00	102,800	0.00
	2270	General Obligation Bonds 2015	897,900	0.00	898,150	0.00
	2290	General Obligation Bonds 2016	3,466,250	0.00	3,573,000	0.00
	2310	General Obligation Bond 2021 A	691,950	0.00	0	0.00
	2320	General Obligation Bond 2021 B	960,790	0.00	960,875	0.00
	2330	GO Bond ERP	767,900	0.00	767,700	0.00
	4350	Grand Mound Water Utility	901	0.00	843	0.00
	4480	Grand Mound Debt Service	4,500	0.00	0	0.00
	4510	Community Loan Repayment #1	6,600	0.00	5,945	0.00
	5280	General Obligation Bond 2021 C	0	0.00	0	0.00
	5410	Equipment Rental & Revolving-Maintenance	33,110	0.00	31,201	0.00
		Treasurer Total	8,525,758	12.60	7,962,148	12.60
		Grand Total	514,438,156	1,276.05	452,376,830	1,276.05

Budget and FTEs by Department

Operating Only

			2022		2023	
Department	Fund #	Fund Name	Expenditure	FTEs	Expenditure	FTEs
Assessor						
	0010	General Fund	4,958,034	32.00	5,130,405	32.00
	1160	Real Estate Excise Tax Technology Fund	80,186	1.00	82,646	1.00
		Assessor Total	5,038,220	33.00	5,213,051	33.00
Auditor						
	0010	General Fund	8,094,226	45.75	8,027,022	45.75
	1050	Auditor's Maintenance and Operations	706,163	2.25	717,845	2.25
	1090	Auditor's Election Reserve	341,763	0.00	291,763	0.00
	1610	Election Stabilization Reserve	194	0.00	194	0.00
		Auditor Total	9,142,346	48.00	9,036,824	48.00
Central Services						
	5210	Central Services Facilities	11,745,550	36.30	12,075,515	36.30
	5220	Central Services Reserve	745,697	0.00	945,697	0.00
	5230	Central Services Facility Engineering	692,117	5.00	377,589	5.00
	5410	Equipment Rental & Revolving-Maintenance	5,136,152	15.00	5,285,966	15.00
	5420	Equipment Rental & Revolving-Replacement	6,040,176	0.00	5,010,365	0.00
		Central Services Total	24,359,692	56.30	23,695,132	56.30
Clerk						
	0010	General Fund	8,806,401	44.50	7,110,897	44.50
	1020	Family Court Services	0	0.00	0	0.00
	1050	Auditor's Maintenance and Operations	184,439	2.00	188,243	2.00
	1910	Legal Financial Obligations Collection Fund	107,360	1.00	108,193	1.00
		Clerk Total	9,098,200	47.50	7,407,333	47.50
Commissioners						
	0010	General Fund	3,354,924	19.70	3,453,956	19.70
	1100	Detention Facility Sales Tax	4,136,716	0.00	4,232,533	0.00
	1170	Trial Court Improvement	100,425	0.00	100,425	0.00
	1300	Stadium/Convention/Art Center	75,316	0.00	50,316	0.00
	1380	Conservation Futures	2,200,213	0.00	2,388,262	0.00
	1550	Communications	21,693,900	0.00	21,693,900	0.00
	1620	PEG - Public Educational & Governmental	52,564	0.00	52,564	0.00
	1920	Tourism Promotion Area	1,000,000	0.00	1,000,000	0.00
	1930	Historic Preservation	128,584	0.00	98,584	0.00
	1940	COVID Local Fiscal Recovery Fund	56,422,055	11.00	18,427	11.00
	3080	Jail Capital Projects	20,889	0.00	20,889	0.00
	3160	Real Estate Excise Tax First Quarter	8,133,607	0.00	738,311	0.00
	3210	Real Estate Excise Tax Second Quarter	4,484,613	0.00	9,221,263	0.00
	3220	Courthouse Project	16,398	0.01	17,706	0.01
		Commissioners Total	101,820,204	30.71	43,087,136	30.71
Community Planning						
	0010	General Fund	2,118,877	14.09	2,124,692	14.09
	4530	Incidental Take Permit Mitigation	418,507	0.37	838,752	0.37
		Community Planning Total	2,537,384	14.46	2,963,444	14.46

Budget and FTEs by Department

Operating Only

			2022	2023		
Department	Fund #	Fund Name	Expenditure	FTEs	Expenditure	FTEs
Community Planning and Economic Development						
	0010	General Fund	1,470,667	5.23	1,497,127	5.23
	1030	Fair	358,698	2.16	364,917	2.16
	1390	Abatement	50,000	0.00	50,000	0.00
	4060	Storm & Surface Water Utility	2,397,495	9.48	2,424,119	9.48
	4124	Land Use & Permitting	5,520,710	34.67	5,555,516	34.67
		Community Planning and Economic Development Total	9,797,570	51.54	9,891,679	51.54
Coroner						
	0010	General Fund	1,685,998	9.50	1,736,058	9.50
		Coroner Total	1,685,998	9.50	1,736,058	9.50
District Court						
	0010	General Fund	4,254,961	31.00	4,353,267	31.00
	1180	Treatment Sales Tax	707,720	4.75	849,039	4.75
		District Court Total	4,962,681	35.75	5,202,306	35.75
Emergency Management						
	0010	General Fund	2,011,719	8.05	1,982,506	8.05
	1140	Emergency Management Council	94,326	0.00	94,560	0.00
		Emergency Management Total	2,106,045	8.05	2,077,066	8.05
Emergency Services						
	1280	Medic One - Reserve	215,299	0.00	234,101	0.00
	1290	Medic One	16,506,339	13.45	17,919,063	13.45
		Emergency Services Total	16,721,638	13.45	18,153,164	13.45
Human Resources						
	0010	General Fund	2,518,818	13.60	2,435,635	13.60
	5030	Unemployment Compensation	287,254	0.60	288,971	0.60
	5050	Insurance Risk	3,222,490	3.10	3,520,828	3.10
	5060	Benefits Administration	396,850	2.70	355,568	2.70
	5080	Leave Buyout	250,000	0.00	300,000	0.00
		Human Resources Total	6,675,412	20.00	6,901,002	20.00
Information Technology						
	5240	Large System Replacement Reserve	7,281,928	5.00	3,240,395	5.00
	5250	Information Technology Operations	10,967,015	44.85	11,230,505	44.85
	5260	Information Technology Reserves	833,013	0.00	780,693	0.00
	5270	Large System General Obligation Bond	4,288,946	0.00	746,317	0.00
		Information Technology Total	23,370,902	49.85	15,997,910	49.85
Juvenile Court						
	0010	General Fund	7,188,090	49.00	7,395,612	49.00
	1100	Detention Facility Sales Tax	811,446	5.00	821,484	5.00
	1180	Treatment Sales Tax	318,393	2.00	326,486	2.00
		Juvenile Court Total	8,317,929	56.00	8,543,582	56.00
Non Departmental						
	0010	General Fund	6,849,884	0.00	5,938,752	0.00
		Non Departmental Total	6,849,884	0.00	5,938,752	0.00
Pretrial Services						
	0010	General Fund	919,412	7.00	936,824	7.00
	1180	Treatment Sales Tax	453,056	4.00	462,230	4.00
		Pretrial Services Total	1,372,468	11.00	1,399,054	11.00

Budget and FTEs by Department

Operating Only

Department	Fund #	Fund Name	2022		2023	
			Expenditure	FTEs	Expenditure	FTEs
Prosecuting Attorney						
	0010	General Fund	10,752,165	72.75	11,066,886	72.75
	1110	Victim Advocate Program	778,510	8.00	794,532	8.00
	1180	Treatment Sales Tax	400,000	0.00	400,000	0.00
	1470	Interlocal Drug Enforcement	101,601	1.00	102,217	1.00
	1900	Anti-Profiteering	10,000	0.00	10,000	0.00
		Prosecuting Attorney Total	12,042,276	81.75	12,373,635	81.75
Public Defense						
	0010	General Fund	8,136,477	42.84	8,094,276	42.84
	1180	Treatment Sales Tax	321,826	2.16	329,401	2.16
		Public Defense Total	8,458,303	45.00	8,423,677	45.00
Public Health						
	0010	General Fund	84,561	0.50	84,795	0.50
	1180	Treatment Sales Tax	6,045,763	8.45	6,060,414	8.45
	1490	Public Health & Social Services - Technology	30,565	0.00	30,565	0.00
	1500	Public Health & Social Services	20,062,437	63.79	15,131,229	63.79
	4510	Community Loan Repayment #1	1,875	0.00	1,875	0.00
	4520	Environmental Health	6,985,370	47.58	7,037,934	47.58
		Public Health Total	33,210,571	120.32	28,346,812	120.32

Budget and FTEs by Department

Operating Only

			2022	2023		
Department	Fund #	Fund Name	Expenditure	FTEs	Expenditure	FTEs
Public Works						
	0010	General Fund	900,540	5.73	836,505	5.73
	1190	Roads & Transportation	28,235,659	113.07	28,715,589	113.07
	1330	Parks and Trails	2,891	0.89	2,163	0.89
	1350	Noxious Weed	661,234	3.54	678,360	3.54
	1380	Conservation Futures	343,259	0.00	350,422	0.00
	1720	Long Lake - Lake Management District	430,320	0.52	288,103	0.52
	1740	Lake Lawrence - Lake Management District	292,371	0.21	118,260	0.21
	3010	Roads Construction In Progress	859,469	15.55	812,686	15.55
	3190	Transportation Impact Fees	2,443,586	0.00	1,117,686	0.00
	3200	Parks Impact Fees	1,169,056	0.00	556,686	0.00
	4030	Solid Waste	29,962,683	34.00	41,046,913	34.00
	4040	Solid Waste Reserve for Closure	973,169	1.56	987,023	1.56
	4050	Solid Waste Reserves	142,750	1.16	142,176	1.16
	4060	Storm & Surface Water Utility	5,695,285	15.56	5,731,594	15.56
	4070	Storm & Surface Water Capital	271,693	3.15	320,516	3.15
	4200	Boston Harbor Water and Wastewater Utility	647,656	2.10	589,791	2.10
	4210	Boston Harbor Reserve	47,299	0.32	28,586	0.32
	4300	Tamoshan/Beverly Beach Sewer Utility	225,273	0.68	204,972	0.68
	4340	Grand Mound Wastewater Utility	1,356,044	3.05	1,247,614	3.05
	4350	Grand Mound Water Utility	991,197	1.88	848,972	1.88
	4400	Tamoshan Water Utility	137,065	0.56	141,342	0.56
	4410	Olympic View Sewer Utility	41,281	0.15	42,167	0.15
	4420	Tamoshan Reserve	37,976	0.33	18,508	0.33
	4440	Grand Mound Wastewater Capital Reserve	76,091	0.64	38,121	0.64
	4450	Grand Mound Water Capital Reserve	47,249	0.29	19,961	0.29
	4460	Tamoshan/Beverly Beach Debt Service	60,000	0.00	30,000	0.00
		Public Works Total	76,051,096	204.94	84,914,716	204.94
Sheriff-Corrections						
	0010	General Fund	18,140,890	112.49	19,142,818	112.49
	1100	Detention Facility Sales Tax	4,721,766	22.00	4,764,219	22.00
	1180	Treatment Sales Tax	1,015,310	1.00	1,019,369	1.00
	1450	Prisoner's Concessions	346,885	0.25	346,999	0.25
		Sheriff-Corrections Total	24,224,851	135.74	25,273,405	135.74
Sheriff-Law Enforcement						
	0010	General Fund	24,681,155	122.68	23,823,578	122.68
	1440	Sheriff's Special Programs	96,085	0.14	96,273	0.14
	1470	Interlocal Drug Enforcement	470,835	1.67	463,029	1.67
		Sheriff-Law Enforcement Total	25,248,075	124.49	24,382,880	124.49
Social Services						
	0010	General Fund	24,531	0.00	24,531	0.00
	1200	Veterans	608,316	0.90	612,043	0.90
	1400	Housing & Community Renewal	36,187,756	8.25	19,202,808	8.25
	1500	Public Health & Social Services	6,744,783	6.40	6,769,914	6.40
		Social Services Total	43,565,386	15.55	26,609,296	15.55

Budget and FTEs by Department				Operating Only		
Department	Fund #	Fund Name	2022	FTEs	2023	FTEs
			Expenditure		Expenditure	
Superior Court						
	0010	General Fund	7,318,611	45.30	7,419,751	45.30
	1040	Law Library	100,646	0.00	101,130	0.00
	1080	Superior Court - Family Court Services	52,401	0.00	52,401	0.00
	1180	Treatment Sales Tax	914,232	5.25	993,608	5.25
		Superior Court Total	8,385,890	50.55	8,566,890	50.55
Treasurer						
	0010	General Fund	1,495,407	8.90	1,523,984	8.90
	1010	Treasurer's Maintenance and Operations - Not Budgeted	0	1.50	0	1.50
	1120	Investment Administration - Not Budgeted	0	2.20	0	2.20
	1160	Real Estate Excise Tax Technology Fund	10,000	0.00	10,000	0.00
	1190	Roads & Transportation	87,650	0.00	87,650	0.00
	2260	General Obligation Bonds 2010	102,800	0.00	102,800	0.00
	2270	General Obligation Bonds 2015	897,900	0.00	898,150	0.00
	2290	General Obligation Bonds 2016	3,466,250	0.00	3,573,000	0.00
	2310	General Obligation Bond 2021 A	691,950	0.00	0	0.00
	2320	General Obligation Bond 2021 B	960,790	0.00	960,875	0.00
	4350	Grand Mound Water Utility	901	0.00	843	0.00
	4480	Grand Mound Debt Service	4,500	0.00	0	0.00
	4510	Community Loan Repayment #1	6,600	0.00	5,945	0.00
	5280	General Obligation Bond 2021 C	767,900	0.00	767,700	0.00
	5410	Equipment Rental & Revolving-Maintenance	33,110	0.00	31,201	0.00
		Treasurer Total	8,525,758	12.60	7,962,148	12.60
		Grand Total	473,568,779	1,276.05	394,096,952	1,276.05

Budget and FTEs by Department

Capital Only

Department	Fund #	Fund Name	2022	FTEs	2023	FTEs
			Expenditure		Expenditure	
Central Services						
	3220	Courthouse Project	500,000	0.00	5,000,000	0.00
	5220	Central Services Reserve	10,954,287	0.00	11,510,000	0.00
		Central Services Total	11,454,287	0.00	16,510,000	0.00
Commissioners						
	3220	Courthouse Project	0	0.00	0	0.00
		Commissioners Total	0	0.00	0	0.00
Public Works						
	1190	Roads & Transportation	3,570,000	0.00	6,510,000	0.00
	1330	Parks and Trails	1,827,400	0.00	1,045,800	0.00
	3010	Roads Construction In Progress	13,378,690	0.00	12,608,078	0.00
	4030	Solid Waste	0	0.00	0	0.00
	4040	Solid Waste Reserve for Closure	370,000	0.00	50,000	0.00
	4050	Solid Waste Reserves	6,350,000	0.00	15,110,000	0.00
	4070	Storm & Surface Water Capital	2,718,000	0.00	2,030,000	0.00
	4210	Boston Harbor Reserve	160,000	0.00	245,000	0.00
	4410	Olympic View Sewer Utility	10,000	0.00	0	0.00
	4420	Tamoshan Reserve	200,000	0.00	210,000	0.00
	4440	Grand Mound Wastewater Capital Reserve	685,714	0.00	3,755,000	0.00
	4450	Grand Mound Water Capital Reserve	145,286	0.00	206,000	0.00
		Public Works Total	29,415,090	0.00	41,769,878	0.00
		Grand Total	40,869,377	0.00	58,279,878	0.00

Capital Improvement Project Summary	Biennial Budget Development
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Projects	Fund	2022 Budget	2023 Budget	Future Project Costs	Total Estimated Project Costs Remaining
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Central Services - County Buildings Projects					
25560: Fairgrounds Building Infrastructure Improvements	5220	250,000	-	-	250,000
25571: County-Wide Security Improvements	5220	800,000	-	-	800,000
25578: Thurston County Long Term Bed Expansion	5220	1,500,000	-	-	1,500,000
25584: Courthouse Building #3 Secured Entrance	5220	225,000	10,000	-	235,000
25585: Emergency Services Center Roof Replacement	5220	-	400,000	-	400,000
25608: Tilley Pump House Improvements	5220	-	150,000	-	150,000
25609: TCCF IT Room AC Upgrades	5220	50,000	250,000	-	300,000
25610: TC Infrastructure Upgrades	3220	500,000	5,000,000	45,000,000	50,500,000
25612: Building #6 Roof Repairs	5220	50,000	300,000	-	350,000
25613: Building #4 Sewer Repairs	5220	50,000	100,000	-	150,000
25616: TCCF SECURE PARKING	5220	200,000	-	-	200,000
25617: MOTTMAN COMPLEX REMODEL	5220	90,000	10,000,000	-	10,090,000
25618: PHSS FIRE SPRINKLER REPAIRS	5220	150,000	-	-	150,000
25619: TILLEY SKYBRIDGE REPAIRS	5220	125,000	-	-	125,000
25620: CO WIDE VEHICLE CHARGING STATION	5220	150,000	-	-	150,000
25622: Courthouse Mansard Roof Major Maintenance	5220	1,000,000	-	-	1,000,000
25623: Atrium Building	5220	5,714,287	-	-	5,714,287
25624: Tilley Main Campus Generator Improvements	5220	100,000	-	-	100,000
25999: Major Maintenance - Special Projects	5220	300,000	300,000	1,200,000	1,800,000
25F04: Regional Transition Center	5220	150,000	-	-	150,000
25F07: FJC Court Improvements	5220	50,000	-	-	50,000
Central Services - County Buildings Totals		11,454,287	16,510,000	46,200,000	74,164,287

Central Services - County Buildings - Summary By Fund					
Courthouse Project	3220	500,000	5,000,000	45,000,000	50,500,000
Central Services Reserve	5220	10,954,287	11,510,000	1,200,000	23,664,287
Central Services Totals		11,454,287	16,510,000	46,200,000	74,164,287

Capital Improvement Project Summary

Biennial Budget Development

Projects	Fund	2022 Budget	2023 Budget	Future Project Costs	Total Estimated Project Costs Remaining
Public Works - Parks and Open Space Projects					
51003: Burfoot Park - Level and Grade Lawn Area	1330	25,000	25,000	50,000	100,000
51006: Chehalis Western Trail - 41st Avenue Trailhead	1330	440,000	10,000	-	450,000
51011: Burfoot Trail System-Footbridge/Stairway	1330	30,000	-	-	30,000
51077: Burfoot Park Restroom Replacement	1330	10,000	-	-	10,000
51078: Chehalis Western Trail Culvert Replacement	1330	1,000	-	-	1,000
51088: Deschutes Falls Park Walkway & View Point Improvements	1330	5,000	-	-	5,000
51094: Yelm-Tenino Trail Restroom - Rainier	1330	150,000	540,000	10,000	700,000
51095: Parks, Trails and Open Space Acquisition Program	1330	375,000	25,000	-	400,000
51096: Parks Improvements and Development 2022-2023 Program	1330	25,000	25,000	-	50,000
51099: Kenneydell Park Restroom Replacement	1330	650,000	10,000	-	660,000
51100: Deschutes Falls Park Parking Expansion	1330	-	55,000	110,000	165,000
51101: Frye Cove Park Lawn Renovation	1330	25,000	25,000	-	50,000
51103: Yelm-Rainier-Tenino Trail - City of Rainier - Recreational Courts Park Improvements	1330	10,000	-	-	10,000
51104: Gate Belmore Trail 88th Ave SW to 66th Ave SW	1330	56,400	84,800	1,835,200	1,976,400
51105: Gate Belmore Trail 128th Ave SW to 88th Ave SW	1330	-	141,000	4,725,000	4,866,000
51106: Fir Tree Rd Trailhead Parking Access Improvements	1330	-	20,000	-	20,000
51107: 67th Avenue SE Trailhead Restroom	1330	-	60,000	-	60,000
51108: Trail Surface Rehabilitation Program	1330	25,000	25,000	-	50,000
Public Works - Parks and Open Space Totals		1,827,400	1,045,800	6,730,200	9,603,400

Public Works - Parks and Open Space - Summary By Fund					
Parks and Trails	1330	1,827,400	1,045,800	6,730,200	9,603,400
Public Works Totals		1,827,400	1,045,800	6,730,200	9,603,400

Capital Improvement Project Summary

Biennial Budget Development

Projects	Fund	2022 Budget	2023 Budget	Future Project Costs	Total Estimated Project Costs Remaining
Public Works - Solid Waste Projects					
91075: Flare Station System Replacement	4040	20,000	-	-	20,000
91078: Rainier Drop Box -Renovation, Security and Utility Upgrades, and Scale Installation	4050	1,000,000	250,000	-	1,250,000
91079: Rochester Drop Box - Renovation, Security, and Utility Upgrades, and Scale Installation	4050	1,000,000	250,000	-	1,250,000
91081: Security, Technology and Site Improvements	4050	250,000	500,000	-	750,000
91088: Transfer Station Compactor Overhaul and Maintenance	4050	-	960,000	-	960,000
91092: Transfer Station Sort Line Removal	4050	200,000	-	-	200,000
91717: Pumps System Upgrades and Improvements	4050	1,500,000	1,500,000	-	3,000,000
91720: Transfer Station Operations Facilities Upgrades and Improvements	4050	50,000	100,000	90,000	240,000
91723: WARC Site Reconfiguration: Public Tipping Area with New Scales/Scalehouses & Admin Ops Building	4050	1,500,000	5,500,000	5,250,000	12,250,000
91725: Site Differential Settlement Repairs	4050	300,000	-	-	300,000
91726: SCADA System Replacement	4040	300,000	-	-	300,000
91728: General Facilities Renovations and Upgrades Program	4040	100,000	100,000	-	200,000
91729: Transfer Station Facility - 2nd Location	4050	500,000	6,000,000	-	6,500,000
Public Works - Solid Waste Totals		6,720,000	15,160,000	5,340,000	27,220,000

Public Works - Solid Waste - Summary By Fund					
Solid Waste Reserve for Closure	4040	370,000	50,000	-	420,000
Solid Waste Reserves	4050	6,350,000	15,110,000	5,340,000	26,800,000
Public Works Totals		6,720,000	15,160,000	5,340,000	27,220,000

Public Works - Storm and Surface Water Utility Projects					
27W07: Woodard Creek Retrofit Site 4	4070	250,000	1,325,000	-	1,575,000
27W15: Boston Harbor Rd NE Stormwater Conveyance and Outfall Improvements	4070	1,495,000	15,000	-	1,510,000
27W16: Madrona Beach Rd NW Vicinity Retrofits	4070	140,000	10,000	-	150,000
27W17: Meadows Subdivision Pond 4C Retrofit	4070	218,000	560,000	-	778,000
27W71: Woodard Creek Retrofit Site 1	4070	500,000	10,000	-	510,000
27W80: Stormwater Land Acquisition/Conservation Program	4070	50,000	50,000	-	100,000
27W82: Woodland Creek Estates	4070	5,000	-	-	5,000
27W88: Manzanita Road Conveyance	4070	10,000	-	-	10,000
27W89: Stormwater Facility Improvement Program 2022 - 2023	4070	-	50,000	-	50,000
34W05: Lemon Road Pond	4070	-	10,000	672,000	682,000
34W07: Stormwater Facility Improvement Program	4070	50,000	-	-	50,000
Public Works - Storm and Surface Water Utility Totals		2,718,000	2,030,000	672,000	5,420,000

Public Works - Storm and Surface Water Utility - Summary By Fund					
Storm & Surface Water Capital	4070	2,718,000	2,030,000	672,000	5,420,000
Public Works Totals		2,718,000	2,030,000	672,000	5,420,000

Capital Improvement Project Summary

Biennial Budget Development

Projects	Fund	2022 Budget	2023 Budget	Future Project Costs	Total Estimated Project Costs Remaining
Public Works - Transportation Projects					
61161: Evergreen Pkwy & Mud Bay Rd Interchange Improvements	3010	60,000	60,000	-	120,000
61317: Old Hwy 99 & Tilley Rd S Intersection Improvements	3010	75,000	176,000	1,229,000	1,480,000
61318: Yelm Hwy and Meridian Rd Intersection Improvements	3010	1,507,000	-	-	1,507,000
61320: Little Rock Rd & 113th Avenue SW Bridge & Intersection Improvements	3010	100,000	1,958,000	457,000	2,515,000
61348: 183rd Ave Phase 1 - (US 12 to Old Hwy 99)	3010	100,000	200,000	2,445,000	2,745,000
61364: Johnson Point Rd NE & Hawks Prairie Rd Intersection Improvement	3010	425,000	240,000	3,027,000	3,692,000
61450: Vail Road SE Improvements Phase 2 (138th Ave SE to 153rd Ave SE)	3010	135,000	-	-	135,000
61478: Marvin Road Upgrade Phase 1 - 22nd Ave to Pacific Ave	3010	3,367,000	2,732,600	10,000	6,109,600
61487: Mullen Road Upgrade Phase 1 - (Lacey City Limits to Carpenter Road)	3010	15,000	-	-	15,000
61502: US 12 Urban Improvements Phase 1 (Old Highway 99 SW to West UGA Boundary)	3010	3,400,000	10,000	-	3,410,000
61507: Sargent Rd NW - US 12 to Old Hwy 99 (South Grand Mound UGA Improvements)	3010	100,000	-	-	100,000
61518: Yelm Hwy SE and Pacific Ave Pedestrian Improvements, Phase 1	3010	745,000	15,000	-	760,000
61544: Carpenter Road Pedestrian Improvements - Regional Transition Center	3010	350,000	-	-	350,000
61545: Marvin Rd Upgrade Phase 2 (Mullen Rd to 19th ave)	3010	5,000	-	-	5,000
61546: 2024 Highway Safety Improvement Project (HSIP)	3010	90,000	165,000	2,525,000	2,780,000
61548: Old Hwy 99 at Intersection of Sargent Rd SW & 201st Ave SW	3010	160,000	432,428	2,958,035	3,550,463
61550: Countywide Electrical Services	3010	84,000	100,000	1,416,000	1,600,000
61552: Marvin Rd Upgrade Phase 3 (Union Mills to Pacific)	3010	100,000	-	3,510,400	3,610,400
63006: Fish Passage Enhancement Program through 2023	3010	1,472,000	2,000,000	-	3,472,000
63008: Latigo St at Spurgeon Creek & Chehalis Western Trail Fish Passage Replacement	3010	10,000	-	-	10,000
63015: Gate Road Culvert Replacements	3010	5,000	-	-	5,000
63016: Draham St at Woodland Creek Fish Passage	3010	205,000	11,000	-	216,000
64000: Americans With Disabilities Act (ADA) Improvements Program	3010	358,690	50,000	-	408,690
77172: Carpenter Road Barrier	3010	10,000	-	-	10,000
77175: Black Lake Belmore Rd Bridge Approach Repair	1190	120,000	2,600,000	-	2,720,000
77176: Steamboat Island Rd Bridge Rail and Pile Cap Repair	1190	250,000	10,000	-	260,000
98220: Road Preservation & Rehabilitation Program	1190	3,200,000	3,900,000	-	7,100,000
98408: Pacific Ave Overlay-Lacey City Limits to Union Mills	3010	250,000	2,128,050	1,021,950	3,400,000
98409: Yelm Hwy SE Pavement Preservation - Rich Rd SE to Lacey City Limits	3010	250,000	2,330,000	1,120,000	3,700,000
Public Works - Transportation Totals		16,948,690	19,118,078	19,719,385	55,786,153

Capital Improvement Project Summary

Biennial Budget Development

Projects	Fund	2022 Budget	2023 Budget	Future Project Costs	Total Estimated Project Costs Remaining
Public Works - Transportation - Summary By Fund					
Roads & Transportation	1190	3,570,000	6,510,000	-	10,080,000
Roads Construction In Progress	3010	13,378,690	12,608,078	19,719,385	45,706,153
Public Works Totals		16,948,690	19,118,078	19,719,385	55,786,153

Public Works - Water and Sewer Utility Projects					
94023: Grand Mound Wastewater Treatment Plant Expansion for Class A Reclamation	4440	250,000	2,000,000	-	2,250,000
94038: Grand Mound New Water Sources	4450	31,000	156,000	1,742,000	1,929,000
94054: Grand Mound Clarifier #2 Rebuild and Recoating	4440	5,000	-	-	5,000
94070: Boston Harbor 2022-2023 Sewer Infrastructure Improvement	4210	75,000	60,000	-	135,000
94072: Boston Harbor 2022-2023 Water Infrastructure Improvement	4210	50,000	185,000	-	235,000
94073: Boston Harbor Wastewater Treatment Plant Generator Replacement	4210	10,000	-	-	10,000
94214: SCADA Control System Evaluation/Upgrades	4210	150,000	-	-	150,000
94309: Tamoshan 2022-2023 Water Infrastructure Improvement Program	4420	30,000	30,000	-	60,000
94311: Tamoshan 2022-2023 Sewer Infrastructure Improvement	4420	105,000	40,000	-	145,000
94314: Tamoshan Water Treatment Unit Assessment/Upgrade	4420	40,000	140,000	-	180,000
94412: Olympic View 2022-2023 Sewer Infrastructure Improvement	4410	10,000	-	-	10,000
94517: Grand Mound 2022-2023 Sewer Infrastructure Improvement	4440	95,000	205,000	-	300,000
94519: Grand Mound 2022-2023 Water Infrastructure Improvement	4450	100,000	50,000	-	150,000
94521: Grand Mound Wastewater Treatment Plant 2nd Oxidation Ditch	4440	250,000	1,550,000	-	1,800,000
Public Works - Water and Sewer Utility Totals		1,201,000	4,416,000	1,742,000	7,359,000

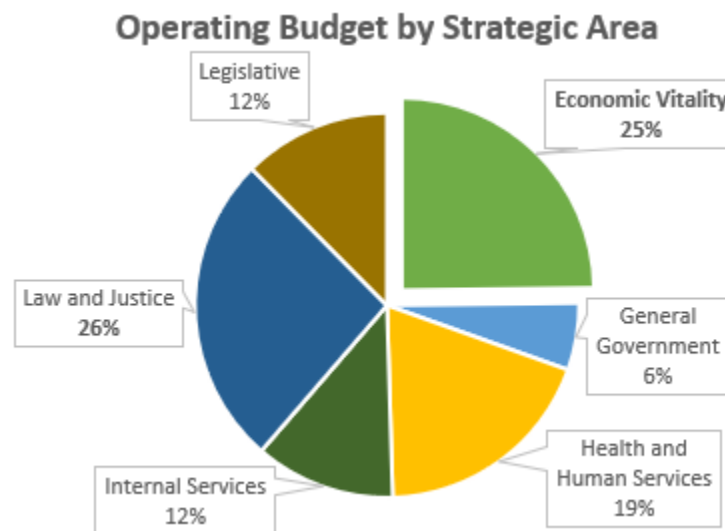
Public Works - Water and Sewer Utility - Summary By Fund					
Boston Harbor Reserve	4210	160,000	245,000	-	405,000
Olympic View Sewer Utility	4410	10,000	-	-	10,000
Tamoshan Reserve	4420	200,000	210,000	-	410,000
Grand Mound Wastewater Capital Reserve	4440	685,714	3,755,000	-	4,440,714
Grand Mound Water Capital Reserve	4450	145,286	206,000	1,742,000	2,093,286
Public Works Totals		1,201,000	4,416,000	1,742,000	7,359,000

Overall Summary Capital Improvement Projects					
Central Services - County Buildings Projects Totals		11,454,287	16,510,000	46,200,000	74,164,287
Public Works - Parks and Open Space Projects Totals		1,827,400	1,045,800	6,730,200	9,603,400
Public Works - Solid Waste Projects Totals		6,720,000	15,160,000	5,340,000	27,220,000
Public Works - Storm and Surface Water Utility Projects Totals		2,718,000	2,030,000	672,000	5,420,000
Public Works - Transportation Projects Totals		16,948,690	19,118,078	19,719,385	55,786,153
Public Works - Water and Sewer Utility Projects Totals		1,201,000	4,416,000	1,742,000	7,359,000
Grand Total Capital Improvement Projects		40,869,377	58,279,878	80,403,585	179,552,840

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 \$117,801,140 in 2022 and 139,539,717 in 2023. This represents 23% of the budget in 2022 and 31% in 2023. Public Works capital projects are included in this category and include projects for parks, solid waste, storm and surface water, transportation, and water and sewer utilities.

Economic Vitality Operating Budget Summary:

The Economic Vitality Operating Budget totals \$88,386,050 in 2022 and \$97,739,851 in 2023. This represents 19% of the Operating Budget in 2022 and 25% in 2023.



Department	2022	2023
Community Planning	2,537,384	2,963,444
Community Planning and Economic Development	9,797,570	9,861,691
Public Works	76,051,096	84,914,716
Total Economic Vitality	88,386,050	97,739,851

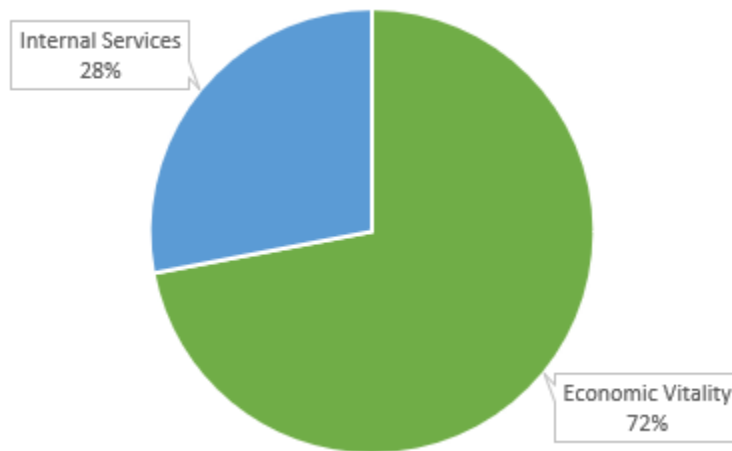
Operating Policy Investments

Department	Title
Community Planning	New Agricultural Community Planning Program Manager
Community Planning	Increase a Community Planning Associate Planner 0.50 Full-Time Equivalent (FTE) Position to 1.0 FTE
Community Planning	Establishing a Community Planning Professional Services Budget
Community Planning	New Operations Administrative I Position
Community Planning	Establish a Community Planning Habitat Conservation Mitigation Fund and Program
Community Planning and Economic Development	Adding to the General Fund Allocation for Non-Permit Activities
Community Planning and Economic Development	Increase in Funding for the WSU Memorandum Agreement
Community Planning and Economic Development	Funding for Property Clean-Up
Community Planning and Economic Development	Implement General Fund Direct Appropriation for Development Services Transfer
Community Planning and Economic Development	Add a Budget Neutral Water Resource Specialist I Position
Public Works	Public Works GIS Analyst I FTE for Strategic Asset Management Program Implementation
Public Works	Parks & Trails Strategic Asset Management Plan
Public Works	Solid Waste Pre-Design Studies Funding
Public Works	Public Works Accounting Assistant III Project Position for ERP Implementation Support
Public Works	Solid Waste Operating Transfer Adjustments
Public Works	Lake Management District Program Development
Public Works	Increase Operating Transfer from Roads Fund #1190 to Fund #3010 for Pre-Design Studies
Public Works	Parks & Trails Staffing, Tools and Equipment Funding to Increase Level of Service Delivery
Public Works	Parks & Trails Program Direct Appropriation (companion request to B-34-033B)
Public Works	Roads & Transportation Thurston County Mobility Study Expenditure and Grant Funding (CP#61522)
Public Works	Olympic View Operating Budget Reduction

Public Works	Solid Waste Division Tipping Fee Revenue, Contractual Services and Taxes Increases
Public Works	Water & Sewer Utilities 2022 3% Rate Increase
Public Works	Roads & Transportation Capital Project Pre-Design Studies Funding Increase
Public Works	Roads Rural Community Support Program Funding for Neighboring Jurisdictions
Public Works	Tamoshan Debt Fund Balance Transfers
Public Works	Water & Sewer Utility Operating Transfer Adjustments
Public Works	Roads & Transportation and TC Sheriff's Office Interagency Agreement Cost of Services Increase
Public Works	Transportation Impact Fee Revenue Increase
Public Works	Additional 2.0 Civil Engineer FTEs to Support Development Planning Services
Public Works	Establish Traffic Calming Program in Roads Division
Public Works	Water and Sewer Utilities Billing Software Evaluation/Upgrade
Public Works	Grand Mound Utility Evaluation of New Connection General Facilities Charges
Public Works	Stormwater Utility Comprehensive Plan Funding
Public Works	Stormwater Utility Drainage Studies and Alternatives Design Funding
Public Works	Lake Lawrence Management District 5% Assessment Increase
Public Works	Long Lake Management District 5% Assessment Increase
Public Works	Lake Lawrence Management District Budget Increase
Public Works	Lake District Transfers for Internal Service Rates
Public Works	Long Lake Management District Budget Increase
Public Works	General Fund O/T to Parks & Trails #1330 for Capital Fund Stability (companion request to B-34-033A)

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 \$29,415,090 in 2022 and \$41,769,878 in 2023. This represents 72% of the total Capital Budget in both 2022 and 2023.

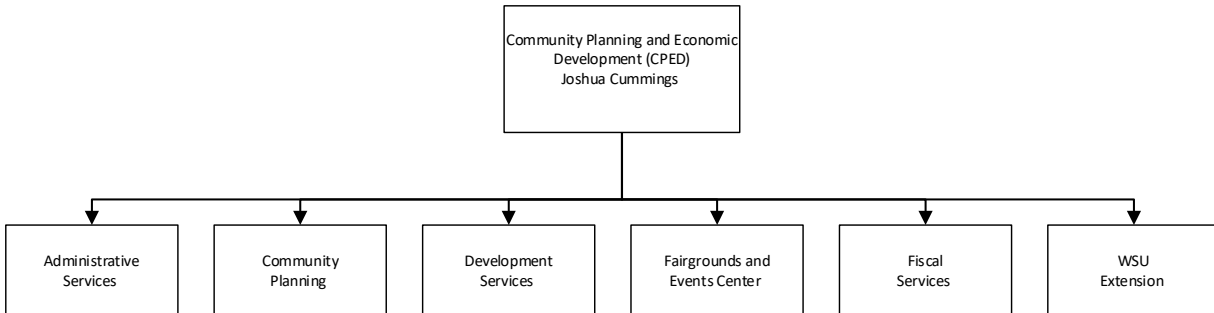
Capital Budget

Economic Vitality Capital Projects	2022	2023	Future Years	Total Budget
Public Works Parks and Trails	1,827,400	1,045,800	6,730,200	9,603,400
Public Works Solid Waste	6,720,000	15,160,000	5,340,000	27,220,000
Public Works Storm and Surface Water	2,718,000	2,030,000	672,000	5,420,000
Public Works Transportation	16,948,690	19,118,078	19,719,385	55,786,153
Public Works Water and Sewer Utilities	1,201,000	4,416,000	1,742,000	7,359,000
Totals Economic Vitality Capital Budget	29,415,090	41,769,878	34,203,585	105,388,553

Economic Vitality Capital Policy Investments:

Department	Title
Public Works	Stormwater Utility Capital Project Funding Increase - Woodard Creek Retrofit Site 4 (CP 27W07)
Public Works	Stormwater Utility Capital Project - Meadows Retrofit Grant Funding & Project Increase (CP 27W17)
Public Works	Water & Sewer Utilities Capital - Boston Harbor 2022-2023 Water Infrastructure Improvement Program
Public Works	Water & Sewer Utilities Capital - Boston Harbor 2022-2023 Sewer Infrastructure Improvement Program
Public Works	Water & Sewer Utilities Capital -Tamoshan 2022-2023 Water Infrastructure Improvement Program
Public Works	Water & Sewer Utilities Capital -Tamoshan 2022-2023 Sewer Infrastructure Improvement Program
Public Works	Water & Sewer Utilities Capital - Grand Mound 2022-2023 Water Infrastructure Improvement Program
Public Works	Water & Sewer Utilities Capital - Grand Mound 2022-2023 Sewer Infrastructure Improvement Program
Public Works	Water & Sewer Utilities Capital - REET 2 Funding for Grand Mound Second Oxidation Ditch (CP #94521)
Public Works	Stormwater Utility Facility Improvement Program 2022-2023
Public Works	Stormwater Utility - Land Acquisition/Conservation Program 2022-2023
Public Works	Steamboat Island Rd Bridge Rail and Pile Cap Repair (CP #77176)
Public Works	Yelm Highway and Meridian Intersection Improvements Project Funding Increase (CP #61318)
Public Works	Fish Passage Enhancement Program (CP #63006)
Public Works	Road Preservation & Rehabilitation Program (CP #98220)
Public Works	Pacific Ave SE Pavement Preservation - Lacey City Limits to Union Mills (CP #98408)
Public Works	Yelm Hwy SE Pavement Preservation - Rich Rd SE to Lacey City Limits (CP #98409)
Public Works	Americans with Disabilities Act (ADA) Improvements Program (CP #64000)
Public Works	Black Lake Belmore Rd Bridge Approach Repair (CP #77175)
Public Works	Evergreen Pkwy & Mud Bay Rd Interchange Improvements (CP #61161)
Public Works	Old Hwy 99 at Intersections of Sargent Rd and 201st Ave (CP #61548)
Public Works	Countywide Electrical Services Project (CP #61550)
Public Works	183rd Ave Phase 1 - US 12 to Sargent Rd (CP #61348)
Public Works	Marvin Rd Upgrade Phases 1 & 3 - 22nd Ave to Union Mills/Union Mills to Pacific (CP #61478 & 61552)

Public Works	US 12 Urban Improvements Phase 1 - Old Hwy 99 to W UGA Boundary Additional Funding (CP #61502)
Public Works	Old Hwy 99 & Tilley Rd Intersection Improvements (CP#61317)
Public Works	2024 County Road Safety Improvement Program (CP #61546)
Public Works	Draham St at Woodland Creek Fish Passage (CP #63016)
Public Works	Yelm-Rainier-Tenino Trail Restroom - City of Rainier (CP #51094)
Public Works	Gate-Belmore Trail 88th Ave SW to 66th Ave SW (CP #51104)
Public Works	Gate-Belmore Trail 128th Ave SW to 88th Ave SW (CP #51105)
Public Works	Burfoot Trail System - Footbridge/Stairway Reconstruction Pjct Increase & REET 2 Funding (CP #51011)
Public Works	Fir Tree Rd Trailhead Parking Access Improvements (CP #51106)
Public Works	Deschutes Falls Park - Parking Expansion (CP #51100)
Public Works	Chehalis Western Trail - 67th Avenue SE Trailhead Restroom (CP #51107)
Public Works	Burfoot Park - Level and Grade Lawn Area (CP #51003)
Public Works	Frye Cove Park - Lawn Renovation (CP #51101)
Public Works	Trail Surface Rehabilitation Program (CP #51108)
Public Works	Parks, Trails and Open Space Acquisition Program and Conservation Futures Funding (CP #51095)
Public Works	Parks & Trails Improvements and Development Program (CP #51096)
Public Works	Solid Waste Waste & Recovery Center Pumps System Upgrades and Improvements (CP #91717)
Public Works	Solid Waste Waste and Recovery Center Transfer Station Sort Line Removal (CP #91092)
Public Works	Solid Waste Transfer Station Compactor Overhaul and Major Maintenance (CP #91088)
Public Works	Solid Waste and Recovery Center Site Reconfiguration & Administrative Facilities (CP #91723)
Public Works	Solid Waste Transfer Station Facility - Second Location (CP #91729)
Public Works	Solid Waste and Recovery Center Site Differential Settlement Repairs (CP #91725)
Public Works	Solid Waste General Facilities Renovations & Upgrades (CP #91728)

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.

2022 and 2023 Goals:

- ❖ Collaborate with Public Health and Public Works departments to procure an upgrade or replace 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.
- ❖ Supply 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 essential business needs.
- ❖ Adequately align funding allocation for positions within CPED that provide support services to other County Departments.
- ❖ Continue to adequately forecast revenue and expenditures during unprecedented and uncertain budgetary impacts in 2022 and 2023.

2022 and 2023 Challenges:

Development Services (DS): This division includes Land Use Permitting, Building Development Center, Code Compliance, and Building Services. Continuing to navigate

staff vacancies and the increasingly 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 the current level of service. In the future, the vital building economy will 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 the status of permits in process. In addition, enhanced resources for training and equipment will be crucial to continue increasing customer service, staff performance, confidence, and job satisfaction, along with the potential need for additional staff.

Community Planning (CP): Continue to navigate workload allocation and projects during staff vacancies to fulfill grant requirements and tasks to obtain reimbursement. Updates to three UGA joint plans and two subarea plans are also underway involving multiple stakeholders throughout the County. Along with these critical planning efforts, in 2019, CP submitted to the US Fish and Wildlife Service a Board of County Commissioner approved the fourth draft of the Prairie Habitat Conservation Plan (HCP) to address federal requirements relating to the Mazama Pocket Gopher and other species. This work and associated studies will continue and require expertise and resources external to the County. Additional staff and professional services will be necessary to continue moving forward on this issue, especially for property acquisition and final adoption of an HCP implementation ordinance and related new permitting system to implement the Incidental Take Permit.

Projects addressing water availability, streamflow restoration, and Puget Sound recovery will require multiple division involvement, staff resources, management of contracts, and engagement with external groups. Other significant projects include completing the draft update of the Shoreline Management Program for Board of County Commissioner review, revising agriculture policies and programs, processing citizen-requests and high priority BoCC docket amendments. Additionally, coordinating updates to the Capital Improvement Program and updating the Development Codes to provide increased flexibility and opportunity for citizens while maintaining environmental protection. Finally, added work relates to the implementation of the Climate Mitigation Plan.

Continue to implement a broad range of programs to improve and protect water quality and quantity and protect against local flooding. These programs include water quality education, outreach, and stewardship of water resources. In addition, coordinating the WA Department of Ecology required Phase II Municipal Stormwater Permit compliance throughout the county departments and monitoring ground and surface waters with data outputs prioritized to meet internal County department needs. Finally, continue to

manage programs and engage in regional efforts for conservation, including Sentinel Landscapes, Open Space Tax Program, Conservation Futures, Voluntary Stewardship Program, and riparian restoration. In addition, engage in regional planning efforts related to Buildable Lands, housing, and transportation.

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, supplying stability and cohesion for the event and the diverse groups involved. Applying and utilizing technology, improvements have streamlined the fair's internal and external processes, which 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 growth trajectory and exploring options for the fairground's long-term sustainability. The current social distancing and limited gatherings will continue to affect this potential positive trajectory, but the staff still is 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 supplying 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 focus 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 and review WSU budget numbers to ensure accuracy and documentation for transparent annual and biennial budget tracking. Finally, these next two years will support the evaluation of dated timelines for administrative tasks that can delay essential accounting and other functions.

Funds:

Community Planning and Economic Development has some limited operations in the General Fund. Other funds include:

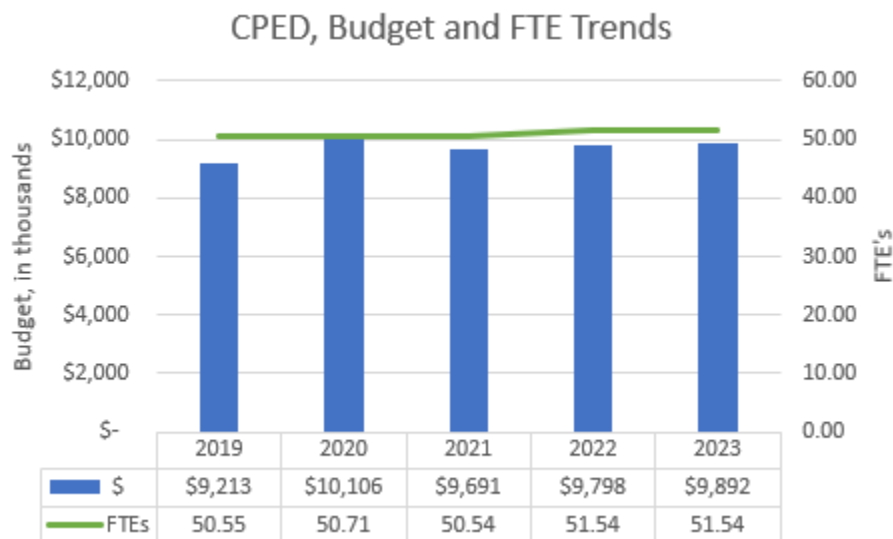
Abatement Fund 1390. This fund was established to fund the clean-up and/or condemnation of properties in distress.

Basin Planning and Enhancements Fund 1780. This is a special revenue fund established to account for grant activity related to water quality. Currently the fund is used for small invasive aquatic weed monitoring program.

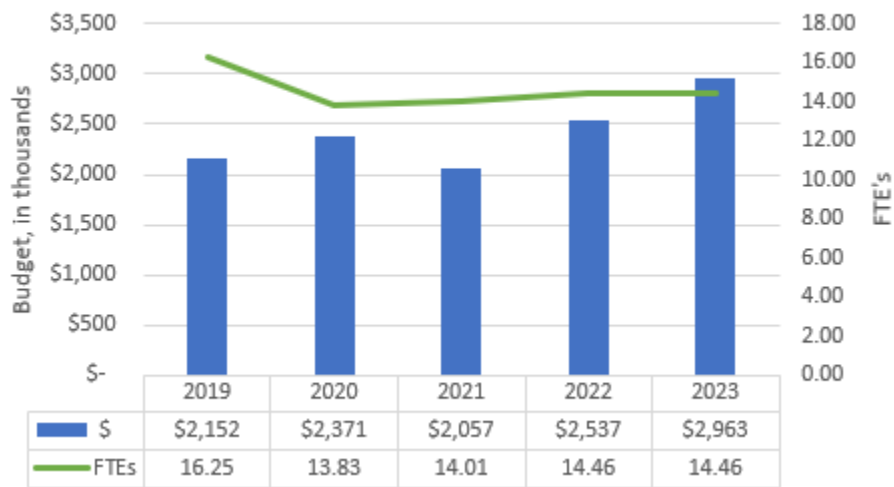
Fair Fund 1030. This is a special revenue fund which supports a five-day county fair and off-season events, facility rentals and an RV storage operation.

Habitat Conservation Mitigation Fund 4530. This fund supports the Habitat Conservation Plan Incidental Take Permit mitigation revenues and management of species habitat.

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.

Budget Snapshots:

Community Planning, Budget and FTE Trends

**Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019	2020
Development Services							
Permit inquiries (sign-ins)	Number	13,518	14,140	15,839	16,567	15,935	20,000
Permit applications	Number	4,180	4,190	4,980	4,673	4,347	4,295
Compliance requests	Number	298	276	275	296	278	194
Community Planning							
Code amendments on the Board Docket	Number	11	20	20	12	12	15
Comprehensive Plan amendments on the Board Docket	Number	7	7	12	13	15	9
Grants in process	Number	7	10	9	6	10	6
Washington State University Extension							
Workshops & community events	Number	287	377	392	342	444	214
Community participants	Number	5,959	8,150	9,895	7,211	6,649	6,451
Fair							
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 space	Percent	17%	20%	23%	26%	88%	59%

EXPENDITURES & FTEs BY DEPARTMENT

Community Planning and Economic Development	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	50.55	0.00	51.55	51.55
Personnel	4,094,913	5,344,606	1,913,848	5,448,018	5,557,076
Internal Services	2,088,195	2,597,350	973,917	3,083,469	3,214,803
Professional Services	192,047	1,048,134	115,646	846,434	703,525
Operating Costs	203,430	444,420	52,805	411,508	408,134
Debt Services	5,801	8,141	2,812	8,141	8,141
Capital Expenses	0	46,451	0	0	0
Transfer to Other County Funds	0	202,132	0	0	0
Community Planning and Economic Development Total	6,584,385	9,691,234	3,059,028	9,797,570	9,891,679

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	205,273	584,401	95,194	957,946	972,635
Internal Services	123,837	177,622	118,328	188,630	200,401
Professional Services	128,573	251,556	302	250,406	250,406
Operating Costs	13,483	70,930	7,986	70,653	70,653
Debt Services	3,064	3,032	1,532	3,032	3,032
0010 - General Fund Total	474,230	1,087,541	223,342	1,470,667	1,497,127

1030 - Fair	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	167,967	185,776	62,703	195,278	198,541
Internal Services	135,291	102,512	49,897	94,430	97,386
Professional Services	25,224	13,860	22,250	13,860	13,860
Operating Costs	47,417	56,053	21,366	55,130	55,130
Debt Services	2,408	0	1,204	0	0
Capital Expenses	0	8,018	0	0	0
1030 - Fair Total	378,306	366,219	157,420	358,698	364,917

1390 - Abatement	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Professional Services	0	0	0	50,000	50,000
1390 - Abatement Total	0	0	0	50,000	50,000

4060 - Storm & Surface Water Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	354,402	1,135,890	136,126	1,139,979	1,157,800
Internal Services	177,207	796,294	23,655	816,145	828,322
Professional Services	24,425	337,950	72,594	294,800	294,800
Operating Costs	60,957	202,715	4,242	146,571	143,197
4060 - Storm & Surface Water Utility Total	616,991	2,472,849	236,617	2,397,495	2,424,119

Department Budget: Community Planning and Economic Development			Dept #: 27		
4124 - Land Use & Permitting	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	3,367,272	3,438,539	1,619,826	3,154,815	3,228,100
Internal Services	1,651,859	1,520,922	782,036	1,984,264	2,088,694
Professional Services	13,825	444,768	20,500	237,368	94,459
Operating Costs	81,573	114,722	19,211	139,154	139,154
Debt Services	329	5,109	76	5,109	5,109
Capital Expenses	0	38,433	0	0	0
Transfer to Other County Funds	0	202,132	0	0	0
4124 - Land Use & Permitting Total	5,114,858	5,764,625	2,441,649	5,520,710	5,555,516

REVENUE BY DEPARTMENT

Community Planning and Economic Development	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	4,192,988	5,757,110	2,140,700	5,750,420	5,750,420
General Fund Contribution	522,768	75,556	18,889	100,000	0
From Other Funds	5,788	25,000	2,455	25,000	25,000
Intergovernmental Revenue	108,244	35,000	3,000	35,000	35,000
Miscellaneous Revenue	110,553	344,051	161,342	297,600	297,600
Grants	0	28,000	21,021	28,000	0
Community Planning and Economic Development Total	4,940,340	6,264,717	2,347,406	6,236,020	6,108,020

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	198,126	236,646	51,254	217,496	217,496
Intergovernmental Revenue	662	0	0	0	0
Miscellaneous Revenue	0	500	82	500	500
0010 - General Fund Total	198,788	237,146	51,336	217,996	217,996

1030 - Fair	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	(350)	113,000	143	115,460	115,460
General Fund Contribution	166,839	0	0	0	0
Intergovernmental Revenue	34,391	35,000	3,000	35,000	35,000
Miscellaneous Revenue	91,479	260,118	156,690	252,100	252,100
1030 - Fair Total	292,359	408,118	159,834	402,560	402,560

1390 - Abatement	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
General Fund Contribution	0	0	0	100,000	0
1390 - Abatement Total	0	0	0	100,000	0

Department Budget: Community Planning and Economic Development	Dept #: 27
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4060 - Storm & Surface Water Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	0	0	2,388	0	0
Grants	0	28,000	21,021	28,000	0
4060 - Storm & Surface Water Utility Total	0	28,000	23,409	28,000	0

4124 - Land Use & Permitting	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	3,995,212	5,407,464	2,086,914	5,417,464	5,417,464
General Fund Contribution	355,929	75,556	18,889	0	0
From Other Funds	5,788	25,000	2,455	25,000	25,000
Intergovernmental Revenue	73,190	0	0	0	0
Miscellaneous Revenue	19,075	83,433	4,570	45,000	45,000
4124 - Land Use & Permitting Total	4,449,193	5,591,453	2,112,828	5,487,464	5,487,464

EXPENDITURES & FTEs BY DEPARTMENT

Community Planning	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	16.05	0.00	14.45	14.45
Personnel	1,176,740	1,380,599	628,981	1,614,596	1,653,525
Internal Services	220,051	173,184	87,399	251,882	268,013
Professional Services	394,182	456,966	234,215	621,700	996,700
Operating Costs	10,254	46,601	5,755	49,206	45,206
Capital Expenses	0	0	0	0	0
Community Planning Total	1,801,227	2,057,350	956,349	2,537,384	2,963,444

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	1,176,740	1,380,599	628,981	1,571,089	1,564,773
Internal Services	220,051	173,184	87,399	251,882	268,013
Professional Services	394,182	456,966	234,215	246,700	246,700
Operating Costs	10,254	46,601	5,755	49,206	45,206
0010 - General Fund Total	1,801,227	2,057,350	956,349	2,118,877	2,124,692

4530 - Incidental Take Permit Mitigation	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	0	0	43,507	88,752
Professional Services	0	0	0	375,000	750,000
4530 - Incidental Take Permit Mitigation Total	0	0	0	418,507	838,752

REVENUE BY DEPARTMENT

Community Planning	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	47,891	15,000	0	765,000	1,515,000
General Fund Contribution	0	0	0	50,000	0
Intergovernmental Revenue	10,870	0	0	0	0
Grants	630,237	638,081	42,763	301,382	281,382
Community Planning Total	688,999	653,081	42,763	1,116,382	1,796,382

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	47,891	15,000	0	15,000	15,000
Intergovernmental Revenue	10,870	0	0	0	0
Grants	630,237	638,081	42,763	301,382	281,382
0010 - General Fund Total	688,999	653,081	42,763	316,382	296,382

4530 - Incidental Take Permit Mitigation	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	0	0	0	750,000	1,500,000
General Fund Contribution	0	0	0	50,000	0
4530 - Incidental Take Permit Mitigation Total	0	0	0	800,000	1,500,000

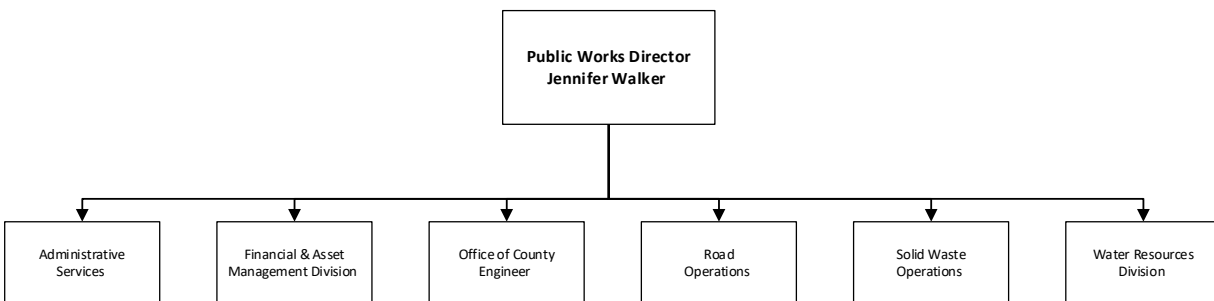
Department Budget: Community Planning and Economic Development		Department 27	
Program: B500 - Administration			
Description: Administrative operating expenses include: county-owned facility rent, utilities, internal service costs, county vehicle, insurance, supplies, leased copy equipment, and portions of Program administration support.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	199,226	227,712	236,875
Revenue	2,900	2,900	2,900
Program: B520 - 4-H			
Description: 4-H Youth Development provides hands-on teaching, leadership development and outreach to youth, grades K-12 in many subject areas.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	82,536	78,116	78,116
Revenue	9,150	0	0
Program: B540 - Master Gardener			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	147,862	158,795	161,259
Revenue	146,996	146,996	146,996
Program: B542 - Master Gardener - Annual Training Program			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	9,375	9,375	9,375
Revenue	9,600	9,600	9,600
Program: B565 - Native Plant Salvage			
Description: The Native Plant Salvage Project helps protect water quality and wildlife habitat through action-based educational activities. Volunteer opportunities include rescuing plants from areas slated for new development, streamside vegetation projects, installing and maintaining learning landscapes at area schools, fundraising and assisting with public workshops on plant identification, naturescaping and propagation.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	58,500	58,500	58,500
Revenue	58,500	58,500	58,500
Program: B580 - Food Safety			
Description: The WSU Extension Food Safety and Nutrition Program provides information on nutrition, healthy food choices, safe food handling and storage, preventing food borne illnesses, hand washing and assisting low-income residents with food budget-stretching ideas.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level

Department Budget: Community Planning and Economic Development		Department 27	
Expense	0	0	0
Program: C230 - Administration			
Description: The administration team supports all Community Planning and Economic Development (CPED) divisions. Services include management, budget, financial, administrative, and accounting support.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,184,527	631,887	587,786
Revenue	84,433	45,000	45,000
Program: C231 - ADMIN TRAINING/TRAVEL			
Description: The Administrative Services Division provides administrative support to all divisions of Community Planning and Economic Development. In addition, this section includes Human Resources Liaison and support, IT Liaison and support, and the Historic Commission.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	894,799	857,888
Program: C233 - Administration Flood Management			
Description: This program supports certification and flood zone plan review.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	12,000	12,000	12,000
Program: C235 - Development Assistance Center			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	782,657	750,786	770,850
Revenue	690,756	616,200	616,200
Program: C240 - Advanced Planning			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0
Revenue	0	0	0
Program: C245 - Planning and Environmental Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,327,025	2,118,436	2,179,622
Revenue	1,540,000	1,550,000	1,550,000
Program: C247 - Hearings Examiner			
Description: This program is contracted out and issues decisions on land use proposals, oversees the public hearing process and hears appeals of administrative decisions.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	50,000	50,000	50,000
Revenue	40,000	40,000	40,000

Department Budget: Community Planning and Economic Development		Department 27	
Program: C250 - Solid Waste Compliance			
Description: The Compliance Unit investigates complaints related to building without permits, critical areas and zoning violations, grading violations, and junk vehicle complaints.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	423,425	394,339	409,172
Revenue	10,000	0	0
Program: C255 - Building Inspections			
Description: The Building Inspection section inspects all new construction within unincorporated Thurston County and Urban Growth Areas for compliance with building and fire codes.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	684,932	735,528	755,080
Revenue	1,884,264	1,884,264	1,884,264
Program: C260 - Building Plan Review			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	488,758	474,520	484,679
Revenue	1,190,000	1,190,000	1,190,000
Program: C270 - Fire Code Inspections			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	199,557	197,224	200,914
Revenue	125,000	125,000	125,000
Program: C282 - Boundary Review Board			
Description: Thurston County 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. The department manages and updates the contract with TRPC annually.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	12,327	0	0
Program: C283 - Historic Commission			
Description: The administrative support for conservation, preservation, and support of historical locations within Thurston County assists the citizen commission with conservation and preservation projects within rural Thurston County.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	34,842	43,086	44,253
Revenue	25,000	25,000	25,000
Program: C300 - Fair Events			
Description: August Fair Event and other events year round including facility rentals			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	174,635	168,723	168,728
Revenue	240,518	234,960	234,960

Department Budget: Community Planning and Economic Development		Department 27	
Program: C320 - General Operations			
Description: Off-season activities including facility rentals, storage, camping, and off-season events.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	22,281	22,664	22,944
Program: C350 - Fairgrounds			
Description: Operation costs for and of the fairgrounds not directly related to the August Fair Event.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	335,920	335,585	341,519
Revenue	167,600	167,600	167,600
Program: P300 - Abatement Program			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	50,000	50,000
Program: W651 - Water Planning			
Description: The Community Planning Division with the Community Planning and Economic Development (CPED) Department implements Water Resources Planning and Outreach activities related to compliance with the National Pollution Discharge Elimination System (NPDES) Phase II Stormwater Permit, other stormwater-related training and outreach, and water monitoring. These activities also include education and outreach programs for youth and adults around water resources stewardship (Stream Team, Regional Environmental Education Program, partnerships with WSU-Extension and local river councils), hydrologic and geotechnical review of local development proposals, and work with PHSS-Environmental Health to monitor water quality.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,210,078	2,396,722	2,423,338
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	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,262,771	773	781
Revenue	0	0	0
Program: W653 - Water Resources Grants			
Description: The Community Planning Division with the Community Planning and Economic Development (CPED) Department holds grants that support water planning efforts and monitoring projects. These grants help build a collaborative partnership between CPED, the Recreation and Conservation Office (RCO), and the Department of Natural Resources (DNR).			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	28,000	28,000	0

Department Budget: Community Planning		Department 36	
Program: M100 - Mitigation Program Administration			
Description: The HCP Program administration costs involve employees, facilities, equipment, and vehicles to implement the federal incidental take permit. Administration also includes the required data collection and reporting. Program administration also consists of the operational support of land acquisition transactions during the 30-year Permit Term.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	43,507	88,752
Revenue	0	800,000	1,500,000
Program: M400 - Mitigation Management and Maintenance			
Description: The HCP Management of Habitat Conservation Lands includes long-term maintenance, management, restoration, and enhancement. Prairies are known to be ecological systems that are disturbance-dependent, meaning that they require ongoing management to maintain them as prairie. In addition, native species seeding and planting, invasive species control labor, materials, and equipment costs. The contingency costs are related to infrastructure expenses (e.g., fencing) and other needs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	375,000	750,000
Program: P100 - Community Planning			
Description: Community Planning includes maintaining and updating plans and codes required under the Washington State Growth Management Act, Shorelines Management Act, and other state and federal mandates. In addition, it 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, countywide planning policies, staff support of the Board of County Commissioners, committees, workgroups, and advisory groups.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,467,050	1,837,495	1,843,310
Revenue	15,000	15,000	15,000
Program: P199 - Community Planning - Grants			
Description: Community Planning receives periodic grants to fund special projects related to implementation of Growth Management Act and Shoreline Management Act planning, habitat conservation planning, riparian restoration and watershed planning, buildable lands analysis, and other types of long-range planning work aligned with the County's strategic plan.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	590,300	281,382	281,382
Revenue	638,081	301,382	281,382

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.

2022 and 2023 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 responsibilities, services and results, with a focus on enhancing project information; 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 (e.g. backup generator), regulatory conditions (e.g., completing sand shed, spill prevention for traffic paint) and expanding department needs.
- Substantially expand the implementation of the existing Public Works asset management system, including GIS procedures to gather and manage infrastructure data and an asset management communication plan.
- Continue to improve project delivery by implementing and ensuring consistent utilization of project management tools.

- Capitalize on grant and other funding resources including loans and legislative appropriations, effectively leveraging resources to maximize infrastructure improvements and program delivery.
- Explore existing and new partnerships with neighboring communities and developers to build and maintain infrastructure (e.g. Grand Mound transportation improvements, parks and trails asset development and maintenance agreements).
- Strengthen our culture of safety, including job hazard analysis surveys for all classifications and development of a Return to Work program.
- Prioritize succession planning and a systematic staffing analysis by division to ensure appropriate resources for service delivery.
- Participate in and support the County-wide Enterprise Resource Planning (ERP) implementation.
- Continue to expand use of digital document options whenever appropriate as a method to curb printing and paper use.
- Maximize use of shared platforms for disseminating, reviewing, and responding to information for process and document storage efficiency.
- 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.
- Encourage vibrant neighborhoods where people walk, bicycle, and interact face to face by providing safe ways to do so. This will be accomplished by slowing traffic and minimizing through traffic in neighborhoods by reinstituting a traffic calming program.
- Refine Public Works capital project prioritization process; streamline Capital Improvement Program and Transportation Improvement Program development process and schedule projects to balance resources.

- Support other divisions in delivering capital projects and accomplishing maintenance activities as needed to provide infrastructure for the people and businesses depending upon the infrastructure to thrive.
- Develop project management and technical training plan.
- Enhance review and inspection of private development projects to ensure compliance with regulations, minimize impacts to the natural and built environment, and ensure mitigation is implemented as appropriate, with particular focus on stormwater treatment and disposal related to single family residential construction and all levels of traffic impacts.
- 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 streetlights, 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.
- Finalize development of a Property Management Program.
- 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.
- Maximize any funding available by working cooperatively with health and wellness programs.

ROADS MAINTENANCE

- Expand technology available to field staff to allow for improved workflow 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).
- Refine and enhance Capital Facilities Projects development and incorporate restoration projects into Stormwater Capital Facilities Plan.
- Develop source control program and ordinance to meet NPDES permit requirements.
- Continue to meet or exceed NPDES permit requirements related to public and private stormwater system inspections.

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.
- Explore operational and management efficiencies by conducting a Cost of Service Analysis.
- Update water system plans.
- Manage capital facility projects designed to improve potable water quality, ensure future supply, and accommodate growth.

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 emerging conditions.
- Support County efforts to improve water quality in area lakes.

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.
- 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.
- Upgrade pump system infrastructure at the Waste and Recovery Center to ensure operational functions and meet compliance requirements.
- Evaluate facility upgrades at Rainier and Rochester Drop-Box sites.
- Investigate the feasibility of a new, south county transfer station including expanded services and capacity for increased customer counts and waste stream growth.
- Transition to new contract provider for Solid Waste facility operations, transport and disposal services, including recycling and organics.
- Complete Rate Study to align fees with operating costs.
- Conduce a Waste Composition and Recycling Contamination Study to inform public education and outreach efforts.
- Execute a robust education and outreach program in alignment with Solid Waste Management Plan goals.

2022 and 2023 Challenges:**PUBLIC WORKS**

- Inflationary pressures on department activities outpacing revenues.
- Increasing users of infrastructure and systems from population growth, including transportation, solid waste, and utilities, are outpacing available revenues to address growth needs.
- Managing increasing costs to maintain, preserve, and replace aging infrastructure.
- Employee recruitment: attracting employees in a competitive environment, including workforce retirements, resulting in critical vacancies.
- Seasonal staffing shortages result in difficulty meeting peak season needs and diminishes level of service in multiple programs.
- Employee retention: creating programs and processes for career development such as mentorship and leadership programs, to retain high performing and valuable employees.
- Employee capacity: seasoned employees with substantial leave reduces available work hours.
- Maintaining adequate staffing levels to provide essential services, programs and projects.
- Maintaining safe operations in a COVID-19 environment; isolation of operational staff due to exposure concerns and physical distancing in field work environments places a strain on resources and increases cost of work completed.
- Adequate staffing and resources to participate in the ERP implementation to address Public Works financial and employee reporting and data needs.

OFFICE OF THE COUNTY ENGINEER

- Balancing resources (staffing and revenue) to meet overall department/county priorities.
- 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

- New assets added to system with no increase in resources (staffing or financial).
- Inadequate resources to complete preparatory work to be able to expand preservation program.

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.
- Inadequate staffing levels to support desired level of service to community.
- Inadequate resources to maintain or rehabilitate existing paved trail surfaces.

WATER & SEWER UTILITIES

- Multiple individual utilities with multiple individual funds creates inefficiencies and complexity in operations and administration, including rate establishment.
- Aging infrastructure – higher maintenance and replacement costs; limited funding for capital projects, and inadequate reserve funding available.
- Inadequate engineering staff creates challenges with moving forward capital projects.

NOXIOUS WEEDS & LAKES

- Continue to work with the Lake Management Districts steering committees to enhance communication and accountability.
- Staffing impacts from potential expansion of the Lake Management District program.

SOLID WASTE

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

Funds:

Public Works has limited operations in the General Fund. Other funds utilized include the following:

Boston Harbor Reserve Fund 4210. This enterprise fund accounts for expenditures related to design and construction of water and sewer utility infrastructure 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 and Sewer Utility Fund.

Boston Harbor Water and Wastewater Utility 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.

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.

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 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.

Roads Construction in Progress Fund 3010. This fund tracks capital projects for transportation system improvements.

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 reserves dedicated to solid waste future expenditures, including long-term equipment and construction needs. Revenue is provided through operating transfers from the Solid Waste Utility Fund.

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

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.

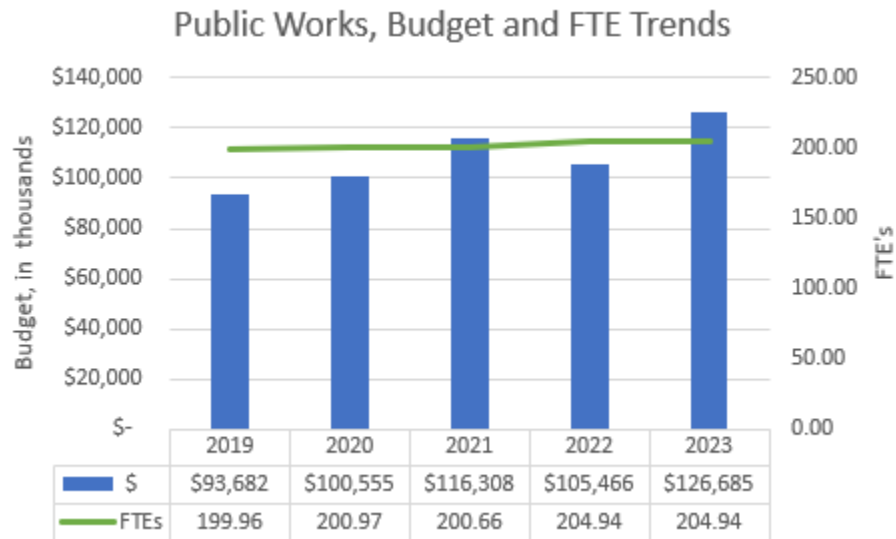
Tamoshan / Beverly Beach Debt Services Fund 4460. This fund accounts for Tamoshan/Beverly Beach Debt Service obligations.

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.

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 Reserve Fund 4420. This enterprise fund accounts for revenues and expenditures related to design and construction of water and sewer utility infrastructure 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.

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

Budget Snapshot:**Budget Drivers, following page:**

	Units	2017	2018	2019	2020
OFFICE OF THE COUNTY ENGINEER					
Survey Requests	each	168	173	180	222
Right of Way Maps	each	80	87	95	89
Properties Acquired	each	4	55	24	29
Projects Bid	each	10	11	6	8
Projects Constructed	each	9	6	11	5
Overlay and Chip Seal	miles	49	47	42	3
Bridge Inspections	each	63	81	74	86
<u>Development Review:</u>					
Permit Applications Received (Utility, Prelim. Plat, Short Plats and Building)	each	3,686	3,466	3,242	4,273
<u>Traffic Engineering and Operations:</u>					
Pavement Striping	miles	1,379	1,000	984	1,172
Plastic Markings	square feet	24,000	12,000	8,500	12,845
Buttons	each	10,000	15,000	25,000	10,000
Signs Maintained	each	4,000	1,300	1,432	9,567
Street Lights Maintained	each	105	54	64	35
ROAD MAINTENANCE					
Pavement Prep - Digouts	tons	14,417	7,314	11,632	10,945
Culvert Maintenance & Repair	feet	9,300	3,065	4,820	1,760
Culvert Installation	feet	1,260	1,150	700	1,240
Brush Removal	man-hour	3,115	7,188	9,121	9,453
Shoulder Mowing	mile	2,042	567	1,827	3,961
Slope Mowing	mile	685	380	1,345	1,404
Storm Drain Maintenance	each	239	208	278	1,724
Bridge Maintenance & Repair	each	37	52	205	80
Sweeping/Brooming	mile	4,242	4,698	3,558	4,760
Snow Removal/Plowing	man-hour	118	226	2,829	75
Anti-Icing	gal	175,544	186,909	192,055	62,350
Sanding	man-hour	120	151	345	94
Litter Collected	pounds	185,000	137,000	118,756	219,000
PARKS & TRAILS					
Parks & Trails Visits	estimated visits	929,694	854,382	942,434	958,454
Recreational Property Maintained					
Parks:					
Developed	acres	972	932	932	932
Undeveloped	acres	1,606	1,646	1,646	1,646
Trail Corridor:					
Developed	miles	36	36	36	36
Undeveloped	miles	20	20	20	20
STORMWATER UTILITY					
Customer Tech Assists	each	233	228	247	404
Public Infrastructure Assets Inspected	each	7,144	9,626	15,060	12,364
Private Developments Inspected	each	704	682	709	747
WATER & SEWER UTILITIES					
Water Sold	gallons	93,960,277	97,871,332	86,719,702	85,949,725
Wastewater Treated	gallons	82,135,699	83,355,310	80,359,100	71,823,654
Active Billing Accounts	each	769	777	785	806
NOXIOUS WEEDS AND LAKES					
River and Shoreline Protected	miles	90	90	90	90
Landowner Technical Assists	each	622	758	419	165
Number of Sites Monitored	each	4,950	4,701	4,146	3,768
Weeds Disposed	pounds	24,560	17,685	15,215	33,535
SOLID WASTE					
Material Accepted	tons	219,415	236,468	234,936	236,805
Customers Served	transactions	238,654	249,060	265,224	297,801

EXPENDITURES & FTEs BY DEPARTMENT

Public Works	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	201.00	0.00	205.19	205.19
Personnel	17,349,495	19,637,623	8,221,103	20,291,429	20,906,544
Internal Services	11,417,550	12,366,422	5,703,731	13,049,094	13,405,786
Professional Services	21,082,955	23,181,466	8,782,019	24,946,439	24,961,943
Operating Costs	4,795,043	6,602,265	2,163,581	6,883,069	6,846,594
Debt Services	11,563	19,534	6,238	19,534	19,534
Capital Expenses	1,902,626	44,253,819	3,818,163	29,678,802	42,033,590
Transfer to Other County Funds	5,899,122	10,247,333	791,439	10,597,819	18,510,603
Public Works Total	62,458,354	116,308,462	29,486,275	105,466,186	126,684,594

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	71,800	35,603	362,295	364,498
Internal Services	0	900	532	297,150	305,912
Professional Services	0	7,300	3,176	80,970	80,970
Operating Costs	0	35,000	23,943	105,125	85,125
Transfer to Other County Funds	0	0	0	55,000	0
0010 - General Fund Total	0	115,000	63,254	900,540	836,505

1190 - Roads & Transportation	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	10,207,899	11,872,481	5,087,034	12,263,821	12,589,607
Internal Services	7,082,504	7,768,346	3,816,364	8,084,353	8,338,443
Professional Services	983,352	1,620,611	163,427	1,503,711	1,503,711
Operating Costs	2,876,884	3,958,616	1,225,620	3,949,501	3,949,501
Debt Services	10,215	18,034	5,690	18,034	18,034
Capital Expenses	12,211	6,185,500	98,504	3,690,500	6,630,500
Transfer to Other County Funds	1,928,495	2,062,197	598,023	2,295,739	2,195,793
1190 - Roads & Transportation Total	23,101,560	33,485,785	10,994,661	31,805,659	35,225,589

1330 - Parks and Trails	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	554,238	488,227	143,548	2,319	1,935
Internal Services	261,570	230,604	114,377	572	228
Professional Services	88,040	41,160	10,596	0	0
Operating Costs	128,730	92,741	61,004	0	0
Capital Expenses	445,330	2,537,660	24,966	1,827,400	1,045,800
1330 - Parks and Trails Total	1,477,906	3,390,392	354,492	1,830,291	1,047,963

Department Budget: Public Works			Dept #: 34		
1350 - Noxious Weed	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	307,977	454,189	151,216	360,816	368,892
Internal Services	138,181	166,313	79,626	190,098	200,648
Professional Services	50,012	8,000	4,582	70,000	70,000
Operating Costs	13,168	37,847	4,358	40,320	38,820
Transfer to Other County Funds	0	5,309	0	0	0
1350 - Noxious Weed Total	509,338	671,658	239,781	661,234	678,360
1380 - Conservation Futures	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	0	0	277,394	284,557
Professional Services	0	0	0	17,890	17,890
Operating Costs	0	0	0	47,975	47,975
1380 - Conservation Futures Total	0	0	0	343,259	350,422
1720 - Long Lake - Lake Management District	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	32,021	42,224	20,364	52,576	54,074
Internal Services	14,086	16,766	8,422	13,444	14,229
Professional Services	107,019	450,000	1,887	336,000	191,500
Operating Costs	7,605	15,028	4,485	28,300	28,300
1720 - Long Lake - Lake Management District Total	160,730	524,018	35,158	430,320	288,103
1740 - Lake Lawrence - Lake Management District	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	14,331	20,126	10,480	20,822	21,363
Internal Services	7,451	9,588	4,769	6,399	6,747
Professional Services	29,452	65,050	1,656	260,250	85,250
Operating Costs	1,298	1,958	1,545	4,900	4,900
1740 - Lake Lawrence - Lake Management District Total	52,531	96,722	18,450	292,371	118,260
3010 - Roads Construction In Progress	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	662,623	172,041	222,180	227,030	253,573
Internal Services	302,667	203,546	101,773	235,618	229,113
Professional Services	205,135	818,053	201,258	396,821	330,000
Operating Costs	100,670	0	5,123	0	0
Capital Expenses	1,425,973	21,741,216	3,186,938	13,378,690	12,608,078
3010 - Roads Construction In Progress Total	2,697,068	22,934,856	3,717,273	14,238,159	13,420,764
3190 - Transportation Impact Fees	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	1,421	1,431	716	1,286	1,286
Capital Expenses	0	0	44,176	0	0
Transfer to Other County Funds	282,814	1,995,685	34,877	2,442,300	1,116,400
3190 - Transportation Impact Fees Total	284,235	1,997,116	79,769	2,443,586	1,117,686

Department Budget: Public Works			Dept #: 34		
3200 - Parks Impact Fees	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	935	1,588	794	1,076	1,076
Capital Expenses	0	0	5,997	0	0
Transfer to Other County Funds	162,985	1,569,207	33,539	1,167,980	555,610
3200 - Parks Impact Fees Total	163,920	1,570,795	40,330	1,169,056	556,686
3210 - Real Estate Excise Tax Second Quarter	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Capital Expenses	0	0	155,309	0	0
3210 - Real Estate Excise Tax Second Quarter Total	0	0	155,309	0	0
4030 - Solid Waste	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	2,821,060	3,206,909	1,285,049	3,298,343	3,388,944
Internal Services	1,878,093	2,076,681	639,037	2,348,537	2,387,116
Professional Services	19,051,335	18,662,360	8,161,331	21,099,983	21,609,308
Operating Costs	986,494	1,305,648	491,279	1,498,320	1,523,045
Debt Services	1,348	1,500	548	1,500	1,500
Capital Expenses	8,851	0	0	0	0
Transfer to Other County Funds	992,646	1,432,000	125,000	1,716,000	12,137,000
4030 - Solid Waste Total	25,739,827	26,685,098	10,702,244	29,962,683	41,046,913
4040 - Solid Waste Reserve for Closure	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	216,735	253,289	103,422	214,503	226,107
Internal Services	51,713	88,158	51,598	79,668	81,918
Professional Services	127,685	270,500	57,758	270,500	270,500
Operating Costs	87,641	284,808	66,369	283,498	283,498
Capital Expenses	0	2,123,766	13,319	495,000	175,000
4040 - Solid Waste Reserve for Closure Total	483,774	3,020,521	292,466	1,343,169	1,037,023
4050 - Solid Waste Reserves	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	4,393	0	2,947	3,000
Internal Services	737	771	386	2,303	1,676
Professional Services	0	150,000	0	100,000	100,000
Capital Expenses	0	5,830,372	160,485	6,350,000	15,110,000
Transfer to Other County Funds	0	91,066	0	37,500	37,500
4050 - Solid Waste Reserves Total	737	6,076,602	160,871	6,492,750	15,252,176

Department Budget: Public Works			Dept #: 34		
4060 - Storm & Surface Water Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	1,368,342	1,854,209	611,280	1,889,620	1,988,937
Internal Services	1,071,493	1,140,240	554,323	1,150,352	1,187,344
Professional Services	76,473	508,608	25,521	456,245	356,245
Operating Costs	180,196	331,724	100,320	330,768	330,768
Capital Expenses	3,418	10,000	25,488	10,000	10,000
Transfer to Other County Funds	1,878,182	1,861,560	0	1,858,300	1,858,300
4060 - Storm & Surface Water Utility Total	4,578,104	5,706,341	1,316,932	5,695,285	5,731,594
4070 - Storm & Surface Water Capital	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	124,976	148,544	49,270	111,063	160,544
Internal Services	28,684	38,366	19,183	24,030	23,372
Professional Services	115,408	216,758	54,738	135,150	135,150
Operating Costs	0	1,460	49	1,450	1,450
Capital Expenses	0	3,965,387	99,539	2,718,000	2,030,000
4070 - Storm & Surface Water Capital Total	269,068	4,370,515	222,779	2,989,693	2,350,516
4200 - Boston Harbor Water and Wastewater Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	234,877	262,550	123,335	266,323	280,594
Internal Services	71,591	81,282	40,698	93,629	96,493
Professional Services	20,424	55,341	17,034	50,221	50,221
Operating Costs	79,852	112,563	37,709	117,483	117,483
Transfer to Other County Funds	119,000	110,266	0	120,000	45,000
4200 - Boston Harbor Water and Wastewater Utility Total	525,743	622,002	218,776	647,656	589,791
4210 - Boston Harbor Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	20,219	20,669	9,321	31,526	23,308
Internal Services	2,415	4,310	2,155	5,373	5,278
Professional Services	57,271	29,010	25,642	0	0
Operating Costs	9,187	1,300	519	10,400	0
Capital Expenses	0	588,678	884	160,000	245,000
4210 - Boston Harbor Reserve Total	89,091	643,967	38,521	207,299	273,586
4300 - Tamoshan/Beverly Beach Sewer Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	89,724	76,591	45,483	88,402	97,083
Internal Services	38,942	41,119	20,400	37,694	38,712
Professional Services	20,610	18,947	10,972	18,947	18,947
Operating Costs	26,099	35,152	14,516	35,230	35,230
Transfer to Other County Funds	15,000	80,000	0	45,000	15,000
4300 - Tamoshan/Beverly Beach Sewer Utility Total	190,375	251,809	91,371	225,273	204,972

Department Budget: Public Works			Dept #: 34		
4340 - Grand Mound Wastewater Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	373,435	375,381	169,808	392,945	404,460
Internal Services	252,754	267,061	134,163	269,244	274,299
Professional Services	76,846	104,375	35,882	93,375	93,375
Operating Costs	158,930	191,149	79,682	205,480	205,480
Transfer to Other County Funds	185,000	517,521	0	395,000	270,000
4340 - Grand Mound Wastewater Utility Total	1,046,965	1,455,487	419,535	1,356,044	1,247,614
4350 - Grand Mound Water Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	195,631	215,219	89,172	223,955	233,501
Internal Services	164,038	174,728	87,333	168,387	171,616
Professional Services	6,913	33,826	1,281	33,826	33,826
Operating Costs	82,266	151,968	34,336	151,817	151,817
Capital Expenses	6,843	6,842	0	8,212	8,212
Transfer to Other County Funds	305,000	497,522	0	405,000	250,000
4350 - Grand Mound Water Utility Total	760,690	1,080,105	212,122	991,197	848,972
4400 - Tamoshan Water Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	58,503	52,648	28,707	71,567	75,267
Internal Services	29,441	26,984	13,258	21,746	22,323
Professional Services	3,478	11,100	1,378	10,050	10,050
Operating Costs	18,145	32,486	10,217	33,702	33,702
Transfer to Other County Funds	0	25,000	0	0	0
4400 - Tamoshan Water Utility Total	109,566	148,218	53,561	137,065	141,342
4410 - Olympic View Sewer Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	21,080	17,961	10,352	20,747	22,247
Internal Services	7,201	12,058	6,035	7,334	7,520
Professional Services	9,840	18,724	1,343	5,000	5,000
Operating Costs	7,143	7,802	2,273	8,200	7,400
Capital Expenses	0	10,767	0	10,000	0
4410 - Olympic View Sewer Utility Total	45,263	67,312	20,003	51,281	42,167
4420 - Tamoshan Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	6,223	9,919	5,741	31,850	16,452
Internal Services	1,203	1,701	851	2,126	2,056
Professional Services	5,896	10,468	61	0	0
Operating Costs	22,620	500	0	4,000	0
Capital Expenses	0	207,877	0	200,000	210,000
Transfer to Other County Funds	30,000	0	0	0	0
4420 - Tamoshan Reserve Total	65,942	230,465	6,652	237,976	228,508

Department Budget: Public Works	Dept #: 34
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4440 - Grand Mound Wastewater Capital Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	19,662	11,558	10,316	54,051	32,205
Internal Services	2,412	2,855	1,428	4,890	4,716
Professional Services	22,070	30,788	1,670	3,750	0
Operating Costs	5,529	2,350	132	13,400	1,200
Capital Expenses	0	883,835	0	685,714	3,755,000
4440 - Grand Mound Wastewater Capital Reserve Total	49,673	931,386	13,546	761,805	3,793,121

4450 - Grand Mound Water Capital Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	19,941	6,695	9,423	26,514	15,396
Internal Services	8,021	11,026	5,513	3,785	3,665
Professional Services	25,698	50,487	825	3,750	0
Operating Costs	2,589	2,165	101	13,200	900
Capital Expenses	0	161,919	2,557	145,286	206,000
4450 - Grand Mound Water Capital Reserve Total	56,249	232,292	18,419	192,535	225,961

4460 - Tamoshan/Beverly Beach Debt Service	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Transfer to Other County Funds	0	0	0	60,000	30,000
4460 - Tamoshan/Beverly Beach Debt Service Total	0	0	0	60,000	30,000

REVENUE BY DEPARTMENT

Public Works	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	34,310,433	32,235,673	16,179,948	35,869,235	36,716,821
Taxes	19,273,979	21,660,000	11,146,979	22,860,000	23,535,000
General Fund Contribution	615,000	527,000	250,000	171,000	21,000
From Other Funds	7,697,134	6,462,879	687,107	6,358,913	16,480,413
Intergovernmental Revenue	5,607,313	5,244,365	1,913,459	5,674,136	5,674,136
Miscellaneous Revenue	8,119,401	7,494,716	7,074,654	7,694,451	7,731,881
Grants	1,297,702	1,503,615	746,370	1,161,932	758,632
Public Works Total	76,920,962	75,128,248	37,998,518	79,789,667	90,917,883

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	0	0	0	25,000	25,000
Miscellaneous Revenue	0	0	0	63,750	63,750
0010 - General Fund Total	0	0	0	88,750	88,750

Department Budget: Public Works			Dept #: 34		
1190 - Roads & Transportation	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,064,475	890,000	604,781	940,000	940,000
Taxes	19,273,979	21,660,000	11,146,979	22,860,000	23,535,000
From Other Funds	87,613	87,613	0	87,613	87,613
Intergovernmental Revenue	5,543,565	5,243,295	1,913,459	5,673,066	5,673,066
Miscellaneous Revenue	806,002	421,000	343,912	544,000	544,000
Grants	453,190	991,118	661,414	609,232	609,232
1190 - Roads & Transportation Total	27,228,824	29,293,026	14,670,546	30,713,911	31,388,911
1330 - Parks and Trails	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	23,826	25,000	2,047	0	0
General Fund Contribution	615,000	500,000	250,000	150,000	0
From Other Funds	939,041	352,812	270,438	0	0
Intergovernmental Revenue	19,268	0	0	0	0
Miscellaneous Revenue	43,930	64,000	34,663	0	0
1330 - Parks and Trails Total	1,641,065	941,812	557,148	150,000	0
1350 - Noxious Weed	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	1,905	1,070	0	1,070	1,070
Miscellaneous Revenue	538,361	523,478	312,683	536,190	536,190
Grants	66,281	57,497	26,290	35,000	17,500
1350 - Noxious Weed Total	606,547	582,045	338,973	572,260	554,760
1720 - Long Lake - Lake Management District	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	6,286	6,412	6,410	6,540	6,670
General Fund Contribution	0	17,000	0	14,000	14,000
Miscellaneous Revenue	201,976	241,834	155,649	261,738	274,582
1720 - Long Lake - Lake Management District Total	208,262	265,246	162,059	282,278	295,252
1740 - Lake Lawrence - Lake Management District	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
General Fund Contribution	0	10,000	0	7,000	7,000
Miscellaneous Revenue	107,759	107,873	71,491	107,873	112,459
1740 - Lake Lawrence - Lake Management District Total	107,759	117,873	71,491	114,873	119,459
3010 - Roads Construction In Progress	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	3,099,908	1,450,000	269,584	1,750,000	1,750,000
Grants	676,038	410,000	43,541	66,450	8,650
3010 - Roads Construction In Progress Total	3,775,946	1,860,000	313,125	1,816,450	1,758,650

Department Budget: Public Works			Dept #: 34		
3190 - Transportation Impact Fees	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,377,574	1,350,000	759,268	1,410,000	1,410,000
Miscellaneous Revenue	89,185	100,000	25,972	60,000	60,000
3190 - Transportation Impact Fees Total	1,466,759	1,450,000	785,240	1,470,000	1,470,000
3200 - Parks Impact Fees	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	603,557	600,000	368,976	600,000	600,000
Miscellaneous Revenue	29,862	40,000	7,952	20,000	20,000
3200 - Parks Impact Fees Total	633,419	640,000	376,928	620,000	620,000
4030 - Solid Waste	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	27,074,539	25,332,410	12,582,341	28,765,450	29,612,906
From Other Funds	0	91,066	0	37,500	37,500
Intergovernmental Revenue	24,059	0	0	0	0
Miscellaneous Revenue	15,116	1,400	5,900	8,400	8,400
Grants	85,980	45,000	18,866	451,250	123,250
4030 - Solid Waste Total	27,199,694	25,469,876	12,607,107	29,262,600	29,782,056
4040 - Solid Waste Reserve for Closure	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	240,000	250,000	125,000	250,000	250,000
Intergovernmental Revenue	746	0	0	0	0
4040 - Solid Waste Reserve for Closure Total	240,746	250,000	125,000	250,000	250,000
4050 - Solid Waste Reserves	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	752,646	1,182,000	0	1,346,000	11,887,000
4050 - Solid Waste Reserves Total	752,646	1,182,000	0	1,346,000	11,887,000
4060 - Storm & Surface Water Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,124,223	1,124,224	696,554	1,123,245	1,123,245
Intergovernmental Revenue	10,355	0	0	0	0
Miscellaneous Revenue	6,092,079	5,841,947	6,076,129	5,940,500	5,940,500
Grants	16,213	0	(3,741)	0	0
4060 - Storm & Surface Water Utility Total	7,242,870	6,966,171	6,768,941	7,063,745	7,063,745
4070 - Storm & Surface Water Capital	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	1,878,182	1,824,388	0	1,858,300	1,858,300
Intergovernmental Revenue	4,119	0	0	0	0
4070 - Storm & Surface Water Capital Total	1,882,301	1,824,388	0	1,858,300	1,858,300

Department Budget: Public Works			Dept #: 34		
4200 - Boston Harbor Water and Wastewater Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	562,296	548,840	224,169	575,700	575,700
Intergovernmental Revenue	201	0	0	0	0
Miscellaneous Revenue	7,993	9,000	1,102	7,000	7,000
4200 - Boston Harbor Water and Wastewater Utility Total	570,491	557,840	225,272	582,700	582,700
4210 - Boston Harbor Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	125,406	110,000	12,782	120,000	45,000
Miscellaneous Revenue	21,338	6,000	17,838	3,000	3,000
4210 - Boston Harbor Reserve Total	146,744	116,000	30,620	123,000	48,000
4300 - Tamoshan/Beverly Beach Sewer Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	196,483	195,841	81,450	201,700	201,700
Intergovernmental Revenue	31	0	0	0	0
Miscellaneous Revenue	2,004	2,500	343	2,000	2,000
4300 - Tamoshan/Beverly Beach Sewer Utility Total	198,518	198,341	81,793	203,700	203,700
4340 - Grand Mound Wastewater Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,248,843	1,210,372	466,326	1,226,500	1,226,500
From Other Funds	0	0	0	2,250	0
Intergovernmental Revenue	1,511	0	0	0	0
Miscellaneous Revenue	13,206	18,000	1,410	14,000	14,000
4340 - Grand Mound Wastewater Utility Total	1,263,560	1,228,372	467,736	1,242,750	1,240,500
4350 - Grand Mound Water Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	876,264	800,129	326,185	838,100	838,100
From Other Funds	0	0	0	2,250	0
Intergovernmental Revenue	1,522	0	0	0	0
Miscellaneous Revenue	17,509	21,000	1,914	16,000	16,000
4350 - Grand Mound Water Utility Total	895,294	821,129	328,099	856,350	854,100
4400 - Tamoshan Water Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	116,097	116,518	46,427	120,000	120,000
Intergovernmental Revenue	31	0	0	0	0
Miscellaneous Revenue	1,758	2,500	466	2,000	2,000
4400 - Tamoshan Water Utility Total	117,886	119,018	46,892	122,000	122,000
4410 - Olympic View Sewer Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	35,970	35,927	15,014	37,000	37,000
From Other Funds	224	0	56	0	0
Miscellaneous Revenue	514	1,000	141	500	500
4410 - Olympic View Sewer Utility Total	36,707	36,927	15,211	37,500	37,500

4420 - Tamoshan Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	21,247	105,000	3,544	105,000	45,000
Miscellaneous Revenue	2,857	2,500	662	1,500	1,500
4420 - Tamoshan Reserve Total	24,104	107,500	4,207	106,500	46,500

4440 - Grand Mound Wastewater Capital Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	204,863	515,000	3,900	395,000	270,000
Miscellaneous Revenue	72,170	50,684	9,092	60,000	71,000
4440 - Grand Mound Wastewater Capital Reserve Total	277,033	565,684	12,991	455,000	341,000

4450 - Grand Mound Water Capital Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	318,005	495,000	1,804	405,000	250,000
Miscellaneous Revenue	55,783	40,000	7,337	46,000	55,000
4450 - Grand Mound Water Capital Reserve Total	373,789	535,000	9,141	451,000	305,000

4460 - Tamoshan/Beverly Beach Debt Service	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	30,000	0	0	0	0
4460 - Tamoshan/Beverly Beach Debt Service Total	30,000	0	0	0	0

Department Budget: Public Works		Department 34	
Program: C500 - Noxious Weed			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	671,658	661,234	678,360
Revenue	582,045	572,260	554,760
Program: R001 - Roads Revenue			
Description: This program accounts for all revenue received by the Roads fund which includes property and fuel tax.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	28,362,913	29,733,798	30,408,798
Program: R010 - Director			
Description: This program accounts for costs associated with the Director's office.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	237,664	276,464	277,513
Program: R012 - Administration			
Description: This program provides for the Road fund administrative, accounting, and overhead costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	5,267,556	5,427,146	5,476,355
Program: R014 - Training			
Description: This program captures travel and training costs for personnel.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	494,287	469,726	464,905
Program: R015 - Information Technology			
Description: This program encompasses Information Technology support activities and costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,057,149	1,222,698	1,293,850
Program: R052 - Real Estate Services			
Description: This program provides support and management for the departments' real estate services, including securing right-of-way, franchise agreements, access permits, etc.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	400,019	395,597	413,944
Program: R120 - Engineering Services - Administration			
Description: This program accounts for activities associated with the operations of the Office of the County Engineer.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,095,950	972,637	1,045,978

Department Budget: Public Works		Department 34	
Program: R121 - Engineering Capital			
Description: This program accounts for the Woodland Creek Debt expenditure, which is reimbursed as an operating transfer to revenue from REET funding.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	87,613	87,613	87,613
Program: R122 - Rural Community Support Program			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	275,000	275,000
Program: R124 - Survey Section			
Description: This program accounts for survey services that support maintenance projects and road operations.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	356,373	417,780	463,035
Program: R130 - Construction Administration			
Description: This program accounts for non-project specific administration of the construction program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	403,630	332,664	343,769
Program: R135 - Maintenance/ Technical Support			
Description: This program accounts for permitting and technical assistance support for road operations and maintenance.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	292,072	345,894	344,702
Program: R140 - Roads Capital Improvement Program Revenue			
Description: This program accounts for Roads Capital Fund revenue.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	11,107	4,602
Revenue	1,860,000	1,816,450	1,758,650
Program: R141 - Preliminary Engineering			
Description: This program captures activities associated with the preliminary design and engineering of Road Capital Fund projects.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,993	7,359	3,921
Program: R142 - Construction Engineering			
Description: This program captures activities associated with construction engineering for Road Capital Fund projects.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	29,599	35,644	33,955

Department Budget: Public Works		Department 34	
Program: R143 - Right of Way Acquisition			
Description: This program captures activities and costs associated with acquisition of real estate to facilitate Road Capital Fund projects.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	5,461	5,333	6,746
Program: R144 - Final Engineering			
Description: This program captures activities related to final engineering for all Road Capital Fund projects.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,870	7,065	9,415
Program: R146 - Roads Construction - Internal Costs			
Description: This program captures administrative internal costs to the Roads Capital Fund, including indirect costs, insurance risk, etc.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	203,546	224,511	224,511
Program: R149 - Non-Capitalized Studies			
Description: This program accounts for study-related project costs that are not capitalizable.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	944,171	568,450	529,536
Program: R150 - Traffic			
Description: This program tracks maintenance of the county traffic operations, to include maintenance, street lighting, signs and roadway markings and delineation.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,907,817	2,724,029	2,769,607
Program: R153 - Traffic Calming			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	100,000	100,000
Program: R155 - Road Operations - Bridge			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	840,061	568,271	570,747
Program: R160 - Drainage			
Description: This program pays for culvert and catch basin repairs and installation/replacement as well as ditch			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	983,973	1,019,530	1,045,551
Program: R165 - Emergency Response			
Description: This program pays for any response relating to an emergency including salaries, sand and deicer.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	431,314	544,367	547,433

Department Budget: Public Works		Department 34	
Program: R170 - Road Surfaces			
Description: This program captures all repairs relating to the road surface including pothole patching, dig outs, crack sealing, pre-level and fog sealing.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,046,673	2,003,626	2,023,361
Program: R171 - Road Surfaces - Chip Seal			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	559	4,325	41,790
Program: R172 - Road Surfaces - Overlay			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,897	35,752	4,442
Program: R175 - Stormwater Maintenance			
Description: This program pays for National Pollutant Discharge Elimination System (NPDES) work which includes sweeping, and cleaning of Stormwater structures.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	842,381	1,059,129	1,083,546
Program: R180 - Vegetation			
Description: This program pays for all vegetation management, mowing, brushing and hazardous tree removal. Maintenance of gravel roads is also tracked here.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,145,647	1,255,818	1,272,637
Program: R185 - Sidewalks			
Description: This program encompasses all activities associated with sidewalk repair and maintenance.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	77,649	21,155	21,312
Program: R190 - Mitigation Sites			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	111,807	112,201
Program: R200 - Litter Control			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	61,067	52,453	54,080

Department Budget: Public Works		Department 34	
Program: R205 - Facilities Maintenance and Operation			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	779,176	766,973	698,462
Program: R210 - Maintenance Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,577,338	6,368,503	6,467,115
Program: R220 - Pits and Quarries			
Description: This program tracks activities associated with Public Works owned pits and associated permits.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	16,016	25,563	25,649
Program: R225 - Road Deputy			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	136,850	140,150	140,150
Program: R230 - Safety/Training			
Description: This program captures expenses to promote, educate and provide oversight and assistance to Public Works safety operations in an effort to reduce employee injuries and prevent damage to county and public property.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	165,828	147,230	147,831
Program: R252 - Roads and Development Review			
Description: This program captures activities for the permitting of developments, ensuring compliance with county standards.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	866,839	1,150,087	1,189,328
Revenue	842,500	892,500	892,500
Program: R260 - Transportation Impact Fees			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,997,116	2,443,586	1,117,686
Revenue	1,450,000	1,470,000	1,470,000

Department Budget: Public Works		Department 34	
Program: R802 - Maintenance Administration			
Description: This program captures administration and management costs of the Parks Division, including personnel, clerical, and budget activities.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	193,024	430,218	447,177
Program: R804 - Trails			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	362,545	405,644	336,937
Revenue	409,937	21,250	21,250
Program: R805 - Maintenance and Operations			
Description: This program tracks maintenance and operations of park buildings, grounds, and equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	410,795	408,509	403,041
Revenue	531,875	67,500	67,500
Program: R820 - Parks Impact Fees			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,570,795	1,169,056	556,686
Revenue	640,000	620,000	620,000
Program: R971 - Parks Major Maintenance			
Description: This program encompasses major maintenance and repair projects benefitting the parks and trails programs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	169	23	32
Program: R972 - Parks Capital			
Description: This program tracks parks and trails capital projects.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,199	2,296	1,903
Revenue	0	150,000	0
Program: W002 - Anticipated Expenses Reserve			
Description: This program accounts for operating transfers for management plan and rate review reserves and expenses between solid waste funds.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	288,066	270,292	276,831
Revenue	288,066	261,500	268,500

Department Budget: Public Works		Department 34	
Program: W003 - Reserve for Construction			
Description: This program tracks operating transfers for construction reserves and expenditures between solid waste funds.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	985,771	1,123,323	11,657,323
Revenue	985,000	1,122,000	11,656,000
Program: W005 - Post Closure Reserve			
Description: This program tracks operating transfers to the post-closure reserves from the Solid Waste fund.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	250,000	250,000	250,000
Revenue	250,000	250,000	250,000
Program: W006 - Stormwater Revenues			
Description: This program accounts for the majority of revenues received in the Solid Waste fund, the majority of which are tipping fees for services provided.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	23,341,310	26,633,800	27,152,156
Program: W007 - PHSS SW/HAZO Waste Program Support			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	714,483	872,000	872,000
Program: W009 - Indirect Costs			
Description: This program captures indirect costs charged to the solid waste fund such as budget support and financial services.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	657,477	0	0
Program: W010 - Public Works Director			
Description: This program accounts for costs associated with the Director's office.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	177,662	177,996	178,544
Program: W020 - Solid Waste Administration			
Description: This program provides for the Solid Waste fund administrative, accounting, and overhead costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,395,485	2,237,109	2,299,720
Program: W021 - General Recycling Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	40,910	261,375	62,677

Department Budget: Public Works		Department 34	
Program: W049 - Solid Waste Construction Administration			
Description: This program accounts for non-project specific administration of the construction program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	38,464	39,582
Program: W050 - Solid Waste Construction			
Description: This program encompasses construction activities as identified in the Capital Facilities Plan project. Costs include administration, design and engineering, outside professional assistance, and construction.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	4,393	2,947	3,000
Program: W051 - Management Plan			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	196,782	122,500	122,500
Program: W052 - Regional Solid Waste Program			
Description: This program provides for coordination, including meetings and events, with other jurisdictions and agencies on regional solid waste issues and activities.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	37,722	20,835	21,417
Program: W053 - Rate Review and Analysis			
Description: This program accounts for expenses associated with the annual review of rates.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	45,000	19,597	19,740
Program: W054 - Curbside Recycling			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0
Program: W057 - SWAC			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	29,227	26,156	26,817
Program: W101 - Post Closure Administration			
Description: This program addresses administration activities and expenses of the closed landfill activities pursuant to the financial assurance requirement of RCW 173.350.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	187,736	193,107	195,597

Department Budget: Public Works		Department 34	
Program: W102 - Post Closure Gas System			
Description: This program tracks activities related to the management of the methane gas collection system associated with the closed landfill.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	170,438	170,296	176,648
Program: W103 - Post Closure Leachate System			
Description: This program tracks activities related to the management of the leachate collection system associated with the closed landfill.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	144,283	153,926	154,682
Program: W104 - Post Closure Stormwater System			
Description: This program tracks activities related to the management of the stormwater collection system associated with the closed landfill.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	82,749	70,044	70,377
Program: W105 - Post Closure Groundwater System			
Description: This program tracks activities related to the management of the groundwater monitoring system associated with the closed landfill.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	187,200	166,081	173,366
Program: W106 - Post Closure Landscaping			
Description: This program tracks activities related to the management of the soil cover and vegetation associated with the closed landfill.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	191,349	190,506	189,065
Program: W120 - Solid Waste Training			
Description: This program captures travel and training costs for personnel.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	110,830	104,528	106,296
Program: W121 - Post Closure Training			
Description: This program captures staff travel and training costs associated with management of the closed landfill.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	25,800	28,194	26,882
Program: W124 - Post Closure Construction Administration			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0

Department Budget: Public Works		Department 34	
Program: W125 - Post Closure Construction			
Description: This program accounts for construction projects associated with the closed landfill.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	648	569	0
Program: W150 - Waste and Recovery Center Maintenance			
Description: This program captures ongoing operation and maintenance expenses of Waste and Recovery Center (WARC) service activities and building and grounds maintenance.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	708,904	648,283	680,460
Program: W151 - Solid Waste Dog Park Maintenance			
Description: This program accounts for costs to maintain the dog park at the Waste and Recovery Center.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	29,809	29,826	30,066
Program: W175 - Transfer Station Operations			
Description: This program tracks expenses for the operation and maintenance of the Transfer Station, which includes the disposal and long-haul contract.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	15,452,211	17,365,250	18,227,117
Revenue	0	0	0
Program: W177 - Drop-Box Facility Recycling Center Operations			
Description: This program accounts for the hauling and service of the existing recycling containers at the county's Rainier and Rochester collection sites.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	125,000	131,250	133,875
Program: W178 - Yard Waste Operations - Waste and Recovery Center			
Description: This program accounts for the administration and operation of the County's yard waste collection area located at the WARC.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,343,621	2,709,478	2,555,687
Revenue	1,242,300	1,389,900	1,417,700
Program: W179 - Recycle Center Operations			
Description: This program includes operation of the WARC recycling center operations, including contract administration, staffing of the facility, maintenance and hauling of material for processing.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	48,900	48,900	48,900
Program: W200 - Tollhouse Operations			
Description: This program accounts for tollhouse operation expenses at the Waste and Recovery Center.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,431,503	1,690,352	1,732,569

Department Budget: Public Works		Department 34	
Program: W201 - Rainier Drop Box Program			
Description: This program accounts for tollhouse operation expenses at the Rainier Collection Site.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	220,199	177,097	174,159
Revenue	430,000	605,700	623,500
Program: W202 - Rochester Drop Box Program			
Description: This program accounts for tollhouse operation expenses at the Rochester Collection Site.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	247,819	218,133	217,312
Revenue	340,000	455,500	469,000
Program: W203 - Summit Lake Drop Box Program			
Description: This program tracks property taxes associated with the closed Summit Lake collection site.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,020	1,020	1,020
Program: W205 - Hazohouse Program			
Description: This program accounts for the County's Household Moderate Risk Waste collection facility operations and maintenance and disposal expenditures.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	643,090	634,986	638,996
Revenue	25,200	140,200	82,200
Program: W206 - Public Site Cleanup			
Description: This program captures expenditures associated with site clean-up activities on Public Works properties.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	100,200	100,200	100,200
Program: W250 - Community Litter Program			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	124,100	277,234	160,288
Program: W302 - Commercial Sector Programs			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	118,572	62,869	64,650

Department Budget: Public Works		Department 34	
Program: W303 - Youth Sector Programs			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	76,605	101,287	102,036
Program: W304 - Internal Government Sector Program			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	64,127	90,308	91,022
Program: W305 - Residential / Multifamily Sector Programs			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	92,992	96,260	98,161
Program: W308 - Organics Management			
Description: This program provides outreach activities, training, workshops, subsidized bin sales and education campaigns concerning organics management.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	171,585	174,982	175,125
Program: W314 - Special Events			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	28,815	21,042	21,405
Program: W410 - Long Lake - Lake Management District Administration			
Description: This program encompasses all administrative and operational activities needed to support the Long Lake Management District (LMD). This a self funded district formed to protect the water quality, fish and wildlife habitat, and recreation and aesthetic values of Long Lake.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	524,018	430,320	288,103
Revenue	17,000	14,000	14,000

Department Budget: Public Works		Department 34	
Program: W419 - Lake Management District - Long Lake Revenue			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	248,246	268,278	281,252
Program: W420 - Lake Lawrence Lake Management District Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	96,722	292,371	118,260
Revenue	10,000	7,000	7,000
Program: W429 - Lake Management District - Lake Lawrence Revenue			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	107,873	107,873	112,459
Program: W600 - SSWU-Public Information & Education (PIE)			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	6,951	7,217
Program: W603 - SSWU-Maintenance			
Description: This program involves inspecting and maintaining public facilities, ensuring that private facilities are inspected and maintained, collecting data to manage county-owned assets, and developing a map of the county's storm water infrastructure. The program also provides technical assistance for ratepayers.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,299,269	1,325,417	1,350,528
Program: W605 - SSWU Data Management			
Description: Utility administration provides staff management, develops program priorities, implements fiscal controls, and develops data for the customer billing system and the NPDES compliance tracking system			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0

Department Budget: Public Works		Department 34	
Program: W606 - SSWU Administration			
Description: Utility administration provides staff management, develops program priorities, implements fiscal controls, and develops data for the customer billing system and the NPDES compliance tracking system			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,859,462	1,695,093	1,755,544
Program: W607 - SSWU Drainage Manual			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	150,206	248,692	286,617
Program: W608 - SSWU Infrastructure Mapping			
Description: This program involves inspecting and maintaining public facilities, ensuring that private facilities are inspected and maintained, collecting data to manage county-owned assets, and developing a map of the county's storm water infrastructure. The program also provides technical assistance for ratepayers.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	201,826	198,299	202,012
Program: W609 - SSWU IDDE and Asset Management			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	68,001	68,573	76,156
Program: W610 - Storm and Surface Water Utility Community Rating System			
Description: Intergovernmental agreements for review of SSWU			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	5,444	0	0
Program: W611 - Storm and Surface Water Planning and Outreach			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	209,904	217,518	117,830
Program: W612 - Storm and Surface Water Utility Training			
Description: This program captures travel and training costs for Storm & Surface Water Utility personnel.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	87,406	76,442	77,390

Department Budget: Public Works		Department 34	
Program: W634 - Storm and Surface Water Utility Operating Transfers			
Description: This programs tracks the operating transfers to the Storm & Surface Water Utility capital project fund.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,824,388	1,858,300	1,858,300
Program: W651 - Water Planning			
Description: The Community Planning Division with the Community Planning and Economic Development (CPED) Department implements Water Resources Planning and Outreach activities related to compliance with the National Pollution Discharge Elimination System (NPDES) Phase II Stormwater Permit, other stormwater-related training and outreach, and water monitoring. These activities also include education and outreach programs for youth and adults around water resources stewardship (Stream Team, Regional Environmental Education Program, partnerships with WSU-Extension and local river councils), hydrologic and geotechnical review of local development proposals, and work with PHSS-Environmental Health to monitor water quality.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	435	0	0
Program: W699 - Storm and Surface Water Utility Revenue			
Description: This program accounts for the majority of revenues received in the Storm & Surface Water Utility fund, the majority of which are operating assessments.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	6,966,171	7,063,745	7,063,745
Program: W700 - Administration Support Costs			
Description: This program accounts for non-project specific administration of the storm and surface water utility capital improvement program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	215,059	100,100	125,930
Program: W720 - Stormwater Capital Improvement Program Projects			
Description: This program focuses on retrofitting, replacing, or installing new infrastructure. In many cases, the program installs new or additional drainage infrastructure in subdivisions that were built before storm water standards were adopted.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,700	5,836	2,800
Program: W730 - Stormwater Capital Improvement Program Projects Not Capitalized			
Description: This program focuses on retrofitting, replacing, or installing new infrastructure. In many cases, the program installs new or additional drainage infrastructure in subdivisions that were built before storm water standards were adopted.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	186,359	165,757	191,786

Department Budget: Public Works		Department 34	
Program: W779 - Stormwater Capital Improvement Program Revenue			
Description: This program tracks grant revenue and operating transfers from the Storm & Surface Water Utility fund.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	10	0	0
Revenue	1,824,388	1,858,300	1,858,300
Program: W810 - Sewer Treatment Administration			
Description: This program encompasses management and operations activities of the Boston Harbor, Tamoshan/Beverly Beach, and Grand Mound sewer utilities at the standards enforced by the Washington State Department of Ecology and Washington State Department of Health.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,790,661	1,638,614	1,470,620
Revenue	8,500	4,500	4,500
Program: W813 - Sewer Capital Improvement Program Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	86,910	96,334	30,275
Revenue	685,000	495,000	300,000
Program: W814 - Sewer Debt Transfer			
Description: This program involves management of sewer utilities debt service.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	30,000	15,000
Revenue	0	30,000	15,000
Program: W816 - Water Production Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,421,793	1,359,379	1,187,233
Program: W818 - Water Capital Facilities Plan Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	111,412	80,607	39,312
Revenue	540,000	500,000	295,000

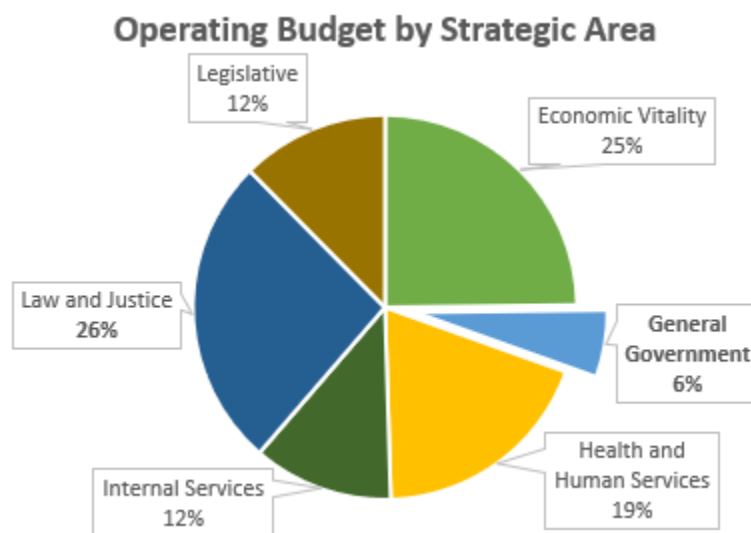
Department Budget: Public Works		Department 34	
Program: W819 - Water Debt Transfer			
Description: This program involves management of water utilities debt service.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	30,000	15,000
Revenue	0	0	0
Program: W830 - Pre Design Studies			
Description: This program accounts for all Pre-Design Studied taking place in public works			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	21,026	26,394
Program: W831 - Water Predesign Studies			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	8,547	5,675
Program: W840 - Sewer Training			
Description: This program tracks training activities to support the sewer utilities, ensuring staff maintain proper certifications and implement best management practices.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	20,255	22,661	25,169
Program: W846 - Water Training			
Description: This program tracks training activities to support the water utilities, ensuring staff maintain proper certifications and implement best management practices.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	13,957	18,093	21,985
Program: W854 - Sewer Capital Facilities Plan Construction			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	472	1,012	316
Program: W859 - Water Capital Facilities Plan Construction			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	381	379	310
Program: W880 - Sewer Treatment Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	297,506	304,725	314,799

Department Budget: Public Works		Department 34	
Program: W881 - Sewer Collection Operations			
Description: This program encompasses sewer collection activities in the Beverly Beach utility.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	66,620	55,754	57,946
Program: W890 - Sewer Programs			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,862,704	1,899,550	1,910,550
Program: W896 - Water Programs			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,179,607	1,240,950	1,249,950
Program: W942 - Grand Mound Wastewater Interest			
Description: This program captures investment earnings for the Grand Mound sewer utility.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	5,000	3,000	3,000
Program: W955 - Grand Mound Water Interest			
Description: This program captures investment earnings for the Grand Mound water utility.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	5,000	3,000	3,000

The General Government Strategic Area includes the Assessor, Auditor, and Treasurer.

General Government Operating Budget Summary:

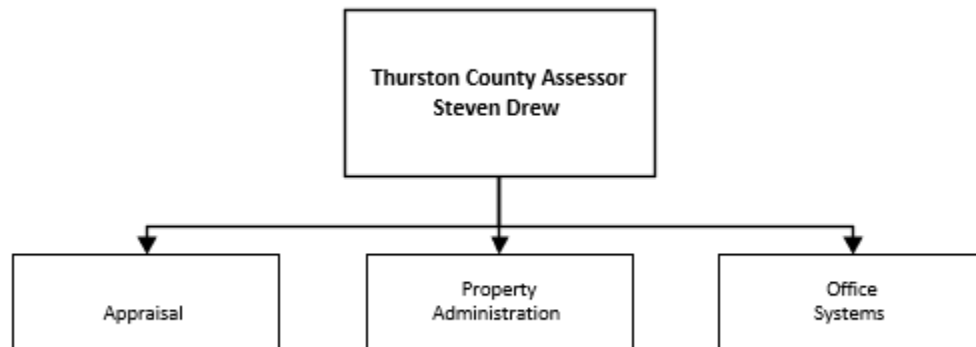
General Government expenditures total \$22,706,324 in 2022 and \$22,212,023 in 2023. This represents 5% of the total budget in 2022 and 6% in 2023.



Department	2022	2023
Assessor	5,038,220	5,213,051
Auditor	9,142,346	9,036,824
Treasurer	8,525,758	7,962,148
Total General Government	22,706,324	22,212,023

General Government Policy Investments:

Department	Title
Assessor	Vital Statistics Data Sharing Fee Increase
Assessor	Just Appraised Software
Assessor	Position Change Appraiser Assistant to Senior Appraiser(3)
Assessor	Additional Software License Request
Assessor	Smart Phones
Assessor	Communication- Increased Staff Safety Through Community Outreach
Auditor	Elections redistricting costs
Auditor	Add elections voting center and voter services resources
Auditor	Increase Licensing Staff Resources - Add 1 FTE
Auditor	Add Recording Resources for Passport Services - Add 1 FTE
Auditor	Historical documents preservation projects - Fund 1050
Auditor	Re Organization of Financial Services
Auditor	Add Election Technician Position
Auditor	Elections redistricting BoCC & Port (3 to 5 comm)
Treasurer	Retirement leave & temporary double fill of position

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.

2022 and 2023 Goals:

- ❖ 2022 and 2023 Appraise all residential property in Thurston County, with over 32,900 physical inspections of residential parcels in Regions 1, 2, 3, 4, and 17. Region 1 consists of all the saltwater frontage parcels in the county. Region 2 includes the Cooper Point peninsula north of Highway 101 and Evergreen Parkway NW and is largely located outside the Olympia UGA. Region 3 takes us to the Boston Harbor and Johnson Point peninsulas; north of 26th Avenue NE & I-5 and mainly does not include those areas within the city limits or UGAs. Region 4 is on the southern borders of Regions 2 & 3 and extends south to 93rd Avenue SW, west of Old Highway 99 SE & Henderson Boulevard SE, and east of Delphi Road SW. Region 17 is primarily the Steamboat Island peninsula and includes the areas northwest of State Highway 8 extending to the county border. Commercial physical inspections will consist of Office, Warehouse, Industrial, Lodging, Nursing Homes, Medical Office, Retail, Restaurant, and Service property types. This results in approximately 3,660 commercial parcels that will be inspected.
- ❖ Process all 2022 and 2023 residential and commercial appeals in a timely manner to be done with responses before July 1, 2022 and 2023.
- ❖ 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, neighborhood delineation for commercial and residential properties in assessment year 2022 and 2023.
- ❖ Our goal is to continue to react to external drivers of workload and expense which occur over the next two years even when appropriate adjustments in our budget fail to occur.

2022 and 2023 Challenges:

- ❖ The anticipated challenges in 2022 and 2023 relate to three main priorities. Field safety, improving efficiency of staff time, and funding the statutory requirements of our office.
- ❖ The first priority of the Assessor's office is the safety of our physical inspection team while completing their statutorily required duties throughout the county. Due to societal changes our employees have encountered a greater number of residents in their homes while inspecting properties. This has led to an increase in our appraisers being accosted in their vehicles, threatened with deadly weapons, illegally detained, and verbally abused by individuals. We are asking for funding to increase outreach and taxpayer education and equipping field appraisers with smart phones.
- ❖ Legislative changes to the Senior and Disabled Persons Exemption Program in 2019 has created an ongoing increase to our workload. Additional legislation passed in 2021 going into effect for the 2022 tax year will compound the already heavy workload sustained by our limited staff. Another substantial increase in workload has resulted from heightened new construction and overall increase in the Real Estate market across Thurston County. We intend to mitigate these challenges by purchasing a "Just Appraised" software subscription and four additional statistical modeling "SPSS" software licenses.
- ❖ By statute the Assessor's office is required to send out multiple mailings to the taxpayers of Thurston County throughout the year. The cost of these mailings has continued to increase and has been consistently underfunded. We anticipate a spike in postage expenses in 2022 and 2023 and request full funding.

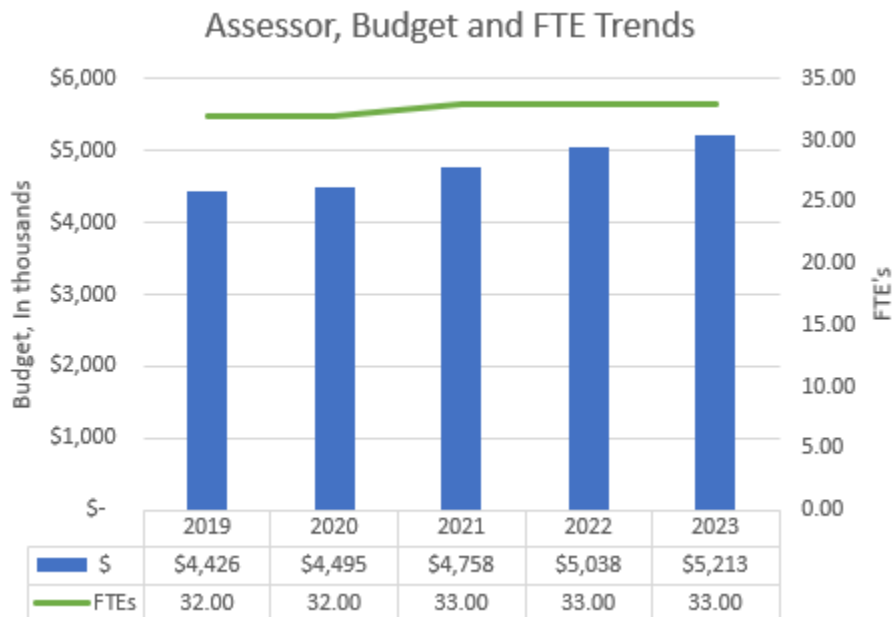
- Between 2008 and 2010 the Assessor's office saw 9.75 FTE eliminated as the economy crashed and new construction activity all but ceased. This represented a 25.66% reduction in FTE alone. Eleven years later we still have 5 fewer employees even though work has increased. Of the Assessor's general fund budget cuts of 2014 and 2015 which exceeded another \$250,000, only \$35,000 has been restored to date.

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 automated revaluation solution.

Budget Snapshot:



Budget Drivers:

Measure	Unit of Measure	2015	2016	2017	2018	2019	2020
Total Real Property Parcels	Parcels	119,115	119,752	120,113	121,036	121,361	122,107
Real Property Valuations	Parcels	119,115	119,752	120,113	121,036	121,361	122,107
Real Property Parcel Inspected	Parcels	16,179	19,133	18,612	25,145	23,335	21,962
Excises Processed	Excises	10,603	11,388	12,954	12,656	11,898	7,182
Permits Issues	Permits	3,439	3,203	3,316	3,251	3,108	2,976
Segregations Processed	Segregations	533	491	467	628	433	283
Senior Exemption*	Applications	342	734	524	769	759	1,449
Personal Property Parcels	Parcels	6,701	6,877	6,903	7,181	7,165	6,958
Citizens Assisted at the Counter	Citizens	6,060	6,546	7,749	8,240	7,443	4,958
Postage Costs for Mandatory Mailings	Dollars	32,806	32,247	32,886	36,920	30,468	39,960
Overtime	Dollars	1,709	4,607	11,415	22,217	-	-

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

EXPENDITURES & FTEs BY DEPARTMENT

Assessor	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	33.00	0.00	33.00	33.00
Personnel	3,355,790	3,606,083	1,502,456	3,581,585	3,650,149
Internal Services	888,477	1,051,333	526,029	1,294,905	1,392,294
Professional Services	4,880	1,000	4,759	56,230	7,900
Operating Costs	95,398	97,392	22,473	105,500	109,500
Capital Expenses	0	0	0	0	0
Transfer to Other County Funds	0	2,500	0	0	53,208
Assessor Total	4,344,545	4,758,308	2,055,717	5,038,220	5,213,051

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	3,355,790	3,538,128	1,502,456	3,501,567	3,567,676
Internal Services	888,477	1,051,333	526,029	1,294,737	1,392,121
Professional Services	4,880	1,000	4,759	56,230	7,900
Operating Costs	95,398	97,392	22,473	105,500	109,500
Transfer to Other County Funds	0	2,500	0	0	53,208
0010 - General Fund Total	4,344,545	4,690,353	2,055,717	4,958,034	5,130,405

1160 - Real Estate Excise Tax Technology Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	67,955	0	80,018	82,473
Internal Services	0	0	0	168	173
1160 - Real Estate Excise Tax Technology Fund Total	0	67,955	0	80,186	82,646

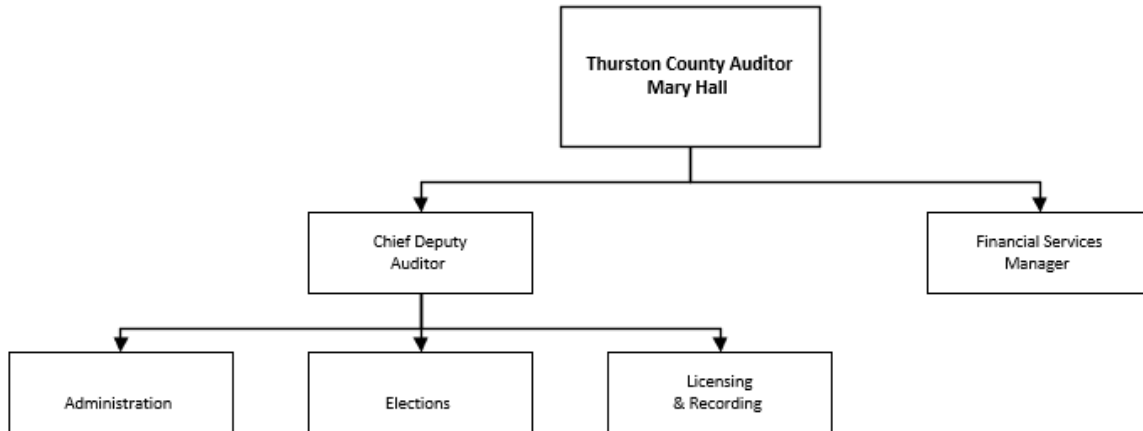
REVENUE BY DEPARTMENT

Assessor	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	38,139	0	0	0	0
Assessor Total	38,139	0	0	0	0

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	38,139	0	0	0	0
0010 - General Fund Total	38,139	0	0	0	0

Department Budget: Assessor		Department 01	
Program: A100 - Assessor's Operations			
Description: 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	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	4,758,308	4,980,990	5,157,901
Program: A103 - Appraisal			
Description: This program may be used to carry out functions of the Assessor's Office mandated by statute specifically related to Appraisal.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	9,330	5,000
Program: A104 - Property Administration			
Description: This program may be used to carry out functions of the Assessor's Office mandated by statute specifically related to Property Administration.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	47,900	50,150

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; and provide passport services to the public.
- 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. Acts as a Passport Acceptance Facility for the US Department of State. 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.

2022 and 2023 Goals:

Administration

- ❖ Continuously 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.
- ❖ Actively participate in the legislative process to generate revenue by eliminating unfunded mandates.
- ❖ Develop protocols and best practices for organizational needs, efficient collaboration and transparency.
- ❖ 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 issues for adequate space for the ballot processing center, voter registration and Voting Center 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 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 Annual Comprehensive Financial Report (ACFR).
- ❖ 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.
- ❖ Continue to be a resource for county offices and departments to assist with compliance, best practices with the goal of clean SAO audits.

2022 and 2023 Challenges:**Safety**

Every division of the Auditor's Office is responsible for essential functions. 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 wellbeing 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 the 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-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. 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 of the budget.

Space

The Elections Division space for ballot processing and voter registration are in desperate need of expansion. Our population and registered voters have grown substantially. 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

Across almost all aspects of the Auditor's Office, we are facing challenges dealing with aging equipment and technology.

Elections

Elections technology is changing fast. The elections sorting machine (purchased in 2008) is a critical piece of equipment for elections. It is also aging and will need to be replaced soon. The Elections Equipment Reserve Fund pays for equipment replacement and acquisition of equipment. The revenue is a surcharge to jurisdiction for conducting their elections and maintaining voter registration rolls.

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. The county has contracted with implementation partners Sierra Cedar and the Government Finance Officers Association to assist us in our implementation of Oracle Cloud ERP. This will be a phased implementation ending in the Spring of 2023. The activities involved will require considerable time and resources from Financial Services staff during 2022 and 2023 while still performing many of their everyday responsibilities.

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 restricted to equipment replacement and 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 offices/departmental internal controls over fiscal related functions remains a concern. Having detailed training opportunities available to county fiscal 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.

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. Financial Services will be hiring two project positions because of the county's ERP. These positions have been approved through 2022.

Legislative Mandates and Policy Changes

The Auditor's Office is also reacting to changes in policy and legislation.

Elections

During the past few years, the Legislature passed three bills (Same Day Registration, Automatic Voter Registration and Universal Voter Registration) that are now in effect. The Secretary of State's Office launched a new statewide voter registration system (VoteWA). This system experiences 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 cybersecurity resources.

Licensing

The Auditor is an agent of WA State Dept of Licensing and is required by contract for monitoring and auditing eight subagents throughout the county.

Funds:

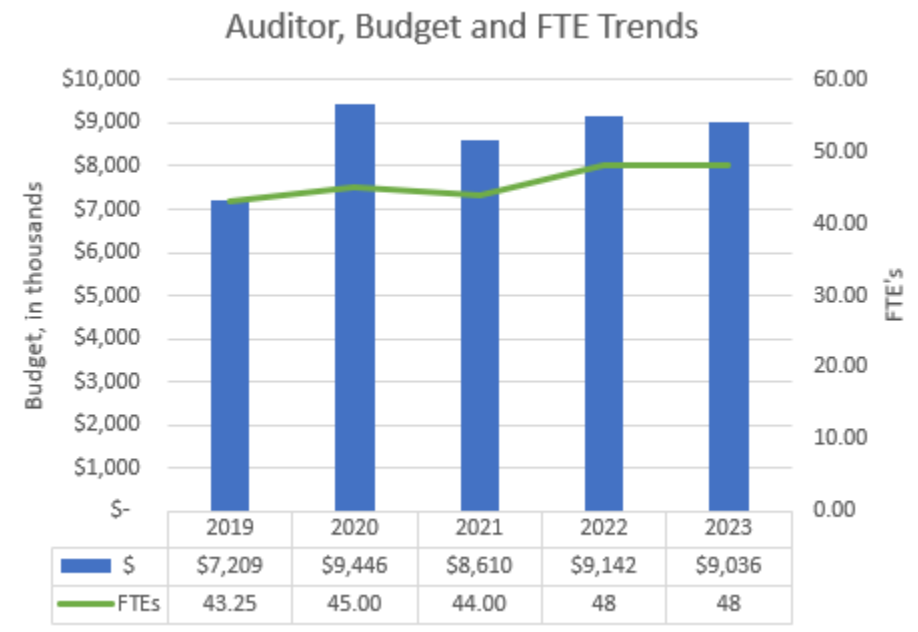
The General Fund supports much of the Auditor's Office functions. In addition, the Auditor operates in the following funds:

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.

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.

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	2020
Financial Services							
Accounts Payable Transactions Processed	Number of audited invoices, credit card entries, wire transfers	46,429	48,026	46,034	48,500	48,602	38,602
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	1,709
Journals Processed in MUNIS	Number of processed journals	25,606	24,310	24,649	25,661	25,381	23,304
Licensing & Recording							
Number of Recording Documents	Documents	61,183	63,952	66,511	63,636	67,237	88,531
Number of Marriage Applications	Applications	1,815	1,819	1,833	1,924	1,765	1,696
Number of Licensing Transactions	Title and non-Title Auditor Transactions	96,521	93,621	92,054	83,249	72,295	67,713
Number of Passport Transactions	Passport and photo transactions				428	3,293	1,119
Amount of Recording General Fund Revenue	Dollars	587,820	635,003	686,443	666,478	809,153	989,786
Amount of Licensing General Fund Revenue	Dollars	1,497,992	1,455,334	1,569,836	1,644,344	1,820,102	2,254,683
Elections							
Total Registered Voters	Voters	164,560	175,424	176,323	181,584	186,573	201,614
Elections Conducted	Each	4	4	3	4	4	4
Ballots Cast Per Year	Ballots	97,016	313,861	92,341	222,048	131,610	437,359
Ballot Drop Box Usage During the General Election	Ballots returned at ballot drop box	42,775	99,784	45,456	72,729	51,608	137,577

EXPENDITURES & FTEs BY DEPARTMENT

Auditor	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	44.00	0.00	48.00	48.00
Personnel	4,771,490	4,913,815	2,078,273	5,370,668	5,448,556
Internal Services	1,141,382	1,186,679	591,371	1,617,063	1,712,650
Professional Services	388,915	297,350	39,896	298,850	299,350
Operating Costs	1,316,358	1,190,463	113,992	1,036,166	1,022,166
Debt Services	4,694	13,602	1,766	13,602	13,602
Capital Expenses	294,406	577,900	10,320	538,197	272,500
Transfer to Other County Funds	454,600	429,913	63,352	267,800	268,000
Auditor Total	8,371,845	8,609,722	2,898,969	9,142,346	9,036,824

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	4,596,762	4,588,267	2,011,464	5,045,953	5,117,794
Internal Services	1,072,823	1,126,876	561,520	1,560,458	1,653,410
Professional Services	363,513	256,350	25,724	207,850	208,350
Operating Costs	1,200,620	1,062,163	111,814	907,866	893,866
Debt Services	4,694	13,602	1,766	13,602	13,602
Capital Expenses	220,738	130,400	10,320	230,697	15,000
Transfer to Other County Funds	125,000	125,000	0	127,800	125,000
0010 - General Fund Total	7,584,150	7,302,658	2,722,608	8,094,226	8,027,022

1050 - Auditor's Maintenance and Operations	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	174,728	325,548	66,809	324,715	330,762
Internal Services	51,155	56,025	27,962	53,619	56,254
Professional Services	25,402	38,000	14,171	88,000	88,000
Operating Costs	54,134	82,329	2,177	82,329	82,329
Capital Expenses	3,055	7,500	0	17,500	17,500
Transfer to Other County Funds	114,600	304,913	63,352	140,000	143,000
1050 - Auditor's Maintenance and Operations Total	423,074	814,315	174,472	706,163	717,845

1090 - Auditor's Election Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	17,217	3,594	1,797	2,792	2,792
Professional Services	0	3,000	0	3,000	3,000
Operating Costs	61,604	45,971	0	45,971	45,971
Capital Expenses	70,614	440,000	0	290,000	240,000
1090 - Auditor's Election Reserve Total	149,435	492,565	1,797	341,763	291,763

1610 - Election Stabilization Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	186	184	92	194	194
Transfer to Other County Funds	215,000	0	0	0	0
1610 - Election Stabilization Reserve Total	215,186	184	92	194	194

REVENUE BY DEPARTMENT

Auditor	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	11,157,487	10,645,641	5,394,903	12,451,038	12,163,038
General Fund Contribution	125,000	125,000	0	125,000	125,000
From Other Funds	215,000	0	0	0	0
Intergovernmental Revenue	285,172	90,000	33,761	210,000	210,000
Miscellaneous Revenue	218,074	16,200	29,009	16,200	16,200
Grants	382,388	222,697	237,543	222,697	7,000
Auditor Total	12,383,121	11,099,538	5,695,217	13,024,935	12,521,238

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	10,652,852	10,404,841	5,208,952	12,101,038	11,826,038
From Other Funds	215,000	0	0	0	0
Intergovernmental Revenue	174,665	0	33,761	120,000	120,000
Miscellaneous Revenue	197,162	5,000	17,830	5,000	5,000
Grants	382,388	222,697	237,543	222,697	7,000
0010 - General Fund Total	11,622,066	10,632,538	5,498,086	12,448,735	11,958,038

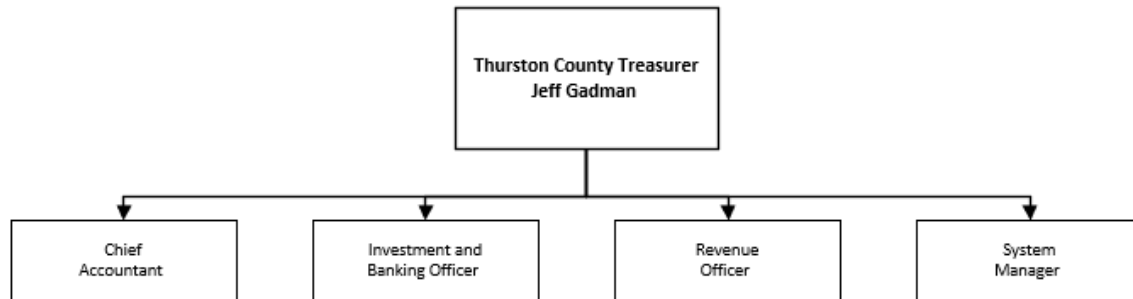
1050 - Auditor's Maintenance and Operations	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	313,419	140,800	185,951	200,000	200,000
Intergovernmental Revenue	110,507	90,000	0	90,000	90,000
Miscellaneous Revenue	9,643	11,200	8,120	11,200	11,200
1050 - Auditor's Maintenance and Operations Total	433,568	242,000	194,071	301,200	301,200

1090 - Auditor's Election Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	191,216	100,000	0	150,000	137,000
Miscellaneous Revenue	6,334	0	1,922	0	0
1090 - Auditor's Election Reserve Total	197,551	100,000	1,922	150,000	137,000

1610 - Election Stabilization Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
General Fund Contribution	125,000	125,000	0	125,000	125,000
Miscellaneous Revenue	4,936	0	1,137	0	0
1610 - Election Stabilization Reserve Total	129,936	125,000	1,137	125,000	125,000

Department Budget: Auditor		Department 02	
Program: A200 - Administration			
Description: Provides direction, support and overall supervision to the Auditor's Office.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	888,858	1,063,229	1,090,509
Revenue	0	0	0
Program: A210 - Records			
Description: Administers the recording and preservation of real estate and other documents for current and historical research.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	634,425	744,127	768,627
Revenue	523,000	1,062,901	1,045,901
Program: A215 - Auditor Maintenance & Operations			
Description: Provides for the imaging, mapping and preservation of county historic documents.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	814,315	706,163	717,845
Revenue	242,000	501,200	301,200
Program: A220 - Licensing			
Description: Administers vehicle, vessel, mobile home, business, marriage and animal license program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	761,435	883,542	898,215
Revenue	2,011,000	2,016,000	2,016,000
Program: A230 - Election Costs			
Description: Conducts and oversees all elections for federal, state, and local candidates and issues.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,410,720	1,514,083	1,336,057
Revenue	340,697	769,697	400,000
Program: A231 - Election Costs Special			
Description: Conducts and oversees all special elections for federal, state, and local candidates and issues.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	389,985	151,293	151,372
Revenue	0	65,000	0
Program: A232 - Election Costs Primary			
Description: Conducts and oversees all primary elections for federal, state, and local candidates and issues.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	231,531	234,093	234,176
Revenue	260,000	584,000	464,000
Program: A233 - Election Costs General			
Description: Conducts and oversees all general elections for federal, state, and local candidates and issues.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	316,932	312,009	312,092
Revenue	583,000	715,000	642,000

Department Budget: Auditor		Department 02	
Program: A250 - Voter Registration			
Description: Registers qualified voters for cities, towns, and unincorporated areas of Thurston County.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	453,316	615,595	591,918
Revenue	156,000	340,300	281,300
Program: A270 - Voter Equipment			
Description: Provides budget for the voting equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	492,565	338,971	288,971
Program: A280 - Auditor-Financial Services			
Description: Provides accounting, budgeting, rate setting and financial reporting services.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,215,640	2,579,241	2,647,042
Revenue	6,983,841	7,570,837	7,570,837

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.

2022 and 2023 Goals:

Operate cost effective tax collection service.

Maximize return on cash management operations.

Remain resilient in an ever-changing pandemic environment.

2022 and 2023 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.

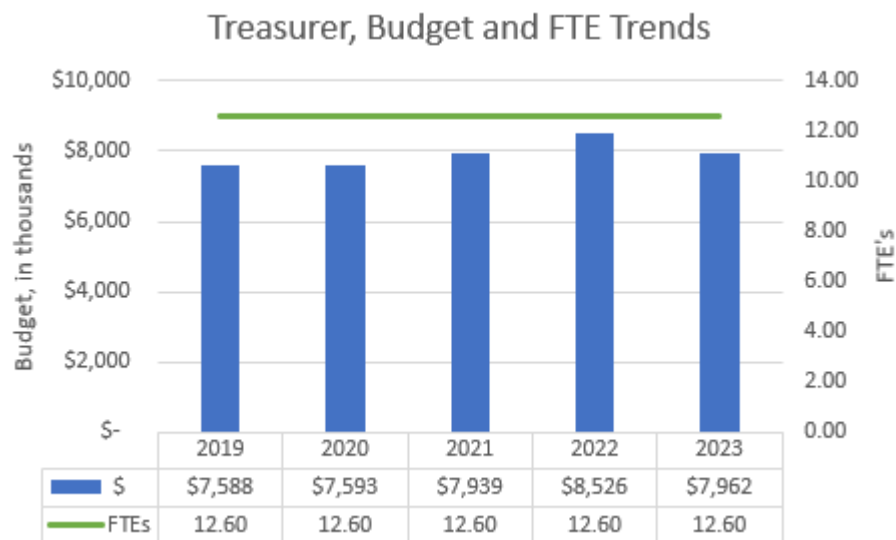
Investment Administration Fund 1120. These funds are fees from pool participants which reimburse the Treasurer's Office for the actual expenses incurred in administering the investment function under a local pooling program.

Real Estate 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 automated revaluation solution.

Tax Refunds Fund 1360. This fund accounts for the tax levy and payment for any court ordered refunds.

Treasurer's Maintenance and Operations 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, any reasonable office operations costs (including supplies and equipment such as a computer), which, by accepted accounting practices, can be traced to the delinquent taxpayer and property.

Budget Snapshot:



Budget Drivers:

Measures	Unit of Measure	2015	2016	2017	2018	2019	2020
Annual cost of collecting property taxes per parcel (current goal is between \$7.00 and \$7.75)*	Dollars	6.71	7.54	7.67	7.56	7.25	7.22
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	89
Ratio of electronic property tax payments to total property tax payments	Percent	18.1	19.3	21	23.7	26.9	31.6

* All years adjusted to 2021 dollars based on Seattle-Tacoma-Bremerton June CPI-W

EXPENDITURES & FTEs BY DEPARTMENT

Treasurer	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	12.60	0.00	12.60	12.60
Personnel	1,368,671	930,028	635,217	967,526	963,646
Internal Services	244,385	254,571	127,811	422,802	455,322
Professional Services	122,612	46,500	35,865	36,500	36,500
Operating Costs	108,182	73,245	67,317	82,870	82,870
Debt Services	6,348,341	6,635,145	2,451,696	7,011,560	6,423,810
Capital Expenses	0	0	0	0	0
Transfer to Other County Funds	0	0	0	4,500	0
Treasurer Total	8,192,191	7,939,489	3,317,905	8,525,758	7,962,148

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	916,912	930,028	426,628	967,526	963,646
Internal Services	231,337	254,571	124,123	418,511	450,968
Professional Services	28,593	36,500	27,142	36,500	36,500
Operating Costs	51,577	73,245	41,739	72,870	72,870
0010 - General Fund Total	1,228,419	1,294,344	619,632	1,495,407	1,523,984

1010 - Treasurer's Maintenance and Operations - Not Budgeted	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	151,047	0	69,074	0	0
Internal Services	13,036	0	3,687	0	0
Professional Services	72,267	0	1,141	0	0
Operating Costs	13,832	0	8,280	0	0
1010 - Treasurer's Maintenance and Operations - Not Budgeted Total	250,182	0	82,182	0	0

1120 - Investment Administration - Not Budgeted	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	300,712	0	139,515	0	0
Internal Services	11	0	1	0	0
Professional Services	21,753	0	7,582	0	0
Operating Costs	40,988	0	16,293	0	0
1120 - Investment Administration - Not Budgeted Total	363,464	0	163,390	0	0

1160 - Real Estate Excise Tax Technology Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Professional Services	0	10,000	0	0	0
Operating Costs	1,785	0	1,004	10,000	10,000
1160 - Real Estate Excise Tax Technology Fund Total	1,785	10,000	1,004	10,000	10,000

1190 - Roads & Transportation	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Debt Services	87,613	87,615	43,806	87,650	87,650
1190 - Roads & Transportation Total	87,613	87,615	43,806	87,650	87,650

2260 - General Obligation Bonds 2010	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Debt Services	2,017,968	2,013,990	1,744,106	102,800	102,800
2260 - General Obligation Bonds 2010 Total	2,017,968	2,013,990	1,744,106	102,800	102,800

2270 - General Obligation Bonds 2015	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Debt Services	887,750	890,700	65,200	897,900	898,150
2270 - General Obligation Bonds 2015 Total	887,750	890,700	65,200	897,900	898,150

2290 - General Obligation Bonds 2016	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Debt Services	3,266,500	3,369,000	556,850	3,466,250	3,573,000
2290 - General Obligation Bonds 2016 Total	3,266,500	3,369,000	556,850	3,466,250	3,573,000

2310 - General Obligation Bond 2021 A	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Debt Services	0	32,500	0	691,950	0
2310 - General Obligation Bond 2021 A Total	0	32,500	0	691,950	0

2320 - General Obligation Bond 2021 B	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Debt Services	0	68,000	0	960,790	960,875
2320 - General Obligation Bond 2021 B Total	0	68,000	0	960,790	960,875

4350 - Grand Mound Water Utility	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	0	0	0	511	533
Debt Services	542	465	0	390	310
4350 - Grand Mound Water Utility Total	542	465	0	901	843

4480 - Grand Mound Debt Service	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Transfer to Other County Funds	0	0	0	4,500	0
4480 - Grand Mound Debt Service Total	0	0	0	4,500	0

4510 - Community Loan Repayment #1	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Debt Services	8,461	7,360	3,814	6,600	5,945
4510 - Community Loan Repayment #1 Total	8,461	7,360	3,814	6,600	5,945

5280 - General Obligation Bond 2021 C	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Debt Services	0	80,050	0	767,900	767,700
5280 - General Obligation Bond 2021 C Total	0	80,050	0	767,900	767,700

Department Budget: Treasurer

Dept #: 04

5410 - Equipment Rental & Revolving-Maintenance	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	0	0	0	3,780	3,821
Debt Services	79,506	85,465	37,920	29,330	27,380
5410 - Equipment Rental & Revolving-Maintenance Total	79,506	85,465	37,920	33,110	31,201

REVENUE BY DEPARTMENT

Treasurer	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,044,492	558,000	648,824	610,000	610,000
Taxes	69,314	50,500	58,071	60,500	60,500
General Fund Contribution	0	25,058	0	0	0
From Other Funds	0	46,242	0	0	0
Intergovernmental Revenue	25,951	20,000	8,220	20,000	20,000
Miscellaneous Revenue	2,906,362	618,500	1,061,097	942,000	1,177,000
Grants	268,571	249,635	138,016	89,140	89,140
Treasurer Total	4,314,689	1,567,935	1,914,228	1,721,640	1,956,640

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	710,850	535,000	439,445	585,000	585,000
Taxes	69,315	50,500	58,071	60,500	60,500
Intergovernmental Revenue	3,355	0	0	0	0
Miscellaneous Revenue	2,552,151	588,500	789,880	941,000	1,176,000
Grants	22,598	16,900	21,398	19,000	19,000
0010 - General Fund Total	3,358,269	1,190,900	1,308,794	1,605,500	1,840,500

1010 - Treasurer's Maintenance and Operations - Not Budgeted	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	306,439	0	194,783	0	0
Intergovernmental Revenue	119	0	0	0	0
Miscellaneous Revenue	2,812	0	515	0	0
1010 - Treasurer's Maintenance and Operations - Not Budgeted Total	309,371	0	195,298	0	0

1120 - Investment Administration - Not Budgeted	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Miscellaneous Revenue	348,781	0	240,550	0	0
1120 - Investment Administration - Not Budgeted Total	348,781	0	240,550	0	0

1160 - Real Estate Excise Tax Technology Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	27,203	23,000	14,595	25,000	25,000
Intergovernmental Revenue	22,476	20,000	8,220	20,000	20,000
Miscellaneous Revenue	1,728	800	602	1,000	1,000
1160 - Real Estate Excise Tax Technology Fund Total	51,407	43,800	23,418	46,000	46,000

1360 - Tax Refunds - Not Budgeted	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Taxes	(1)	0		0	0
Miscellaneous Revenue	126	0	35	0	0
1360 - Tax Refunds - Not Budgeted Total	126	0	35	0	0

2260 - General Obligation Bonds 2010	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Grants	216,626	205,105	102,771	63,840	63,840
2260 - General Obligation Bonds 2010 Total	216,626	205,105	102,771	63,840	63,840

2310 - General Obligation Bond 2021 A	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	0	3,300	0	0	0
Miscellaneous Revenue	0	2,150	2,107	0	0
2310 - General Obligation Bond 2021 A Total	0	5,450	2,107	0	0

2320 - General Obligation Bond 2021 B	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
General Fund Contribution	0	25,058	0	0	0
From Other Funds	0	42,942	0	0	0
Miscellaneous Revenue	0	27,050	27,041	0	0
2320 - General Obligation Bond 2021 B Total	0	95,050	27,041	0	0

4460 - Tamoshan/Beverly Beach Debt Service	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Miscellaneous Revenue	703	0	355	0	0
4460 - Tamoshan/Beverly Beach Debt Service Total	703	0	355	0	0

4480 - Grand Mound Debt Service	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Miscellaneous Revenue	60	0	13	0	0
4480 - Grand Mound Debt Service Total	60	0	13	0	0

5410 - Equipment Rental & Revolving-Maintenance	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Grants	29,346	27,630	13,847	6,300	6,300
5410 - Equipment Rental & Revolving-Maintenance Total	29,346	27,630	13,847	6,300	6,300

Department Budget: Treasurer		Department 04	
Program: 0000 - Program			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	71,300	0	0
Program: A400 - Treasury Operations			
Description: Treasurer's office general operations			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,287,844	1,485,907	1,514,484
Revenue	616,700	940,000	1,175,000
Program: A401 - Collections			
Description: Treasurer Maintenance and Operations Fund operations			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0
Program: A412 - Investment Administration			
Description: Investment Administration Fund operations			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0
Program: A430 - Staff Training General Fund			
Description: Treasurer's office general training			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,500	9,500	9,500
Program: A450 - Real Estate Excise Tax Collection			
Description: Real estate excise tax collections and technology			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	10,000	10,000	10,000
Revenue	543,800	596,000	596,000
Program: A451 - Real Estate Excise Tax Transfer			
Description: Real estate excise tax fee			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	18,000	18,000	18,000
Program: A452 - US Fish and Wildlife			
Description: US Fish & Wildlife Payment in Lieu of Taxes (PILT)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	16,000	18,000	18,000

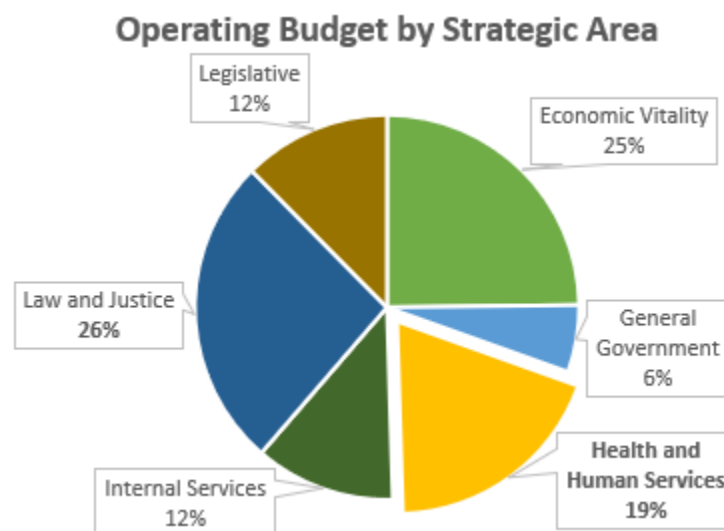
Department Budget: Treasurer		Department 04	
Program: A453 - Special Assessment Collection Fee			
Description: Special Assessment collection fees			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	17,000	17,000	17,000
Program: A456 - Not Sufficient Funds Fees			
Description: Banking Not Sufficient Funds Fees			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,000	1,000	1,000
Program: A457 - Department of the Interior/Bureau of Land Management			
Description: Department of the Interior/Bureau of Land Management Payment in Lieu of Taxes (PILT) payment			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	900	1,000	1,000
Program: A458 - IRS/Interest Subsidy			
Description: General Obligation Bond IRS/Interest subsidy			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	3,780	3,821
Revenue	232,735	70,140	70,140
Program: A459 - Criminal Justice			
Description: Gambling taxes			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	50,500	60,500	60,500
Program: A469 - Principle Long Term Debt Department of Ecology Loan-Sewer			
Description: Principal debt payment Department of Ecology loan			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	60,485	62,200	64,000
Program: A472 - Interest on Long Term Debt - Sewer			
Description: Interest debt payments			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	34,490	36,550	29,595
Program: A480 - Principle Long Term Debt General Obligation Bonds			
Description: Principal General Obligation Bonds payment			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	4,452,140	5,445,440	5,032,275
Program: A482 - Interest on Long Term Debt			
Description: Interest General Obligation Bonds payment			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,027,415	1,468,880	1,295,630

Department Budget: Treasurer		Department 04	
Program: A484 - Fiscal Agent Bond Fees			
Description: Debt service costs General Obligation bonds			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,900	2,600	2,000
Program: A485 - Treasury Accounting			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	56,250	0	0
Program: A489 - Interest on Long Term Debt-Water			
Description: Interest debt payment utilities			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	465	901	843

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 2022 expenditures total \$95,603,640 and 2023 expenditures total \$75,186,338. This represents 20% of the Operating Budget in 2022 and 19% in 2023.

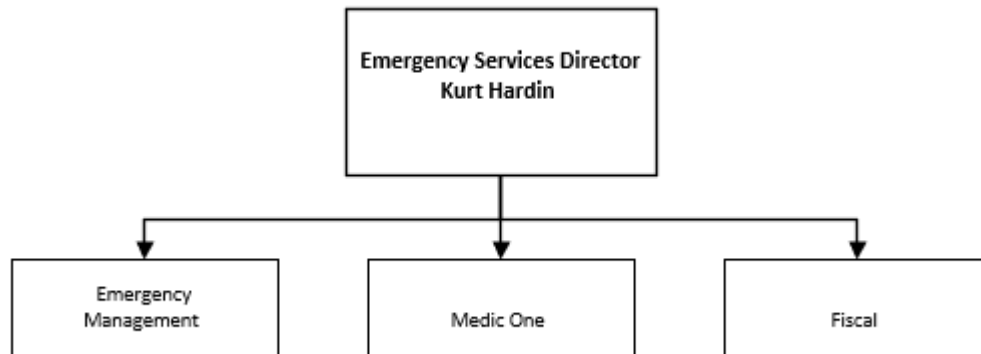


Department	2022	2023
Emergency Management	2,106,045	2,077,066
Emergency Services	16,721,638	18,153,164
Public Health	33,210,571	28,346,812
Social Services	43,565,386	26,609,296
Total Health and Human Services	95,603,640	75,186,338

Health and Human Services Policy Investments:

Department	Title
Emergency Services	Medic One Administration Increased Operating Costs
Emergency Services	Medic One Request to add a Quality Improvement Coordinator (1.0 FTE)
Emergency Services	Medic One Request to add an Advanced Life Support Training Coordinator (1.0 FTE)
Emergency Services	Medic One Advanced Life Support Increased Operating Costs
Emergency Services	Medic One Advanced Life Support Fire Agency Contract Support
Emergency Services	Medic One Request to add a Basic Life Support Senior EMS Instructor (1.0 FTE)
Emergency Services	Medic One Basic Life Support Increased Operating Costs
Emergency Services	Medic One Basic Life Support Financial Support to Fire Agencies
Emergency Services	Medic One Data Support
Emergency Services	Medic One ER&R
Emergency Management	Emergency Management Language Access Assistance
Emergency Management	Emergency Management Request 50% funding for a 1FTE for a Homeland Security Region 3 Coordinator
Public Health	Treatment Sales Tax - Increase TMBHASO Wraparound with Intensive Services
Public Health	TREATMENT SALES TAX - Supplement TMBHASO Trueblood Housing Grant
Public Health	TREATMENT SALES TAX - Pause TMBHASO Steps to Wellness in 2022
Public Health	Increasing Treatment Sales Tax Community Grants
Public Health	Public Health - Social Services Educ and Outreach I position extension
Public Health	Public Health and Social Services Public Info. Specialist - Website
Public Health	Public Health and Social Services Education and Outreach Specialist III Bilingual
Public Health	Public Health and Social Services Training and Travel
Public Health	Environmental Health Specialist II Position Extension
Public Health	Extend 3 Public Health and Social Services Community Health Nurse II Positions
Public Health	Treatment Sales Tax (TST) Policy Change Requests
Public Health	Decrease Funds for Jail Behavioral Health Program - Treatment Sales Tax (TST)
Public Health	Intensive Behavioral Health Treatment for Non-Medicaid Transition Age Youth
Public Health	Treatment Sales Tax (TST) Mobile Peer Outreach Pilot Program
Public Health	Treatment Sales Tax (TST) Support for Diversity, Equity, and Inclusion
Public Health	Treatment Sales Tax (TST) Increases for Funded Treatment Programs
Public Health	Treatment Sales Tax (TST) Expansion of Children's Mobile Crisis Services

Public Health	Treatment Sales Tax (TST) Thurston County Law Enforcement Assisted Diversion (LEAD) Program
Public Health	Treatment Sales Tax (TST) Family Intervention Nurse Program
Public Health	Increase for Veterans Rental Assistance
Public Health	Environmental Health Septic System Management Pollution Prevention, Identification and Correction
Public Health	Environmental Health Communications, Policy & Records Coordinator
Public Health	Environmental Health Specialist I to the Solid & Hazardous Waste Program
Public Health	Environmental Health Food Safety and Schools
Public Health	Public Health Nurse Family Partnership Expansion including 1.5 positions
Public Health	Public Health and Social Services Immunization Coordinator position
Public Health	Public Health Diversity, Equity and Inclusion Coordinator - Educ and Outreach II
Public Health	Public Health Education Outreach Specialist III Bilingual-Case Investigation
Public Health	Public Health Medical Assistant - Disease Control & Prevention
Public Health	Public Health & Social Services Administrative Assistant 2 Workforce Retention/Recruitment/Training
Public Health	Public Health and Social Services Accounting Assistant II Position
Public Health	Public Health and Social Services Accounting Assistant IV Position
Public Health	Placeholder for the Foundational Public Health Services State Revenue
Public Health	Public Health COVID-19 placeholder for revenue and expenditures
Social Services	House Bill 1277 New Revenue and Expenditures
Social Services	Increasing HB 2163 & 2060 Surcharge and Fee Funded Program
Social Services	Increasing 1406 Affordable Housing Program Increasing HB 1406 Affordable Housing Program
Social Services	Housing Social Services Specialist II New Position
Social Services	Housing Social Services Specialist I position - Contacts
Social Services	Housing Social Services Specialist I Reclassification

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.

2022 and 2023 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.
- ❖ Partner with stakeholders to promote the increase in hospital bed capacity.

- ❖ Improve patient outcomes through public education and medical education for Thurston County EMS providers through case reviews.

Emergency Management

- ❖ Strengthen plans and capabilities for the County to respond effectively to disaster incidents.
 - 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.
- ❖ Participate in the National Level exercise Cascadia Rising in 2022.

2022 and 2023 Challenges:

Medic One

- ❖ Evaluate impacts of national healthcare system on EMS system.
- ❖ Dissemination, prioritization and implementation of EMS infrastructure over the next 20 years.
- ❖ Maintaining county services during a pandemic.
- ❖ Logistical impact of fielding new medical equipment.

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.
- ❖ Evolving county services during a pandemic.

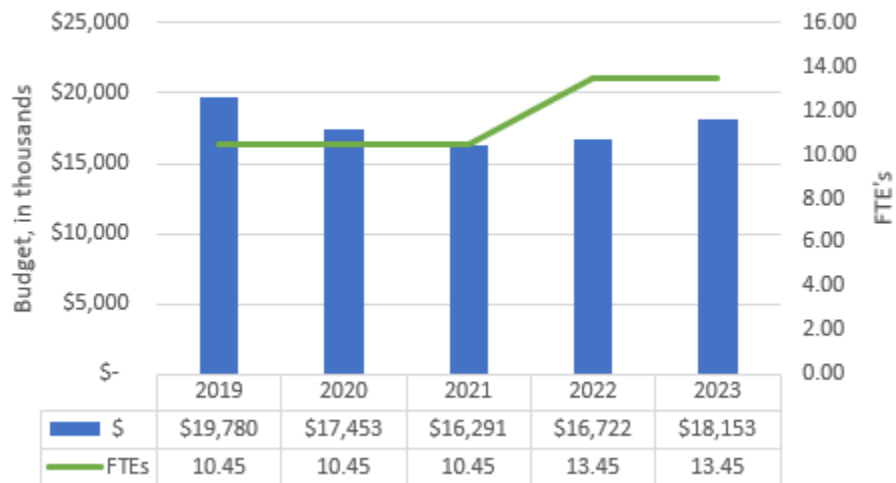
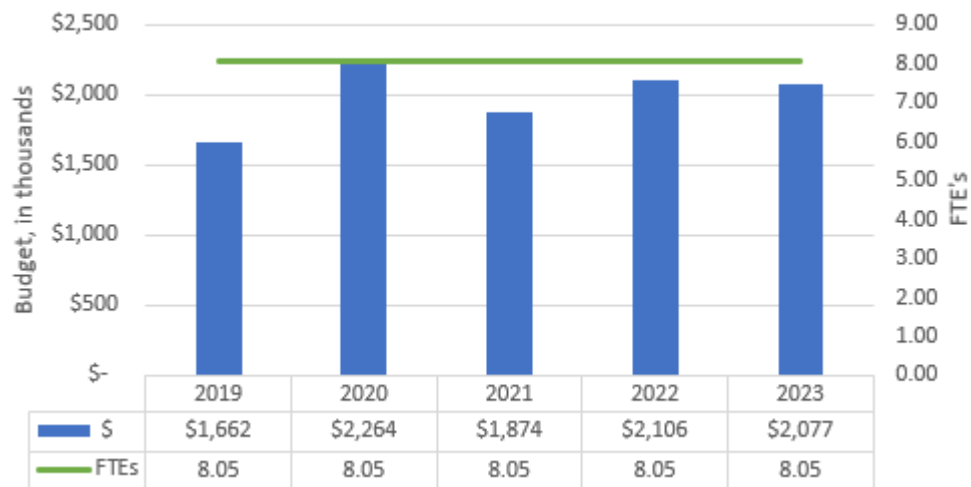
Funds:

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 (EMS) permanent property tax levy.

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

Budget Snapshots:**Emergency Services, Budget and FTE Trends****Emergency Management, Budget and FTE Trends**

Budget Drivers:

Measure	Unit of Measure	2015	2016	2017	2018	2019	2020
Personnel wages and benefits	Dollars	1,540,679	1,604,963	1,716,470	1,981,510	2,002,666	*2,384,797
Increase in emergency calls	Calls	29,909	31,519	33,778	34,401	35,985	33,201
Increased cost of medical supplies & pharmaceuticals	National Health Expenditure Rate %	5.8%	4.6%	4.2%	4.6%	4.8%	unavailable
Consumer Price Index (CPI-U)	%	1.4%	2.5%	2.1%	1.6%	2.5%	1.3%
Changes in grant award	%	-19%	-2%	-26%	59%	-33%	** -47%
Increased costs in service contracts	%	9%	-3%	6%	6%	2%	**2%
CPR	number of citizens trained	3,114	2,998	2,996	4,188	6,502	*1,544

*Impacted by COVID response:

Personnel costs include extra help in the Emergency Coordination Center
CPR classes decreased due to COVID restrictions

** COVID impacts not included

EXPENDITURES & FTEs BY DEPARTMENT

Emergency Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	10.45	0.00	13.45	13.45
Personnel	1,118,969	1,347,146	568,598	1,803,253	1,839,202
Internal Services	467,047	579,386	280,743	637,942	656,797
Professional Services	9,828,243	10,938,536	4,290,250	11,135,755	11,640,755
Operating Costs	2,099,076	2,251,510	739,883	2,583,844	2,621,164
Debt Services	3,953	4,913	1,976	4,913	4,913
Capital Expenses	0	77,136	0	332,232	1,156,232
Transfer to Other County Funds	3,036,000	1,800,000	1,800,000	223,699	234,101
Emergency Services Total	16,553,286	16,998,627	7,681,450	16,721,638	18,153,164

EXPENDITURES BY FUND AND TYPE

1140 - Emergency Management Council	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	14,596	20,559	4,444	0	0
Operating Costs	4,288	42,295	424	0	0
Capital Expenses	0	77,136	0	0	0
1140 - Emergency Management Council Total	18,885	139,990	4,868	0	0

1280 - Medic One - Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Transfer to Other County Funds	3,036,000	1,800,000	1,800,000	215,299	234,101
1280 - Medic One - Reserve Total	3,036,000	1,800,000	1,800,000	215,299	234,101

1290 - Medic One	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	1,118,969	1,347,146	568,598	1,803,253	1,839,202
Internal Services	452,450	558,827	276,299	637,942	656,797
Professional Services	9,828,243	10,938,536	4,290,250	11,135,755	11,640,755
Operating Costs	2,094,787	2,209,215	739,459	2,583,844	2,621,164
Debt Services	3,953	4,913	1,976	4,913	4,913
Capital Expenses	0	0	0	332,232	1,156,232
Transfer to Other County Funds	0	0	0	8,400	0
1290 - Medic One Total	13,498,402	15,058,637	5,876,582	16,506,339	17,919,063

REVENUE BY DEPARTMENT

Emergency Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,866	24,000	603	24,000	24,000
Taxes	11,386,287	11,833,000	6,479,712	15,803,000	16,953,000
From Other Funds	3,036,000	1,800,000	1,800,000	215,299	234,101
Intergovernmental Revenue	505,185	50,000	61,849	50,000	50,000
Miscellaneous Revenue	355,744	477,370	104,515	337,370	337,370
Grants	9,320	94,195	4,660	94,195	94,195
Emergency Services Total	15,294,403	14,278,565	8,451,340	16,523,864	17,692,666

REVENUE BY FUND AND TYPE

1140 - Emergency Management Council	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Miscellaneous Revenue	85,647	140,000	0	0	0
1140 - Emergency Management Council Total	85,647	140,000	0	0	0

1280 - Medic One - Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Taxes	69,781	53,000	62,256	53,000	53,000
Intergovernmental Revenue	136,082	50,000	61,849	50,000	50,000
Miscellaneous Revenue	262,589	337,370	104,515	337,370	337,370
1280 - Medic One - Reserve Total	468,452	440,370	228,621	440,370	440,370

1290 - Medic One	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,866	24,000	603	24,000	24,000
Taxes	11,316,506	11,780,000	6,417,456	15,750,000	16,900,000
From Other Funds	3,036,000	1,800,000	1,800,000	215,299	234,101
Intergovernmental Revenue	369,103	0	0	0	0
Miscellaneous Revenue	7,508	0	0	0	0
Grants	9,320	94,195	4,660	94,195	94,195
1290 - Medic One Total	14,740,304	13,698,195	8,222,719	16,083,494	17,252,296

EXPENDITURES & FTEs BY DEPARTMENT

Emergency Management	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	8.05	0.00	8.05	8.05
Personnel	955,529	892,497	375,520	894,173	906,649
Internal Services	365,578	377,161	188,493	436,777	463,804
Professional Services	194,457	296,567	48,478	357,676	313,698
Operating Costs	134,570	166,467	28,373	360,429	335,925
Capital Expenses	0	139,282	0	54,990	54,990
Transfer to Other County Funds	2,000	2,000	0	2,000	2,000
Emergency Management Total	1,652,134	1,873,974	640,864	2,106,045	2,077,066

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	955,529	892,497	375,520	894,173	906,649
Internal Services	364,949	373,603	188,129	412,753	439,546
Professional Services	173,860	269,255	35,941	330,364	286,386
Operating Costs	134,570	165,772	28,373	317,439	292,935
Capital Expenses	0	139,282	0	54,990	54,990
Transfer to Other County Funds	2,000	2,000	0	2,000	2,000
0010 - General Fund Total	1,630,908	1,842,409	627,963	2,011,719	1,982,506

1140 - Emergency Management Council	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	629	3,558	364	24,024	24,258
Professional Services	20,598	27,312	12,537	27,312	27,312
Operating Costs	0	695	0	42,990	42,990
1140 - Emergency Management Council Total	21,227	31,565	12,901	94,326	94,560

REVENUE BY DEPARTMENT

Emergency Management	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	23,388	40,288	23,671	40,288	40,288
Intergovernmental Revenue	506,042	0	0	0	0
Miscellaneous Revenue	1,303	9,510	2,637	149,510	149,510
Grants	84,526	977,342	85,159	868,478	746,555
Emergency Management Total	615,259	1,027,140	111,468	1,058,276	936,353

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	0	12,000	0	12,000	12,000
Intergovernmental Revenue	506,042	0	0	0	0
Miscellaneous Revenue	0	9,500	2,000	9,500	9,500
Grants	84,526	977,342	85,159	868,478	746,555
0010 - General Fund Total	590,568	998,842	87,159	889,978	768,055

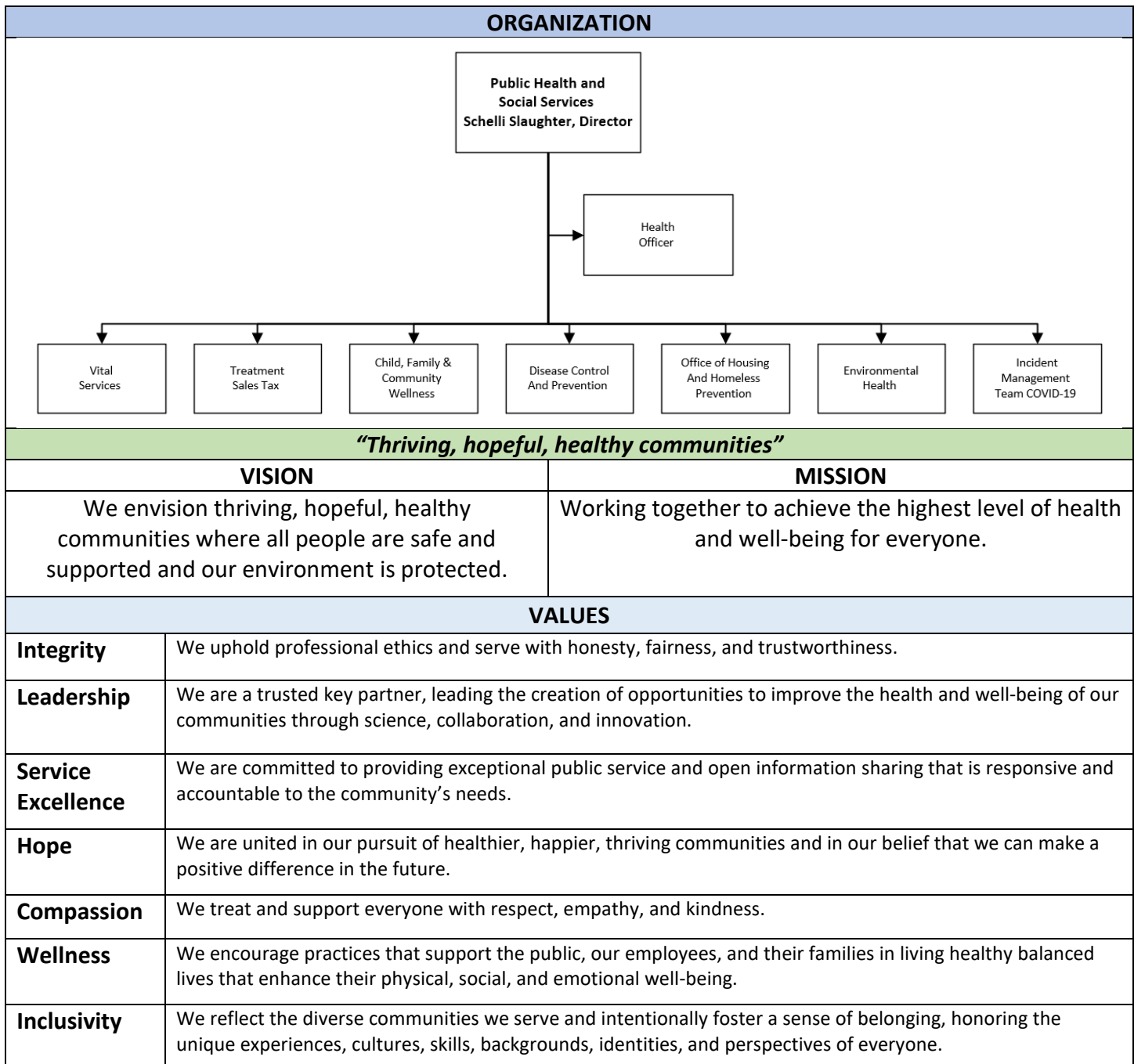
1140 - Emergency Management Council	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	23,388	28,288	23,671	28,288	28,288
Miscellaneous Revenue	1,303	10	637	140,010	140,010
1140 - Emergency Management Council Total	24,691	28,298	24,309	168,298	168,298

Department Budget: Emergency Services		Department 29	
Program: C400 - Revenue			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	11,260	3,069	3,122
Revenue	14,138,565	16,523,864	17,692,666
Program: C401 - Building Repairs/Maintenance			
Description: Medic One’s contribution to the Emergency Services Center Building Reserve Fund.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,861,284	256,058	274,860
Program: C411 - Administrative Wages and Benefits			
Description: Wages/benefits (2.95 FTEs) for administrative oversight of Medic One programs and basic operations. The FTEs include Emergency Services Director (.95 FTE), Emergency Services Fiscal Manager (.50 FTE), Administrative Supervisor (1 FTE), and a Senior Office Assistant (.50 FTE). 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	448,723	357,200	366,281
Program: C412 - Administrative Maintenance and Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	410,817	485,914	502,442
Program: C421 - Advanced Life Support (ALS) Wages and Benefits			
Description: Wages/benefits (1.75 FTE) and resources for oversight of Medic One’s contracted ALS programs. FTEs include the ALS Coordinator, .25 Office Assistant II and .50 Purchasing Specialists.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	275,781	422,187	422,423
Program: C422 - Advanced Life Support (ALS) Maintenance and Operations			
Description: Resources to support Medic One’s Advanced Life Support basic maintenance and operations including office supplies, travel, equipment and repairs, misc and training.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	345	10,000	10,000
Program: C424 - Advanced Life Support (ALS) Training and Travel			
Description: 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).			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	60,125	60,125	60,125

Department Budget: Emergency Services		Department 29	
Program: C425 - Advanced Life Support (ALS) Contract Support			
Description: Supports provision of countywide ALS Services via intergovernmental contract between Thurston County and four local fire/EMS agencies.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	9,532,706	10,052,000	10,552,000
Program: C428 - Advanced Life Support (ALS) Support Services			
Description: Supports provision of countywide ALS Services via intergovernmental contract between Thurston County and four local fire/EMS agencies.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,364,089	1,581,414	1,628,688
Program: C429 - Advanced Life Support (ALS) Data System			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	77,163	0	0
Program: C441 - Basic Life Support (BLS) Wages/Benefits			
Description: Wages/benefits (3.75 FTE) and resources to support Medic One’s BLS initial and ongoing training, and quality improvement programs. FTEs include BLS Program Manager (1 FTE), BLS Training Coordinator (1 FTE), Purchasing Specialist (.50 FTE), Senior Office Assistant (.25 FTE) and a Training Assistant (1.0 FTE)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	421,488	599,153	608,234
Program: C442 - Basic Life Support (BLS) Maintenance & Operation			
Description: Resources to support Medic One’s Basic Life Support basic maintenance and operations including supplies, communications, travel, repairs & maintenance, misc and training.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,950	11,950	11,950
Program: C445 - Basic Life Support (BLS) Support			
Description: Provides extra help (instructors and evaluators) wages/benefits, and program resources to support Medic One’s initial and ongoing training program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	246,857	311,458	311,458
Program: C461 - Data Support Wages and Benefits			
Description: Wages/benefits (2.0 FTE) and resources for oversight of Medic One’s contracted ALS and BLS programs. FTEs include the Business Application Administrator and a Business Application Tech II			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	235,450	241,921

Department Budget: Emergency Services		Department 29	
Program: C462 - Data Support Maintenance and Operations			
Description: Resources to support Medic One’s Data Support basic maintenance and operations including supplies, travel, repairs & maintenance, misc and training.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	13,000	13,000
Program: C463 - Data Support Information Technology			
Description: Supports the ALS and BLS components of Medic One’s electronic patient records data system and associated costs, including specific Thurston County IT services.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	327,600	327,600
Program: C480 - Cardiovascular Pulmonary Resuscitation (CPR) PIE			
Description: Funds countywide no-cost CPR and AED classes, and public education events and materials.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	42,803	142,882	142,882
Program: C485 - BLSS Support			
Description: Provides supplies/equipment and financial support to BLS services provided by 17 Thurston County Fire/EMS			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,324,178	1,477,178	1,477,178
Program: C489 - Basic Life Support (BLS) Data System			
Description: Supports the BLS component of Medic One’s electronic patient records data system and associated costs, including specific Thurston County IT services.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	173,700	0	0
Program: C493 - Equipment Replacement			
Description: Internal equipment repair and replacement fund, based on projected needs including taxes and contingency.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	42,768	375,000	1,199,000
Program: H105 - HSR3 Incident Management Team			
Description: Resources to support the Homeland Security Region 3 Incident Management Team. (supplies, minor equipment,communications, repairs & maintenance)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	139,990	0	0
Revenue	140,000	0	0

Department Budget: Emergency Management		Department 29A	
Program: H100 - Emergency Management - Thurston			
Description: Creates and administers plans for responding to emergencies, and activation of the Emergency Operations Center during disasters.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,079,004	1,137,165	1,170,470
Revenue	21,500	21,500	21,500
Program: H101 - Emergency Management Council			
Description: This fund supports activities of the Thurston County Emergency Management Council, of which Thurston County, Olympia, Lacey, Tumwater, Yelm, Rainier, Tenino, Bucoda and the Nisqually Indian Tribe are members.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	31,565	29,261	29,261
Revenue	28,298	28,298	28,298
Program: H105 - HSR3 Incident Management Team			
Description: Resources to support the Homeland Security Region 3 Incident Management Team. (supplies, minor equipment,communications, repairs & maintenance)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	65,065	65,299
Revenue	0	140,000	140,000
Program: H200 - Homeland Security Region 3			
Description: Regional office for pass through of equipment and training from the Department of Homeland Security.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	369,332	482,457	462,543
Revenue	570,601	479,514	401,569
Program: H300 - Emergency Management			
Description: Supports disaster preparedness, public education and hazard mitigation planning and projects.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	394,073	392,097	349,493
Revenue	406,741	388,964	344,986



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, Evidence, and Partnerships (CEEP)** 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 Incident Management Team provides emergency response coordination for the COVID-19 pandemic.** Staff assigned to the IMT investigate, control, and prevent the spread of the novel coronavirus COVID-19 as a component of our county-wide strategies which include testing,

vaccinations, quarantine and isolation, investigation/contact tracing, etc. The IMT has been activated continuously since March 2020 and is expected to continue until the public health emergency is declared over. We expect the response work to extend for the next biennium and due to the large number of staff, programs, and activities.

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**

2022-2023 Goals

In 2019, TCPHSS approved a 2020-2024 Department Strategic Plan in conjunction with our accreditation process. The following reflect 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

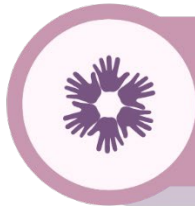
Annual objectives relate to suicide prevention, substance use prevention, other mental health promotion, behavioral health treatment and recovery support services

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

As related to the most recent Thurston County Strategic Plan, the following are proposed 2022-2023 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.
- Advance racial equity internally and externally, support implementation of county racial equity plan, and work to eliminate health disparities and poor health outcomes due to race.
- Achieve national accreditation by the end of 2023.
- 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 and infant/maternal mortality 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 affordable 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.
- Distribute rental assistance funds to mitigate the impact of COVID-19 Pandemic

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 wastewater 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.
- Address workforce challenges and stresses due to the COVID-19 pandemic
- Implement pro-equity DEI strategies to recruit, support, and retain a diverse workforce

Challenges

COVID-19 Response: Thurston County Public Health and Social Services continues to lead Thurston County's COVID-19 response. It is expected that we will continue to respond, 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 offices/departments, local jurisdictions, and community partners. We expect to receive and will require additional resources in 2022 and 2023. The need for testing and vaccinations will continue 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 continue to 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. Though progress took place in 2021, such as transitioning to electronic health records and implementing use of new technology there remains a pronounced need to consolidate the existing paper records and continue to expand our capabilities to best serve the communities in Thurston County. 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 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 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, TCPHSS 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

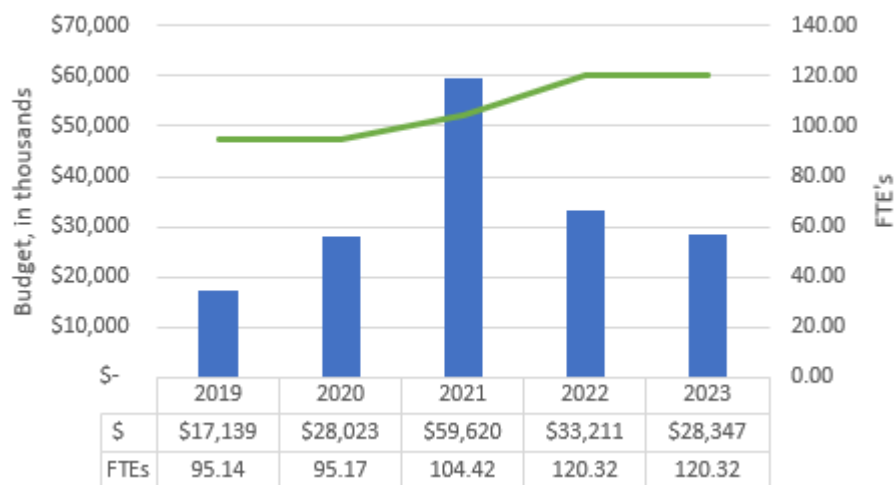
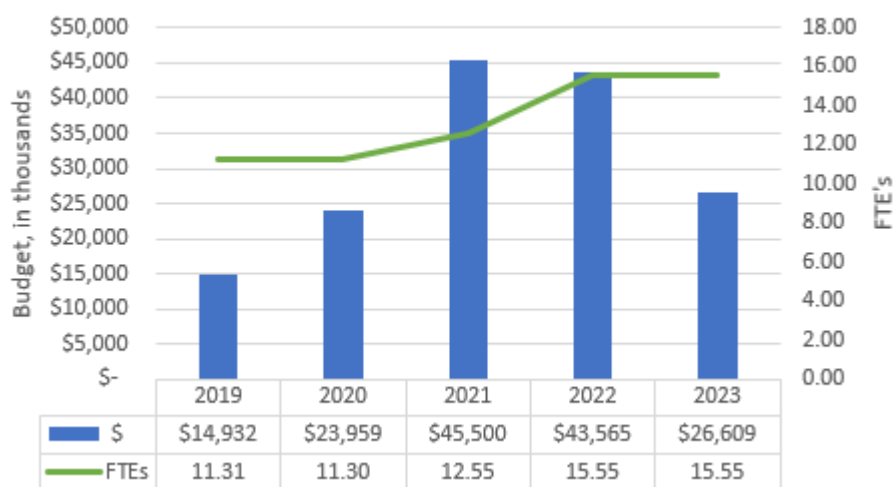
behavioral health integration, regionalization, collaborative funding models, and shifting priorities due to new and increasing demands. Unfunded mandates and increasingly restrictive funding sources make it necessary to depend on a shrinking supply of our most flexible sources of funding. While there 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 and emergencies including racism, COVID-19, homelessness, the opioid epidemic, behavioral health, poverty/declining economic conditions, and suicide. The COVID-19 pandemic is expected to contribute to poorer health outcomes due to various factors including socio-economic strain, declines in mental health/wellbeing, delays of preventive care and medical treatment, and more.

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	2020
Number of notifiable conditions	Cases	2,023	2,424	2,436	2,425	2,443	6,929
Water quality samples analyzed	Number	7,322	7,294	7,197	10,025	9,212	8,440
Septic system applications received	Number	1,433	1,636	2,002	1,966	1,758	1,769
Time of transfer applications processed	Number	1,986	2,382	2,447	2,432	2,455	2,397
Food services inspections completed	Number	1,182	1,280	1,107	871	846	342
Solid & hazardous waste inspected	Number	119	53	41	162	147	244
Nurse family partnership participants served	Number	290	322	346	375	414	399
Developmentally disabilities participants served	Number	500	530	540	543	549	547
Vital records issues	Number	14,175	13,932	13,475	14,001	13,697	13,166
Housing and Homeless prevention participants served	Number	1,009	1,358	1,017	2,319	3,032	2,289

EXPENDITURES & FTEs BY DEPARTMENT

Public Health	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	107.50	0.00	120.30	118.30
Personnel	7,510,246	23,665,896	4,339,664	20,566,026	16,995,496
Internal Services	2,025,963	2,370,477	1,148,378	3,250,595	3,328,048
Professional Services	5,004,823	25,611,772	564,696	6,103,754	5,552,191
Operating Costs	709,936	7,786,150	498,689	3,242,407	2,422,435
Debt Services	8,240	8,240	2,747	8,240	8,240
Capital Expenses	6,362	0	36,272	0	0
Transfer to Other County Funds	577,322	177,429	0	39,549	40,402
Public Health Total	15,842,892	59,619,964	6,590,445	33,210,571	28,346,812

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	71,068	0	72,028	72,262
Internal Services	0	5,568	2,784	0	0
Professional Services	0	6,000	0	6,000	6,000
Operating Costs	0	6,533	0	6,533	6,533
0010 - General Fund Total	0	89,169	2,784	84,561	84,795

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	588,003	933,218	267,538	954,939	977,376
Internal Services	69,714	251,258	115,561	247,871	253,423
Professional Services	2,442,684	3,061,857	368,617	4,670,888	4,607,550
Operating Costs	48,123	169,065	18,356	172,065	222,065
Transfer to Other County Funds	165,791	0	0	0	0
1180 - Treatment Sales Tax Total	3,314,316	4,415,398	770,071	6,045,763	6,060,414

1400 - Housing & Community Renewal	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	(93,046)	0	0	0	0
Internal Services	(216)	0	0	0	0
Professional Services	1,970,704	0	0	0	0
Operating Costs	(72,569)	0	0	0	0
1400 - Housing & Community Renewal Total	1,804,872	0	0	0	0

1490 - Public Health & Social Services - Technology	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	905	582	291	360	360
Operating Costs	30,205	30,205	0	30,205	30,205
1490 - Public Health & Social Services - Technology Total	31,110	30,787	291	30,565	30,565

Department Budget: Public Health

Dept #: 40

1500 - Public Health & Social Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	3,525,219	17,147,377	2,516,271	14,471,028	10,873,055
Internal Services	1,076,019	1,129,292	545,116	1,619,025	1,644,615
Professional Services	470,893	22,251,615	118,994	1,230,566	742,341
Operating Costs	604,367	7,371,208	444,607	2,730,978	1,860,378
Debt Services	8,240	8,240	2,747	8,240	8,240
Capital Expenses	6,362	0	0	0	0
Transfer to Other County Funds	411,531	2,600	0	2,600	2,600
1500 - Public Health & Social Services Total	6,102,631	47,910,332	3,627,735	20,062,437	15,131,229

4510 - Community Loan Repayment #1	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	1,330	1,221	611	875	875
Professional Services	0	1,000	0	1,000	1,000
Operating Costs	0	0	250	0	0
4510 - Community Loan Repayment #1 Total	1,330	2,221	861	1,875	1,875

4520 - Environmental Health	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	3,490,070	5,514,233	1,555,856	5,068,031	5,072,803
Internal Services	878,211	982,556	484,016	1,382,464	1,428,775
Professional Services	120,542	291,300	77,084	195,300	195,300
Operating Costs	99,810	209,139	35,476	302,626	303,254
Capital Expenses	0	0	36,272	0	0
Transfer to Other County Funds	0	174,829	0	36,949	37,802
4520 - Environmental Health Total	4,588,632	7,172,057	2,188,704	6,985,370	7,037,934

REVENUE BY DEPARTMENT

Public Health	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	4,788,913	5,245,609	2,225,820	5,370,609	5,370,609
Taxes	6,908,634	6,860,937	2,413,104	8,774,937	9,206,937
General Fund Contribution	1,106,529	1,018,364	509,182	1,018,364	1,018,364
From Other Funds	240,426	10,000	0	10,000	10,000
Intergovernmental Revenue	4,437,023	1,282,122	614,011	2,766,220	2,766,220
Miscellaneous Revenue	715,532	767,052	668,943	764,228	764,073
Grants	1,724,147	44,840,203	521,376	14,253,143	9,241,562
Public Health Total	19,921,204	60,024,287	6,952,436	32,957,501	28,377,765

REVENUE BY FUND AND TYPE

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Taxes	6,908,634	6,725,000	2,413,104	8,639,000	9,071,000
Miscellaneous Revenue	0	0	3,723	0	0
1180 - Treatment Sales Tax Total	6,908,634	6,725,000	2,416,827	8,639,000	9,071,000

Department Budget: Public Health

Dept #: 40

1400 - Housing & Community Renewal	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	1,988,373	0	0	0	0
1400 - Housing & Community Renewal Total	1,988,373	0	0	0	0

1490 - Public Health & Social Services - Technology	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Miscellaneous Revenue	1,133	1,000	248	1,000	1,000
1490 - Public Health & Social Services - Technology Total	1,133	1,000	248	1,000	1,000

1500 - Public Health & Social Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	672,993	946,077	293,681	946,077	946,077
Taxes	0	135,937	0	135,937	135,937
General Fund Contribution	1,056,734	968,569	484,284	968,569	968,569
From Other Funds	230,426	0	0	0	0
Intergovernmental Revenue	2,446,175	1,282,122	614,011	2,548,039	2,548,039
Miscellaneous Revenue	88,809	165,342	31,203	165,342	165,342
Grants	1,419,178	43,622,283	478,448	13,407,259	8,397,500
1500 - Public Health & Social Services Total	5,914,315	47,120,330	1,901,627	18,171,223	13,161,464

4510 - Community Loan Repayment #1	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Miscellaneous Revenue	6,021	9,700	1,811	6,876	6,721
4510 - Community Loan Repayment #1 Total	6,021	9,700	1,811	6,876	6,721

4520 - Environmental Health	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	4,115,920	4,299,532	1,932,139	4,424,532	4,424,532
General Fund Contribution	49,795	49,795	24,897	49,795	49,795
From Other Funds	10,000	10,000	0	10,000	10,000
Intergovernmental Revenue	2,475	0	0	218,181	218,181
Miscellaneous Revenue	619,569	591,010	631,957	591,010	591,010
Grants	304,969	1,217,920	42,929	845,884	844,062
4520 - Environmental Health Total	5,102,728	6,168,257	2,631,922	6,139,402	6,137,580

EXPENDITURES & FTEs BY DEPARTMENT

Social Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	12.55	0.00	15.55	15.55
Personnel	789,800	1,529,620	380,399	2,081,532	2,062,787
Internal Services	350,236	398,982	198,840	646,805	665,099
Professional Services	9,910,712	43,151,061	9,983,668	40,134,842	23,196,003
Operating Costs	51,815	390,233	60,759	672,133	655,333
Debt Services	0	0	34,595	0	0
Capital Expenses	57,062	0	24,615	0	0
Transfer to Other County Funds	64,635	30,074	0	30,074	30,074
Social Services Total	11,224,259	45,499,970	10,682,877	43,565,386	26,609,296

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	17,000	0	17,000	17,000
Internal Services	0	2,469	1,235	0	0
Operating Costs	0	7,531	0	7,531	7,531
0010 - General Fund Total	0	27,000	1,235	24,531	24,531

1200 - Veterans	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	86,226	96,180	40,442	87,278	90,144
Internal Services	22,803	26,774	13,300	26,512	27,373
Professional Services	12,060	46,000	4,725	46,000	46,000
Operating Costs	31,055	198,526	49,961	448,526	448,526
Transfer to Other County Funds	18,336	0	0	0	0
1200 - Veterans Total	170,481	367,480	108,429	608,316	612,043

1400 - Housing & Community Renewal	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	346,291	609,913	185,166	1,264,265	1,222,896
Internal Services	174,993	193,893	96,915	417,444	429,504
Professional Services	4,992,587	37,441,136	7,835,871	34,424,917	17,486,078
Operating Costs	9,465	49,230	10,267	81,130	64,330
Capital Expenses	57,062	0	24,615	0	0
Transfer to Other County Funds	46,299	0	0	0	0
1400 - Housing & Community Renewal Total	5,626,696	38,294,172	8,152,835	36,187,756	19,202,808

1500 - Public Health & Social Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	357,283	806,527	154,791	712,989	732,747
Internal Services	152,439	175,846	87,390	202,849	208,222
Professional Services	4,906,065	5,663,925	2,143,072	5,663,925	5,663,925
Operating Costs	11,295	134,946	531	134,946	134,946
Debt Services	0	0	34,595	0	0
Transfer to Other County Funds	0	30,074	0	30,074	30,074
1500 - Public Health & Social Services Total	5,427,082	6,811,318	2,420,379	6,744,783	6,769,914

REVENUE BY DEPARTMENT

Social Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	3,633,068	3,631,620	2,233,424	8,518,545	8,518,545
Taxes	1,487,177	2,325,100	1,031,353	2,567,100	2,617,100
General Fund Contribution	77,607	171,147	25,304	185,084	185,084
Intergovernmental Revenue	36,153	8,764,252	11,547,290	4,860	4,860
Miscellaneous Revenue	73,117	29,625	54,490	29,625	29,625
Grants	7,679,645	31,536,949	4,969,327	33,212,303	14,458,203
Social Services Total	12,986,768	46,458,693	19,861,187	44,517,517	25,813,417

REVENUE BY FUND AND TYPE

1200 - Veterans	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Taxes	427,680	467,100	251,936	517,100	532,100
Intergovernmental Revenue	5,272	2,360	2,406	2,360	2,360
Miscellaneous Revenue	14,568	2,875	6,169	2,875	2,875
1200 - Veterans Total	447,520	472,335	260,512	522,335	537,335

1400 - Housing & Community Renewal	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	3,572,020	3,433,875	2,224,754	8,320,800	8,320,800
Taxes	0	833,000	155,450	900,000	900,000
General Fund Contribution	50,607	171,147	25,304	185,084	185,084
Intergovernmental Revenue	0	8,759,392	11,531,751	0	0
Miscellaneous Revenue	43,237	20,000	40,375	20,000	20,000
Grants	3,453,338	25,614,865	2,380,711	27,290,219	8,536,119
1400 - Housing & Community Renewal Total	7,119,201	38,832,279	16,358,344	36,716,103	17,962,003

1500 - Public Health & Social Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	61,048	197,745	8,670	197,745	197,745
Taxes	1,059,497	1,025,000	623,967	1,150,000	1,185,000
General Fund Contribution	27,000	0	0	0	0
Intergovernmental Revenue	30,881	2,500	13,133	2,500	2,500
Miscellaneous Revenue	15,313	6,750	7,946	6,750	6,750
Grants	4,226,308	5,922,084	2,588,616	5,922,084	5,922,084
1500 - Public Health & Social Services Total	5,420,047	7,154,079	3,242,332	7,279,079	7,314,079

Department Budget: Public Health		Department 40	
Program: A325 - Other Restricted			
Description: The Treatment Sales Tax Project office manages the Treatment Sales Tax fund, contracts and performance measures. Supports the Treatment Sales Tax Advisory Committee.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,829	222,319	225,889
Program: A344 - Treatment Sales Tax			
Description: Records tax revenue and related expenditures for chemical dependency, mental health treatment programs and the operation of therapeutic courts.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,157,556	1,516,057	1,872,470
Revenue	6,725,000	8,639,000	9,071,000
Program: B661 - Veteran's Housing			
Description: This code tracks County Interfund and Central Services charges related to the Veteran's Assistance Staff and fund.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	21,383	33,161	33,782
Program: D200 - General Public Health			
Description: This code is used to track revenue/expenditures that are not clearly able to be tracked by another defined code.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	553,784	553,783	553,785
Revenue	2,230,691	3,355,691	3,355,691
Program: D210 - Administration-Health Officer			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	246,391	238,438	245,133
Revenue	45,464	45,464	45,464
Program: D211 - Administration-Public Health			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,348,618	2,449,574	2,524,829
Revenue	65,700	206,617	206,617
Program: D212 - Administration - Public Health and Social Services Central Reception			
Description: Services and activities in this program represent the central infrastructure support section for the Lilly Road building. Activities include central reception, records and client registration.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	4,081	0	0

Department Budget: Public Health		Department 40	
Program: D213 - Administration - Disease Control Prevention			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	166,688	257,869	255,442
Program: D215 - Administration - Environmental Health			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,054,751	1,571,341	1,649,178
Revenue	0	218,181	218,181
Program: D216 - Administration - Fiscal			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	155,834	659,180	669,887
Program: D222 - Maternal Child Health			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,525,958	2,860,138	2,919,691
Revenue	1,773,259	1,955,621	1,945,862
Program: D225 - Children with Special Health Needs			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	124,116	125,363	126,191
Revenue	73,175	73,175	73,175
Program: D232 - Immunizations			
Description: We promote the use of vaccines to increase vaccination rates and work with local providers to provide appropriate vaccination schedules.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	26,752	160,821	160,523
Revenue	16,712	16,712	16,712

Department Budget: Public Health		Department 40	
Program: D233 - Sexually Transmitted Disease			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	59,604	71,971	74,350
Program: D234 - Tuberculosis/Communicable Disease			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	488,631	491,392	504,789
Revenue	119,100	119,100	119,100
Program: D235 - HIV/AIDS Prevention			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	383,802	399,084	405,909
Revenue	303,437	303,437	303,437
Program: D239 - Other Communicable Diseases			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	37,696,643	10,427,333	5,433,603
Revenue	37,693,998	10,296,612	5,296,612
Program: D249 - Chronic Disease Prevention			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	428,537	557,632	562,068
Revenue	151,986	151,986	151,986
Program: D252 - Drinking Water			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	243,506	213,120	215,776
Revenue	175,000	175,000	175,000

Department Budget: Public Health		Department 40	
Program: D253 - Solid Waste			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	561,963	678,007	686,100
Revenue	600,743	736,012	734,190
Program: D254 - Onsite Sewage Systems and Land Development			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,019,138	1,042,077	1,063,349
Revenue	1,950,000	1,950,000	1,950,000
Program: D256 - Food			
Description: Services and activities include assuring that safe food is provided to the public. Includes educational efforts directed toward the public and food service operators/handlers, implementing applicable state and local regulations governing retail food establishments, public education, food handler permits, inspection of food establishments, investigating complaints of unsafe food handling practices and taking enforcement action as needed.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	873,379	893,646	904,406
Revenue	996,306	996,306	996,306
Program: D257 - Chemical and Physical Hazards			
Description: This program is responsible for implementing the county’s Hazardous Waste Plan, participating in implementation of Pesticide Use Policy; providing assistance to other county departments on hazardous waste issues; evaluating properties suspected of contamination with hazardous materials; providing site analysis, soil sampling, ground and surface water sampling of contaminated sites; participating in drug lab investigations; providing spill response and conducting initial investigations of suspected contaminated sites, and developing outreach and education programs for the general public.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	262,346	283,840	288,068
Revenue	352,038	352,038	352,038
Program: D258 - Living Environment			
Description: This program provides services and activities to decrease risk or injury from environmental risks. Activities include reviewing plans and inspections of schools, camps, shelters, temporary housing, swimming pools, spas, and water parks.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	244,330	245,806	248,377
Revenue	222,890	222,890	222,890

Department Budget: Public Health		Department 40	
Program: D259 - Gravel Mining			
Description: Activities include review of new and existing gravel mines based on standards established by ordinance of the Board of County Commissioners.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	16,830	16,830	16,830
Program: D260 - Environmental Water Quality			
Description: Services and activities include assessment and protection of overall water resources in the community's ground and surface waters. Includes investigations, collection and analysis of data, identifying pollution sources, developing pollution prevention plans, undertaking remedial actions, responding to contamination incidents, promoting water resource protection in the community, monitoring surface waters including swimming, boating and shellfish growing areas.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,513,414	1,131,657	1,051,918
Revenue	1,946,088	1,563,783	1,563,783
Program: D271 - Vital Records			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	87,910	72,739	75,005
Revenue	90,000	90,000	90,000
Program: D272 - Laboratory			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	308,470	320,334	325,881
Revenue	260,400	260,400	260,400
Program: D273 - General Health Education			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	212,953	235,436	241,308
Revenue	200,500	200,500	200,500
Program: D279 - Epidemiology			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	92,963	78,169	80,567

Department Budget: Public Health		Department 40	
Program: D288 - Emergency Response - Bioterrorism			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	338,660	331,046	337,849
Revenue	257,670	257,670	257,670
Program: D290 - Other Miscellaneous Public Health			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,288,000	520,350	404,699
Revenue	2,670,000	670,000	670,000
Program: D294 - Operation and Maintenance - Onsite Sewage Systems			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	348,104	868,163	871,397
Program: D299 - Surface Water Equipment Rental and Revolving			
Description: This program records user fees and replacement/maintenance costs of ground and surface water monitoring equipment			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	5,000	5,000	5,000
Program: D300 - Technology Replacement			
Description: Planned expenditures for technology replacements based on a five-year replacement cycle.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	30,787	30,565	30,565
Revenue	1,000	1,000	1,000
Program: D310 - State Revolving Fund Loan			
Description: This program administers several low interest loan and grant programs to help those who need financial assistance to repair failing septic systems.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	9,700	6,876	6,721

Department Budget: Public Health		Department 40	
Program: D313 - STATE REVOLVING LOAN PROF SRVS			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,221	1,875	1,875
Program: D660 - Behavioral Health Organization - Treatment Services			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,594,572	3,516,550	3,145,611
Revenue	1,076,600	76,600	76,600

Department Budget: Social Services		Department 41	
Program: B660 - Veteran's Administration			
Description: This code tracks County Interfund and Central Services charges related to the Veteran's Assistance Staff and fund.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	42,676	26,512	27,373
Revenue	472,335	522,335	537,335
Program: B661 - Veteran's Housing			
Description: This code tracks County Interfund and Central Services charges related to the Veteran's Assistance Staff and fund.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	7,880	7,880	7,880
Program: B662 - Veteran's Assistance			
Description: This code tracks direct staff and other staff related costs to implement the Veteran's Assistance Program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	235,046	485,046	485,046
Program: B663 - Veteran's Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	81,878	88,878	91,744
Program: C600 - Leave			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	1,394	1,436
Program: C628 - CHG Housing and Essential Needs (HEN) Grant			
Description: 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)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,051,594	4,387,994	4,387,994
Revenue	3,051,594	4,387,994	4,387,994
Program: C640 - Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,001,107	1,533,995	1,504,349
Revenue	1,173,846	1,248,782	1,176,856

Department Budget: Social Services		Department 41	
Program: C642 - COVID-19 Emergency Housing			
Description: COVID outbreak homeless housing response			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	26,117,324	18,185,000	0
Revenue	26,117,324	18,165,000	0
Program: C650 - HB 2060			
Description: 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)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	395,750	549,954	550,397
Revenue	435,750	589,954	590,397
Program: C654 - Home			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	189,636	189,636	189,636
Revenue	190,000	190,000	190,000
Program: C656 - End Homelessness 60%			
Description: 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)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,692,090	2,758,067	2,764,932
Revenue	2,607,500	2,669,152	2,670,635
Program: C664 - Shelter Services			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	900,000	519,100	0
Revenue	900,000	519,100	0
Program: C665 - Regional Health and Human Services Council			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	322,857	279,400	279,400
Revenue	272,621	295,477	295,477
Program: C668 - Affordable Housing			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	372,806	30,000	1,771,380

Department Budget: Social Services		Department 41	
Revenue	833,000	900,000	900,000
Program: C669 - HB 1277			
Description: House Bill 1277			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	4,502,208	4,502,276
Revenue	0	4,500,000	4,500,000
Program: C671 - Community Development Block Grant Entitlement			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,173,069	2,173,069	2,173,069
Revenue	2,173,069	2,173,069	2,173,069
Program: C675 - Home Entitlement			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,077,939	1,077,939	1,077,939
Revenue	1,077,575	1,077,575	1,077,575
Program: C800 - Parks - Administration			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	15,532	15,595
Program: C946 - Disabled Recreation Activities			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	226,629	216,262	221,494
Revenue	87,000	87,000	87,000
Program: D698 - Substance Use Disorder Optional Services			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	371,177	341,177	341,177
Revenue	371,177	371,177	371,177
Program: D701 - Mason County Developmental Disabilities Mason Tax			
Description: Code used to track Millage contribution from Mason County. Funds are used to support DD program in Mason County.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	621,405	621,405	621,405

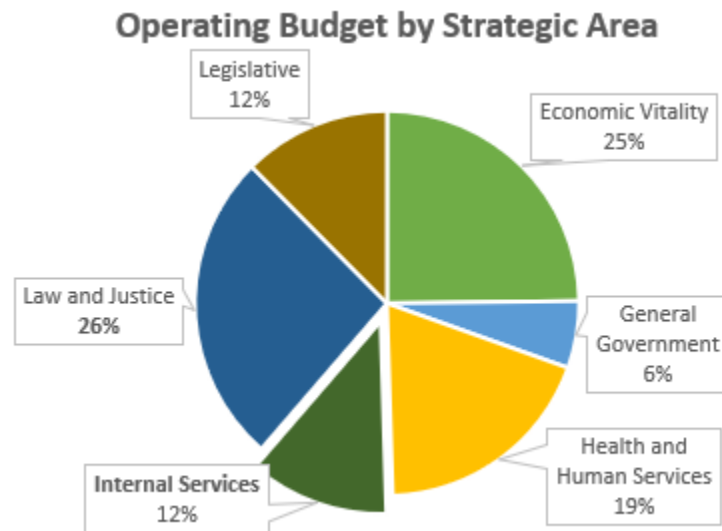
Department Budget: Social Services		Department 41	
Program: D801 - Thurston County Developmental Disabilities Thurston Tax			
Description: Thurston County revenues that support the Developmental Disabilities program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,025,000	1,150,000	1,185,000
Program: D802 - Thurston County Developmental Disabilities State			
Description: Revenue from the state Department of Social and Health Services to support the Developmental Disabilities program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	5,014,222	5,014,222	5,014,222
Program: D804 - Thurston County Developmental Disabilities Timber			
Description: Revenue from the state from Timber to support the DD program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	3,750	3,750	3,750
Program: D805 - Thurston County Developmental Disabilities Forest Board			
Description: Revenue from the state to support the DD program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	2,500	2,500	2,500
Program: D810 - Thurston County Developmental Disabilities Administration			
Description: This program is responsible for the administration of the developmental disability program. Activities include program planning, budgeting, contracting, monitoring, evaluation and coordination.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	718,672	672,213	688,630
Program: D830 - Thurston County Developmental Disabilities Training			
Description: To increase job related skills and knowledge of staff and employment/inclusion providers, in the provision of services to people with developmental disabilities.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	40,000	40,000	40,000
Program: D840 - Thurston County Developmental Disabilities - Community Information			
Description: Information and referral services pertaining to individuals with developmental disabilities to include community consultation, capacity building and organization activities.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	68,152	68,152	68,152
Program: D864 - Thurston County Developmental Disabilities - Individual Employment			
Description: Individualized services necessary to assist persons with developmental disabilities obtain and continue integrated employment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	4,881,604	4,881,604	4,881,604

Department Budget: Social Services		Department 41	
Program: D867 - Thurston County Developmental Disabilities Community Access			
Description: Individualized services promoting skill development, independent living, and community integration for persons' to learn how to actively and independently engage in their local community.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	258,000	258,000	258,000
Program: D890 - Thurston County Developmental Disabilities Other Activities			
Description: Special projects and demonstrations such as infrastructure projects in support of clients and start-up projects that support an agency.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	100,000	100,000	100,000
Program: D894 - Partnership Project - Thurston			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	174,084	176,374	179,793

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

Internal Services Operating Budget Summary:

Budgeted operating expenditures total \$54,406,006 in 2022 and \$46,594,044 in 2023 which represents 20% and 12% of the Operating budget respectively.



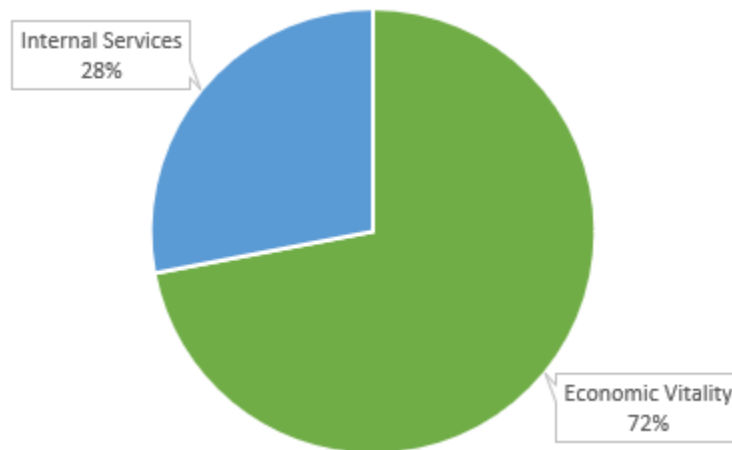
Department	2022	2023
Central Services	24,359,692	23,695,132
Human Resources	6,675,412	6,901,002
Information Technology	23,370,902	15,997,910
Total Internal Services	54,406,006	46,594,044

Internal Services Operating Investments:

Department	Title
Central Services	Request to Add County Wide Cameras to Building Reserves beginning in 2023 rates
Central Services	Request to purchase additional vehicle for Mailroom Operations
Central Services	Request additional FTE to support Facilities Division
Central Services	Request to purchase additional vehicle for Facilities
Human Resources	Insurance Risk Rate Adjustment
Human Resources	Interfund Insurance Risk Rate
Human Resources	Request to Add Executive Assistant (1.0 FTE)
Human Resources	Establish Retirement Leave Buy Out Fund
Human Resources	Request to Increase HR Training Budget to Build and Expand Online Training Options via the LMS
Human Resources	Adding Cost of Living Increase for Employees
Information Technology	Request Additional FTE - Project Manager to Support IT Operations

Internal Services Capital Budget Summary:

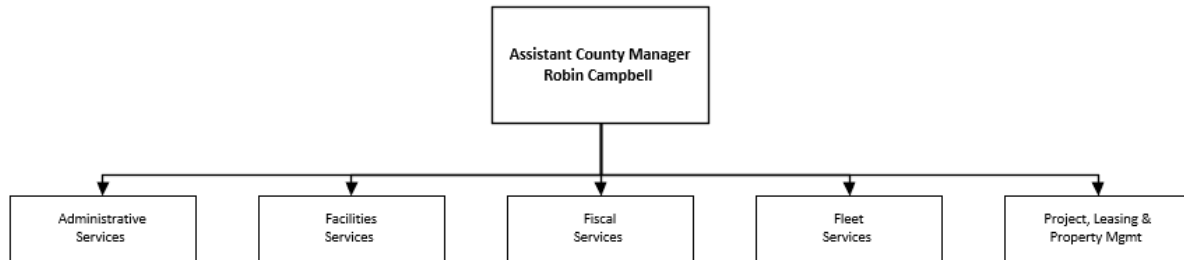
Capital Projects often last longer than a year and are appropriated for the duration of the project. Central Services 2022 capital projects total \$11,454,287 and in 2023 total \$16,510,000. This represents 28% of the Capital Budget in both 2022 and 2023.



Internal Services Capital Projects				
Central Services County Buildings	11,454,287	16,510,000	46,200,000	74,164,287

Internal Service Policy Capital Investments:

Department	Title
Central Services	Thurston County Corrections Facility (TCCF) Secure Parking
Central Services	Mottman Complex Remodel
Central Services	Public Health Fire Sprinkler Repairs
Central Services	Tilley Sky Bridge Repairs
Central Services	County Wide Vehicle Charging Stations
Central Services	Courthouse Mansard Roof Repair/Replacement
Central Services	Leasehold Improvements - 3000 Pacific Avenue
Central Services	Tilley Main Campus Generator Improvements
Central Services	Emergency Services Center Roof Replacement`
Central Services	Tilley Pump House Improvements
Central Services	TCCF IT Room AC Upgrades
Central Services	Building #4 Sewer Repairs
Central Services	FJC Court Improvements

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 800,000 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.

2022 and 2023 Goals:

Central Services' goals for 2022/2023 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 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.
- ❖ Continue to work towards green and energy efficient County Facilities in conjunction with the Thurston County Climate Action Plan.

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 2022 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 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. Work with our customers to replace internal combustion engine vehicles with electric vehicles as suitable replacement vehicles become commercially available.
- ❖ Complete Certification programs through the Government Fleet Association and the American Public Works Association and achieve accreditation to industry standards and best practices.

2022 and 2023 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 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:

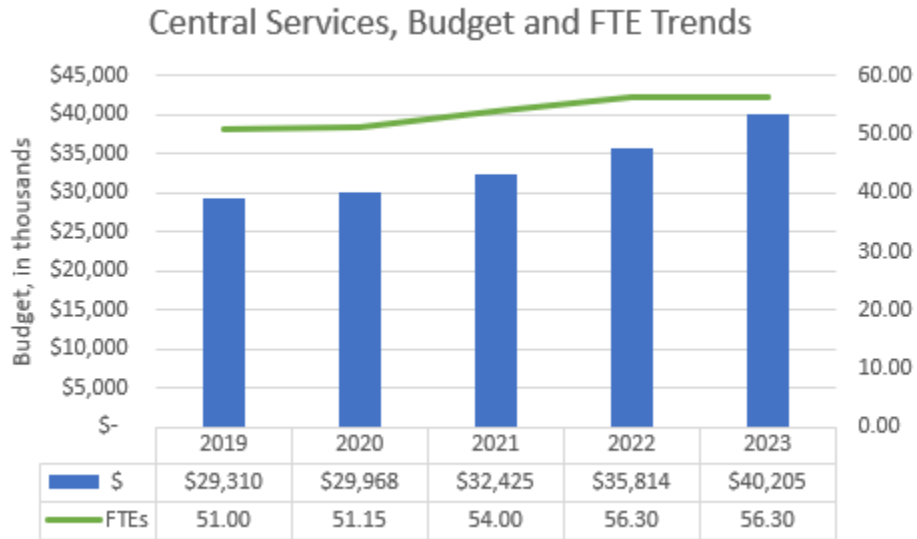
Central Services Facilities Fund 5210. This is the operating fund for the majority of the department's functions. Services include records, mail, facility maintenance and operations, utilities, surplus, lease administration, and contracted landscaping and custodial services.

Central Services Facility 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).

Equipment Rental and Revolving 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:**Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019	2020
Administrative							
Volume of Records							
Storage	Boxes	8,025	7,192	6,594	5,988	5,953	5,010
Mail Delivery	Mail Stops	66	64	66	62	65	65
Mail Volume (DES)	Pieces	341,704	333,942	317,994	325,822	298,006	265,395
Facilities							
Maintenance Service							
Areas	Square Feet	384,018	384,018	410,357	400,507	402,514	404,971
Fleet							
Fuel Volume	Gallons	339,207	344,886	374,598	343,315	348,286	311,800
Fuel Costs	Dollars	823,013	719,038	907,201	983,593	966,679	701,448
Maintenance Fleet Size	Number of Vehicles	766	750	745	735	718	717
Maintenance & Replacement Accidents	Number of Accidents	27	41	62	57	54	71

EXPENDITURES & FTEs BY DEPARTMENT

Central Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	51.00	0.00	56.30	53.30
Personnel	4,384,804	5,316,348	2,108,282	6,047,878	5,830,133
Internal Services	2,519,799	1,976,969	1,004,290	2,273,859	2,369,532
Professional Services	1,441,832	1,999,382	654,776	2,313,675	2,518,245
Operating Costs	4,586,376	5,450,300	2,651,127	7,708,058	7,956,191
Debt Services	1,089	1,500	209	1,500	1,500
Capital Expenses	4,377,114	17,916,178	6,629,322	17,135,018	21,063,500
Transfer to Other County Funds	642,281	214,337	50,000	333,991	466,031
Central Services Total	17,953,296	32,875,014	13,098,006	35,813,979	40,205,132

EXPENDITURES BY FUND AND TYPE

3220 - Courthouse Project	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Capital Expenses	0	500,000	5,499	500,000	5,000,000
3220 - Courthouse Project Total	0	500,000	5,499	500,000	5,000,000

5210 - Central Services Facilities	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	2,615,286	3,043,154	1,284,561	3,868,192	3,944,601
Internal Services	1,252,260	1,034,556	516,597	1,250,827	1,303,846
Professional Services	1,280,024	1,336,732	552,991	1,490,775	1,491,503
Operating Costs	2,753,357	2,988,310	1,410,684	5,059,256	5,334,065
Debt Services	1,089	1,500	209	1,500	1,500
Capital Expenses	874,414	0	20,959	0	0
Transfer to Other County Funds	0	0	0	75,000	0
5210 - Central Services Facilities Total	8,776,430	8,404,252	3,786,001	11,745,550	12,075,515

5220 - Central Services Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	1,801	0	0	0	0
Internal Services	95,137	45,509	39,635	45,697	45,697
Professional Services	40,586	500,000	36,819	700,000	900,000
Operating Costs	5,787	0	24,886	0	0
Capital Expenses	8,586	12,328,500	5,947,144	10,954,287	11,510,000
5220 - Central Services Reserve Total	151,896	12,874,009	6,048,484	11,699,984	12,455,697

5230 - Central Services Facility Engineering	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	344,350	715,114	173,238	589,120	272,024
Internal Services	43,953	72,175	35,920	73,202	75,294
Professional Services	0	450	0	450	450
Operating Costs	6,169	14,319	4,645	15,819	15,819
Transfer to Other County Funds	53,649	7,270	0	13,526	14,002
5230 - Central Services Facility Engineering Total	448,121	809,328	213,803	692,117	377,589

Department Budget: Central Services

Dept #: 25

5410 - Equipment Rental & Revolving-Maintenance	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	1,423,367	1,558,080	650,484	1,590,566	1,613,508
Internal Services	793,967	742,170	370,859	829,811	870,373
Professional Services	121,223	162,200	64,966	122,450	126,292
Operating Costs	1,797,358	2,012,021	947,205	2,397,860	2,473,764
Transfer to Other County Funds	456,071	157,067	0	195,465	202,029
5410 - Equipment Rental & Revolving-Maintenance Total	4,591,987	4,631,538	2,033,513	5,136,152	5,285,966

5420 - Equipment Rental & Revolving-Replacement	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	334,482	82,559	41,280	74,322	74,322
Operating Costs	23,705	435,650	263,707	235,123	132,543
Capital Expenses	3,494,114	5,087,678	655,720	5,680,731	4,553,500
Transfer to Other County Funds	132,561	50,000	50,000	50,000	250,000
5420 - Equipment Rental & Revolving-Replacement Total	3,984,862	5,655,887	1,010,707	6,040,176	5,010,365

REVENUE BY DEPARTMENT

Central Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	16,013,107	18,903,537	8,710,331	21,909,941	22,615,081
General Fund Contribution	126,113	1,484,079	667,452	1,597,039	291,808
From Other Funds	1,417,004	5,958,687	5,650,000	968,971	1,052,664
Intergovernmental Revenue	1,705,274	0	0	0	0
Miscellaneous Revenue	708,339	158,638	334,248	128,056	131,233
Central Services Total	19,969,837	26,504,941	15,362,031	24,604,007	24,090,786

REVENUE BY FUND AND TYPE

5210 - Central Services Facilities	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	6,722,270	7,144,063	3,491,195	9,904,996	10,679,930
General Fund Contribution	0	900,493	297,366	0	0
From Other Funds	795,813	308,687	0	388,971	402,664
Intergovernmental Revenue	1,653,466	0	0	0	0
Miscellaneous Revenue	1,562	1,200	7,923	1,200	1,200
5210 - Central Services Facilities Total	9,173,112	8,354,443	3,796,484	10,295,167	11,083,794

5220 - Central Services Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,526,208	1,853,380	901,337	1,825,496	1,880,262
From Other Funds	0	5,600,000	5,600,000	200,000	400,000
Intergovernmental Revenue	29,433	0	0	0	0
Miscellaneous Revenue	242,733	156,138	55,217	125,556	128,733
5220 - Central Services Reserve Total	1,798,375	7,609,518	6,556,553	2,151,052	2,408,995

5230 - Central Services Facility Engineering	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	503,666	949,031	120,245	677,508	375,000
Miscellaneous Revenue	577	300	285	300	300
5230 - Central Services Facility Engineering Total	504,243	949,331	120,530	677,808	375,300

5410 - Equipment Rental & Revolving-Maintenance	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	4,363,286	4,695,055	2,066,552	4,860,863	4,945,990
From Other Funds	132,561	50,000	50,000	50,000	250,000
Intergovernmental Revenue	22,375	0	0	0	0
Miscellaneous Revenue	4,627	1,000	1,365	1,000	1,000
5410 - Equipment Rental & Revolving-Maintenance Total	4,522,850	4,746,055	2,117,917	4,911,863	5,196,990

5420 - Equipment Rental & Revolving-Replacement	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	2,897,676	4,262,008	2,131,003	4,641,078	4,733,899
General Fund Contribution	126,113	583,586	370,086	1,597,039	291,808
From Other Funds	488,630	0	0	330,000	0
Miscellaneous Revenue	458,839	0	269,458	0	0
5420 - Equipment Rental & Revolving-Replacement Total	3,971,259	4,845,594	2,770,547	6,568,117	5,025,707

Department Budget: Central Services		Department 25	
Program: A482 - Interest on Long Term Debt			
Description: Interest General Obligation Bonds payment			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	8,109	8,226
Program: B900 - Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,627,327	2,184,796	2,242,683
Revenue	309,887	390,171	403,864
Program: B901 - County Wide Services			
Description: This program provides county-wide support for OpenGov and guidance/coordination on procurement and contracts work.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	313,612	324,399
Revenue	0	399,411	410,401
Program: B905 - Mail			
Description: This program provides county-wide mail delivery and consultation services. Expenditures are distributed to county offices and departments based on requested number of deliveries per day and amount of postage used.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	351,863	373,631	379,189
Revenue	420,816	406,112	408,889
Program: B910 - Records			
Description: This program provides imaging services, records storage/tracking/access, and comprehensive records administration and consultation services to county offices and departments, partnering with Secretary of State Archives to ensure county records are protected and preserved in accordance with RCW 40.14. Expenditures are distributed based on the number of boxes in the records center and the amount of storage space used on the imaging servers.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	584,606	589,846	594,752
Revenue	701,485	724,575	750,850
Program: B925 - Facilities-Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,973,293	3,220,549	3,234,365
Revenue	3,424,104	2,849,656	3,688,125

Department Budget: Central Services		Department 25	
Program: B930 - Facilities-Custodial			
Description: The County contracts for custodial services at more than 20 owned and leased buildings, covering approximately 300,000 square feet per day.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	581,741	674,461	675,428
Revenue	655,256	866,600	706,575
Program: B935 - Facilities Leases			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	919,260	3,005,841	3,241,384
Revenue	1,407,000	3,129,295	3,273,389
Program: B936 - Facilities Utilities			
Description: The Facilities Division manages the tracking and paying of electric, natural gas, water, garbage, and recycling for county-owned offices managed by Central Services. Costs are allocated based on occupied square footage and actual utilities paid by building. The figures include any estimated changes as defined by the respective utility companies.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,358,087	1,366,630	1,367,014
Revenue	1,435,895	1,529,347	1,441,701
Program: B937 - Facilities-Surplus			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	8,075	8,075	8,075
Program: B950 - Property Management Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	809,328	692,117	377,589
Revenue	949,331	677,808	375,300
Program: E000 - Administration			
Description: This program provides the management, supervision, and accounting for County fleet operations.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,168,321	1,204,646	1,256,328
Revenue	1,000	1,000	1,000

Department Budget: Central Services		Department 25	
Program: E004 - Central Stores			
Description: Maintenance and repair of all county vehicles and other supported equipment. This is the maintenance and operations section for all the fleet vehicles and equipment, including the motor pool and vehicle/equipment surplus operations.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,250,015	2,601,867	2,681,654
Revenue	472,000	472,000	472,000
Program: E005 - Mechanical Shop			
Description: Maintenance and repair of all county vehicles and other supported equipment. This is the maintenance and operations section for all the fleet vehicles and equipment, including the motor pool and vehicle/equipment surplus operations.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,088,665	1,201,700	1,219,113
Program: E006 - Maintenance Other Services-Radio			
Description: Maintenance and repair of all county vehicles and other supported equipment. This is the maintenance and operations section for all the fleet vehicles and equipment including the motor pool and vehicle/equipment surplus operations.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	124,537	127,939	128,871
Revenue	60,000	60,000	60,000
Program: E009 - Outside Agencies			
Description: Vehicle and equipment maintenance and radio services provided to external customer agencies within Thurston County.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	0	0	0
Program: E012 - Internal Agencies			
Description: Vehicle and equipment maintenance provided to internal County customer Departments on a direct billed basis.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	20,000	20,000	20,000
Program: E013 - Fuel Sales			
Description: Fuel sales to internal County customer departments on a direct billed basis			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	15,000	15,000	15,000
Program: E014 - Central Stores			
Description: Material issuances provided to internal County customer Departments on a direct bill basis.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	25,000	25,000	25,000

Department Budget: Central Services		Department 25	
Program: E016 - Fair			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	11,924	12,068	12,309
Program: E017 - Parks-Public Works			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	137,000	55,000	61,500
Revenue	58,293	97,645	43,497
Program: E018 - Public Health			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	32,000	171,000	76,000
Revenue	69,676	65,930	67,249
Program: E019 - Warranty Work			
Description: Revenue from Original Equipment Manufacturer warranty claims for County owned vehicles and equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	5,000	5,000	5,000
Program: E020 - Internal Pool Car			
Description: Collects and manages funds to maintain and replace County pool car fleet.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0
Revenue	7,500	7,500	7,500
Program: E021 - Equipment Maintenance & Operation Rates			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	4,090,555	4,256,363	4,341,490
Program: E022 - Noxious Weed			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	35,000	40,000
Revenue	27,055	27,569	28,121

Department Budget: Central Services		Department 25	
Program: E024 - Operating Transfer from 542			
Description: This program tracks the contribution from ER&R Replacement Reserve to support ER&R Operations.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	50,000	50,000	250,000
Program: E027 - Operating Transfer to 541			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	132,559	124,322	324,322
Program: E102 - Roads Engineering-Survey			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	40,000	0	35,000
Revenue	98,091	129,267	131,852
Program: E103 - Roads Maintenance			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,620,500	1,937,000	1,108,000
Revenue	1,671,555	1,861,744	1,898,978
Program: E108 - Roads Traffic - Maintenance & Engineer			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	330,000	201,000	360,000
Revenue	130,586	125,307	127,813
Program: E109 - Roads Emergency Services			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	8,474	8,314	8,480

Department Budget: Central Services		Department 25	
Program: E111 - Public Health and Social Services - Recreation			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0
Revenue	8,306	4,038	4,119
Program: E114 - Emergency Management (Incident Management Trailer)			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	30,000	0	0
Revenue	4,749	6,396	6,525
Program: E124 - Land Use & Permitting			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	34,000	0	35,000
Revenue	30,497	30,601	31,213
Program: E135 - Auditor Elections			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	36,000	0
Revenue	7,757	13,703	13,977
Program: E140 - Assessor			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	34,000	0	74,000
Revenue	52,812	43,967	44,846
Program: E185 - Juvenile Probation			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0
Revenue	17,445	18,476	18,846

Department Budget: Central Services		Department 25	
Program: E200 - Sheriff			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	824,600	2,217,731	1,275,000
Revenue	1,612,643	2,890,083	1,662,264
Program: E201 - Sheriff-ER&R Small Equipment			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	255,700	174,173	87,393
Revenue	370,086	180,786	184,401
Program: E205 - Corrections			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	0	20,412	20,412
Program: E206 - Thurston County Corrections Facility			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	233,350	240,950	120,150
Revenue	57,850	166,779	77,772
Program: E210 - Coroner			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,000	90,000	105,000
Revenue	16,770	62,209	23,053
Program: E330 - Washington State University Extension			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	2,868	2,953	3,012

Department Budget: Central Services		Department 25	
Program: E403 - Solid Waste			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	585,000	497,000	52,000
Revenue	156,585	253,171	135,834
Program: E404 - Solid Waste Reserve			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	55,000	0	0
Revenue	15,486	13,984	14,265
Program: E406 - Storm & Surface Water			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	86,000	0	980,000
Revenue	227,259	242,264	247,110
Program: E420 - Boston Harbor			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	112,000
Revenue	45,075	46,923	47,861
Program: E521 - Central Services-Facilities			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	105,000	0
Revenue	35,903	115,939	41,758
Program: E525 - Equipment Rental & Revolving - Information Technology			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	8,084	8,570	8,741

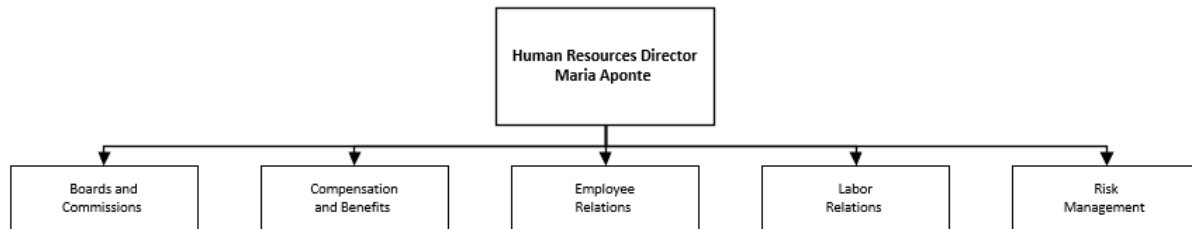
Department Budget: Central Services		Department 25	
Program: E541 - Equipment Rental			
Description: Collects and manages funds to replace county vehicles and other supported equipment. This fund is responsible for charging offices and departments for future replacement needs; the funds are collected during the life of the vehicle or equipment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	223,178	156,000	165,000
Revenue	99,765	119,019	121,399
Program: G105 - Building 4 Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,846	1,815	1,815
Revenue	77,887	77,154	79,455
Program: G110 - Building #5 Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,707	1,678	1,678
Revenue	152,678	71,723	73,851
Program: G115 - Jail Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,058	2,024	2,024
Revenue	86,788	85,970	88,537
Program: G120 - Fair Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	513	505	505
Revenue	21,840	21,636	22,276
Program: G125 - ESC Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,718	2,673	2,673
Revenue	114,466	113,386	116,775

Department Budget: Central Services		Department 25	
Program: G130 - E&T M&O			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	339	339	339
Program: G135 - Roads Building A Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,231	2,194	2,194
Revenue	94,144	93,258	96,039
Program: G140 - Roads Building B Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,033	1,016	1,016
Revenue	43,652	43,241	44,529
Program: G145 - Roads Rainier/Township Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	151	151
Revenue	37	6,425	6,617
Program: G150 - Family Justice Center Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,588	3,529	3,529
Revenue	151,246	149,820	154,295
Program: G155 - Coroner Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	990	973	973
Revenue	41,706	41,313	42,547

Department Budget: Central Services		Department 25	
Program: G160 - Public Health and Social Services Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,366	2,327	2,327
Revenue	99,527	98,587	101,537
Program: G165 - McLane Building Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	209	209	209
Program: G175 - 3013 Ferguson Building Maintenance & Operation			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,340	1,318	1,318
Revenue	56,242	55,710	57,381
Program: G180 - Building 1 Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,662	2,618	2,618
Revenue	112,317	111,259	114,578
Program: G185 - Building 2 Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,825	2,778	2,778
Revenue	119,181	118,058	121,580
Program: G190 - Building 3 Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,806	3,743	3,743
Revenue	161,428	159,916	164,662

Department Budget: Central Services		Department 25	
Program: G195 - Corrections - Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	10,026	9,859	9,859
Revenue	421,748	417,763	430,265
Program: G200 - Roads Building C-Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,135	1,116	1,116
Revenue	47,915	47,463	48,879
Program: G205 - Roads Building D-Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	159	156	156
Revenue	6,700	6,637	6,835
Program: G210 - Roads Building E Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,531	1,506	1,506
Revenue	64,637	64,027	65,937
Program: G215 - Building 6 Capital			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,929	2,880	2,880
Revenue	122,912	121,748	125,400
Program: G220 - Benoschek Building Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	46	838	838
Revenue	1,919	35,410	36,472

Department Budget: Central Services		Department 25	
Program: G225 - Parking Lot J			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	10,000	10,000	10,000
Program: G230 - Mottman Complex			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	5,600,000	0	0
Revenue	5,600,000	0	0

Organization:**Mission and Purpose:**

The Human Resources Department partners with all Thurston County offices and departments to provide a broad array of services. We aim to deliver on our vision and mission by actively demonstrating our department values of customer service, teamwork, collaboration, inclusivity, integrity, and respect.

We are committed to providing quality, professional support, and leadership to our customers 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 Civil Service Commission, the Thurston County Citizen's Commission on Salaries for Elected Officials, and the LEOFF Disability Board.

2022-2023 Goals:

- Finalize the comprehensive classification and compensation study approved by the Board in 2021 and present BoCC implementation options.
- Negotiate seven collective bargaining agreements that expire 12/31/22.
- Implement new payroll deductions required under the Long-term Care Act (eff. 1/1/22).
- If approved, administer a new Leave Buyout Fund.
- Continue the process of updating the County Personnel Policies.
- Continue to design and implement succession planning tools to increase organizational capacity (piloting in 2021) and reinstate efforts to develop employee development and/or in-training programs.
- Resume work on the Enterprise Resource Planning Project to replace the financial and human capital management systems.

2022-2023 Challenges:

- Continued challenges in supporting the county workforce post pandemic.

- Recruitment and retention challenges due to a tight labor market and more employees becoming retirement eligible.
- Anticipating and meeting the changing needs of the workforce.
- Responding and implementing legislative mandates that impact our workforce (examples include new paid leave requirements, initiatives paid via mandatory payroll deductions).
- Managing demands of implementing the ERP and addressing training needs of employees who work in the HR, financial, and budget systems.

The demand for strategic, consultative, and collaborative HR services continues to grow. During the coming years, a broad set of organizational challenges must be addressed that have leadership, workforce, and technological implications for our County. We will need to respond to these challenges as they will impact our ability to maximize organizational capacity, increase individual potential, and position the County as an employer of choice.

The number of employees retiring remains steady and will continue to rise. The new employment environment, with competing employment choices, reduced labor pools, and shifting skill-set demands, will require innovative marketing and communication strategies to attract, source, and recruit qualified candidates. To meet these demands, the HR Department will work to expand social media tools to attract diverse, talented individuals. HR will build upon succession planning, assess opportunities for employee developmental opportunities and career ladders – all initiatives aimed at providing managers necessary tools to increase employment engagement, ensure knowledge transfer, and ensuring continuity of excellent services provided by the County.

Funds:

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

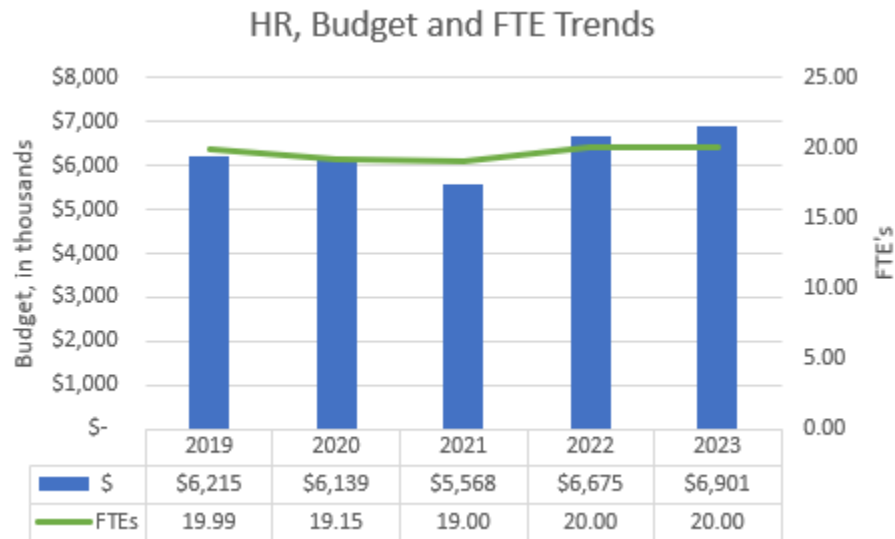
Benefits Administration Fund 5060. This fund supports the employee benefits program. It covers the costs to manage payroll deductions and plan billings. It also supports third party administrator costs, consultant costs wellness and recognition activities.

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.

Leave Buyout Fund 5080. This fund provides 25% of the cost of paying out leave upon employee retirement.

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 Snapshots:



Budget Drivers:

Measure	Units of Measure	2016	2017	2018	2019	2020
Recruitments Posted to NeoGov	Recruitments	204	191	200	276	230
New Hires	Employees	145	151	151	160	108
Veterans Hired	Veterans	16	17	20	25	9
Required Training Classes Conducted	Classes	64	105	118	101	18
Labor and Industries Claims	Claims	51	63	55	65	31
Classifications Reviewed	Classifications	51	55	81	72	23
Separations	Employees	218	109	120	142	123
Retirements (sub # of separations)	Employees	26	30	34	32	36
Employee Turnover Rate	Percent	10.3%	13%	11%	13%	11%
Board of Equalization Petitions Received	Petitions	618	843	656	583	511

EXPENDITURES & FTEs BY DEPARTMENT

Human Resources	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	19.00	0.00	20.00	20.00
Personnel	2,364,292	2,530,143	998,686	2,900,081	2,993,950
Internal Services	347,009	350,978	177,655	531,114	569,113
Professional Services	253,251	577,746	77,926	797,746	597,746
Operating Costs	2,046,731	2,726,915	156,826	2,389,957	2,683,679
Debt Services	3,484	12,514	1,742	12,514	12,514
Capital Expenses	0	1,000	0	1,000	1,000
Transfer to Other County Funds	43,000	43,000	0	43,000	43,000
Human Resources Total	5,057,767	6,242,296	1,412,835	6,675,412	6,901,002

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	1,440,408	1,561,750	624,599	1,676,355	1,707,514
Internal Services	236,544	247,939	125,684	428,587	464,245
Professional Services	41,501	132,246	27,078	302,246	152,246
Operating Costs	45,758	99,548	11,707	99,116	99,116
Debt Services	3,484	12,514	1,742	12,514	12,514
0010 - General Fund Total	1,767,695	2,053,997	790,810	2,518,818	2,435,635

5030 - Unemployment Compensation	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	172,996	278,742	93,560	280,885	282,598
Internal Services	6,602	4,969	2,484	4,369	4,373
Operating Costs	0	2,000	0	2,000	2,000
5030 - Unemployment Compensation Total	179,598	285,711	96,045	287,254	288,971

5050 - Insurance Risk	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	388,081	423,756	158,408	414,878	417,191
Internal Services	88,543	83,770	42,337	82,721	85,024
Professional Services	196,864	415,500	42,116	415,500	415,500
Operating Costs	1,999,883	2,601,917	143,612	2,265,391	2,559,113
Capital Expenses	0	1,000	0	1,000	1,000
Transfer to Other County Funds	43,000	43,000	0	43,000	43,000
5050 - Insurance Risk Total	2,716,371	3,568,943	386,473	3,222,490	3,520,828

5060 - Benefits Administration	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	362,806	265,895	122,119	277,963	286,647
Internal Services	15,320	14,300	7,150	15,437	15,471
Professional Services	14,886	30,000	8,731	80,000	30,000
Operating Costs	1,090	23,450	1,507	23,450	23,450
5060 - Benefits Administration Total	394,103	333,645	139,507	396,850	355,568

Department Budget: Human Resources

Dept #: 22

5080 - Leave Buyout	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	0	0	250,000	300,000
5080 - Leave Buyout Total	0	0	0	250,000	300,000

REVENUE BY DEPARTMENT

Human Resources	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	3,414,780	3,028,798	1,667,377	3,846,867	4,141,504
General Fund Contribution	0	0	0	250,000	0
From Other Funds	43,000	43,000	0	43,000	43,000
Intergovernmental Revenue	23,051	0	0	0	0
Miscellaneous Revenue	24,989	38,000	11,521	38,000	38,000
Human Resources Total	3,505,821	3,109,798	1,678,898	4,177,867	4,222,504

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	43,000	43,000	0	43,000	43,000
Intergovernmental Revenue	16,815	0	0	0	0
0010 - General Fund Total	59,815	43,000	0	43,000	43,000

5030 - Unemployment Compensation	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	262,119	0	137,936	0	0
5030 - Unemployment Compensation Total	262,119	0	137,936	0	0

5050 - Insurance Risk	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	2,971,675	2,880,744	1,440,371	3,219,983	3,516,556
Intergovernmental Revenue	67	0	0	0	0
Miscellaneous Revenue	19,686	0	6,845	0	0
5050 - Insurance Risk Total	2,991,428	2,880,744	1,447,216	3,219,983	3,516,556

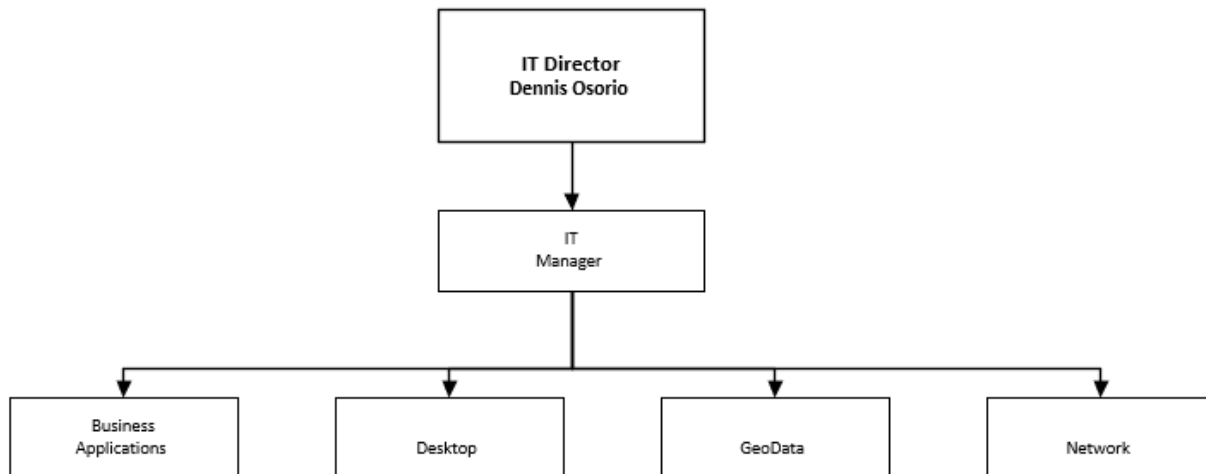
5060 - Benefits Administration	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	180,986	148,054	89,070	293,000	297,000
Intergovernmental Revenue	6,170	0	0	0	0
Miscellaneous Revenue	5,303	38,000	4,676	38,000	38,000
5060 - Benefits Administration Total	192,459	186,054	93,745	331,000	335,000

5080 - Leave Buyout	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	0	0	0	333,884	327,948
General Fund Contribution	0	0	0	250,000	0
5080 - Leave Buyout Total	0	0	0	583,884	327,948

Department Budget: Human Resources		Department 22	
Program: 0000 - Program			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	250,000	300,000
Revenue	0	583,884	327,948
Program: B400 - Civil Service			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	156,453	160,935	163,366
Program: B401 - Sheriff-Entry Testing			
Description: Provides the Sheriff's Office with support for all hiring activities, promotional opportunities, including classification of covered positions.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	900	900	900
Program: B600 - Human Resources			
Description: Provides county leaders and offices with contemporary employment and labor management expertise to ensure our employees are treated fairly and consistently, reinforcing efficient public service capabilities.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,315,896	1,757,152	1,664,704
Program: B602 - Employee Recruitment Advertising			
Description: Supports the county recruitment efforts through an on-line applicant tracking system, and facilitates hard-to-source and executive-level recruitments.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	34,000	34,000	34,000
Program: B619 - Training Program			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	214,566	232,290	234,184
Revenue	43,000	43,000	43,000
Program: B620 - Board of Equalization			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	332,182	333,541	338,481

Department Budget: Human Resources		Department 22	
Program: B630 - Unemployment Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	285,711	287,254	288,971
Program: B635 - Benefits Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	332,645	395,850	354,568
Revenue	186,054	331,000	335,000
Program: B640 - Wellness & Employee Recognition			
Description: Seed money provided to promote employee health wellness and recognition activities.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,000	1,000	1,000
Program: B680 - Insurance Risk Administration			
Description: County offices contribute to the risk management program based on risk exposures and loss history. Program administrative costs are segregated by insurance program functions.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	40,321	49,384	51,727
Revenue	2,880,744	3,219,983	3,516,556
Program: B682 - Liability Premiums			
Description: The county’s general liability and casualty insurance program covers the insurance premium costs and associated tort-claim and lawsuit defense and adjudication expenses.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,748,437	2,385,060	2,618,083
Program: B683 - Property Premiums			
Description: The county’s property insurance program insures the county’s buildings, vehicles and other assets.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	425,993	437,596	499,605
Program: B685 - Other Liability Premiums			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	17,600	17,600	17,600
Program: B686 - Other Premiums-Bonds			
Description: This is for the statutorily required surety bond placements for the Thurston County Clerk and Treasurer.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,500	3,500	3,500

Department Budget: Human Resources		Department 22	
Program: B687 - Pollution Liability Premium			
Description: This insurance premium is for a pollution policy that covers the county’s underground fuel storage tanks and our largest above ground storage tanks.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,200	6,200	6,200
Program: B692 - Operating Transfer-Training Program			
Description: A pass through account, transferred to Human Resources for employee training and development programs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	43,000	43,000	43,000
Program: B693 - Public Records			
Description: A reserve and expense account for public records expenses			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	25,000	25,000	25,000
Program: B694 - Workers Compensation-Refunds & Assessments			
Description: This program includes safety and loss control management for workers’ compensation claim management and third party claims adjudication costs. The program also tracks Department of Labor & Industry premium assessments and refunds.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	258,892	255,150	256,113
Program: B696- Health Insurance Portability and Accountability Act (HIPPA)			
Description: A reserve and expense account for HIPPA related expenses			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	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. The IT Department responds to about 12,000 requests for assistance a year.

- ❖ Desktop team members triage nearly 5,000 Help Desk tickets 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. This team is also responsible for enterprise backup and recovery.
- ❖ Applications team members support nearly 100 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 internally developed systems and processes.
- ❖ GeoData team members provide County staff with spatial geographic information and maintain heavily used intranet and internet mapping websites as well as several

spatially enabled business applications. They also provide support and services to Federal, State, and local agencies, private business and the general public.

2022 and 2023 Goals:

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

IT goals for 2022 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

- ❖ Implement industry best practice processes for improving service management and service delivery.
- ❖ Continue implementation of IT Strategic plan for replacement of enterprise-wide application systems, organizational development needs, and IT infrastructure improvements.
- ❖ Mature the project management functions, processes and resources to ensure repeatable successful projects.
- ❖ Improve IT Security program by updating policies, expanding incident response process, and educating county employees.
- ❖ Complete the Habitat Conservation Plan project.
- ❖ Adding Commissioner and Port districts and building new precincts to support future elections.
- ❖ Procure a funding source for regular LIDAR updates.
- ❖ Implement a modern platform for the County Internet site and support customer efforts in keeping web design and content up-to-date and consistent.
- ❖ Support and mature the changing landscape in office configuration and teleworking in order to support business needs while keeping best practices.

2022 and 2023 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 are spent in adapting to the rapidly evolving types of attacks, as well as cleaning up systems that are corrupted by these attacks.

- ❖ Developing capacity for IT project planning and implementation. We must upgrade or replace several major IT applications. Partnering with business users to plan and conduct these projects will be a significant added workload.
- ❖ Funding for Large System replacements continue to of concern due to volatility in cost estimations and technology changes. Annual cost forecasting as well as in-depth Request for Proposals will need to be conducted to ensure accurate replacement costs systems.

Funds:

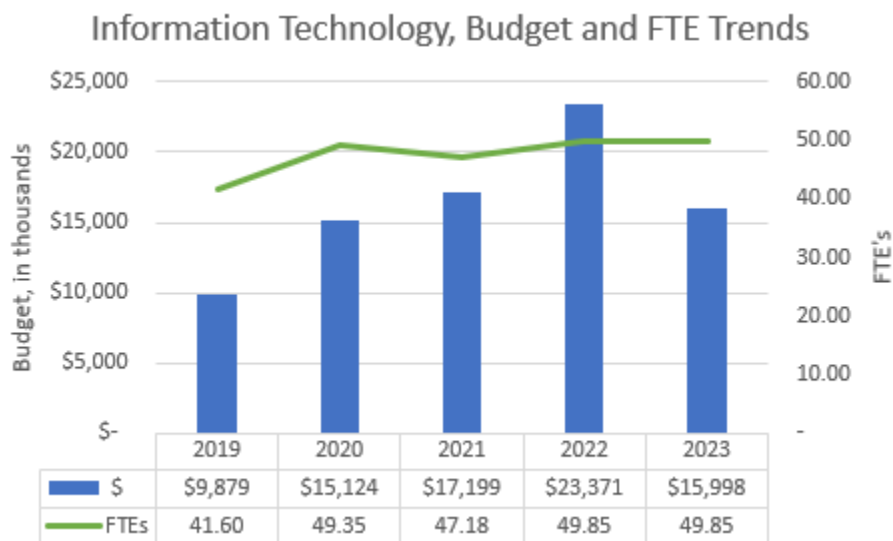
Information Technology operates in the following funds:

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

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

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

Budget Snapshot:



Budget Drivers:

Measure	Unit of Measure	2015	2016	2017	2018	2019	2020
Users of County Systems	Number of PCs & Laptops	1,488	1,427	1,546	1,624	1,575	1,888
Users of Telecommunications	Number of phones & cell phones	1,783	1,799	1,872	1,889	2,144	2,571

EXPENDITURES & FTEs BY DEPARTMENT

Information Technology	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	49.85	0.00	49.85	45.85
Personnel	4,744,659	6,096,414	2,333,240	6,436,169	6,120,201
Internal Services	179,767	480,103	239,479	767,768	803,481
Professional Services	304,804	4,260,102	23,349	5,844,886	2,208,165
Operating Costs	4,170,502	3,960,086	1,679,912	4,931,256	5,008,113
Capital Expenses	1,473,858	316,775	78,742	144,997	148,300
Transfer to Other County Funds	295,093	2,085,778	0	5,245,826	1,709,650
Information Technology Total	11,168,683	17,199,258	4,354,722	23,370,902	15,997,910

EXPENDITURES BY FUND AND TYPE

5240 - Large System Replacement Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	131,155	375,244	54,970	657,974	257,584
Internal Services	19,043	21,204	10,602	35,168	34,278
Professional Services	39,417	4,058,502	12,500	5,818,086	2,180,833
Operating Costs	0	0	0	2,800	0
Transfer to Other County Funds	0	53,000	0	767,900	767,700
5240 - Large System Replacement Reserve Total	189,615	4,507,950	78,072	7,281,928	3,240,395

5250 - Information Technology Operations	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	4,613,505	5,721,170	2,278,270	5,778,195	5,862,617
Internal Services	160,724	440,534	219,694	710,737	747,340
Professional Services	180,774	26,600	3,575	26,800	27,332
Operating Costs	3,748,170	3,229,414	1,345,733	4,257,053	4,392,230
Capital Expenses	430,103	5,250	0	5,250	5,353
Transfer to Other County Funds	295,093	153,350	0	188,980	195,633
5250 - Information Technology Operations Total	9,428,368	9,576,318	3,847,272	10,967,015	11,230,505

5260 - Information Technology Reserves	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	0	18,365	9,183	21,863	21,863
Professional Services	84,613	175,000	7,274	0	0
Operating Costs	422,332	730,672	334,180	671,403	615,883
Capital Expenses	1,043,755	311,525	78,742	139,747	142,947
5260 - Information Technology Reserves Total	1,550,700	1,235,562	429,378	833,013	780,693

5270 - Large System General Obligation Bond	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Transfer to Other County Funds	0	1,879,428	0	4,288,946	746,317
5270 - Large System General Obligation Bond Total	0	1,879,428	0	4,288,946	746,317

REVENUE BY DEPARTMENT

Information Technology	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	10,131,741	10,398,084	5,256,345	12,467,302	13,301,712
General Fund Contribution	8,067	205,735	0	69,622	59,258
From Other Funds	0	2,319,561	0	4,297,346	746,317
Intergovernmental Revenue	1,453,342	0	0	0	0
Miscellaneous Revenue	61,723	6,426,553	6,421,250	55,901	56,298
Information Technology Total	11,654,873	19,349,933	11,677,595	16,890,171	14,163,585

REVENUE BY FUND AND TYPE

5240 - Large System Replacement Reserve	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	600,767	645,233	322,616	1,983,837	1,983,837
General Fund Contribution	0	0	0	2,800	0
From Other Funds	0	2,319,561	0	4,288,946	746,317
Miscellaneous Revenue	25,597	6,553	9,552	55,901	56,298
5240 - Large System Replacement Reserve Total	626,364	2,971,347	332,168	6,331,484	2,786,452

5250 - Information Technology Operations	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	8,702,444	8,865,604	4,492,257	9,747,537	10,565,095
General Fund Contribution	0	133,285	0	0	53,208
Intergovernmental Revenue	1,453,342	0	0	0	0
Miscellaneous Revenue	14,757	0	6,350	0	0
5250 - Information Technology Operations Total	10,170,543	8,998,889	4,498,608	9,747,537	10,618,303

5260 - Information Technology Reserves	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	828,530	887,247	441,471	735,928	752,780
General Fund Contribution	8,067	72,450	0	66,822	6,050
From Other Funds	0	0	0	8,400	0
Miscellaneous Revenue	21,369	0	3,875	0	0
5260 - Information Technology Reserves Total	857,966	959,697	445,346	811,150	758,830

5270 - Large System General Obligation Bond	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Miscellaneous Revenue	0	6,420,000	6,401,473	0	0
5270 - Large System General Obligation Bond Total	0	6,420,000	6,401,473	0	0

Department Budget: Information Technology		Department 38	
Program: B915 - Information Technology Services			
Description: This program tracks revenue and expenditures for the following IT Operations Teams: Admin, Desktop, Applications, Network.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,887,168	8,088,554	8,299,731
Revenue	6,808,773	7,205,816	7,833,911
Program: B920 - Telecom			
Description: This program tracks revenue and expenditures for the Telecommunication Team.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,183,560	1,333,281	1,355,887
Revenue	1,035,605	1,196,265	1,281,876
Program: B970 - Geo Data Services			
Description: This program tracks revenue and expenditures for the Geodata Team.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,505,590	1,545,180	1,574,887
Revenue	1,154,511	1,345,456	1,502,516
Program: G040 - Personal Computer Reserve			
Description: This program is located in the IT Reserve Fund and is used to accumulate resources to replace PCs, servers, and related technology infrastructure.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	324,898	218,265	187,042
Revenue	333,398	218,265	187,042
Program: G042 - Information Technology Infrastructure Reserve			
Description: This program is part of the IT Reserve Fund and is used to accumulate resources to replace PCs, servers, and related technology infrastructure.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	910,664	614,748	593,651
Revenue	626,299	592,885	571,788
Program: G300 - System Replacement Reserve			
Description: This program funds replacement or upgrades of major IT business applications managed by the IT Department. An annual contribution funds each program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	1,262	372
Revenue	0	0	0
Program: Y000 - Administration			
Description: Administration of replacement or upgrades of major IT business applications managed by Central Services.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,243,069	6,899,007	3,136,163
Revenue	1,879,428	4,302,162	759,930

Department Budget: Information Technology		Department 38	
Program: Y001 - Large Information Technology System Replacement-Assessor			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	696	0	0
Revenue	129,437	98,836	98,836
Program: Y002 - Large Information Technology System Replacement-Auditor			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	785,000	0	0
Revenue	14,372	47,320	47,320
Program: Y003 - Large Information Technology System Replacement-Commissioners			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,392	0	0
Revenue	2,492	14,513	14,513
Program: Y004 - Large Information Technology System Replacement-Treasurer			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	35,652	36,372	36,372
Program: Y005 - Large Information Technology System Replacement-Clerk			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	2,913	22,464	22,464
Program: Y006 - Large Information Technology System Replacement-Superior Court			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	16,882	174,873	174,873
Program: Y007 - Large Information Technology System Replacement-District Court			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	13,376	63,317	63,317

Department Budget: Information Technology		Department 38	
Program: Y008 - Large Information Technology System Replacement-Juvenile Court			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	4,680	29,081	29,081
Program: Y009 - Large Information Technology System Replacement-Prosecutor			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,088	0	0
Revenue	71,691	84,159	84,159
Program: Y010 - Large Information Technology System Replacement-Sheriff			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	58,931	155,674	155,674
Program: Y011 - Large Information Technology System Replacement-Corrections			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	65,317	132,770	132,770
Program: Y012 - Large Information Technology System Replacement-Coroner			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	9,599	5,111	5,111
Program: Y022 - Large Information Technology System Replacement-Human Resources			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	855,682	133,523	39,604
Revenue	1,294	12,032	12,032
Program: Y023 - Large Information Technology System Replacement-Non-Departmental			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	174	1,050	1,050

Department Budget: Information Technology		Department 38	
Program: Y024 - Large Information Technology System Replacement-Public Defense			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	2,800	0
Revenue	33,087	44,706	41,906
Program: Y027 - Large Information Technology System Replacement-Washington State University Extension			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	267	3,221	3,221
Program: Y029 - Large Information Technology System Replacement- Emergency Management			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	696	0	0
Revenue	2,457	31,016	31,016
Program: Y02A - Large Information Technology system Replacement-Auditor Financial Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	124,199	245,336	64,256
Revenue	54,417	43,682	43,682
Program: Y036 - Large Information Technology System Replacement-Community Planning			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,784	0	0
Revenue	3,123	47,950	47,950
Program: Y037 - Large Information Technology System Replacement-Pretrial Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	763	5,905	5,905
Program: Y100 - Large System Replacement Bonds			
Description: This program is for the bond proceeds that will be paying for the new ERP system from the 2021 General Obligation Bond			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,879,428	4,288,946	746,317
Revenue	6,420,000	0	0

Department Budget: Information Technology		Department 38	
Program: Y103 - Large Information Technology System Replacement-Fair			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	2,237	3,894	3,894
Program: Y105 - Large Information Technology System Replacement-Auditor Maintenance & Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	2,677	1,590	1,590
Program: Y118 - Large Information Technology System Replacement-Treatment Sales Tax			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	0	3,784	3,784
Program: Y119 - Large Information Technology System Replacement-Roads			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	30,024	0	0
Revenue	48,183	203,326	203,326
Program: Y120 - Large Information Technology System Replacement-Veterans			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	114	990	990
Program: Y129 - Large Information Technology System Replacement-Medic One			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	4,166	40,759	40,759
Program: Y133 - Parks			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	0	28,250	28,250

Department Budget: Information Technology		Department 38	
Program: Y135 - Large Information Technology System Replacement -Noxious Weed			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,005	0	0
Revenue	6,347	17,750	17,750
Program: Y140 - Large Information Technology System Replacement-Housing			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,956	57,497	57,497
Program: Y147 - Drug Enforcement			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	0	2,084	2,084
Program: Y150 - Large Information Technology System Replacement-Public Health			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	47,377	170,918	170,918
Program: Y15A - Large Information Technology System Replacement-Social Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	12,237	3,180	3,180
Program: Y172 - LAKE LMD			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	0	347	347
Program: Y403 - Large Information Technology System Replacement-Solid Waste			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	3,931	40,854	40,854
Program: Y406 - Large Information Technology System Replacement-Stormwater			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	42,045	0	0
Revenue	42,611	49,624	49,624

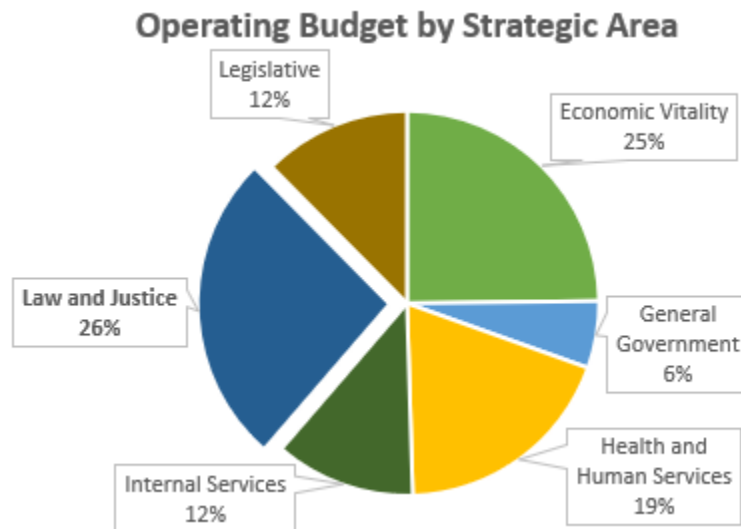
Department Budget: Information Technology		Department 38	
Program: Y412 - Large Information Technology System Replacement-Land Use			
Description: This program is part of the IT Large System Replacement Fund and is used to accumulate resources to replace large systems such as AMANDA, Munis, Eden, and many others.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	223,017	0	0
Revenue	220,224	88,881	88,881
Program: Y420 - Large Information Technology System Replacement-Utilities			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,005	0	0
Revenue	7,303	33,227	33,227
Program: Y452 - Large System Replacement Reserve - Environmental Health			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	185,248	0	0
Revenue	163,667	110,263	110,263
Program: Y521 - Central Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	0	61,817	61,817
Program: Y523 - Large Information Technology System Replacement-Facilities Engineering			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	148	1,097	1,097
Program: Y541 - Large Information Technology System Replacement-Equipment Rental & Revolving			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,264	12,453	12,453
Program: Y642 - Large System Replacement-PUD			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	0	2,343	2,343
Program: Y647 - Large Information Technology System Replacement-Olympia Air			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level

Department Budget: Information Technology		Department 38	
Revenue	1,268	6,513	6,513
Program: Y660 - Large Information Technology System Replacement-Area Agency on Aging			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	3,805	24,871	24,871
Program: Y699 - Large Information Technology System Replacement-Thurston Regional Planning Council			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,480	8,958	8,958

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 2022 and 2023 appropriation totals \$103,796,671 and \$103,308,820 respectively. This represents 21% of the operating budget in 2022 and 26% in 2023.

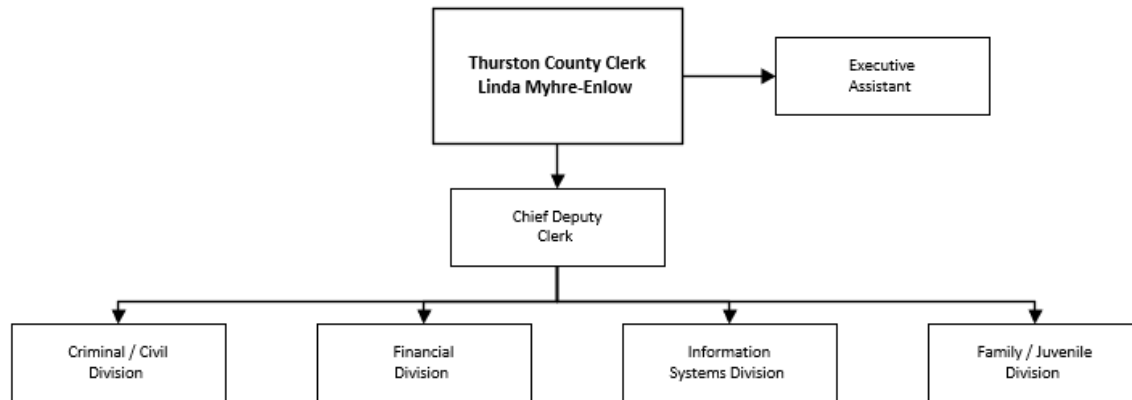


Department	2022	2023
Clerk	9,098,200	7,407,333
Coroner	1,685,998	1,736,058
District Court	4,962,681	5,202,306
Juvenile Court	8,317,929	8,543,582
Pretrial Services	1,372,468	1,399,054
Prosecuting Attorney	12,042,276	12,373,635
Public Defense	8,458,303	8,423,677
Sheriff - Corrections	24,224,851	25,273,405
Sheriff - Law Enforcement	25,248,075	24,382,880
Superior Court	8,385,890	8,566,890
Total Law and Justice	103,796,671	103,308,820

Law and Justice Policy Investments:

Department	Title
Clerk	Request for Extension of Records Auditor Position Funded by the Auditor's Office.
Clerk	Transfer Facilitator Positions from the Facilitator Fund (Fund 1020) to the General Fund
Clerk	Eliminate Position in Fund 1910 - LFO Collection Fund
Clerk	Eliminating Proceeding Spec. in GF and Transfer Funding to Accting Spec. Pos and Records Coord. Pos
Clerk	Request for 2.5 Add. FTEs for Ninth Judge
Coroner	Premium Pay for Lead Deputy Coroner
Coroner	Request for Office Assistant
Coroner	Additional Supply Budget
Coroner	New Lead Forensic Autopsy Technician
Coroner	New Transport Vehicle
Coroner	New Forensic Pathologist
District Court	Judicial Time: Judge Pro Tempore Allocation
District Court	TST - Care Coordinator, Mental Health & Veterans Court (FTE)
District Court	Court Interpreter Coordinator for District and Superior Courts
District Court	Substance Abuse Monitoring
District Court	Court Supplies
District Court	Operating Lease Funding
Pretrial Services	New TST Resource Hub Program Manager
Prosecuting Attorney	Increase PAO Criminal Division Capacity
Prosecuting Attorney	Add Business Applications Tech II Position to PAO
Prosecuting Attorney	Add Legal Assistant II Position in the Public Records Unit of the PAO Civil Division
Prosecuting Attorney	Add Funding for Diversion Services
Prosecuting Attorney	Budget Transfer from the Prosecutor's General fund to the Treatment Sales Tax Fund
Prosecuting Attorney	Add Office Rent Expense for DV and SVT Off-Site Locations
Prosecuting Attorney	Allocate Position from Fund 1110: Grant Funding Ended in 2021
Public Defense	Indigent Defense Investigation Services Hourly Rate Increase
Public Defense	Felony Defense Attorney
Public Defense	Expand Thurston County Indigent Defense Investigator Services
Public Defense	Thurston County Public Defense Professional Development
Sheriff-Corrections	Funding for Increased Contracted Provider Costs
Sheriff-Corrections	Increased Funding for Overtime

Sheriff-Corrections	Remove End Date for 3 Corrections Deputy Positions for Chandler Court
Sheriff-Corrections	Funding for Increased Academy Costs Due to Increased Corrections Academy Length
Sheriff-Corrections	Funding for Wage Adjustments for Certain Support Staff Based on Market Study Results
Sheriff-Corrections	Funding for Purchase of Jail Transport Vehicle
Sheriff-Corrections	Add Tasers to the Equipment Replacement and Revolving Fund
Sheriff-Corrections	Restore Funding for Two Correction Deputy Positions
Sheriff-Corrections	Funding to include the Jail's Body Scanner on Equipment Rental and Revolving Account
Sheriff-Corrections	Increasing Detention Sales Tax Funding of Corrections Operations
Sheriff-Law Enforcement	Funding for Purchase of Body and In-Car Cameras and Staffing
Sheriff-Law Enforcement	Restore Funding for Two Deputy Positions
Sheriff-Law Enforcement	Funding for Purchasing Narcan
Sheriff-Law Enforcement	Additional Funding for Overtime
Sheriff-Law Enforcement	Funding for Additional Law Enforcement Deputies
Sheriff-Law Enforcement	Funding for Additional Laserfiche Licenses
Sheriff-Law Enforcement	Funding for Wage Adjustments for Certain Support Staff Based on Market Study Results
Sheriff-Law Enforcement	Add Suppressors to Equipment Replacement & Revolving Account
Superior Court	Add Costs Associated for Court Security CBA
Superior Court	Add Safe Babies Court Coordinator/TST
Superior Court	Add Two FTE's to Support 9th Judge
Superior Court	Add FTE - Jury Administrator
Superior Court	Add FTE - Assistant Court Administrator Combined Juvenile and Superior Court Request

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.

2022 and 2023 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.

2022 and 2023 Challenges:

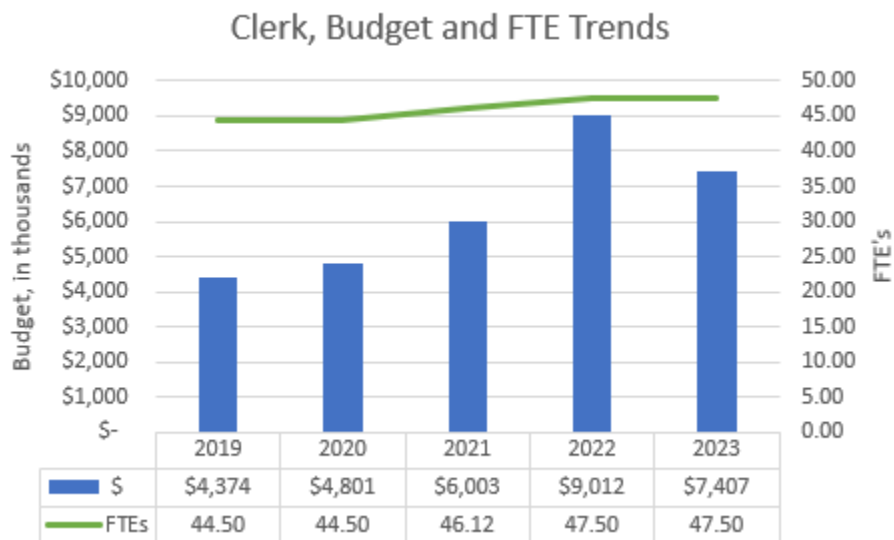
- Recruiting and retaining staff due to outdated job descriptions
- Blake decision workload
- 9th Judge workload
- Case backlogs due to Covid
- Staffing needs as Involuntary Commitment Facilities are expanded and added.
- Legal Financial Obligations and Facilitator Funds revenues not able to sustain 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:

Legal Financial Obligations Collection 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	2020
Cases Filed	Per Case	12,591	12,692	14,769	14,636	15,633	9,061
Hearings Held	Per Hearing	40,167	42,292	44,681	42,983	70,622	14,403
Documents Filed	Per Document	341,094	327,775	427,063	345,050	340,072	269,936

EXPENDITURES & FTEs BY DEPARTMENT

Clerk	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	49.00	0.00	47.50	47.50
Personnel	3,661,324	4,287,181	1,729,941	4,405,169	4,498,450
Internal Services	502,417	522,541	263,346	542,808	578,392
Professional Services	34,210	40,000	18,564	4,026,000	2,217,236
Operating Costs	75,860	1,071,575	50,311	55,530	48,799
Debt Services	12,113	15,276	6,167	15,276	15,276
Capital Expenses	0	49,180	5,571	49,180	49,180
Transfer to Other County Funds	0	16,950	0	4,237	0
Clerk Total	4,285,923	6,002,703	2,073,899	9,098,200	7,407,333

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	3,347,839	3,853,439	1,577,808	4,119,235	4,207,885
Internal Services	479,454	506,450	255,301	536,943	572,521
Professional Services	34,210	35,000	18,564	4,026,000	2,217,236
Operating Costs	75,860	1,070,075	50,311	55,530	48,799
Debt Services	12,113	15,276	6,167	15,276	15,276
Capital Expenses	0	49,180	5,571	49,180	49,180
Transfer to Other County Funds	0	16,950	0	4,237	0
0010 - General Fund Total	3,949,476	5,546,370	1,913,721	8,806,401	7,110,897

1020 - Family Court Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	206,341	233,558	97,540	0	0
Internal Services	12,165	8,091	4,046	0	0
Professional Services	0	5,000	0	0	0
Operating Costs	0	1,500	0	0	0
1020 - Family Court Services Total	218,506	248,149	101,586	0	0

1050 - Auditor's Maintenance and Operations	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	0	0	184,439	188,243
1050 - Auditor's Maintenance and Operations Total	0	0	0	184,439	188,243

1910 - Legal Financial Obligations Collection Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	107,143	200,184	54,592	101,495	102,322
Internal Services	10,798	8,000	4,000	5,865	5,871
1910 - Legal Financial Obligations Collection Fund Total	117,941	208,184	58,592	107,360	108,193

REVENUE BY DEPARTMENT

Clerk	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,428,269	1,435,410	535,572	1,341,461	1,341,461
General Fund Contribution	0	0	0	0	0
From Other Funds	114,600	146,999	63,352	70,000	73,000
Intergovernmental Revenue	29,401	22,204	0	18,096	22,204
Miscellaneous Revenue	300,455	328,440	103,640	483,848	253,173
Grants	924,960	844,044	0	886,302	886,302
Clerk Total	2,797,686	2,777,097	702,564	2,799,707	2,576,140

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,273,624	1,242,100	439,992	1,341,461	1,341,461
From Other Funds	114,600	92,051	51,353	70,000	73,000
Intergovernmental Revenue	11,305	0	0	0	0
Miscellaneous Revenue	169,905	172,290	53,137	388,448	157,773
Grants	924,960	844,044	0	886,302	886,302
0010 - General Fund Total	2,494,394	2,350,485	544,482	2,686,211	2,458,536

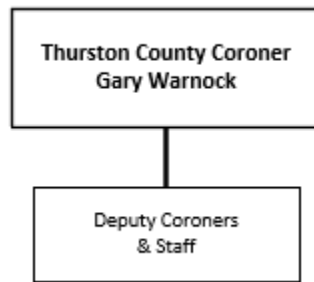
1020 - Family Court Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	154,645	193,310	95,581	0	0
From Other Funds	0	54,948	11,998	0	0
Miscellaneous Revenue	501	550	44	0	0
1020 - Family Court Services Total	155,146	248,808	107,623	0	0

1910 - Legal Financial Obligations Collection Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	18,096	22,204	0	18,096	22,204
Miscellaneous Revenue	130,050	155,600	50,459	95,400	95,400
1910 - Legal Financial Obligations Collection Fund Total	148,146	177,804	50,459	113,496	117,604

Department Budget: Clerk		Department 05	
Program: A500 - Administration			
Description: As the administrator of a county office, the Clerk has the responsibility to establish office policies, budgets, and procedures. The administrative team consists of the Chief Deputy, Systems Manager, Service Managers and Financial Manager. Accuracy and efficiency are critical to the Clerk’s Office as even the slightest error or omission in indexing, posting, filing, preparation of writs, or disbursements of funds affects the life or property of members of the public and makes the Clerk personally liable for damages and subject to monetary fines.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	884,561	773,053	781,756
Revenue	1,635,065	1,633,550	1,640,658
Program: A505 - Grants			
Description: As the administrator of a county office, the Clerk has the responsibility to establish office policies, budgets, and procedures. The administrative team consists of the Chief Deputy, Systems Manager, Service Managers and Financial Manager. Accuracy and efficiency are critical to the Clerk’s Office as even the slightest error or omission in indexing, posting, filing, preparation of writs, or disbursements of funds affects the life or property of members of the public and makes the Clerk personally liable for damages and subject to monetary fines.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	844,044	886,302	886,302
Program: A510 - BLAKE REFUND			
Description: Tracking for the refunds given for the Blake Decision that are due through LFO. They will be refunded out of General Fund			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,000,000	4,000,000	2,194,236
Revenue	0	230,675	0
Program: A520 - Accounting			
Description: Collection, accounting, and investment of court monies to ensure that the interests of the public and the county are secured. The Legal Financial Obligation (LFO) program collects past due court-ordered financial obligations on adult criminal and juvenile offender cases. The Collection Officers work closely with the Prosecuting Attorney’s Office and other agencies to provide accurate information on defendants for the Judicial Officer. It is the goal of the program staff to attend the Non-Compliance calendar to assist the Judicial Officer with critical financial information regarding defendants appearing before the court on an Order to Show Cause.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	320,927	459,397	470,644
Program: A540 - Family Juvenile Court			
Description: Under the Constitution of the State of Washington, the Clerk has the title of Ex Officio Clerk of the Court. This requires the Clerk’s presence at all court sessions for the purpose of receiving and recording court documents and exhibits and to establish an independent record of court proceedings for the public. The Domestic Violence program assists victims of domestic violence in civil matters. Staff works with alleged victims to procure protection orders to restrain family or household members from acts of violence against them.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,491,976	1,555,174	1,598,022

Department Budget: Clerk		Department 05	
Program: A560 - Main Court			
Description: Under the Constitution of the State of Washington, the Clerk has the title of Ex Officio Clerk of the Court. This requires the Clerk’s presence at all court sessions for the purpose of receiving and recording court documents and exhibits and to establish an independent record of court proceedings for the public in civil and criminal cases. Maintains a collections program to collect financial obligations from criminal defendants.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,906,232	1,918,870	1,963,223
Revenue	49,180	49,180	49,180
Program: A580 - Records			
Description: In this role, the Clerk identifies and articulates the changing needs of the court record processing, and of the storage, retrieval and disposal of documents, records and exhibits. Provides for the storage, retrieval and backup of all images of court files from 1847 to current; manages the system and ensures the protection of electronic records; provides for the storage, imaging, backup and protection of historical paper documents; all court files are audited, verified and images are checked for readability.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	150,858	207,267	211,209
Program: A590 - Facilitator			
Description: The Family Court Facilitator Program assists self-represented litigants through the court process. This program informs, instructs and assesses the needs of self-represented individuals regarding family law matters. The Family Court Facilitator Program functions as a liaison and referral between individuals, court personnel, and internal and external agencies.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	248,149	184,439	188,243
Revenue	248,808	0	0

Organization



Mission and Purpose:

The Thurston County Coroner's Office reviews and/or investigates every death occurring in Thurston County. There are different tiers of investigations, and a thorough, comprehensive, and unbiased report is written for each death requiring more than just a basic investigative review. Autopsies are conducted on all homicides, traffic related deaths, industrial accidents, child deaths, suicides, overdoses, outside deaths, decomposed persons, all potentially suspicious deaths, persons without a diagnosed significant medical history, and those otherwise deemed necessary. The Coroner's Office is tasked with identifying, locating, and notifying legal next-of-kin for all deaths within the county. All property retained by this office is inventoried and returned to the rightful heir or authorized person by the rightful heir. They work closely with the families of decedents, all members of the medical community, law enforcement, and fire department personnel. The Coroner's Office operates 24 hours a day, 365 days a year.

The fundamental function of the Coroner's Office is to accurately determine cause and manner of death. In addition to significant criminal justice implications such as exonerating the innocent and identifying the guilty, the importance of accurate statistics is far reaching. These statistics determine what research funds are allocated to a variety of public health functions, including but not limited to, healthcare and prevention research funding. Just to name a few, statistics like these are the reasons why factors contributing to natural diseases are identified, why seatbelts exist, and unsafe consumer products are taken off the market.

2022 and 2023 Goals:

- ❖ To adapt and restructure in order to effectively and accurately meet the growing demands of the Thurston County Community and new legal requirements, such as HB 1326 which is designed to improve the function of medicolegal death investigation agencies. To prioritize the safety and health of our staff by providing them with the resources needed in order to effectively meet the fundamental functions our agency. We will 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.

2022 and 2023 Challenges:

With increasing deaths requiring in depth investigations, such as overdoses and next-of-kin searches, we are not only able to absorb the cost of required autopsies, increasing indigent and unclaimed persons,

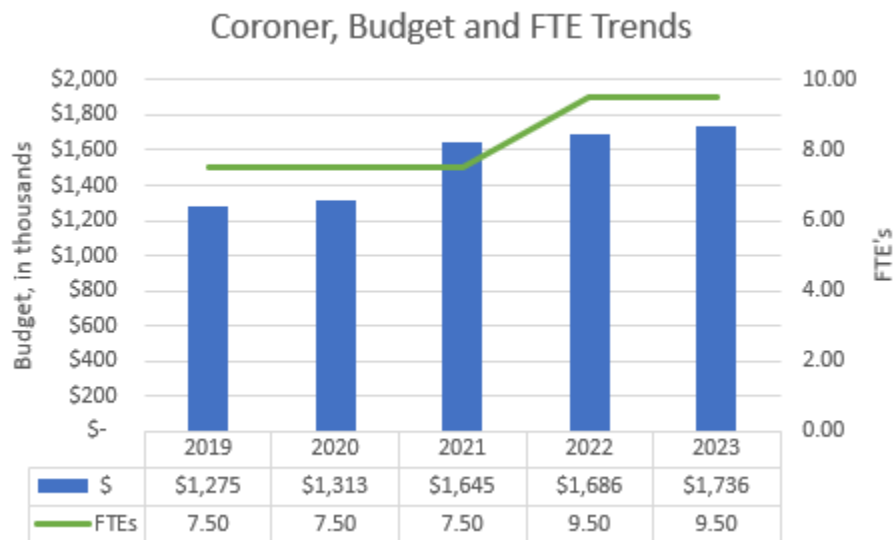
and overtime hours with current staffing. Simultaneous calls requiring scene investigations are the new norm and we are unable to respond without significant delays. Medicolegal death investigation is a non-stagnant field that requires continuing education and ongoing trainings in order to meet the legal requirements of HB 1326, which requires deputies to maintain certification, which is also another accreditation requirement. There are no other options to pull from to cover expected expenditures.

Due to COVID-19 this office has experienced a higher number of decomposed bodies found in homes, persons without medical attendance, and young people dying of chronic substance abuse issues. 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. Further, our investigative staff is unable to function safely under the changes of HB 1310 which limits law enforcement assistance for many of the calls we are required to respond to.

Funds:

The Coroner's Office is funded within the General Fund, but receives some state funding and reimbursements returned to the general fund, and utilizes grant opportunities when able.

Budget Snapshot:



Budget Drivers:

Measure	Unit of Measure	2015	2016	2017	2018	2019	2020
Total Deaths							
Reported	Number	2,414	2,359	2,462	2,525	2,553	2,649
Deaths Investigated	Number	2,414	2,359	2,462	2,525	2,553	2,649
County Population	Number	267,410	272,690	276,900	281,700	285,800	299,500
Autopsies	Number	176	173	236	177	134	136
Overdoses	Number	NA	NA	NA	44	48	55
Next-of-Kin Searches	Number	NA	NA	NA	107	178	204
Indigent/Unclaimed	Number	11	6	7	7	26	22
Overtime (1.5) Hours	Number	137	261	326	384	522	431
Comp Time Hours							
Banked at 1.5	Number	45	69	20	20	28	157
Homeless Deaths	Number	NA	NA	NA	18	24	22
Supplies	Dollars	\$12,774.00	\$10,937.00	\$16,816.00	\$39,517.00	\$47,028.00	\$17,406.00
Professional Services	Dollars	\$4,445.00	\$6,305.00	\$5,684.00	\$7,802.00	\$15,642.00	\$23,115.00

Began outsourcing pending toxicology to private lab in Nov 2018

EXPENDITURES & FTEs BY DEPARTMENT

Coroner	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	7.50	0.00	9.50	10.00
Personnel	831,857	849,282	397,085	1,263,433	1,322,583
Internal Services	218,468	246,517	121,730	244,973	257,683
Professional Services	239,778	549,700	153,744	92,893	87,893
Operating Costs	22,434	29,659	16,423	79,759	57,459
Debt Services	2,259	4,940	1,130	4,940	4,940
Capital Expenses	0	250,000	0	0	0
Transfer to Other County Funds	0	0	0	0	5,500
Coroner Total	1,314,797	1,930,098	690,112	1,685,998	1,736,058

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	831,857	849,282	397,085	1,263,433	1,322,583
Internal Services	218,468	246,517	121,730	244,973	257,683
Professional Services	239,778	549,700	153,744	92,893	87,893
Operating Costs	22,434	29,659	16,423	79,759	57,459
Debt Services	2,259	4,940	1,130	4,940	4,940
Capital Expenses	0	250,000	0	0	0
0010 - General Fund Total	1,314,797	1,930,098	690,112	1,685,998	1,730,558

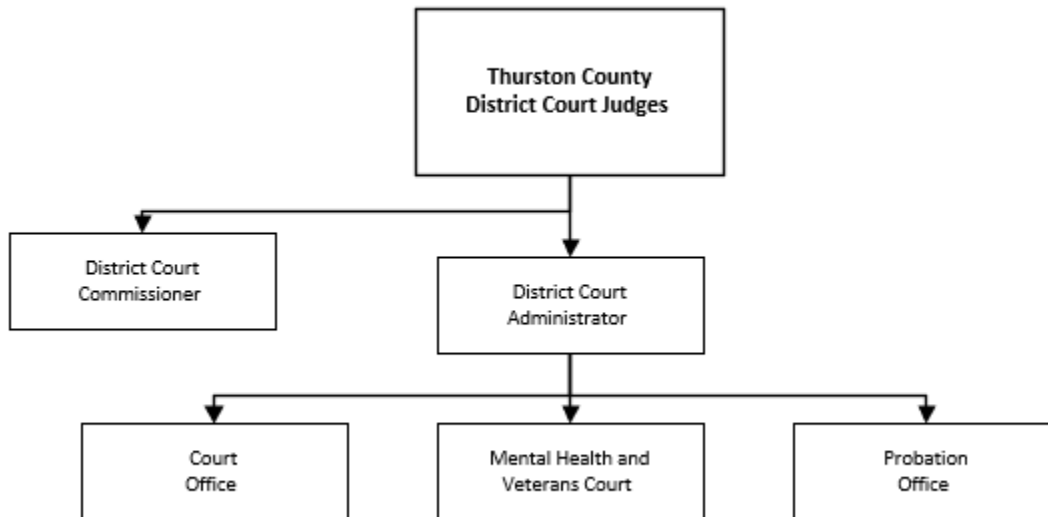
REVENUE BY DEPARTMENT

Coroner	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	114,585	178,200	0	80,200	80,200
Miscellaneous Revenue	16,100	15,700	950	15,700	15,700
Grants	4,280	13,164	0	0	0
Coroner Total	134,964	207,064	950	95,900	95,900

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	114,585	178,200	0	80,200	80,200
Miscellaneous Revenue	16,100	15,700	950	15,700	15,700
Grants	4,280	13,164	0	0	0
0010 - General Fund Total	134,964	207,064	950	95,900	95,900

Department Budget: Coroner		Department 12	
Program: B300 - Coroner Personnel			
Description: Salaries and benefits for FTEs, including extra help, on-call pay and overtime.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	849,282	1,263,433	1,322,583
Program: B301 - Coroner Operations			
Description: Administration and operations include office supplies, travel, small tools and minor equipment, equipment leases, phones, mailroom, and all other interfund costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	491,860	193,914	193,889
Revenue	13,164	0	0
Program: B302 - Death Investigations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	61,067	82,567	67,567
Revenue	700	700	700
Program: B303 - Autopsy Reimbursement			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	431,807	50,000	50,000
Revenue	178,200	80,200	80,200
Program: B304 - Coroner Training			
Description: Training, conferences and travel.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	5,500	5,500
Program: B305 - Coroner Facilities			
Description: Space & facilities rentals, small tools & minor equipment, professional services, interfund op-co owned.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	84,282	78,784	84,719
Revenue	15,000	15,000	15,000
Program: B306 - Indigent Burial			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	11,800	11,800	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.

2022 and 2023 Goals:

- Reduce the pandemic backlog, to include increases in calendared and held trials
- Improve court access to the public through continued and new uses of technology
- Conducting court business process reviews, and increasing the support of court business through the use of technology advancements
- Expand mental health support programs through the use of treatment sales tax funding
- Approaching county-wide programs that will provide a resource to community members involved in other courts, to include payment plans and mental health programs.
- Increase training opportunities on race, equity, and inclusion, and providing opportunities for professional growth within the County and Court.

2022 and 2023 Challenges:

District Court, as with other offices and departments, has and will continue to be challenged by the effects of the pandemic. Court case backlogs have been a frequent topic across the country and continue to impact the ability of courts to address cases efficiently. We have continued to be proactive and progressive in our approach to addressing these backlogs and providing the best service to our community given the circumstances we all face, but the lack of necessary resources limits the ability to clear this backlog and manage a sustainable model of addressing cases meaningfully and efficiently.

Backlog numbers have been only slowly decreasing since District Court has built efficiencies into our daily business. Technology has been the greatest attributing factor allowing the court to extend services to the public. As technology needs increase, the technology support and funding of updates and maintenance need to increase.

Jury trials have resumed for District Court as of April 2021. Though trials have re-started, the frequency of trials heard has caused challenges. District Court schedules approximately 20 jury trial confirmation hearings to be addressed each week. From these, one to two will confirm for trial and of those changes in circumstances leading to no trial being heard. One response to this is continuing to increase the number of hearings scheduled. Increasing hearing numbers is not only limited by the resources available to the court, but also leads to negative impacts on court staff, Thurston County Public Defense and Prosecutor's Office.

Current backlog numbers for misdemeanor cases are at approximately 1500. This has been a reduction over the last year, but only slightly. The court continues to receive new filings each day with trending increases overall as pandemic related guidance has been updated. This exacerbates the difficulty in addressing case backlogs and creating a sustainable model of addressing cases. The difficulty that the court faces now, regarding case backlogs and future case management, are the facilities and staff required to support the caseloads of District Court. Pre-pandemic, the court had to rely on setting up to 100 misdemeanor cases on a single docket. This was due to the lack of resources and courtroom space to conduct additional dockets. Due to the pandemic, there was a sharp decrease in the number of hearings scheduled; there was a benefit to this. The court had an opportunity to apply focus on the meaningfulness of each proceeding, as the court should have an opportunity to do. This allows the court to address and resolve issues, as opposed to rescheduling hearings and further delaying justice. The challenge that we face is not only addressing the backlogs, but how the court can continue to effectuate these meaningful hearings when put into the pre-pandemic situation provided due to a lack in necessary resources.

District Court continues to operate at 50% less facility space 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 extends to the

probation and mental health & veterans court programs and the defendants assigned to those caseloads, as these departments have been put in situations by which daily work and client meetings must be conducted in the 'old jail' facility. We have experienced multiple issues with clients being triggered in these environments. In addition, the Civil Department has had to be relocated to a much smaller space, limiting productivity, to accommodate necessary meeting space for mental health clients.

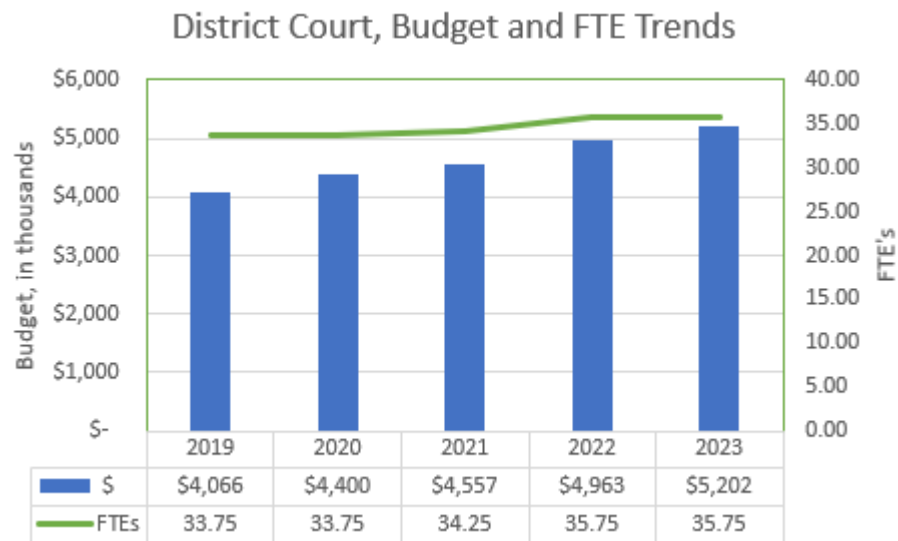
As case backlogs have continued, Probation Counselors have maintained well-above recommended caseloads. General Supervised Probation Officers have approximately 175 active people being supervised, Monitored Probation with 600, and (TST supported) Intensive Supervision Counselors at a caseload capacity of 40-42. The service that the Probation Counselors provide to our community is imperative in increasing the success of each person monitored, increasing safety of our community, and decreasing recidivism rates.

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 a mental health probation counselor. 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. 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 Snapshot:

Budget Drivers:

	Unit of Measure	2015	2016	2017	2018	2019	2020
INFRACTIONS							
Thurston County	filings	21,445	22,637	23,228	22,052	23,254	16,354
Lacey	filings	857	413	419	330	330	194
Tumwater	filings	365	273	194	163	200	88
INFRACTION TOTAL		22,667	23,323	23,841	22,545	23,784	16,636
DUI							
Thurston County	filings	591	667	773	846	922	923
Lacey	filings	98	71	51	58	57	50
Tumwater	filings	58	54	62	48	55	33
DUI TOTAL		747	792	886	952	1,034	1,006
OTHER CRIMINAL							
Thurston County	filings	1,230	1,625	2,010	2,502	3,121	2,565
Lacey	filings	1,564	1,211	1,203	1,062	1,087	897
Tumwater	filings	797	757	639	609	555	430
OTHER CRIMINAL TOTAL		3,591	3,593	3,852	4,173	4,763	3,892
CIVIL AND SMALL CLAIMS		4,856	5,396	4,422	5,309	5,133	4,115
TOTALS		31,861	33,104	33,001	32,979	34,714	25,649
Infractions	proceeding count	5,072	4,315	4,105	4,026	4,722	3,507
DUI	proceeding count	2,722	2,580	2,852	3,307	3,336	2,581
All Other Criminal	proceeding count	9,554	10,329	10,118	10,506	10,586	6,010
Civil and Small Claims	proceeding count	4,787	8,891	7,337	6,567	7,160	4,985
Domestic Violence	proceeding count	525	648	609	625	516	425
Totals		22,660	26,763	25,021	25,031	26,320	17,508
Trials	trial count	63	58	53	55	48	12
Revenue	dollars	5,489,096	5,492,237	5,109,596	4,966,005	5,063,787	3,878,928
Local Paid	dollars	2,820,872	2,648,531	2,410,179	2,367,893	2,605,388	1,995,205
State Paid	dollars	2,668,224	2,843,706	2,699,417	2,598,112	2,458,399	1,883,722

EXPENDITURES & FTEs BY DEPARTMENT

District Court	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	34.75	0.00	35.75	36.75
Personnel	3,517,882	3,689,732	1,669,378	3,927,683	4,117,378
Internal Services	493,079	548,567	273,112	826,371	877,951
Professional Services	71,726	90,000	28,880	92,000	90,000
Operating Costs	38,420	92,349	15,183	110,577	110,927
Debt Services	0	0	0	0	0
Capital Expenses	0	0	0	0	0
Transfer to Other County Funds	0	136,785	0	6,050	6,050
District Court Total	4,121,108	4,557,433	1,986,553	4,962,681	5,202,306

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	3,004,423	3,230,054	1,454,424	3,441,901	3,511,112
Internal Services	453,712	468,800	233,340	714,865	759,560
Professional Services	33,328	35,000	18,305	37,000	35,000
Operating Costs	30,950	36,917	12,507	55,145	47,595
Transfer to Other County Funds	0	136,785	0	6,050	0
0010 - General Fund Total	3,522,413	3,907,556	1,718,576	4,254,961	4,353,267

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	513,460	459,678	214,954	485,782	606,266
Internal Services	39,367	79,767	39,772	111,506	118,391
Professional Services	38,398	55,000	10,576	55,000	55,000
Operating Costs	7,470	55,432	2,676	55,432	63,332
1180 - Treatment Sales Tax Total	598,695	649,877	267,977	707,720	842,989

REVENUE BY DEPARTMENT

District Court	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	688,961	1,088,100	209,190	999,850	999,850
Intergovernmental Revenue	38,197	0	0	0	0
Miscellaneous Revenue	1,494,602	1,616,650	800,976	2,220,447	1,549,650
Grants	470	0	0	0	0
District Court Total	2,222,229	2,704,750	1,010,167	3,220,297	2,549,500

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	685,061	1,088,100	206,270	999,850	999,850
Intergovernmental Revenue	36,414	0	0	0	0
Miscellaneous Revenue	1,494,602	1,616,650	800,976	2,220,447	1,549,650
Grants	470	0	0	0	0
0010 - General Fund Total	2,216,547	2,704,750	1,007,247	3,220,297	2,549,500

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	3,900	0	2,920	0	0
Intergovernmental Revenue	1,783	0	0	0	0
1180 - Treatment Sales Tax Total	5,683	0	2,920	0	0

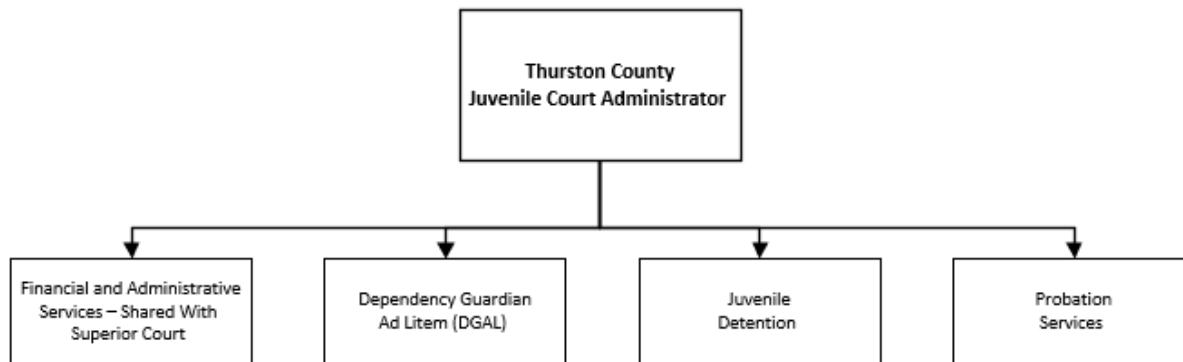
Department Budget: District Court		Department 07	
Program: A700 - Judicial Services			
Description: Revenue received from providing court services to municipalities within Thurston County. RCW 39.34			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	550,000	550,000	550,000
Program: A701 - Anti-Harassment Filing Fees			
Description: Filing fees from anti-harassment cases. RCW 3.62.060			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,000	1,000	1,000
Program: A702 - Civil Filing Fees			
Description: Filing fees from civil cases. RCW 3.62.060			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	80,000	80,000	80,000
Program: A703 - Small Claims Filing Fees			
Description: Filing fees from small claims cases. RCW 12.40.020 AND 7.75.035(1)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	6,000	6,000	6,000
Program: A704 - Transcripts			
Description: Fee assessed for preparing a transcript of a civil judgment. RCW 3.62.060			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	3,000	3,000	3,000
Program: A706 - Supplemental Proceeding Fees			
Description: 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			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	200	200	200
Program: A707 - Civil Trial Jury Demand			
Description: Fees required when a party requests a civil trial by jury. RCW 3.62.060			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,500	1,500	1,500
Program: A708 - Writ Filing Fee			
Description: Fee for issuing a writ of garnishment or other writ in a civil case. RCW 3.62.060			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	25,000	25,000	25,000
Program: A709 - Civil Record Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	35,000	35,000	35,000

Department Budget: District Court		Department 07	
Program: A710 - Civil Appeal Record Fee			
Description: Fee charged for preparing the record for a case of appeal. RCW 3.62.060			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	200	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	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,600	1,600	1,600
Program: A712 - Warrant Fees			
Description: Fees charged for preparing and serving warrants. 10.01.160			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	7,000	5,000	5,000
Program: A713 - Deferred Prosecution Fees			
Description: Fees charged for administering a deferred prosecution. 10.01.160			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	13,000	13,000	13,000
Program: A714 - Non-Certified Copy/Tape Fees			
Description: Fees collected for non-certified copies of documents.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,600	1,600	1,600
Program: A715 - Probation Fees			
Description: Assessment which may be levied on a defendant sentenced to probation. 10.64.120			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	325,000	250,000	250,000
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	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	300	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	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	25,000	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	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	500	500	500

Department Budget: District Court		Department 07	
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	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	12,000	750	750
Program: A720 - Traffic Infraction Penalties			
Description: Fines collected for traffic infractions committed.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,140,000	1,134,000	1,134,000
Program: A721 - Non-Traffic Infraction Penalties			
Description: Fines collected for non-traffic infractions committed.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	11,500	11,500	11,500
Program: A725 - Parking			
Description: Fines collected for parking infractions committed.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	22,000	16,000	16,000
Program: A726 - Disabled Parking			
Description: Fines collected for disabled parking infractions committed.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	100	100	100
Program: A727 - Driving Under the Influence (DUI) Fines			
Description: Fines collected for DUI misdemeanor crimes committed.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	181,000	141,000	141,000
Program: A728 - Criminal Traffic Fines			
Description: Fines collected for traffic crimes committed, other than DUI.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	187,000	172,000	172,000
Program: A729 - Criminal Fines			
Description: Fines collected for non-traffic crimes committed.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	22,000	22,000	22,000
Program: A730 - Court Cost Recoupments			
Description: Public defense fees for defendants deemed indigent but able to pay.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	26,000	26,000	26,000
Program: A732 - Civil Filings			
Description: Civil filing by counter- or cross-claimant or third party.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	100	100	100

Department Budget: District Court		Department 07	
Program: A733 - Counter Claim Filings			
Description: Fee for filing a counter claim, cross claim, or 3rd party claim in a small claims case. RCW 12.40.020			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	100	100	100
Program: A749 - Clerk Over/Short Payments			
Description: Overpayments allowed by RCW 63.29.130. Courts are authorized to keep overpayments up to \$10.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	17,050	17,050	17,050
Program: A750 - District Court			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,320,737	3,458,444	3,512,341
Revenue	10,000	680,797	10,000
Program: A751 - Banking Services			
Description: Provides funding for bank fees, credit card transaction fees and armored car services.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0
Program: A760 - Courtroom Services			
Description: Provides funding for legal publications, extra help to staff front door security, and L&I coverage for jurors and witnesses.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,026	2,026	2,026
Program: A761 - Courtroom Services - Interpreters			
Description: Provides funding for the payment of interpreters for the hearing impaired (RCW 2.42.120) and non-English speaking individuals (RCW 2.43.040).			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	35,000	35,000	35,000
Program: A762 - Courtroom Services-Judge #1			
Description: Provides funding for judge pro tempore services when the elected judges are absent (RCW 3.34.130)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,086	10,586	10,586
Program: A763 - Courtroom Services-Judge #2			
Description: Provides funding for judge pro tempore services when the elected judges are absent (RCW 3.34.130)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,086	10,586	10,586
Program: A764 - Courtroom Services-Judge #3			
Description: Provides funding for judge pro tempore services when the elected judges are absent (RCW 3.34.130)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,086	10,586	10,586

Department Budget: District Court		Department 07	
Program: A765 - Courtroom Services-Judge			
Description: Provides funding for judge pro tempore services when the elected judges are absent (RCW 3.34.130)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,089	10,589	10,589
Program: A770 - Courtroom Services-Juror Fees			
Description: Provides funding to compensate jurors for a basic fee and mileage as required by RCW 2.36.150.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	16,024	16,024	16,024
Program: A780 - Probation Office			
Description: Provides funding for salaries, benefits and operating expenses for the three staff in the Probation Office.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	208,573	164,363	169,200
Program: A791 - Mental Health Court			
Description: Provides funding for compensation of contract employees and operating expenses.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	497,502	543,357	679,839
Program: A799 - Fixed Costs			
Description: Internal service costs include: space allocation, IT support and infrastructure, phone system and mailroom costs, records services, risk insurance, and building reserve.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	453,224	701,120	745,529

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.

2022 and 2023 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.

2022 and 2023 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.

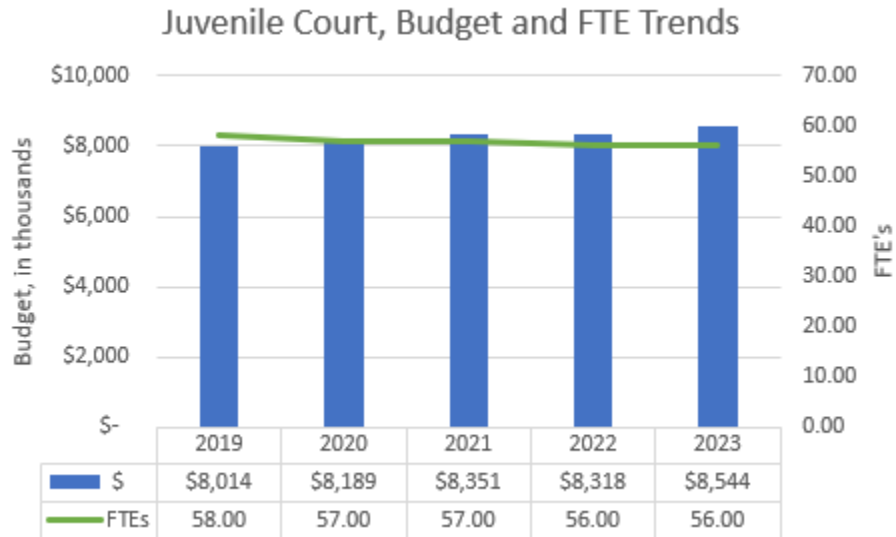
The inevitable budget challenges resulting from this crisis are sure to impact the delivery of vital services to the youth and families of Thurston County. These impacts will result in reduced funding at both the County and State level as the Juvenile Department receives funding from both sources to operate programs and staff costs.

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	2020
Detention Bed Days Served	Bed Days	8,607	5,362	5,191	4,491	3,914	3009
Offender Cases on Probation	Cases Filed	249	205	222	228	184	187
Civil Cases on Probation	Cases Filed	326	443	657	592	743	227

EXPENDITURES & FTEs BY DEPARTMENT

Juvenile Court	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	57.00	0.00	56.00	56.00
Personnel	5,931,411	6,429,542	2,638,588	6,451,190	6,533,259
Internal Services	1,282,190	1,316,796	654,782	1,261,991	1,405,575
Professional Services	276,434	444,074	83,584	444,074	444,074
Operating Costs	63,894	161,131	14,814	160,674	160,674
Debt Services	6,158	0	3,079	0	0
Capital Expenses	7,879	0	0	0	0
Juvenile Court Total	7,567,967	8,351,543	3,394,846	8,317,929	8,543,582

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	5,041,752	5,414,512	2,242,051	5,427,573	5,495,770
Internal Services	1,276,262	1,285,416	639,436	1,225,235	1,364,560
Professional Services	216,564	378,608	70,376	378,608	378,608
Operating Costs	63,730	157,131	14,564	156,674	156,674
Debt Services	6,158	0	3,079	0	0
Capital Expenses	7,879	0	0	0	0
0010 - General Fund Total	6,612,344	7,235,667	2,969,506	7,188,090	7,395,612

1100 - Detention Facility Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	744,739	801,178	298,956	804,692	814,651
Internal Services	0	0	0	6,754	6,833
1100 - Detention Facility Sales Tax Total	744,739	801,178	298,956	811,446	821,484

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	144,921	213,852	97,581	218,925	222,838
Internal Services	5,928	31,380	15,346	30,002	34,182
Professional Services	59,870	65,466	13,208	65,466	65,466
Operating Costs	165	4,000	249	4,000	4,000
1180 - Treatment Sales Tax Total	210,884	314,698	126,384	318,393	326,486

REVENUE BY DEPARTMENT

Juvenile Court	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	(819)	1,500	130	1,500	1,500
Intergovernmental Revenue	67,535	0	0	0	0
Miscellaneous Revenue	(51,247)	19,700	100	19,700	19,700
Grants	1,035,983	1,173,966	224,225	1,206,816	1,206,816
Juvenile Court Total	1,051,452	1,195,166	224,455	1,228,016	1,228,016

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	(819)	1,500	130	1,500	1,500
Intergovernmental Revenue	54,021	0	0	0	0
Miscellaneous Revenue	(51,247)	19,700	100	19,700	19,700
Grants	1,035,983	1,173,966	224,225	1,206,816	1,206,816
0010 - General Fund Total	1,037,939	1,195,166	224,455	1,228,016	1,228,016

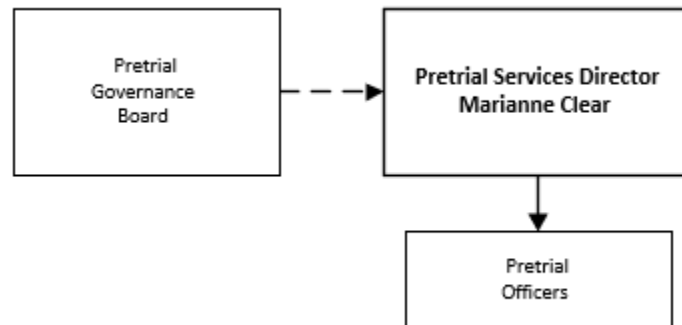
1100 - Detention Facility Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	13,513	0	0	0	0
1100 - Detention Facility Sales Tax Total	13,513	0	0	0	0

Department Budget: Juvenile Court		Department 08	
Program: A800 - USDA School Breakfast and Lunch Programs			
Description: Provides meal reimbursement through the National School Breakfast and Lunch Program (USDA)			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	24,000	24,000	24,000
Revenue	24,000	24,000	24,000
Program: A801 - General Fund Revenue			
Description: Court ordered fees paid by juveniles			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	5,900	5,900	5,900
Program: A803 - Booking Fees-Juvenile			
Description: Court ordered fees paid by juveniles			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,500	1,500	1,500
Program: A804 - Crime Victim Fund/Felony			
Description: Court ordered fees paid by juveniles			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	10,000	10,000	10,000
Program: A805 - Crime Victim Fund/Gross Misdemeanor			
Description: Court ordered fees paid by juveniles			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	2,000	2,000	2,000
Program: A806 - Crime Victim Fund/Misdemeanor			
Description: Court ordered fees paid by juveniles			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	400	400	400
Program: A807 - Juvenile Fine/Felony			
Description: Court ordered fees paid by juveniles			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	800	800	800
Program: A808 - Juvenile Fine/Gross Misdemeanor			
Description: Court ordered fees paid by juveniles			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	400	400	400
Program: A809 - Juvenile Fine/Misdemeanor			
Description: Court ordered fees paid by juveniles			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	200	200	200

Department Budget: Juvenile Court		Department 08	
Program: A810 - Administration			
Description: Provides management, leadership and facility administration to Juvenile Court. Represents department on statewide and countywide issues. Budget also includes departmental infrastructure costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,346,028	1,308,693	1,460,075
Program: A811 - Accounting			
Description: Provides finance and accounting services for Superior and Juvenile Courts - payroll, accounts payable and accounts receivable, purchasing			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	187,105	188,357	189,917
Program: A812 - Court Services			
Description: Provides administrative and court service functions to the juvenile probation department, such as scheduling court hearings, filing motions, statistical			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	116,145	189,492	193,254
Program: A820 - Intake			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	249,447	252,842	254,498
Program: A840 - Caseload Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,205,849	1,086,817	1,089,314
Revenue	0	0	0
Program: A843 - Consolidated Juvenile Services Block Grant			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	143,709	145,677	146,145
Revenue	575,000	595,000	595,000
Program: A844 - Structured Residential			
Description: Provides funding for urinalysis testing of juveniles.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	7,800	7,800	7,800
Revenue	0	0	0

Department Budget: Juvenile Court		Department 08	
Program: A845 - BECCA Bill Programs			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	316,074	323,114	327,752
Revenue	367,428	396,675	396,675
Program: A846 - Pass Through			
Description: Community Youth Services professional services payment which provides Diversion services for the court to eligible juveniles.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	103,744	103,744	103,744
Program: A847 - Juvenile Court Block Grants			
Description: Grant funding provides Functional Family Therapy.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	68,699	68,699	68,699
Revenue	99,722	99,722	99,722
Program: A860 - Operating Transfer-Sales Tax			
Description: Supervises care and custody of juveniles in a secure detention facility.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,539,851	3,553,865	3,594,773
Program: A862 - Juvenile Medical			
Description: Provides detained juveniles with emergent dental and/or health issues with services and payment for treatment			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	35,808	35,808	35,808
Program: A863 - Chemical Dependency Disposition Alternatives Program			
Description: The CDDA program provides grant funding for the Juvenile Drug Court Program and treatment costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	20,000	0	0
Program: A864 - Juvenile Medical/Dental			
Description: Provides detained juveniles with emergent dental and/or health issues with services and payment for treatment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,321	2,321	2,321

Department Budget: Juvenile Court		Department 08	
Program: A870 - Court Appointed Special Advocate Program Restricted			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	690,265	708,307	718,996
Revenue	87,816	91,419	91,419
Program: A890 - Juvenile Other Restricted			
Description: Treatment Sales Tax provides funding for the Juvenile Drug Court program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	314,698	318,393	326,486

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 and 2023 Goals:

- Obtain and implement a locally validated risk assessment tool
- Communicate the vision of the Pretrial Services Governing Board
- Accountable and appropriate supervision of those released
- 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.

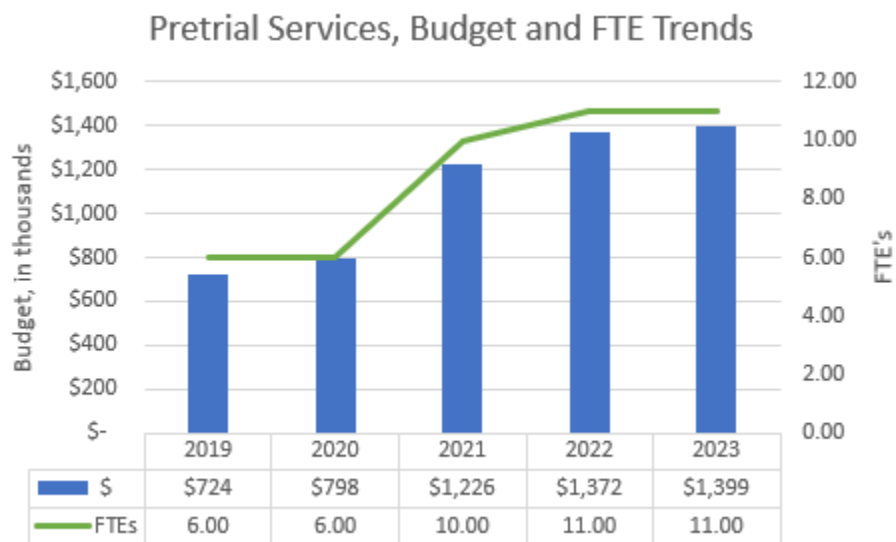
2022 and 2023 Challenges:

- Maintain strong Pretrial Services Team/staff retention through continued implementation of change and strategic plan
- 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:**Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019	2020
Pretrial Screening and Recommendation reports completed	Each	444*	2,120	2,456	3,389	3,544	1,767
Felony cases ordered to Pretrial Services supervision	Each	639	898	1,159	1,321	1,387	933

* November and December only

EXPENDITURES & FTEs BY DEPARTMENT

Pretrial Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	10.00	0.00	11.00	11.00
Personnel	626,401	1,071,958	403,740	1,183,487	1,209,020
Internal Services	89,606	80,544	42,814	108,631	114,884
Professional Services	2,400	7,000	1,200	7,000	7,000
Operating Costs	6,043	64,430	12,093	71,341	66,141
Debt Services	2,010	2,009	1,005	2,009	2,009
Capital Expenses	0	0	0	0	0
Pretrial Services Total	726,459	1,225,941	460,852	1,372,468	1,399,054

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	552,490	785,329	309,782	785,274	797,803
Internal Services	74,580	67,240	35,324	75,538	80,421
Professional Services	2,400	7,000	1,200	7,000	7,000
Operating Costs	1,213	49,680	8,626	49,591	49,591
Debt Services	2,010	2,009	1,005	2,009	2,009
0010 - General Fund Total	632,692	911,258	355,937	919,412	936,824

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	73,910	286,629	93,958	398,213	411,217
Internal Services	15,026	13,304	7,490	33,093	34,463
Operating Costs	4,830	14,750	3,467	21,750	16,550
1180 - Treatment Sales Tax Total	93,767	314,683	104,915	453,056	462,230

REVENUE BY DEPARTMENT

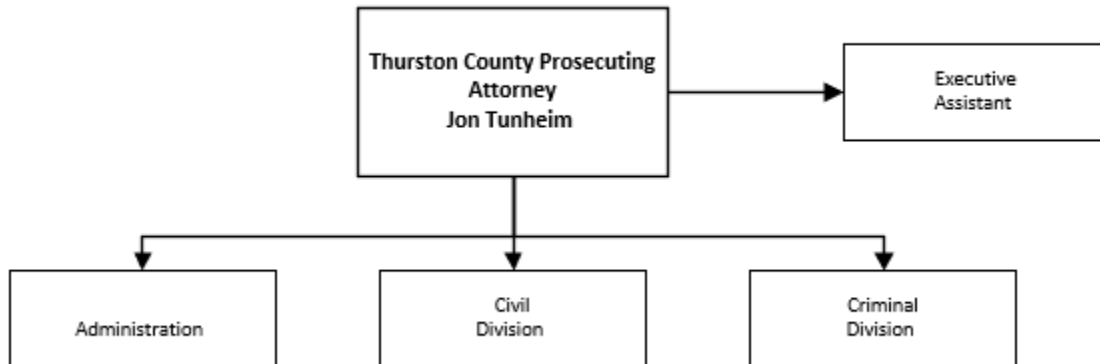
Pretrial Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	4,082	0	0	0	0
Pretrial Services Total	4,082	0	0	0	0

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	3,317	0	0	0	0
0010 - General Fund Total	3,317	0	0	0	0

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	765	0	0	0	0
1180 - Treatment Sales Tax Total	765	0	0	0	0

Department Budget: Pretrial Services		Department 37	
Program: A665 - Pre-Trial Services			
Description: 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	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,225,941	1,372,468	1,399,054

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.

2022 and 2023 Goals:

- ❖ Implement eProsecutor (new case management system)
- ❖ Continue to expand Innovative Justice Initiative including Law Enforcement Assisted Diversion (LEAD) First Look, pre-trial diversion, and additional prosecution led alternatives to prosecution and incarceration
- ❖ Complete an Equity/Inclusion/Diversity initiative and adopt recommendations regarding training policies and procedures
- ❖ Implement strategies to address the significant backlog of criminal referrals and cases which accumulated during the pandemic
- ❖ Process cases impacted by the State Supreme Court's decision in *State v. Blake*.
- ❖ Minimize COVID-19 exposure in dealing with co-workers and third parties.

2022 and 2023 Challenges:

- ❖ Inadequate resources
- ❖ COVID-19 impact on Criminal Justice including a significant backlog of criminal referrals and cases
- ❖ Addressing the impact of *State v. Blake* along with legislation requiring resentencing in many cases

- ❖ COVID-related issues, e.g. lawsuits, changes in business practices, rapid responses to novel situations
- ❖ Alcohol and substance abuse disorders
- ❖ Mental Illness
- ❖ Rapidly expanding cases referred for involuntary treatment with the opening of additional facilities
- ❖ 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.

Funds:

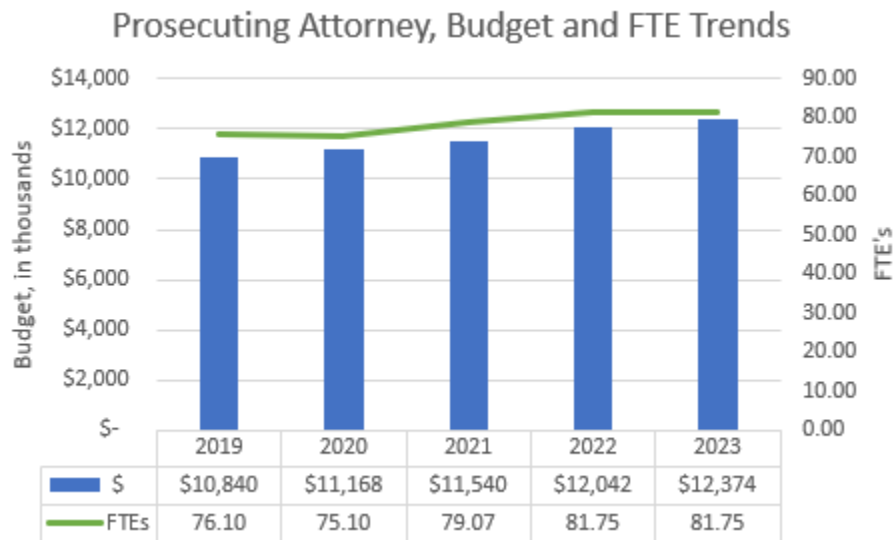
The General Fund supports much of the functions of the Prosecuting Attorney. Other funds utilized:

Anti-Profiteering Fund 1900. This fund was established per RCW 9A.82.110 to collect antiprofitteering 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	2020
Felony Referrals from Law Enforcement	Referrals	2,517	2,729	2,791	2,881	3,122	2,475
Felony Charged Cases in Superior Court	Cases	1,659	2,068	1,861	1,972	2,079	1,363
Completed Superior Court Cases	Cases	886	1,461	1,567	1,872	1,103	558

EXPENDITURES & FTEs BY DEPARTMENT

Prosecuting Attorney	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	80.75	0.00	81.75	81.75
Personnel	8,661,285	9,506,349	3,962,670	9,963,365	10,200,526
Internal Services	1,469,036	1,652,873	824,981	1,640,904	1,739,102
Professional Services	35,537	111,365	14,974	70,685	70,685
Operating Costs	206,195	236,712	113,213	243,305	239,305
Debt Services	20,161	25,200	9,188	25,200	25,200
Capital Expenses	0	32,355	0	0	0
Transfer to Other County Funds	0	8,000	0	98,817	98,817
Prosecuting Attorney Total	10,392,214	11,572,854	4,925,025	12,042,276	12,373,635

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	7,805,592	8,249,825	3,556,355	8,858,489	9,079,197
Internal Services	1,430,288	1,612,757	803,079	1,602,271	1,700,284
Professional Services	27,427	45,200	10,926	43,200	43,200
Operating Costs	190,811	212,912	109,654	223,005	219,005
Debt Services	20,161	25,200	9,188	25,200	25,200
Capital Expenses	0	32,355	0	0	0
Transfer to Other County Funds	(84,095)	8,000	(41,898)	0	0
0010 - General Fund Total	9,390,183	10,186,249	4,447,304	10,752,165	11,066,886

1110 - Victim Advocate Program	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	510,346	763,482	235,719	709,327	725,312
Internal Services	30,652	34,793	19,240	31,398	31,435
Professional Services	8,110	56,165	4,049	17,485	17,485
Operating Costs	15,307	23,800	3,559	20,300	20,300
1110 - Victim Advocate Program Total	564,415	878,240	262,567	778,510	794,532

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	253,204	400,000	127,698	301,183	301,183
Operating Costs	77	0	0	0	0
Transfer to Other County Funds	84,095	0	41,898	98,817	98,817
1180 - Treatment Sales Tax Total	337,376	400,000	169,596	400,000	400,000

1470 - Interlocal Drug Enforcement	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	92,143	93,042	42,898	94,366	94,834
Internal Services	7,760	5,323	2,662	7,235	7,383
1470 - Interlocal Drug Enforcement Total	99,904	98,365	45,559	101,601	102,217

1900 - Anti-Profiteering	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	336	0	0	0	0
Professional Services	0	10,000	0	10,000	10,000
1900 - Anti-Profiteering Total	336	10,000	0	10,000	10,000

REVENUE BY DEPARTMENT

Prosecuting Attorney	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	828,698	832,100	293,735	832,100	832,100
Intergovernmental Revenue	14,212	0	0	0	0
Miscellaneous Revenue	71,908	166,763	8,611	129,408	129,408
Grants	1,493,637	1,703,993	502,191	1,636,448	1,636,448
Prosecuting Attorney Total	2,408,456	2,702,856	804,537	2,597,956	2,597,956

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	547,501	557,100	176,397	557,100	557,100
Intergovernmental Revenue	14,212	0	0	0	0
Miscellaneous Revenue	61,908	149,063	0	116,708	116,708
Grants	1,123,961	1,277,676	427,483	1,280,676	1,280,676
0010 - General Fund Total	1,747,583	1,983,839	603,880	1,954,484	1,954,484

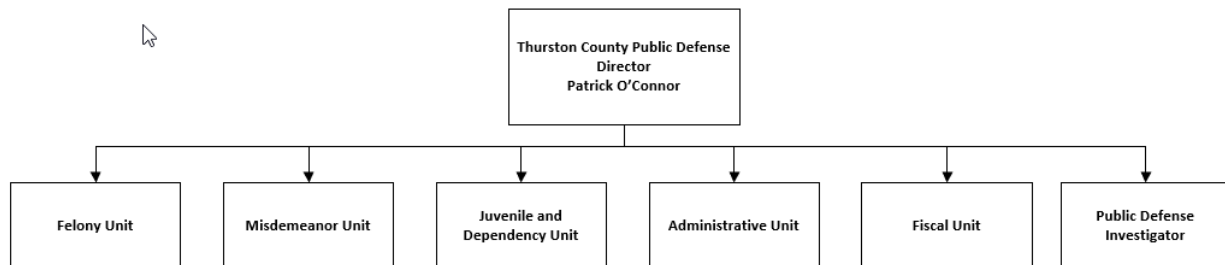
1110 - Victim Advocate Program	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	281,197	275,000	117,338	275,000	275,000
Miscellaneous Revenue	9,747	17,400	8,542	12,400	12,400
Grants	369,676	426,317	74,708	355,772	355,772
1110 - Victim Advocate Program Total	660,619	718,717	200,588	643,172	643,172

1900 - Anti-Profiteering	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Miscellaneous Revenue	254	300	69	300	300
1900 - Anti-Profiteering Total	254	300	69	300	300

Department Budget: Prosecuting Attorney		Department 09	
Program: A900 - Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,616,071	2,574,376	2,673,433
Revenue	50,355	18,000	18,000
Program: A901 - Special Projects			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	20,114	20,114	20,114
Revenue	20,114	20,114	20,114
Program: A902 - Travel and Training			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	13,000	13,000	13,000
Program: A904 - Family Support			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,017,391	996,579	1,012,990
Revenue	1,100,000	1,100,000	1,100,000
Program: A912 - Victims of Crime Advocacy Program (VOCA)			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	285,858	212,287	215,909
Revenue	280,545	210,000	210,000

Department Budget: Prosecuting Attorney		Department 09	
Program: A913 - Target Zero Restricted			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	669,366	633,829	648,353
Revenue	502,672	500,672	500,672
Program: A914 - Target Zero Discretionary			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	33,112	41,436	42,738
Program: A915 - Anti-Profiteering			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	10,000	10,000	10,000
Revenue	300	300	300
Program: A930 - General Felony-Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,308,240	2,453,646	2,536,785
Revenue	1,000	1,000	1,000
Program: A934 - General Felony-Appeals			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	175,920	193,638	200,859
Program: A935 - Felony Other Restricted			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	400,000	400,000	400,000
Program: A940 - Special Victims-Operations			
Description: Reviews all felony and misdemeanor cases referred by law enforcement in which a crime is alleged involving sexually motivated crimes or exploitation, child abuse or neglect of a child, prosecutes charged cases in either Thurston County District Court or Superior Court.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	428,416	447,158	458,511

Department Budget: Prosecuting Attorney		Department 09	
Program: A950 - Juvenile-Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	264,169	253,983	259,669
Program: A960 - Domestic Violence-Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	870,760	872,191	895,571
Program: A970 - District Court-Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	411,894	700,929	724,545
Revenue	98,708	98,708	98,708
Program: A971 - District Court Operations-Restricted			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	215,104	217,815	223,056
Revenue	215,100	215,100	215,100
Program: A980 - Civil-Operations			
Description: Provides legal advice and opinions to all county officials and departments as well as legal representation in litigation arising from actions of a county official, department or employee who was acting within the scope of employment. Provides legal services for the Involuntary Treatment Court.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,551,398	1,714,153	1,747,305
Program: A981 - Civil Operations Restricted			
Description: Provides legal advice and opinions to all county officials and departments as well as legal representation in litigation arising from actions of a county official, department or employee who was acting within the scope of employment.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	282,041	287,142	290,797
Revenue	434,062	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.

2022 and 2023 Goals:

Safely and effectively transition back to increase in-office hours of employment for staff.

Continuing strategies to address COVID-19 criminal justice backlogs.

Successfully launch Thurston County Resource Hub to provides direct behavioral and social services for our clients.

Effectively advocate for additional resources specifically an additional Defense Attorney III position, a second in-house investigator position, and increase to Department training budget.

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

Successfully form a new State v. Blake team to address on going direct representations impacted by the decision.

2022 and 2023 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.

Responsivity to State v. Blake affected clients and data management related to the impacts.

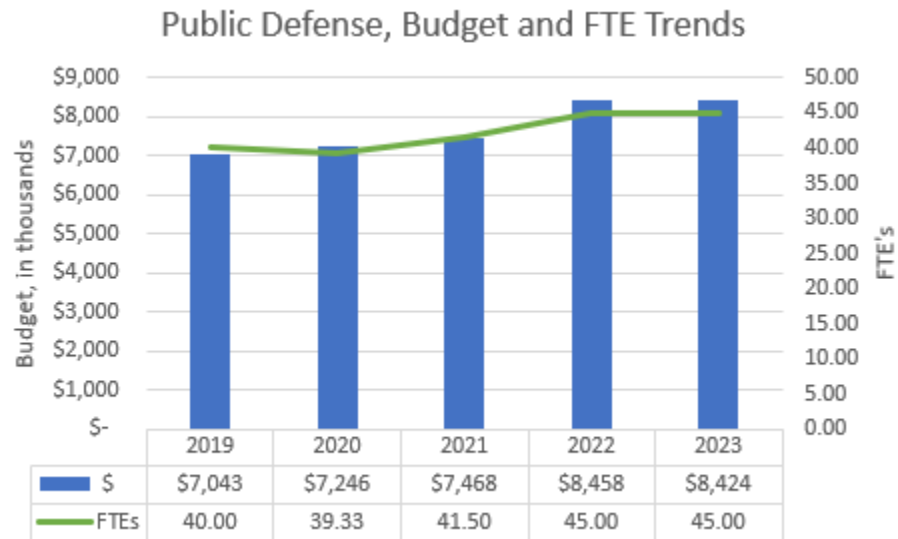
Increasing court access and maintaining a mix of hybrid virtual court calendars for client and attorneys to appear remotely.

Maintaining an appropriate IDS/COVID-19 compliant caseload for attorneys.

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. TST also funds 100% salary and benefits for our full-time Social Services Specialist on a 2-year pilot project starting in 2021-2023.

Budget Snapshot:**Budget Drivers:**

Measure	Unit of Measure	2015	2016	2017	2018	2019	2020
Superior Court	Cases Assigned	1,833	2,096	2,077	2,166	2,156	1,613
District Court	Cases Assigned	1,688	2,054	1,913	2,029	2,341	1,219
Juvenile Court	Cases Assigned	668	595	602	487	450	263

EXPENDITURES & FTEs BY DEPARTMENT

Public Defense	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	43.00	0.00	45.00	45.00
Personnel	4,506,080	4,843,991	2,111,038	5,753,930	5,666,086
Internal Services	903,291	986,419	501,410	1,057,237	1,119,655
Professional Services	1,254,922	1,548,359	309,693	1,543,359	1,543,359
Operating Costs	123,055	78,226	26,668	97,521	91,121
Debt Services	12,349	3,456	4,106	3,456	3,456
Capital Expenses	0	0	0	0	0
Transfer to Other County Funds	0	7,500	0	2,800	0
Public Defense Total	6,799,696	7,467,951	2,952,914	8,458,303	8,423,677

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	4,330,070	4,589,459	2,005,244	5,500,697	5,405,278
Internal Services	872,443	986,419	494,329	1,057,237	1,119,655
Professional Services	1,187,130	1,488,517	305,044	1,483,517	1,483,517
Operating Costs	122,050	69,957	23,881	89,252	82,852
Debt Services	12,349	2,974	4,106	2,974	2,974
Transfer to Other County Funds	0	7,500	0	2,800	0
0010 - General Fund Total	6,524,042	7,144,826	2,832,605	8,136,477	8,094,276

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	176,010	254,532	105,794	253,233	260,808
Internal Services	30,848	0	7,080	0	0
Professional Services	67,792	59,842	4,649	59,842	59,842
Operating Costs	1,004	8,269	2,786	8,269	8,269
Debt Services	0	482	0	482	482
1180 - Treatment Sales Tax Total	275,654	323,125	120,310	321,826	329,401

REVENUE BY DEPARTMENT

Public Defense	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	800,275	762,424	211,942	762,424	762,424
Intergovernmental Revenue	417,050	257,325	256,256	257,325	257,325
Miscellaneous Revenue	36	0	0	0	0
Grants	0	231,063	0	260,000	0
Public Defense Total	1,217,362	1,250,812	468,198	1,279,749	1,019,749

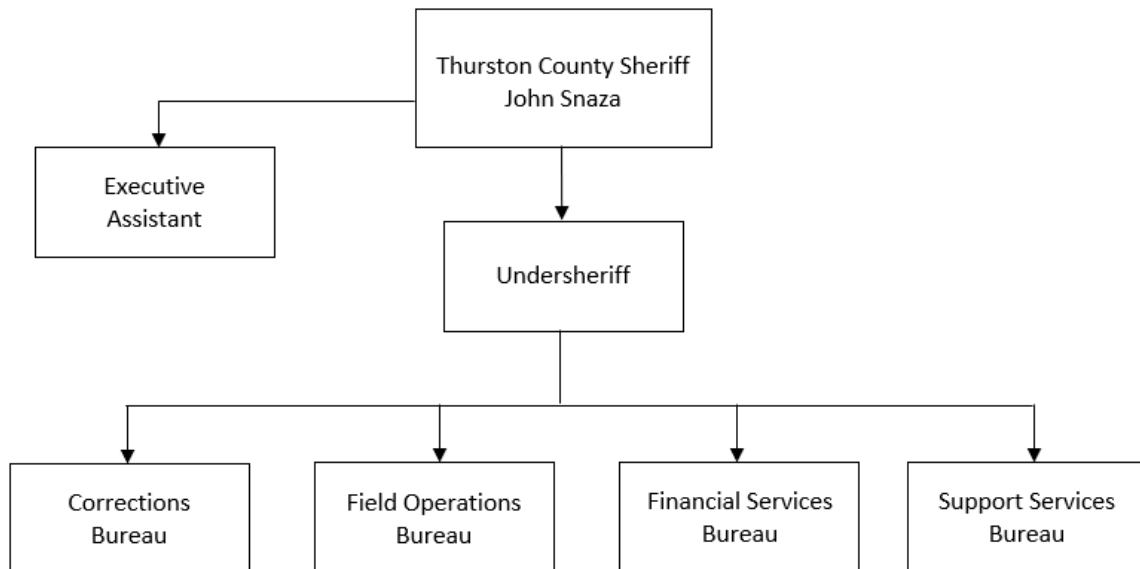
REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	800,275	762,424	211,942	762,424	762,424
Intergovernmental Revenue	417,050	257,325	256,256	257,325	257,325
Miscellaneous Revenue	36	0	0	0	0
Grants	0	231,063	0	260,000	0
0010 - General Fund Total	1,217,362	1,250,812	468,198	1,279,749	1,019,749

Department Budget: Public Defense		Department 24	
Program: B802 - Administrative Costs			
Description: Director and Fiscal and Administrative Unit personnel salaries and benefit costs. Office supplies, equipment, bar dues, association dues, travel, training and miscellaneous expenses.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,263,753	1,441,637	1,444,324
Program: B804 - Intergovernmental			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	986,419	1,057,237	1,119,655
Program: B808 - Parent's Representation			
Description: State funded Parents' Representation Program (PRP) contracted legal representation for indigent parents in dependency and termination cases.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	158,285	164,411	170,560
Revenue	130,709	130,709	130,709
Program: B809 - Superior Court - Public Defense			
Description: Felony Unit Supervisor and Paralegal salaries and benefit costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	257,325	257,325	257,325
Program: B810 - Superior Court -Professional Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,832,370	3,532,342	3,368,119
Revenue	181,063	260,000	0
Program: B811 - Superior Court-Panel Attorneys			
Description: Superior Court Panel Attorneys legal services costs, including capacity, fixed-cost and/or hourly contracts. Professional Services, Interpreters and Investigators for superior court adult felony cases assigned to Panel Attorneys.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	50,000	0	0
Program: B815 - Specialty Courts			
Description: Legal representation in DUI/Drug Court, Mental Health Court, Veterans Court, and support staff to assist with these programs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	323,125	321,826	329,401

Department Budget: Public Defense		Department 24	
Program: B816 - Juvenile Criminal-Conflicts			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	69,563	69,563	69,563
Program: B817 - Juvenile Criminal-Professional Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	228,222	241,117	247,771
Program: B821 - Juvenile Civil-Contracts			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	45,600	45,600	45,600
Program: B822 - District Court Criminal-Professional Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	842,573	962,211	999,335
Program: B823 - District Court Criminal-Panel Attorneys			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	40,220	40,220	40,220
Program: B825 - District Court Traffic-Professional Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	32,543	32,543	32,543
Program: B827 - Tumwater Municipal Contract			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	311,395	214,854	221,112
Revenue	308,700	308,700	308,700

Department Budget: Public Defense		Department 24	
Program: B828 - Mitigation Specialist			
Description: Mitigation Services for Superior, District and Juvenile Courts clients.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	25,000	25,000	25,000
Program: B898 - Mental Health			
Description: Contracted Panel Attorneys Legal Services for Involuntary Treatment Act calendars.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	308,883	309,742	310,474
Revenue	323,015	323,015	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.

2022 – 2023 Goals:

- ❖ Work toward accreditation for Corrections/Law Enforcement by implementing Lexipol and other programs
- ❖ Reduction in response time for priority 1 and 2 calls for service for multiple units responding
- ❖ Provide leadership development and training to personnel at all levels
- ❖ Continue to work with schools to provide safety resources for youth
- ❖ Design and development of the Thurston County Flex Unit

2022 – 2023 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
- ❖ Find innovative ways to work collaboratively with other criminal justice partners to implement significant legal changes in policing

Funds:

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

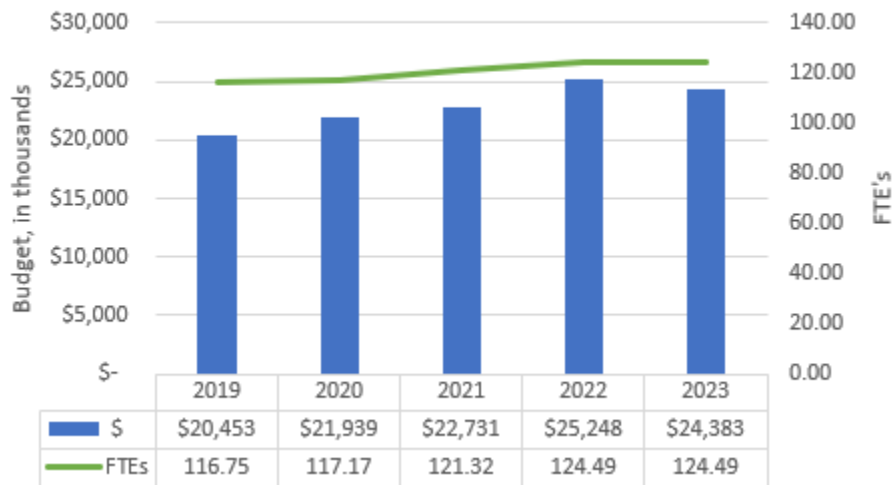
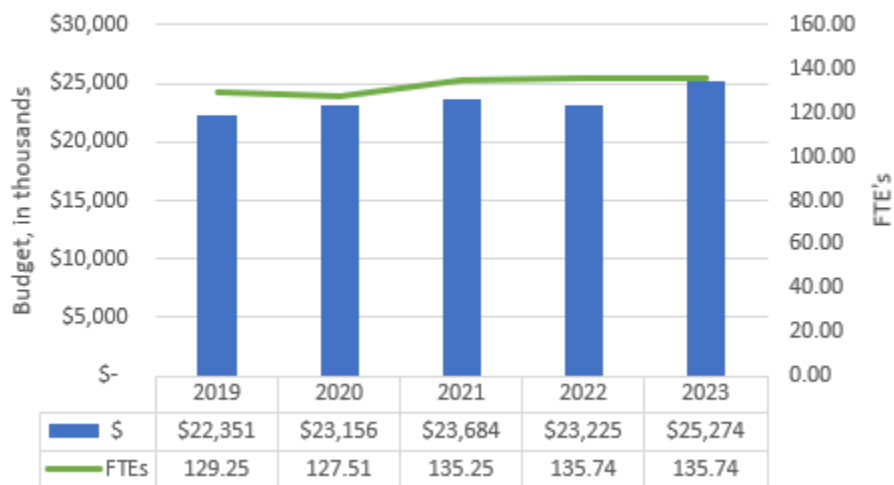
Detention Facility Sales Tax Fund 1100. A 1/10th of one percent sales tax was approved by voters in 1995. The funds are used exclusively for construction, maintenance and operation of juvenile detention facilities and adult jails.

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:**Sheriff, Law Enforcement Budget and FTE Trends****Sheriff Corrections, Budget and FTE Trends**

Budget Drivers:

Sheriff Budget Drivers	Unit of Measure	2015	2016	2017	2018	2019	2020**
Burglary	Number	855	610	815	706	538	428
Domestic Violence	Number	776	679	934	979	914	748
Warrants	Number	597	522	640	710	836	253
Criminal Citations	Number	359	357	419	552	961	776
Notice of Infraction	Number	2,125	1,772	1,834	2,391	3,458	2,554
Concealed Pistol Licenses Issued	Number	4,487	5,234	5,200	5,916	5,388	7,924
Warrants Processed Felony & Misdemeanants	Number	6,922	7,226	7,728	8,349	8,600	4,442
Public Disclosure Requests*	Number	269	231	1,443*	633	2,726	3,322
Reports Imported to Records Management System	Number	9,442	9,307	9,084	8,974	10,096	11,246
Cases Assigned to Detectives	Number	506	519	551	546	535	411
Registered Sex Offenders Monitored	Number	789	779	787	795	846	856
Gun Transfers Processed	Number	5,011	5,323	4,982	5,302	6,023	9,040
Jail Average Daily Population	Number	406	466	479	449	406	283
Jail Bookings	Number	5,052	5,132	5,391	5,556	5,905	2,978
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	341,232
Overtime/Mandatory Overtime Hours	Number	13,280	24,282	25,742	29,285	20,165	17,587

*New logging requirements per ESHB 1594 (2017)

**Numbers to 2020 are much lower in many instances due to COVID-19

EXPENDITURES & FTEs BY DEPARTMENT

Sheriff-Law Enforcement	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
FTEs	0	121.75	0.00	124.50	124.50
Personnel	15,703,225	16,396,471	7,100,028	17,388,284	17,702,535
Internal Services	4,042,607	4,619,524	2,297,390	5,269,221	5,412,655
Professional Services	176,181	145,730	92,975	98,152	94,764
Operating Costs	844,536	1,047,131	343,700	941,636	916,772
Debt Services	12,686	13,608	6,169	12,408	12,408
Capital Expenses	91,425	12,191	0	5,000	5,000
Transfer to Other County Funds	101,360	512,086	370,086	1,533,374	238,746
Sheriff-Law Enforcement Total	20,972,021	22,746,741	10,210,349	25,248,075	24,382,880

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	15,559,454	16,072,111	6,968,216	17,049,179	17,361,050
Internal Services	4,015,961	4,583,438	2,279,304	5,231,084	5,372,796
Professional Services	160,122	87,225	83,831	59,220	58,264
Operating Costs	776,932	809,457	311,398	791,352	775,776
Debt Services	10,493	11,946	5,072	11,946	11,946
Capital Expenses	91,425	12,191	0	5,000	5,000
Transfer to Other County Funds	73,860	512,086	370,086	1,533,374	238,746
0010 - General Fund Total	20,688,247	22,088,454	10,017,906	24,681,155	23,823,578

1440 - Sheriff's Special Programs	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	47,512	69,110	7,961	69,394	69,582
Internal Services	1,897	1,733	867	1,440	1,440
Operating Costs	29	25,251	1,917	25,251	25,251
1440 - Sheriff's Special Programs Total	49,437	96,094	10,745	96,085	96,273

1470 - Interlocal Drug Enforcement	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	96,259	255,250	123,851	269,711	271,903
Internal Services	24,749	34,353	17,220	36,697	38,419
Professional Services	16,059	58,505	9,144	38,932	36,500
Operating Costs	67,576	212,423	30,385	125,033	115,745
Debt Services	2,193	1,662	1,097	462	462
Transfer to Other County Funds	27,500	0	0	0	0
1470 - Interlocal Drug Enforcement Total	234,337	562,193	181,697	470,835	463,029

REVENUE BY DEPARTMENT

Sheriff-Law Enforcement	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	786,836	965,676	220,580	950,077	950,077
Intergovernmental Revenue	267,052	61,789	65,193	61,789	61,789
Miscellaneous Revenue	246,733	433,005	248,797	401,376	401,376
Grants	420,354	365,844	77,090	244,040	210,147
Sheriff-Law Enforcement Total	1,720,975	1,826,314	611,659	1,657,282	1,623,389

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	785,666	962,702	219,666	950,077	950,077
Intergovernmental Revenue	204,449	0	0	0	0
Miscellaneous Revenue	41,200	56,405	27,064	24,776	24,776
Grants	277,399	258,499	45,114	210,147	210,147
0010 - General Fund Total	1,308,714	1,277,606	291,844	1,185,000	1,185,000

1440 - Sheriff's Special Programs	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	62,603	61,789	65,193	61,789	61,789
Miscellaneous Revenue	0	1,600	0	1,600	1,600
1440 - Sheriff's Special Programs Total	62,603	63,389	65,193	63,389	63,389

1470 - Interlocal Drug Enforcement	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,170	2,974	914	0	0
Miscellaneous Revenue	205,533	375,000	221,732	375,000	375,000
Grants	142,956	107,345	31,976	33,893	0
1470 - Interlocal Drug Enforcement Total	349,658	485,319	254,622	408,893	375,000

EXPENDITURES & FTEs BY DEPARTMENT

Sheriff-Corrections	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	135.25	0.00	138.50	138.50
Personnel	15,732,999	16,426,767	7,087,600	17,278,991	17,987,034
Internal Services	2,961,147	3,123,474	1,568,719	3,008,339	3,344,869
Professional Services	2,408,945	3,388,833	1,094,059	3,421,893	3,421,893
Operating Costs	561,445	437,020	176,040	449,245	453,226
Debt Services	10,384	18,821	5,259	18,821	18,821
Capital Expenses	6,799	288,853	0	0	0
Transfer to Other County Funds	0	0	0	47,562	47,562
Sheriff-Corrections Total	21,681,719	23,683,768	9,931,678	24,224,851	25,273,405

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	13,071,668	13,637,839	5,836,477	12,266,554	12,930,722
Internal Services	2,921,023	3,081,953	1,547,959	2,967,060	3,300,839
Professional Services	1,711,535	2,453,055	762,724	2,479,257	2,479,257
Operating Costs	538,871	349,411	168,385	361,636	365,617
Debt Services	10,384	18,821	5,259	18,821	18,821
Capital Expenses	6,799	288,853	0	0	0
Transfer to Other County Funds	0	0	0	47,562	47,562
0010 - General Fund Total	18,260,280	19,829,932	8,320,805	18,140,890	19,142,818

1100 - Detention Facility Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	2,437,770	2,498,851	1,155,448	4,718,608	4,761,061
Operating Costs	0	3,158	0	3,158	3,158
1100 - Detention Facility Sales Tax Total	2,437,770	2,502,009	1,155,448	4,721,766	4,764,219

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	223,561	262,819	85,997	264,798	266,106
Internal Services	32,331	32,331	16,165	34,417	37,168
Professional Services	493,701	685,020	225,240	691,878	691,878
Operating Costs	611	24,217	346	24,217	24,217
1180 - Treatment Sales Tax Total	750,204	1,004,387	327,749	1,015,310	1,019,369

1450 - Prisoner's Concessions	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	27,258	9,678	29,031	29,145
Internal Services	7,793	9,190	4,595	6,862	6,862
Professional Services	203,708	250,758	106,094	250,758	250,758
Operating Costs	21,963	60,234	7,309	60,234	60,234
1450 - Prisoner's Concessions Total	233,465	347,440	127,677	346,885	346,999

REVENUE BY DEPARTMENT

Sheriff-Corrections	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	692,310	633,800	240,426	633,800	633,800
Intergovernmental Revenue	3,324,731	0	0	0	0
Miscellaneous Revenue	10,247	132,599	1,642	118,700	118,700
Grants	74,309	0	0	0	0
Sheriff-Corrections Total	4,101,598	766,399	242,069	752,500	752,500

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	366,716	391,400	79,458	391,400	391,400
Intergovernmental Revenue	3,324,731	0	0	0	0
Miscellaneous Revenue	7,989	14,599	274	700	700
Grants	74,309	0	0	0	0
0010 - General Fund Total	3,773,745	405,999	79,732	392,100	392,100

1450 - Prisoner's Concessions	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	325,594	242,400	160,968	242,400	242,400
Miscellaneous Revenue	2,259	118,000	1,368	118,000	118,000
1450 - Prisoner's Concessions Total	327,853	360,400	162,336	360,400	360,400

Department Budget: Sheriff-Law Enforcement		Department 10	
Program: B100 - Administration			
Description: Provides overall administrative support for the Sheriff's Office, including the budget, labor relations and policy development.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	750,975	2,047,150	856,323
Revenue	4,300	4,300	4,300
Program: B101 - Accounting Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	449,672	433,913	440,642
Program: B102 - Special Operations			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	86,091	77,686	77,686
Program: B105 - Investigation			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,450,908	2,463,332	2,502,368
Revenue	1,500	1,500	1,500
Program: B110 - Patrol			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	6,825,326	7,546,691	7,665,831
Revenue	9,928	0	0
Program: B111 - Boat Patrol			
Description: Uniformed staff patrol Thurston County waterways, educate the public on safe boating and enforce boating			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	95,561	95,845	96,033
Revenue	61,789	61,789	61,789

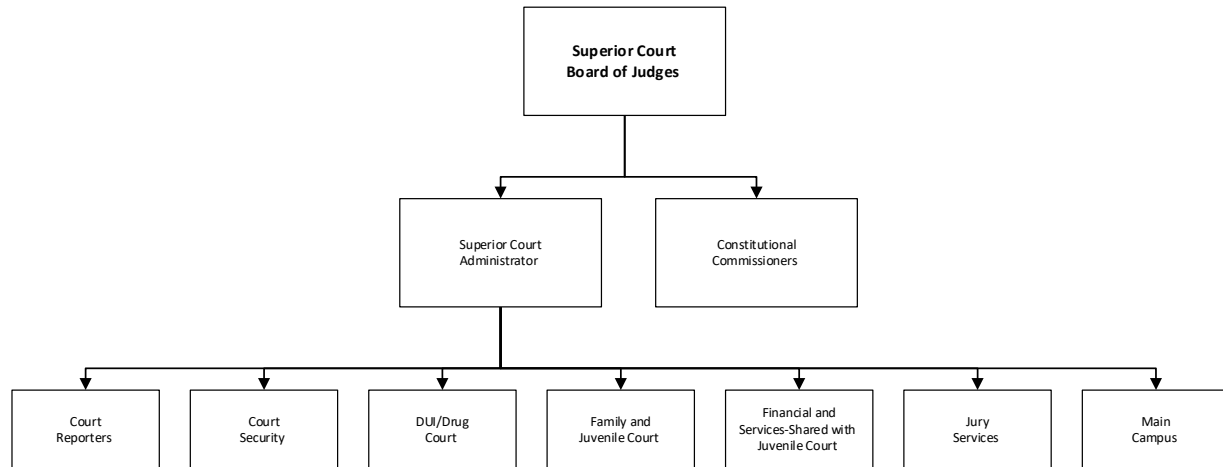
Department Budget: Sheriff-Law Enforcement		Department 10	
Program: B112 - Patrol - Dedicated Funding			
Description: Criminal Justice Tax and Road Diversion funding to support uniformed personnel providing 24 hour a day 7 days a week response to emergency and non-emergency calls for service, conducting initial crime scene investigations, investigating traffic collisions, providing traffic enforcement, and responding to and resolving civil complaints.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,420,378	2,565,501	2,639,587
Program: B113 - Traffic Unit			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,245,697	1,193,693	1,210,195
Revenue	1,092,877	1,031,900	1,031,900
Program: B114 - Drug Unit			
Description: Uniformed staff work with the Thurston County Narcotics Task Force to interdict narcotic dealers and supplies at the mid and upper level.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	707,324	780,480	775,290
Revenue	485,319	408,893	375,000
Program: B121 - Staff Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,851,174	1,847,534	1,867,045
Revenue	144,400	144,400	144,400
Program: B125 - Records			
Description: Staff receive, review, process and store all records associated with the Sheriff's Office.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	327,210	550,739	557,938
Revenue	4,500	4,500	4,500
Program: B131 - K-9 Unit			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	601,478	318,530	321,146
Revenue	21,701	0	0

Department Budget: Sheriff-Law Enforcement		Department 10	
Program: B132 - Interfunds			
Description: Payments made for interfund costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	4,934,947	5,326,981	5,372,796

Department Budget: Sheriff-Corrections		Department 11	
Program: B101 - Accounting Services			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	967	967
Program: B200 - Corrections Administration			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,208,957	1,240,644	1,259,173
Program: B201 - Inmate Medical			
Description: Provides medical and dental health services within the facility and transports inmates to outside medical appointments when necessary.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,502,618	1,532,054	1,539,248
Revenue	44,400	44,400	44,400
Program: B203 - Main Facility			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	8,180,895	5,803,271	6,338,195
Revenue	59,599	45,700	45,700
Program: B204 - Corrections Dedicated Funding			
Description: 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 of inmate services and programs, such as the Chemical Dependency Program, Domestic Violence Offender Program, Educational, Vocational and others.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	4,367,497	6,905,126	6,997,286
Revenue	0	0	0
Program: B205 - Facilities			
Description: Payments made for interfund costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,068,761	3,005,851	3,339,049
Program: B206 - Options			
Description: 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).			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,802,122	1,696,807	1,709,656
Revenue	302,000	302,000	302,000
Program: B207 - Court			

Department Budget: Sheriff-Corrections		Department 11	
Description: Staff provide safe and secure movement of prisoners from the jail to the courts, as well as security for the courts during trials.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,296,969	1,696,921	1,735,272
Program: B209 - Jail Kitchen			
Description: Provides all meals for jail inmates and the juvenile detention facility.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	719,915	719,915	719,915
Program: B211 - DUI Program			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	15,931	15,931	15,931
Revenue	5,400	5,400	5,400
Program: B212 - Commissary			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	271,722	269,340	269,340
Revenue	276,000	276,000	276,000
Program: B214 - Other - Inmate Phone Commission			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	79,000	79,000	79,000
Program: B215 - Chemical Dependency Program			
Description: Improves the quality of life for county residents and decreases the criminal justice system costs by reducing negative outcomes associated with substance abuse and untreated mental illness. Provides service to include re-entry and transition services for incarcerated people who are mentally ill and have chemical dependency issues.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	599,158	644,627	652,602
Program: B216 - Corrections - Mental Health			
Description: Improves the quality of life for county residents and decreases the criminal justice system costs by reducing negative outcomes associated with substance abuse and untreated mental illness. Provides service to include re-entry and transition services for incarcerated people who are mentally ill and have chemical dependency issues.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	330,628	338,425	339,889

Department Budget: Sheriff-Corrections		Department 11	
Program: B217 - Treatment Sales Tax Coordinator			
Description: Improves the quality of life for county residents and decreases the criminal justice system costs by reducing negative outcomes associated with substance abuse and untreated mental illness. Provides service to include re-entry and transition services for incarcerated people who are mentally ill and have chemical dependency issues.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	152,042	188,419	190,329
Program: B218 - PREP			
Description: Improves the quality of life for county residents and decreases the criminal justice system costs by reducing negative outcomes associated with substance abuse and untreated mental illness. Provides service to include re-entry and transition services for incarcerated people who are mentally ill and have chemical dependency issues.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	122,003	122,003	122,003
Program: B219 - Turning Point			
Description: Improves the quality of life for county residents and decreases the criminal justice system costs by reducing negative outcomes associated with substance abuse and untreated mental illness. Provides service to include re-entry and transition services for incarcerated people who are mentally ill and have chemical dependency issues.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	14,550	14,550	14,550
Program: B221 - Corrections			
Description: Funding that supports the health and welfare of inmates and inmate behavior management.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	30,000	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.

2022 and 2023 Goals:

- ❖ Work with county officials, other interested parties, and the public to develop next steps, for the construction of a non-obsolete and appropriate Courthouse facility, including meeting the additional courtroom needs at Family and Juvenile Court.
- ❖ 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.
- ❖ Address the ongoing issues and concerns arising from the COVID-19 pandemic to include the backlog of trials and cases in Thurston County Superior Court.

- ❖ Welcome and onboard Thurston County Superior Court's 9th Judge. Ensure that calendars are adjusted to meet the needs of the public and assist in cases being heard timely.
- ❖ Family and Juvenile Court was chosen as one of three new implementation sites in Washington State to expand the Safe 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. The court is looking forward to gathering data regarding how this program supports families and children.
- ❖ Continue implementation of changes to the organizational structure to ensure that all functions and staff are appropriately supported.

2022 and 2023 Challenges:

- ❖ Anticipating significant numbers of unlawful detainer filings upon anticipated expiration of the Governor's eviction moratorium, the court is currently participating in the Eviction Resolution Program (ERP) to divert non-payment of rent cases away from the courts and into a collaborative resolution process that brings together landlords and their attorneys, tenants, legal aid and housing justice projects. We are hopeful that the ERP will assist us in reaching these cases in a timely manner, current estimates in Washington State indicate that more than 160,000 individual households are currently in arrears in rent and face the prospect of potential eviction after the current moratorium expires.
- ❖ Through the COVID-19 pandemic, the court made many significant changes in how hearings are conducted, using technology, including the implementation of a new audio-visual system. The main project for 2022-2023 will be stabilizing systems to support court operations and ensure reliability.
- ❖ The COVID-19 challenges have been compounded by the anticipated new demands on this court resulting from *State v. Blake*, 197 Wash.2d 170, 481 P.3d 521 (2021). The Court will have to implement new calendars and have adequate support to timely address *Blake* cases.
- ❖ Family and Juvenile Court is addressing legislative changes regarding the Uniform Guardianship Act (UGA). These legislative changes impact pending cases and newly filed cases. In addition, the court is actively seeking qualified individuals for attorney and court visitor appointments under RCW 11.130, which is proving to be a challenge.
- ❖ The judicial support staffing level in the Superior Court is 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 and balancing new legislative changes.

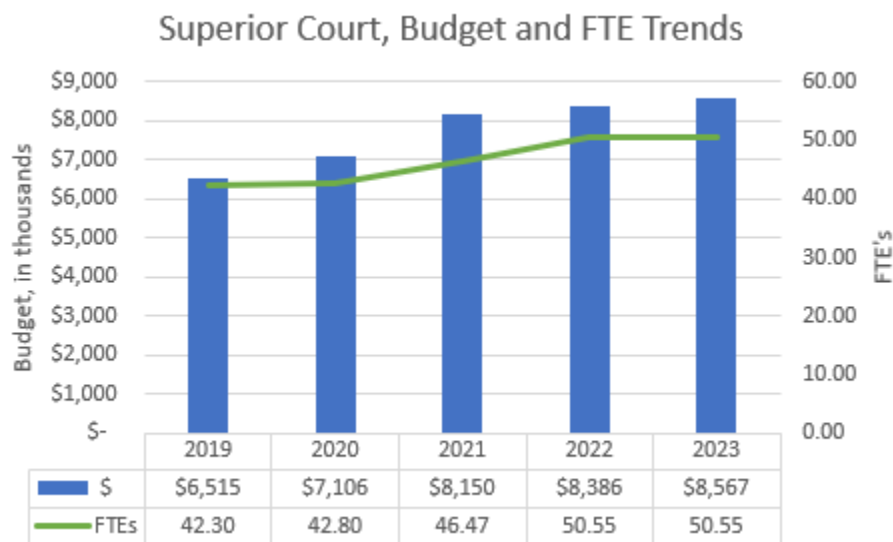
Funds:

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 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.

Budget Snapshot:



Budget Drivers:

Measure	Unit of Measure	2015	2016	2017	2018	2019	2020
Arbitration Cases	Cases	Data Not Available	175	177	218	259	197
Interpreters	Dollars Expended	Data Not Available	51,513	77,991	152,598	99,636	58118

EXPENDITURES & FTEs BY DEPARTMENT

Superior Court	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	49.05	0.00	51.30	51.30
Personnel	4,224,762	5,133,244	2,126,568	5,561,506	5,689,669
Internal Services	1,191,635	1,323,373	664,082	1,531,448	1,603,685
Professional Services	107,328	850,706	57,124	850,723	850,723
Operating Costs	334,627	422,005	74,556	426,490	414,890
Debt Services	0	7,923	0	7,923	7,923
Capital Expenses	0	0	0	0	0
Transfer to Other County Funds	8,067	433,050	156,200	7,800	0
Superior Court Total	5,866,420	8,170,301	3,078,530	8,385,890	8,566,890

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	3,777,823	4,617,824	1,956,908	5,019,533	5,065,164
Internal Services	981,544	1,107,236	554,553	1,298,583	1,373,492
Professional Services	57,165	677,920	37,020	677,920	677,920
Operating Costs	279,591	302,675	59,072	306,852	295,252
Debt Services	0	7,923	0	7,923	7,923
Transfer to Other County Funds	8,067	433,050	156,200	7,800	0
0010 - General Fund Total	5,104,190	7,146,628	2,763,752	7,318,611	7,419,751

1040 - Law Library	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	134	1,000	85	1,000	1,000
Internal Services	10,254	10,492	5,246	9,688	10,172
Operating Costs	41,151	89,958	9,699	89,958	89,958
1040 - Law Library Total	51,539	101,450	15,031	100,646	101,130

1080 - Superior Court - Family Court Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	1,032	521	261	246	246
Professional Services	0	52,155	0	52,155	52,155
1080 - Superior Court - Family Court Services Total	1,032	52,676	261	52,401	52,401

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	446,805	514,420	169,574	540,973	623,505
Internal Services	198,805	205,124	104,023	222,931	219,775
Professional Services	50,163	120,631	20,104	120,648	120,648
Operating Costs	13,885	29,372	5,785	29,680	29,680
1180 - Treatment Sales Tax Total	709,658	869,547	299,486	914,232	993,608

REVENUE BY DEPARTMENT

Superior Court	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	272,170	448,578	137,963	468,000	468,000
Intergovernmental Revenue	67,477	0	0	0	0
Miscellaneous Revenue	12,481	11,200	14,667	11,200	11,200
Grants	817,985	1,351,373	153,767	751,302	751,302
Superior Court Total	1,170,112	1,811,151	306,398	1,230,502	1,230,502

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	151,313	314,578	78,587	334,000	334,000
Intergovernmental Revenue	67,320	0	0	0	0
Miscellaneous Revenue	16,749	11,200	14,137	11,200	11,200
Grants	817,985	1,351,373	153,767	751,302	751,302
0010 - General Fund Total	1,053,367	1,677,151	246,491	1,096,502	1,096,502

1040 - Law Library	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	103,153	107,000	45,447	107,000	107,000
1040 - Law Library Total	103,153	107,000	45,447	107,000	107,000

1080 - Superior Court - Family Court Services	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	17,704	27,000	13,929	27,000	27,000
Miscellaneous Revenue	(4,268)	0	530	0	0
1080 - Superior Court - Family Court Services Total	13,436	27,000	14,459	27,000	27,000

1180 - Treatment Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	157	0	0	0	0
1180 - Treatment Sales Tax Total	157	0	0	0	0

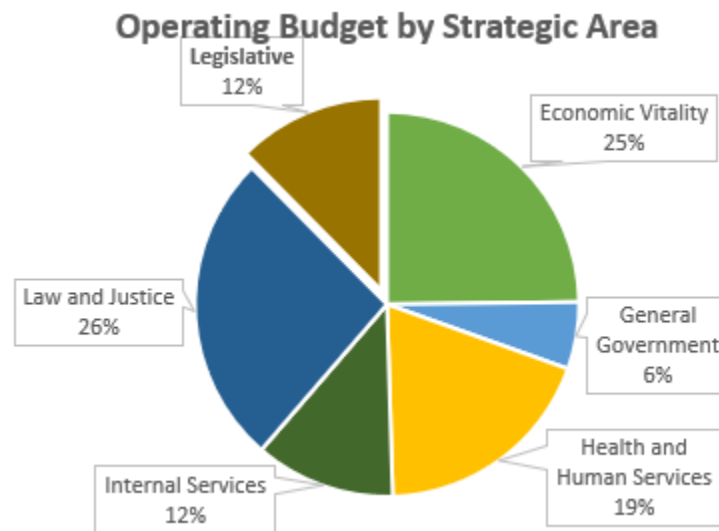
Department Budget: Superior Court		Department 06	
Program: A600 - Jury Administration			
Description: Summons, processes and manages jurors for trials in the superior, district and Olympia Municipal courts. Processes jury fees for superior and municipal			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	355,458	437,490	410,336
Program: A610 - Family and Juvenile Court Operations			
Description: Superior Court salaries and operational costs (exclusive of Security and ProTem costs) for cases heard at the Family and Juvenile Court.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,160,117	2,174,038	2,188,585
Revenue	323,799	325,000	325,000
Program: A611 - Family and Juvenile Court - Grants and Contracts Restricted			
Description: Grants and contracts for Family and Juvenile Court.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	85,128	87,797	90,676
Revenue	65,917	65,917	65,917
Program: A612 - Family and Juvenile Court - Other Restricted			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	212,394	243,466	321,492
Program: A613 - Superior Court Domestic Violence Coordination			
Description: Domestic Violence Coordination involves monitoring, case coordination, and referrals in domestic violence cases.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	61,927	62,756	65,035
Program: A620 - Building 2			
Description: Superior Court salaries (exclusive of security, judges, commissioners, court reporters), mental illness commissioner, supplies, leases (copiers), witness			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	120,613	200,484	200,968
Revenue	118,200	118,200	118,200
Program: A626 - Building 2 - Grants and Contracts			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	126,526	126,526	126,526
Program: A628 - Superior Court Administration			
Description: Superior Court salaries and costs for court-wide administration.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	405,881	566,210	584,112
Revenue	480,850	0	0
Program: A630 - Family Court Services			

Department Budget: Superior Court		Department 06	
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	52,676	52,401	52,401
Revenue	27,000	27,000	27,000
Program: A638 - Main Campus Operations			
Description: Superior Court salaries and operational costs (exclusive of Security and ProTem costs) for cases heard at the Main Campus Courthouse.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,489,757	2,163,708	2,194,445
Revenue	528,859	528,859	528,859
Program: A640 - Security			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	794,479	813,494	829,101
Program: A650 - Drug Court			
Description: The Drug/DUI Court program is a diversion program that assists defendants with addiction problems that are either the underlying cause of criminal acts or the criminal act itself that has led to arrest. This program reduces costs in jail and court time and is effective in reducing recidivism			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	78,300	78,300	78,300
Revenue	110,000	9,000	9,000
Program: A651 - Drug Court - Other Restricted			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	565,277	578,062	577,126
Program: A652 - Drug Court - Grants and Contracts			
Description: Grants and Contracts for Drug Court Operations.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	30,000	30,000	30,000
Revenue	30,000	30,000	30,000
Program: A670 - Intrafunds			
Description: These costs include insurance risk, Central Services, fixed and variable internal charges.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	728,343	867,733	914,362
Program: A682 - Judges - Other Restricted			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	29,951	29,951	29,951

The Legislative Strategic Area includes the Commissioner's Office and Non-Departmental.

Legislative Operating Budget Summary:

The 2022 expenditures total \$108,670,088 and 2023 total \$49,025,888 or 23% and 12 of the Operating Budget respectively.

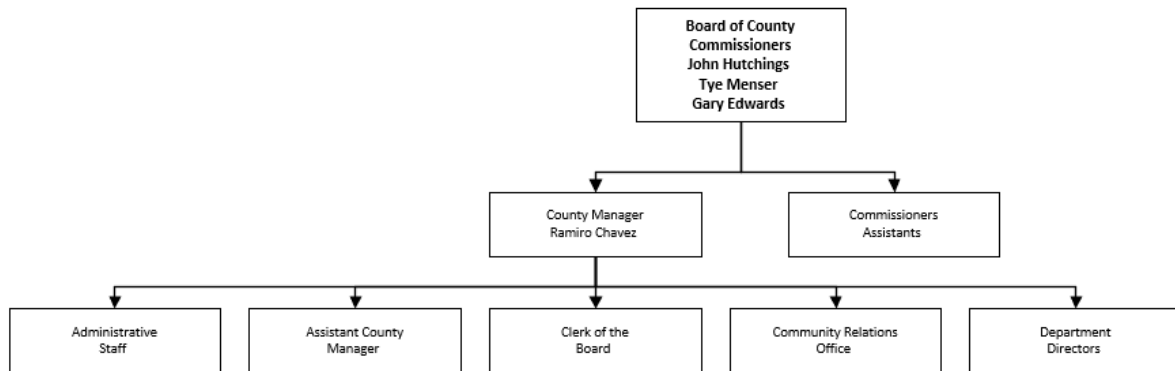


Department	2022	2023
Commissioners	101,820,204	43,087,136
Non Departmental	6,849,884	5,938,752
Total Legislative	108,670,088	49,025,888

Legislative Policy Investments:

Department	Title
Commissioners	Funding the Thurston County Historical Journal
Commissioners	Add Historic Preservation Grants & Projects
Commissioners	Placeholder for Implementing the Racial Equity Plan
Commissioners	Increasing Grants for Tourism Promotion
Commissioners	Add a Climate Mitigation Coordinator
Commissioners	Increase Habitat Conservation Plan (HCP) Land Purchase Authority
Non Departmental	Increase Animal Services in the Rural Area of Thurston County
Non Departmental	Reducing the Road Levy Shift

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.

2022 and 2023 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.

2022 and 2023 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:

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.

2021 Debt Holding Fund 3230. This fund is managing the spend down for the 2021 bond issuance for our ERP among other things.

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.

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.

General Obligation Bond 2021 A Fund 2310. This fund manages the debt and principal for the issuance of the 2021 General Obligation Bond Part A.

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.

Public Educational and Government (PEG) Fund 1620. This fund collects fees from franchise agreements and is restricted to costs associated with providing support and programming for the Public Educational and Government 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.

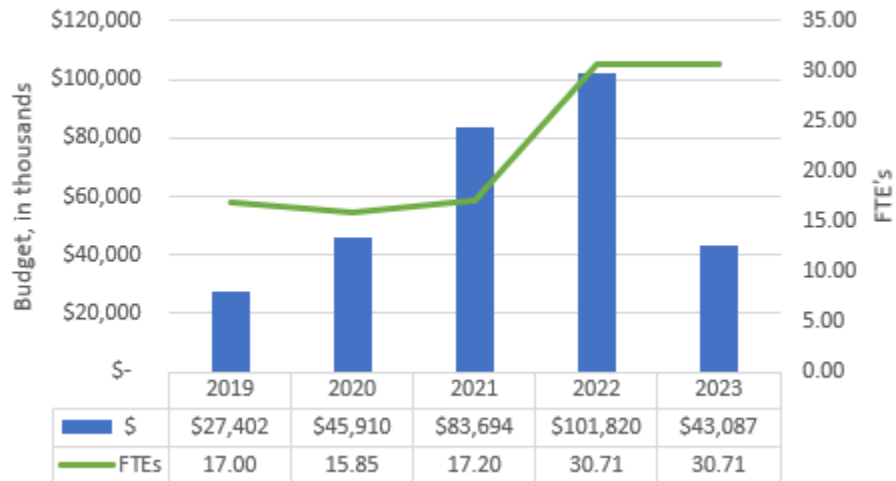
Stadium/Convention/Art Center Fund 1300. A tax on the sale of or charge made for lodging in unincorporated Thurston County is used for tourism promotion, acquisition of tourism-related facilities, or operation of tourism-related facilities throughout the county. Projects are selected by the Lodging Tax 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.

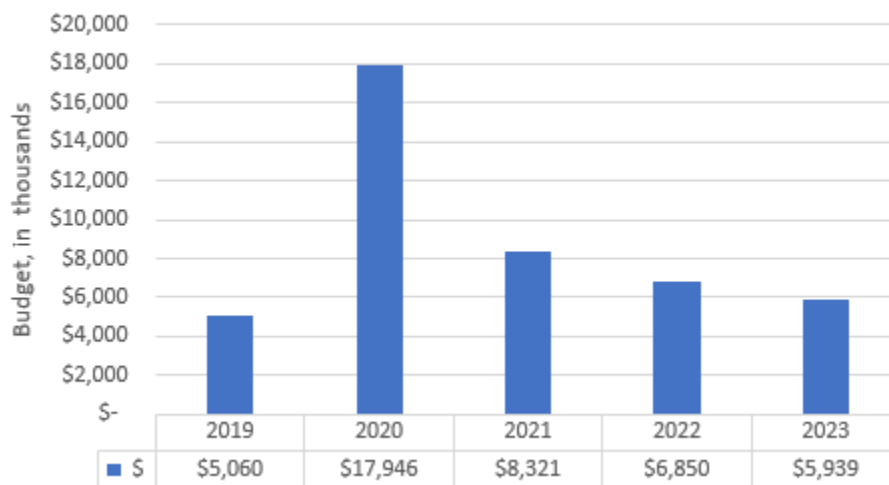
Trial Court Improvement Fund 1170. The state reimburses the county for one-half of the salaries of District Court judges. The revenue is used to fund improvements to Superior and District Court staffing, programs, facilities, or services.

Budget Snapshots:

Commissioners, Budget and FTE Trends



Non-Departmental, Budget Trend



Budget Drivers:

Measure	Unit of Measure	2015	2016	2017	2018	2019	2020
Board of County Commissioners Resolutions and Ordinances Passed	Each	141	177	137	162	104	122
Board of Health Resolutions and Ordinances Passed	Each	2	3	6	4	3	4
Number of Social Media Followers	Each	*	*	7,593	10,532	15,146	20,252
News Releases	Each	239	142	141	134	123	108

EXPENDITURES & FTEs BY DEPARTMENT

Commissioners	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
FTEs	0	17.20	0.00	30.71	28.72
Personnel	2,014,844	2,262,835	929,502	3,841,964	3,706,925
Internal Services	286,019	459,878	229,731	744,504	797,574
Professional Services	14,606,131	53,073,362	9,464,374	78,003,383	21,932,964
Operating Costs	106,102	229,542	37,573	231,350	166,750
Debt Services	3,067	6,600	1,789	6,600	6,600
Capital Expenses	0	9,501,900	265	2,003,500	2,300,000
Transfer to Other County Funds	7,439,928	19,167,553	7,425,550	16,988,903	14,176,323
Commissioners Total	24,456,090	84,701,670	18,088,784	101,820,204	43,087,136

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	2,014,844	2,237,044	929,502	2,680,644	2,732,909
Internal Services	230,340	251,568	125,576	568,380	621,447
Professional Services	5,299	1,000	744	51,000	51,000
Operating Costs	27,583	42,542	11,583	42,500	42,500
Debt Services	3,067	6,100	1,789	6,100	6,100
Capital Expenses	0	3,500	0	3,500	0
Transfer to Other County Funds	0	2,500	0	2,800	0
0010 - General Fund Total	2,281,132	2,544,254	1,069,194	3,354,924	3,453,956

1100 - Detention Facility Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	3,465	103,355	51,678	97,698	97,698
Transfer to Other County Funds	3,632,277	3,735,537	778,744	4,039,018	4,134,835
1100 - Detention Facility Sales Tax Total	3,635,742	3,838,892	830,422	4,136,716	4,232,533

1170 - Trial Court Improvement	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	956	732	366	425	425
Professional Services	0	150,000	0	100,000	100,000
Transfer to Other County Funds	34,186	0	0	0	0
1170 - Trial Court Improvement Total	35,142	150,732	366	100,425	100,425

1300 - Stadium/Convention/Art Center	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	559	710	355	316	316
Professional Services	2,576	45,000	0	75,000	50,000
1300 - Stadium/Convention/Art Center Total	3,135	45,710	355	75,316	50,316

1380 - Conservation Futures	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	25,212	33,306	16,653	31,348	31,348
Professional Services	0	1,041,600	0	0	0
Capital Expenses	0	2,498,400	0	2,000,000	2,300,000
Transfer to Other County Funds	356,881	398,796	221,473	168,865	56,914
1380 - Conservation Futures Total	382,093	3,972,102	238,126	2,200,213	2,388,262

Department Budget: Commissioners

Dept #: 03

1550 - Communications	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Professional Services	13,902,832	22,702,000	9,134,368	21,693,900	21,693,900
1550 - Communications Total	13,902,832	22,702,000	9,134,368	21,693,900	21,693,900

1620 - PEG - Public Educational & Governmental	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	9,272	1,137	569	564	564
Operating Costs	39,845	72,000	25,990	52,000	52,000
1620 - PEG - Public Educational & Governmental Total	49,117	73,137	26,559	52,564	52,564

1920 - Tourism Promotion Area	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	8,538	9,201	4,601	7,007	7,007
Professional Services	695,424	933,462	329,261	992,993	992,993
1920 - Tourism Promotion Area Total	703,962	942,663	333,862	1,000,000	1,000,000

1930 - Historic Preservation	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	4,803	7,331	3,666	3,284	3,284
Professional Services	0	300	0	300	300
Operating Costs	38,674	115,000	0	100,000	70,000
Transfer to Other County Funds	5,788	25,000	2,455	25,000	25,000
1930 - Historic Preservation Total	49,264	147,631	6,120	128,584	98,584

1940 - COVID Local Fiscal Recovery Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	0	0	1,160,015	971,406
Professional Services	0	28,200,000	0	55,090,190	(955,229)
Operating Costs	0	0	0	36,850	2,250
Transfer to Other County Funds	0	0	0	135,000	0
1940 - COVID Local Fiscal Recovery Fund Total	0	28,200,000	0	56,422,055	18,427

3080 - Jail Capital Projects	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Internal Services	2,874	3,432	1,716	20,389	20,389
Debt Services	0	500	0	500	500
3080 - Jail Capital Projects Total	2,874	3,932	1,716	20,889	20,889

3160 - Real Estate Excise Tax First Quarter	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Capital Expenses	0	7,000,000	0	0	0
Transfer to Other County Funds	1,194,329	8,129,628	6,148,027	8,133,607	738,311
3160 - Real Estate Excise Tax First Quarter Total	1,194,329	15,129,628	6,148,027	8,133,607	738,311

3210 - Real Estate Excise Tax Second Quarter	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Transfer to Other County Funds	2,216,468	6,876,092	274,852	4,484,613	9,221,263
3210 - Real Estate Excise Tax Second Quarter Total	2,216,468	6,876,092	274,852	4,484,613	9,221,263

3220 - Courthouse Project	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	0	25,791	0	1,305	2,610
Internal Services	0	49,106	24,553	15,093	15,096
Capital Expenses	0	0	265	0	0
3220 - Courthouse Project Total	0	74,897	24,818	16,398	17,706

REVENUE BY DEPARTMENT

Commissioners	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	843,283	1,130,663	310,877	1,178,000	1,178,000
Taxes	30,606,538	36,710,405	13,229,766	41,993,217	42,957,203
General Fund Contribution	389,567	391,184	338,299	356,051	356,082
From Other Funds	5,661,762	5,827,760	1,927,428	6,567,342	5,982,553
Intergovernmental Revenue	158,297	28,284,500	41,803	56,484,500	84,500
Miscellaneous Revenue	64,011	27,785	41,134	24,351	24,044
Commissioners Total	37,723,458	72,372,297	15,889,307	106,603,461	50,582,382

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	72,546	0	0	0	0
0010 - General Fund Total	72,546	0	0	0	0

1100 - Detention Facility Sales Tax	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Taxes	6,908,904	6,900,000	2,413,152	8,638,957	9,070,905
1100 - Detention Facility Sales Tax Total	6,908,904	6,900,000	2,413,152	8,638,957	9,070,905

1170 - Trial Court Improvement	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	68,012	75,000	33,980	75,000	75,000
Miscellaneous Revenue	6,119	2,000	1,765	2,000	2,000
1170 - Trial Court Improvement Total	74,131	77,000	35,745	77,000	77,000

1300 - Stadium/Convention/Art Center	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Taxes	49,078	41,905	29,287	50,000	50,000
Miscellaneous Revenue	930	385	387	385	385
1300 - Stadium/Convention/Art Center Total	50,008	42,290	29,675	50,385	50,385

Department Budget: Commissioners			Dept #: 03		
1380 - Conservation Futures	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Taxes	1,440,099	1,510,500	819,531	1,610,500	1,642,500
Intergovernmental Revenue	17,739	9,500	7,823	9,500	9,500
Miscellaneous Revenue	23,186	10,000	10,893	10,000	10,000
1380 - Conservation Futures Total	1,481,023	1,530,000	838,246	1,630,000	1,662,000
1550 - Communications	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Taxes	15,347,342	22,700,000	5,839,767	21,693,000	21,693,000
Miscellaneous Revenue	3,269	2,000	708	900	900
1550 - Communications Total	15,350,611	22,702,000	5,840,475	21,693,900	21,693,900
1620 - PEG - Public Educational & Governmental	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	105,799	123,000	25,871	103,000	103,000
Miscellaneous Revenue	700	1,000	326	1,000	1,000
1620 - PEG - Public Educational & Governmental Total	106,500	124,000	26,197	104,000	104,000
1920 - Tourism Promotion Area	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	651,671	942,663	234,870	1,000,000	1,000,000
Miscellaneous Revenue	4,269	0	139	0	0
1920 - Tourism Promotion Area Total	655,940	942,663	235,009	1,000,000	1,000,000
1930 - Historic Preservation	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	85,813	65,000	50,136	75,000	75,000
Miscellaneous Revenue	2,815	1,759	878	1,759	1,759
1930 - Historic Preservation Total	88,628	66,759	51,014	76,759	76,759
1940 - COVID Local Fiscal Recovery Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Intergovernmental Revenue	0	28,200,000	0	56,400,000	0
1940 - COVID Local Fiscal Recovery Fund Total	0	28,200,000	0	56,400,000	0
2260 - General Obligation Bonds 2010	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
General Fund Contribution	387,567	389,184	338,299	0	0
From Other Funds	1,409,512	1,417,060	1,305,378	38,910	38,910
Miscellaneous Revenue	4,203	2,641	2,280	0	0
2260 - General Obligation Bonds 2010 Total	1,801,283	1,808,885	1,645,957	38,910	38,910

Department Budget: Commissioners			Dept #: 03		
2261 - 2010 C Debt Sinking Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
General Fund Contribution	2,000	2,000	0	2,000	2,000
From Other Funds	98,000	98,000	0	98,000	98,000
Miscellaneous Revenue	10,563	8,000	3,273	8,000	8,000
2261 - 2010 C Debt Sinking Fund Total	110,563	108,000	3,273	108,000	108,000
2270 - General Obligation Bonds 2015	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	887,750	890,700	65,200	897,900	898,150
2270 - General Obligation Bonds 2015 Total	887,750	890,700	65,200	897,900	898,150
2290 - General Obligation Bonds 2016	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	3,266,500	3,369,000	556,850	3,466,250	3,573,000
2290 - General Obligation Bonds 2016 Total	3,266,500	3,369,000	556,850	3,466,250	3,573,000
2310 - General Obligation Bond 2021 A	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	0	0	0	691,643	0
Miscellaneous Revenue	0	0	1	307	0
2310 - General Obligation Bond 2021 A Total	0	0	1	691,950	0
2320 - General Obligation Bond 2021 B	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
General Fund Contribution	0	0	0	354,051	354,082
From Other Funds	0	0	0	606,739	606,793
2320 - General Obligation Bond 2021 B Total	0	0	0	960,790	960,875
3080 - Jail Capital Projects	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Miscellaneous Revenue	4,905	0	1,294	0	0
3080 - Jail Capital Projects Total	4,905	0	1,294	0	0
3160 - Real Estate Excise Tax First Quarter	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Taxes	3,430,557	2,993,000	2,064,014	5,000,380	5,250,399
Miscellaneous Revenue	345	0	28	0	0
3160 - Real Estate Excise Tax First Quarter Total	3,430,902	2,993,000	2,064,042	5,000,380	5,250,399
3210 - Real Estate Excise Tax Second Quarter	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Taxes	3,430,558	2,565,000	2,064,014	5,000,380	5,250,399
Miscellaneous Revenue	345	0	28	0	0
3210 - Real Estate Excise Tax Second Quarter Total	3,430,902	2,565,000	2,064,042	5,000,380	5,250,399

3220 - Courthouse Project	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Miscellaneous Revenue	2,362	0	594	0	0
3220 - Courthouse Project Total	2,362	0	594	0	0

5280 - General Obligation Bond 2021 C	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
From Other Funds	0	53,000	0	767,900	767,700
Miscellaneous Revenue	0	0	18,540	0	0
5280 - General Obligation Bond 2021 C Total	0	53,000	18,540	767,900	767,700

EXPENDITURES & FTEs BY DEPARTMENT

Non Departmental	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
<i>FTEs</i>	0	0.00	0.00	0.00	0.00
Personnel	287,119	347,066	116,992	250,000	250,000
Internal Services	240,669	141,126	70,563	830,813	801,114
Professional Services	2,160,136	2,123,644	867,950	2,460,100	2,127,835
Operating Costs	9,143,369	1,032,100	96,723	1,070,172	1,070,973
Capital Expenses	0	0	0	0	0
Transfer to Other County Funds	2,709,471	4,677,252	1,282,839	2,238,799	1,688,830
Non Departmental Total	14,540,764	8,321,188	2,435,068	6,849,884	5,938,752

EXPENDITURES BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Personnel	287,119	347,066	116,992	250,000	250,000
Internal Services	240,669	141,126	70,563	830,813	801,114
Professional Services	2,160,136	2,123,644	867,950	2,460,100	2,127,835
Operating Costs	9,143,369	1,032,100	96,723	1,070,172	1,070,973
Transfer to Other County Funds	2,709,471	4,677,252	1,282,839	2,238,799	1,688,830
0010 - General Fund Total	14,540,764	8,321,188	2,435,068	6,849,884	5,938,752

REVENUE BY DEPARTMENT

Non Departmental	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,895,985	1,750,000	469,059	1,750,000	1,750,000
Taxes	69,395,488	70,050,000	34,045,823	79,366,000	82,096,000
General Fund Contribution	0	2,000,000	0	0	0
Intergovernmental Revenue	15,012,136	4,531,000	2,948,382	4,464,350	4,464,350
Miscellaneous Revenue	2,791,341	2,004,264	1,362,503	1,904,264	1,904,264
Non Departmental Total	89,094,949	80,335,264	38,825,766	87,484,614	90,214,614

REVENUE BY FUND AND TYPE

0010 - General Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
Fees & Licenses	1,895,985	1,750,000	469,059	1,750,000	1,750,000
Taxes	69,395,488	70,050,000	34,045,823	79,366,000	82,096,000
Intergovernmental Revenue	15,012,136	4,531,000	2,948,382	4,464,350	4,464,350
Miscellaneous Revenue	2,791,341	2,004,264	1,362,503	1,904,264	1,904,264
0010 - General Fund Total	89,094,949	78,335,264	38,825,766	87,484,614	90,214,614

0011 - Budget Stabilization Fund	2020 Actuals	2021 Budget	2021 Actuals as of June 30	2022 Policy Level Budget	2023 Policy Level Budget
General Fund Contribution	0	2,000,000	0	0	0
0011 - Budget Stabilization Fund Total	0	2,000,000	0	0	0

Department Budget: Commissioners		Department 03	
Program: 0000 - Program			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	28,200,000	0	0
Revenue	28,200,000	691,950	0
Program: A300 - Commissioners			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	830,757	824,281	831,087
Program: A310 - County Manager			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	467,605	499,286	508,048
Program: A315 - Public Information			
Description: Provides information to residents about upcoming public hearings, county events and emerging issues.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	230,612	237,568	242,021
Program: A320 - Budget			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	462,198	586,529	601,250
Program: A330 - Administration			
Description: Includes the Clerk of the Board, aides for each Commission and support for the office.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	432,406	937,798	993,281
Program: A340 - Stadium			
Description: Accounts for receipt of tax revenue on lodging.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	42,290	50,385	50,385
Program: A341 - Stadium			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	45,710	75,316	50,316

Department Budget: Commissioners		Department 03	
Program: A342 - Tourism Promotion Area			
Description: Records revenues form a \$2 per night charge on hotel stays and the related use of the fund for tourism marketing and promotion.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	942,663	1,000,000	1,000,000
Revenue	942,663	1,000,000	1,000,000
Program: A345 - Real Estate Excise Tax			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	2,993,000	5,000,380	5,250,399
Program: A346 - Trial Court Improvement			
Description: Trial Court Improvement revenues funded by the state at the rate of one-half of the salaries of district court judges.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	77,000	77,000	77,000
Program: A347 - Real Estate Excise Tax-Second Quarter			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	8,036,092	11,398,900	9,221,263
Revenue	2,565,000	5,000,380	5,250,399
Program: A350 - Real Estate Excise Tax First Quarter			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	13,969,628	1,219,320	738,311
Program: A378 - Board of County Commissioner Projects			
Description: Funding for Trial Court Improvement projects for Superior and District Court staffing, facilities or service.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	150,732	100,425	100,425
Program: B703 - Historical Preservation			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	122,631	103,584	73,584
Revenue	66,759	76,759	76,759
Program: B714 - Economic Development Council			
Description: Provides funding for promotion of the economy in Thurston County.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	120,676	269,462	278,269

Department Budget: Commissioners		Department 03	
Program: B745 - Other Restricted			
Description: Accounts for the receipt of franchise fees as well as space and facility leases and related costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	73,137	52,564	52,564
Revenue	124,000	104,000	104,000
Program: B793 - Cultural Arts/Stadium/Convention Center			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	25,000	25,000	25,000
Program: B798 - ARP COVID FINANCIAL ASSISTANTS			
Description: This program manages the American Rescue Plan Funding			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	56,422,055	18,427
Revenue	0	56,400,000	0
Program: C100 - Administration			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	22,702,000	21,693,900	21,693,900
Revenue	22,702,000	21,693,900	21,693,900
Program: D000 - Debt Service			
Description: Debt service fund revenue transfers from other funds			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	6,229,585	6,239,750	6,346,635
Program: D001 - Conservation Futures			
Description: Records property tax revenues used to purchase open space, development right and habitat. Also fund maintenance and operations in parks.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	1,520,000	1,620,000	1,652,000
Program: D002 - Timber Sales Forest Board			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	10,000	10,000	10,000
Program: D004 - Detention Sales Tax			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	200,000	400,000
Revenue	6,900,000	8,638,957	9,070,905
Program: D020 - Debt Service			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,771,521	3,875,383	3,771,749
Program: D021 - Acquisitions			

Department Budget: Commissioners		Department 03	
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,540,000	2,000,000	2,300,000
Program: D022 - Operating Transfers			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	362,812	132,500	20,000
Program: D025 - Administration			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	136,661	129,046	129,046
Program: D026 - Bonds			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	4	7
Program: D100 - Capital			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	500	500	500
Program: D112 - Design Development			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	74,897	16,394	17,699
Program: D170 - Office/Operating Cost			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	3,432	20,389	20,389

Department Budget: Non Departmental		Department 23	
Program: 0000 - Program			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	0	2,000,000	0
Program: B103 - Law Enforcement Officers and Fire Fighters Retirement Plan 1-Medical			
Description: Provides medical costs for retired law enforcement members of the Law Enforcement Officers and Fire Fighters retirement plan 1.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	392,000	300,000	300,000
Program: B700 - General Fund Non-Departmental			
Description: Accounts for the receipt of General Fund taxes including, but not limited to, Property and Sales Tax.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	1,896,943	1,382,042	1,339,684
Revenue	71,254,264	77,852,264	80,582,264
Program: B701 - Timber Sales, Forest Board			
Description: Accounts for the revenues from the sales of timber.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	300,000	200,000	200,000
Program: B710 - Community Entities			
Description: Provides funding for organizations supporting tourism, the economy and relations with the military community.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	449,000	865,983	132,980
Program: B713 - Dispute Resolution Services			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	11,000	11,000	11,000
Program: B714 - Economic Development Council			
Description: Provides funding for promotion of the economy in Thurston County.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	50,000	60,000	60,000
Program: B731 - Commute Trip Reduction			
Description: Funds Commute Trip Reduction incentives for employees.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	20,327	250	250
Program: B732 - Employee Recognition			
Description: Funds recognition of work and behaviors that support and further the mission and goals of Thurston County.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	5,000	10,000	10,000
Program: B736 - Association Dues			

Department Budget: Non Departmental		Department 23	
Description: Accounts for dues paid to state and national county associations.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	103,000	120,322	121,123
Program: B737 - County Projects			
Description: General county expenses including but not limited to bond payments.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	966,094	1,063,904	922,653
Program: B738 - Administration			
Description: Accounts for information technology interfund charges.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	37,904	39,516
Program: B740 - Criminal Justice Retricted			
Description: Records General Fund revenue that is limited to criminal justice uses.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	6,767,000	9,418,350	9,418,350
Program: B745 - Other Restricted			
Description: Accounts for the receipt of franchise fees as well as space and facility leases and related costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	14,000	14,000	14,000
Program: B751 - Property Tax Assessment			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	500	500	500
Program: B752 - Boundry Review			
Description: Transfer from the General Fund to support the Boundary Review Board.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	20,000	20,000	20,000
Program: B755 - Legal Advertising			
Description: Accounts for legal advertising costs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	7,000	7,000	7,000
Program: B760 - Animal Control			
Description: Provides funding for the regional animal shelter and animal control agency.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	597,743	929,000	929,000
Program: B761 - Olympic Air Pollution			
Description: 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.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	117,389	120,077	120,077
Program: B762 - Operating Transfer to the Fair			

Department Budget: Non Departmental		Department 23	
Description: Transfer from the General Fund to the Fair to provide support for operations.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0
Program: B763 - Operating Transfer for Special Recreation			
Description: Transfer from the General Fund to Public Health and Social Services to support recreation for special needs children.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0
Program: B764 - Operating Transfer to Public Health			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	993,569	993,569	993,569
Program: B765 - Operating Transfer to Development Services			
Description: Transfer from the General Fund to Resource Stewardship to support permitting costs that cannot be covered by permit fees and code compliance.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	75,556	0	0
Program: B768 - Operating Transfer to Public Health - for Groundwater			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	49,795	49,795	49,795
Program: B771 - Operating Transfer to Public Health for the Nurse Family Partnership			
Description: Transfer from the General Fund to Public Health and Social Services to support the Nurse Family Partnership program.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	0	0	0
Program: B773 - Operating Transfer to Social Services for Housing Programs			
Description: Transfer from the General Fund to Public Health and Social Services to support Housing programs.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	173,147	301,384	301,384
Program: B780 - Future Projects			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	2,005,066	0	0
Program: B791 - Aessment			
Description: Assessment for the Thurston Regional Planning Council.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	204,059	209,086	209,086

Department Budget: Non Departmental		Department 23	
Program: B799 - Operating Transfers			
Description:			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Revenue	2,000,000	0	0
Program: Z000 - Office of State Auditor			
Description: Provides budget for the annual State Auditor’s Office financial statement review.			
Budget	2021 Budget	2022 Policy Level	2023 Policy Level
Expense	184,000	368,068	371,135

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

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
Fund: 0010 - General Fund				
Beginning Fund Balance	20,524,441	29,246,611	32,670,000	23,136,866
Revenues				
Taxes	69,464,802	70,100,500	79,426,500	82,156,500
Licenses & Permits	2,030,360	1,845,000	1,855,000	1,855,000
Intergovernmental Revenues	25,461,731	12,041,330	10,928,675	10,311,055
Charges for Goods and Services	16,084,681	16,428,391	18,188,346	17,913,346
Fines & Penalties	2,139,344	2,222,410	2,140,510	2,140,510
Miscellaneous Revenues	4,429,914	2,036,305	3,331,303	2,664,831
Other Financing Sources	1,101,237	3,020,942	362,880	365,880
Total Revenues	120,712,069	107,694,878	116,233,214	117,407,122
Expenditures				
Assessor	4,344,545	4,690,353	4,958,034	5,130,405
Auditor	7,584,150	7,302,658	8,094,226	8,027,022
Clerk	3,949,476	5,546,370	8,806,401	7,110,897
Commissioners	2,281,132	2,544,254	3,354,924	3,453,956
Coroner	1,314,797	1,930,098	1,685,998	1,736,058
District Court	3,522,413	3,907,556	4,254,961	4,353,267
Human Resources	1,767,695	2,053,997	2,518,818	2,435,635
Juvenile Court	6,612,344	7,185,667	7,188,090	7,395,612
Non Departmental	14,540,764	8,505,188	6,849,884	5,938,752
Public Defense	6,407,555	7,144,826	8,136,477	8,094,276
Community Planning	1,801,227	2,127,349	2,118,877	2,124,692
Pretrial Services	632,692	911,258	919,412	936,824
Prosecuting Attorney	9,390,183	10,186,249	10,752,165	11,066,886
Public Health	-	89,169	84,561	84,795
Public Works	-	115,000	900,540	836,505
Community Planning and Economic Development	474,230	1,087,541	1,470,667	1,497,127
Sheriff-Corrections	18,260,280	19,829,932	18,140,890	19,142,818
Sheriff-Law Enforcement	20,688,247	22,088,454	24,681,155	23,823,578
Social Services	-	27,000	24,531	24,531
Superior Court	5,104,190	7,196,628	7,318,611	7,419,751
Treasurer	1,228,419	1,294,344	1,495,407	1,523,984
Emergency Management	1,630,908	1,842,409	2,011,719	1,982,506
Total Expenditures	111,535,246	117,606,300	125,766,348	124,139,877
Ending Fund Balance	29,701,264	19,335,189	23,136,866	16,404,111
Fund: 0011 - Budget Stabilization Fund				
Beginning Fund Balance	-	-	2,000,000	2,000,000
Revenues				
Other Financing Sources	-	2,000,000	-	-
Total Revenues	-	2,000,000	-	-
Ending Fund Balance	-	2,000,000	2,000,000	2,000,000

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 1010 - Treasurer's Maintenance and Operations - Not Budgeted</u>				
Revenues				
Intergovernmental Revenues	119	-	-	-
Charges for Goods and Services	306,439	-	-	-
Miscellaneous Revenues	2,812	-	-	-
Total Revenues	309,371	-	-	-
Expenditures				
Treasurer	250,182	-	-	-
Total Expenditures	250,182	-	-	-
Ending Fund Balance	59,189	-	-	-
<u>Fund: 1020 - Family Court Services</u>				
Beginning Fund Balance	64,500	1,139	-	-
Revenues				
Charges for Goods and Services	154,645	193,310	-	-
Miscellaneous Revenues	501	550	-	-
Other Financing Sources	-	54,948	-	-
Total Revenues	155,146	248,808	-	-
Expenditures				
Clerk	218,506	248,149	-	-
Total Expenditures	218,506	248,149	-	-
Ending Fund Balance	1,139	1,798	-	-
<u>Fund: 1030 - Fair</u>				
Beginning Fund Balance	181,991	96,966	96,919	140,781
Revenues				
Agency Revenue	923	-	-	-
Intergovernmental Revenues	34,391	35,000	35,000	35,000
Charges for Goods and Services	(350)	113,000	115,460	115,460
Miscellaneous Revenues	91,479	252,100	252,100	252,100
Other Financing Sources	166,839	8,018	-	-
Total Revenues	293,282	408,118	402,560	402,560
Expenditures				
Community Planning and Economic Development	378,306	366,219	358,698	364,917
Total Expenditures	378,306	366,219	358,698	364,917
Ending Fund Balance	96,967	138,865	140,781	178,424
<u>Fund: 1040 - Law Library</u>				
Beginning Fund Balance	289,354	340,967	289,354	295,708
Revenues				
Charges for Goods and Services	103,153	107,000	107,000	107,000
Total Revenues	103,153	107,000	107,000	107,000
Expenditures				
Superior Court	51,539	101,450	100,646	101,130
Total Expenditures	51,539	101,450	100,646	101,130
Ending Fund Balance	340,968	346,517	295,708	301,578

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 1050 - Auditor's Maintenance and Operations</u>				
Beginning Fund Balance	1,563,923	1,574,418	1,563,923	974,521
Revenues				
Intergovernmental Revenues	110,507	90,000	90,000	90,000
Charges for Goods and Services	313,419	140,800	200,000	200,000
Miscellaneous Revenues	9,643	11,200	11,200	11,200
Total Revenues	433,568	242,000	301,200	301,200
Expenditures				
Auditor	423,074	814,315	706,163	717,845
Clerk	-	-	184,439	188,243
Total Expenditures	423,074	814,315	890,602	906,088
Ending Fund Balance	1,574,418	1,002,103	974,521	369,633
<u>Fund: 1080 - Superior Court - Family Court Services</u>				
Beginning Fund Balance	161,806	174,210	196,709	171,308
Revenues				
Charges for Goods and Services	17,704	27,000	27,000	27,000
Miscellaneous Revenues	(4,268)	-	-	-
Total Revenues	13,436	27,000	27,000	27,000
Expenditures				
Superior Court	1,032	52,676	52,401	52,401
Total Expenditures	1,032	52,676	52,401	52,401
Ending Fund Balance	174,210	148,534	171,308	145,907
<u>Fund: 1090 - Auditor's Election Reserve</u>				
Beginning Fund Balance	591,033	639,148	400,000	208,237
Revenues				
Charges for Goods and Services	191,216	100,000	150,000	137,000
Miscellaneous Revenues	6,334	-	-	-
Total Revenues	197,551	100,000	150,000	137,000
Expenditures				
Auditor	149,435	492,565	341,763	291,763
Total Expenditures	149,435	492,565	341,763	291,763
Ending Fund Balance	639,148	246,583	208,237	53,474
<u>Fund: 1100 - Detention Facility Sales Tax</u>				
Beginning Fund Balance	3,704,806	3,808,972	4,657,174	3,626,203
Revenues				
Taxes	6,908,904	6,900,000	8,638,957	9,070,905
Intergovernmental Revenues	13,513	-	-	-
Total Revenues	6,922,417	6,900,000	8,638,957	9,070,905
Expenditures				
Commissioners	3,635,742	3,838,892	4,136,716	4,232,533
Juvenile Court	744,739	801,178	811,446	821,484
Sheriff-Corrections	2,437,770	2,502,009	4,721,766	4,764,219
Total Expenditures	6,818,250	7,142,079	9,669,928	9,818,236
Ending Fund Balance	3,808,973	3,566,893	3,626,203	2,878,872

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 1110 - Victim Advocate Program</u>				
Beginning Fund Balance	321,721	417,925	321,721	186,383
Revenues				
Intergovernmental Revenues	369,676	426,317	355,772	355,772
Charges for Goods and Services	281,197	275,000	275,000	275,000
Fines & Penalties	6,053	12,000	12,000	12,000
Miscellaneous Revenues	3,694	5,400	400	400
Total Revenues	660,619	718,717	643,172	643,172
Expenditures				
Prosecuting Attorney	564,415	878,240	778,510	794,532
Total Expenditures	564,415	878,240	778,510	794,532
Ending Fund Balance	417,925	258,402	186,383	35,023
<u>Fund: 1120 - Investment Administration - Not Budgeted</u>				
Revenues				
Miscellaneous Revenues	348,781	-	-	-
Total Revenues	348,781	-	-	-
Expenditures				
Treasurer	363,464	-	-	-
Total Expenditures	363,464	-	-	-
Ending Fund Balance	(14,683)	-	-	-
<u>Fund: 1140 - Emergency Management Council</u>				
Beginning Fund Balance	125,902	196,129	134,323	208,295
Revenues				
Charges for Goods and Services	23,388	28,288	28,288	28,288
Miscellaneous Revenues	86,951	140,010	140,010	140,010
Total Revenues	110,339	168,298	168,298	168,298
Expenditures				
Emergency Services	18,885	139,990	-	-
Emergency Management	21,227	31,565	94,326	94,560
Total Expenditures	40,111	171,555	94,326	94,560
Ending Fund Balance	196,129	192,872	208,295	282,033
<u>Fund: 1160 - Real Estate Excise Tax Technology Fund</u>				
Beginning Fund Balance	135,883	185,504	213,000	168,814
Revenues				
Intergovernmental Revenues	22,476	20,000	20,000	20,000
Charges for Goods and Services	27,203	23,000	25,000	25,000
Miscellaneous Revenues	1,728	800	1,000	1,000
Total Revenues	51,407	43,800	46,000	46,000
Expenditures				
Assessor	-	67,955	80,186	82,646
Treasurer	1,785	10,000	10,000	10,000
Total Expenditures	1,785	77,955	90,186	92,646
Ending Fund Balance	185,505	151,349	168,814	122,168

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 1170 - Trial Court Improvement</u>				
Beginning Fund Balance	503,258	542,247	577,948	554,523
Revenues				
Intergovernmental Revenues	68,012	75,000	75,000	75,000
Miscellaneous Revenues	6,119	2,000	2,000	2,000
Total Revenues	74,131	77,000	77,000	77,000
Expenditures				
Commissioners	35,142	150,732	100,425	100,425
Total Expenditures	35,142	150,732	100,425	100,425
Ending Fund Balance	542,247	468,515	554,523	531,098
<u>Fund: 1180 - Treatment Sales Tax</u>				
Beginning Fund Balance	5,619,059	6,243,743	6,291,479	4,754,179
Revenues				
Taxes	6,908,634	6,725,000	8,639,000	9,071,000
Intergovernmental Revenues	2,705	-	-	-
Charges for Goods and Services	3,900	-	-	-
Total Revenues	6,915,239	6,725,000	8,639,000	9,071,000
Expenditures				
District Court	598,695	649,877	707,720	849,039
Juvenile Court	210,884	314,698	318,393	326,486
Public Defense	275,654	323,125	321,826	329,401
Pretrial Services	93,767	314,683	453,056	462,230
Prosecuting Attorney	337,376	400,000	400,000	400,000
Public Health	3,314,316	4,415,398	6,045,763	6,060,414
Sheriff-Corrections	750,204	1,004,387	1,015,310	1,019,369
Superior Court	709,658	869,547	914,232	993,608
Total Expenditures	6,290,555	8,291,715	10,176,300	10,440,547
Ending Fund Balance	6,243,743	4,677,028	4,754,179	3,384,632
<u>Fund: 1190 - Roads & Transportation</u>				
Beginning Fund Balance	15,947,250	18,785,369	14,444,763	13,266,650
Revenues				
Agency Revenue	2,515	-	-	-
Taxes	19,273,979	21,660,000	22,860,000	23,535,000
Licenses & Permits	798,968	670,000	710,000	710,000
Intergovernmental Revenues	5,996,755	6,234,413	6,282,298	6,282,298
Charges for Goods and Services	265,506	220,000	230,000	230,000
Miscellaneous Revenues	68,227	18,500	24,000	24,000
Other Financing Sources	825,387	1,190,113	607,613	4,107,613
Total Revenues	27,231,338	29,993,026	30,713,911	34,888,911
Expenditures				
Commissioners	3,737	-	-	-
Public Works	23,101,560	33,485,785	31,804,374	35,224,293
Treasurer	87,613	87,615	87,650	87,650
Total Expenditures	23,192,910	33,573,400	31,892,024	35,311,943
Ending Fund Balance	19,985,678	15,204,995	13,266,650	12,843,618

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
Fund: 1200 - Veterans				
Beginning Fund Balance	586,618	863,657	975,307	889,326
Revenues				
Taxes	427,680	467,100	517,100	532,100
Intergovernmental Revenues	5,272	2,360	2,360	2,360
Miscellaneous Revenues	7,782	1,375	1,375	1,375
Other Financing Sources	6,785	1,500	1,500	1,500
Total Revenues	447,520	472,335	522,335	537,335
Expenditures				
Social Services	170,481	367,480	608,316	612,043
Total Expenditures	170,481	367,480	608,316	612,043
Ending Fund Balance	863,657	968,512	889,326	814,618
Fund: 1280 - Medic One - Reserve				
Beginning Fund Balance	4,750,231	2,182,682	867,683	1,092,754
Revenues				
Taxes	69,781	53,000	53,000	53,000
Intergovernmental Revenues	136,082	50,000	50,000	50,000
Miscellaneous Revenues	82,077	304,370	304,370	304,370
Other Financing Sources	180,512	33,000	33,000	33,000
Total Revenues	468,452	440,370	440,370	440,370
Expenditures				
Emergency Services	3,036,000	2,261,000	215,299	234,101
Total Expenditures	3,036,000	2,261,000	215,299	234,101
Ending Fund Balance	2,182,683	362,052	1,092,754	1,299,023
Fund: 1290 - Medic One				
Beginning Fund Balance	2,308,450	3,973,366	3,577,419	3,154,574
Revenues				
Agency Revenue	11,260	-	-	-
Taxes	11,316,506	11,780,000	15,750,000	16,900,000
Intergovernmental Revenues	369,103	115,795	94,195	94,195
Charges for Goods and Services	1,866	24,000	24,000	24,000
Miscellaneous Revenues	7,508	-	-	-
Other Financing Sources	3,036,000	2,261,000	215,299	234,101
Total Revenues	14,742,243	14,180,795	16,083,494	17,252,296
Expenditures				
Emergency Services	13,498,402	15,058,637	16,506,339	17,919,063
Total Expenditures	13,498,402	15,058,637	16,506,339	17,919,063
Ending Fund Balance	3,552,292	3,095,524	3,154,574	2,487,807

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 1300 - Stadium/Convention/Art Center</u>				
Beginning Fund Balance	72,810	119,684	188,044	163,113
Revenues				
Taxes	49,078	41,905	50,000	50,000
Miscellaneous Revenues	930	385	385	385
Total Revenues	50,008	42,290	50,385	50,385
Expenditures				
Commissioners	3,135	45,710	75,316	50,316
Total Expenditures	3,135	45,710	75,316	50,316
Ending Fund Balance	119,684	116,264	163,113	163,182
<u>Fund: 1330 - Parks and Trails</u>				
Beginning Fund Balance	-	246,394	335,474	482,583
Revenues				
Agency Revenue	241	-	-	-
Licenses & Permits	18,826	20,000	-	-
Intergovernmental Revenues	19,268	-	16,920	166,440
Charges for Goods and Services	5,000	5,000	-	-
Miscellaneous Revenues	43,930	64,000	-	-
Other Financing Sources	2,678,670	3,668,472	1,960,480	879,360
Total Revenues	2,765,935	3,757,472	1,977,400	1,045,800
Expenditures				
Public Works	2,518,529	3,668,392	1,830,291	1,047,963
Total Expenditures	2,518,529	3,668,392	1,830,291	1,047,963
Ending Fund Balance	247,406	335,474	482,583	480,420
<u>Fund: 1350 - Noxious Weed</u>				
Beginning Fund Balance	284,322	381,658	367,045	278,071
Revenues				
Agency Revenue	127	-	-	-
Intergovernmental Revenues	68,186	58,567	36,070	18,570
Miscellaneous Revenues	538,361	523,478	536,190	536,190
Total Revenues	606,673	582,045	572,260	554,760
Expenditures				
Public Works	509,338	671,658	661,234	678,360
Total Expenditures	509,338	671,658	661,234	678,360
Ending Fund Balance	381,658	292,045	278,071	154,471
<u>Fund: 1360 - Tax Refunds - Not Budgeted</u>				
Revenues				
Taxes	(1)	-	-	-
Miscellaneous Revenues	126	-	-	-
Total Revenues	126	-	-	-
Ending Fund Balance	126	-	-	-

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 1380 - Conservation Futures</u>				
Beginning Fund Balance	7,216,886	8,090,888	7,484,129	6,570,657
Revenues				
Taxes	1,440,099	1,510,500	1,610,500	1,642,500
Intergovernmental Revenues	17,739	9,500	9,500	9,500
Miscellaneous Revenues	355	-	-	-
Other Financing Sources	22,831	10,000	10,000	10,000
Total Revenues	1,481,023	1,530,000	1,630,000	1,662,000
Expenditures				
Commissioners	382,093	3,972,102	2,200,213	2,388,262
Public Works	-	-	343,259	350,422
Total Expenditures	382,093	3,972,102	2,543,472	2,738,684
Ending Fund Balance	8,315,816	5,648,786	6,570,657	5,493,973
<u>Fund: 1390 - Abatement</u>				
Beginning Fund Balance				50,000
Revenues				
Other Financing Sources	-	-	100,000	-
Total Revenues	-	-	100,000	-
Expenditures				
Community Planning and Economic Development	-	-	50,000	50,000
Total Expenditures	-	-	50,000	50,000
Ending Fund Balance	-	-	50,000	-
<u>Fund: 1400 - Housing & Community Renewal</u>				
Beginning Fund Balance	3,556,416	6,731,465	15,094,506	15,622,853
Revenues				
Taxes	-	833,000	900,000	900,000
Intergovernmental Revenues	5,441,710	34,374,257	27,290,219	8,536,119
Charges for Goods and Services	3,572,020	3,433,875	8,320,800	8,320,800
Miscellaneous Revenues	43,237	20,000	20,000	20,000
Other Financing Sources	50,607	171,147	185,084	185,084
Total Revenues	9,107,574	38,832,279	36,716,103	17,962,003
Expenditures				
Public Health	1,804,872	-	-	-
Social Services	5,626,696	38,294,172	36,187,756	19,202,808
Total Expenditures	7,431,569	38,294,172	36,187,756	19,202,808
Ending Fund Balance	5,232,421	7,269,572	15,622,853	14,382,048
<u>Fund: 1440 - Sheriff's Special Programs</u>				
Beginning Fund Balance	192,790	208,421	243,381	210,685
Revenues				
Intergovernmental Revenues	62,603	61,789	61,789	61,789
Miscellaneous Revenues	-	1,600	1,600	1,600
Total Revenues	62,603	63,389	63,389	63,389
Expenditures				
Sheriff-Law Enforcement	49,437	96,094	96,085	96,273
Total Expenditures	49,437	96,094	96,085	96,273
Ending Fund Balance	205,955	175,716	210,685	177,801

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 1450 - Prisoner's Concessions</u>				
Beginning Fund Balance	308,762	403,150	434,553	448,068
Revenues				
Licenses & Permits	83,892	-	-	-
Charges for Goods and Services	241,702	242,400	242,400	242,400
Miscellaneous Revenues	2,259	118,000	118,000	118,000
Total Revenues	327,853	360,400	360,400	360,400
Expenditures				
Sheriff-Corrections	233,465	347,440	346,885	346,999
Total Expenditures	233,465	347,440	346,885	346,999
Ending Fund Balance	403,150	416,110	448,068	461,469
<u>Fund: 1470 - Interlocal Drug Enforcement</u>				
Beginning Fund Balance	453,599	469,018	404,359	240,816
Revenues				
Intergovernmental Revenues	142,956	107,345	33,893	-
Charges for Goods and Services	1,170	2,974	-	-
Fines & Penalties	23,838	80,000	80,000	80,000
Miscellaneous Revenues	181,694	5,000	5,000	5,000
Other Financing Sources	-	290,000	290,000	290,000
Total Revenues	349,658	485,319	408,893	375,000
Expenditures				
Prosecuting Attorney	99,904	98,365	101,601	102,217
Sheriff-Law Enforcement	234,337	562,193	470,835	463,029
Total Expenditures	334,240	660,558	572,436	565,246
Ending Fund Balance	469,017	293,779	240,816	50,570
<u>Fund: 1490 - Public Health & Social Services - Technology</u>				
Beginning Fund Balance	109,796	79,819	79,713	50,148
Revenues				
Miscellaneous Revenues	1,133	1,000	1,000	1,000
Total Revenues	1,133	1,000	1,000	1,000
Expenditures				
Public Health	31,110	30,787	30,565	30,565
Total Expenditures	31,110	30,787	30,565	30,565
Ending Fund Balance	79,819	50,032	50,148	20,583

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 1500 - Public Health & Social Services</u>				
Beginning Fund Balance	8,110,581	7,863,942	4,408,793	3,169,585
Revenues				
Agency Revenue	4,081	-	-	-
Taxes	1,059,497	1,160,937	1,285,937	1,320,937
Licenses & Permits	25,470	27,000	27,000	27,000
Intergovernmental Revenues	7,674,698	50,799,964	21,850,857	16,841,098
Charges for Goods and Services	708,571	1,116,822	1,116,822	1,116,822
Miscellaneous Revenues	89,044	168,342	168,342	168,342
Other Financing Sources	1,329,239	972,319	972,319	972,319
Total Revenues	10,890,599	54,245,384	25,421,277	20,446,518
Expenditures				
Public Health	6,041,904	47,764,042	19,915,702	14,979,687
Social Services	4,877,046	6,811,318	6,744,783	6,769,914
Total Expenditures	10,918,951	54,575,360	26,660,485	21,749,601
Ending Fund Balance	8,082,229	7,533,966	3,169,585	1,866,502
<u>Fund: 1550 - Communications</u>				
Revenues				
Taxes	15,347,342	22,700,000	21,693,000	21,693,000
Miscellaneous Revenues	3,269	2,000	900	900
Total Revenues	15,350,611	22,702,000	21,693,900	21,693,900
Expenditures				
Commissioners	13,902,832	22,702,000	21,693,900	21,693,900
Total Expenditures	13,902,832	22,702,000	21,693,900	21,693,900
Ending Fund Balance	1,447,779	-	-	-
<u>Fund: 1610 - Election Stabilization Reserve</u>				
Beginning Fund Balance	450,030	364,780	490,000	614,806
Revenues				
Miscellaneous Revenues	4,936	-	-	-
Other Financing Sources	125,000	125,000	125,000	125,000
Total Revenues	129,936	125,000	125,000	125,000
Expenditures				
Auditor	215,186	184	194	194
Total Expenditures	215,186	184	194	194
Ending Fund Balance	364,780	489,596	614,806	739,612
<u>Fund: 1620 - PEG - Public Educational & Governmental</u>				
Beginning Fund Balance	53,784	111,166	150,936	202,372
Revenues				
Licenses & Permits	105,799	123,000	103,000	103,000
Miscellaneous Revenues	700	1,000	1,000	1,000
Total Revenues	106,500	124,000	104,000	104,000
Expenditures				
Commissioners	49,117	73,137	52,564	52,564
Total Expenditures	49,117	73,137	52,564	52,564
Ending Fund Balance	111,167	162,029	202,372	253,808

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
Fund: 1720 - Long Lake - Lake Management District				
Beginning Fund Balance	450,364	497,923	239,151	91,109
Revenues				
Agency Revenue	28	-	-	-
Charges for Goods and Services	6,286	6,412	6,540	6,670
Fines & Penalties	231	300	300	300
Miscellaneous Revenues	201,745	241,534	261,438	274,282
Other Financing Sources	-	17,000	14,000	14,000
Total Revenues	208,290	265,246	282,278	295,252
Expenditures				
Public Works	160,730	524,018	430,320	288,103
Total Expenditures	160,730	524,018	430,320	288,103
Ending Fund Balance	497,924	239,151	91,109	98,258
Fund: 1740 - Lake Lawrence - Lake Management District				
Beginning Fund Balance	142,630	197,866	219,017	41,519
Revenues				
Agency Revenue	8	-	-	-
Fines & Penalties	188	200	200	200
Miscellaneous Revenues	107,570	107,673	107,673	112,259
Other Financing Sources	-	10,000	7,000	7,000
Total Revenues	107,767	117,873	114,873	119,459
Expenditures				
Public Works	52,531	96,722	292,371	118,260
Total Expenditures	52,531	96,722	292,371	118,260
Ending Fund Balance	197,866	219,017	41,519	42,718
Fund: 1780 - Basin Planning and Enhancements				
Beginning Fund Balance	12,675	12,821	12,675	12,675
Ending Fund Balance	12,675	12,821	12,675	12,675
Fund: 1900 - Anti-Profiteering				
Beginning Fund Balance	22,174	22,092	22,174	12,474
Revenues				
Fines & Penalties	-	100	100	100
Miscellaneous Revenues	254	200	200	200
Total Revenues	254	300	300	300
Expenditures				
Prosecuting Attorney	336	10,000	10,000	10,000
Total Expenditures	336	10,000	10,000	10,000
Ending Fund Balance	22,092	12,392	12,474	2,774

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
Fund: 1910 - Legal Financial Obligations Collection Fund				
Beginning Fund Balance	41,933	72,138	66,018	72,154
Revenues				
Intergovernmental Revenues	18,096	22,204	18,096	22,204
Fines & Penalties	129,403	155,000	95,000	95,000
Miscellaneous Revenues	647	600	400	400
Total Revenues	148,146	177,804	113,496	117,604
Expenditures				
Clerk	117,941	208,184	107,360	108,193
Total Expenditures	117,941	208,184	107,360	108,193
Ending Fund Balance	72,138	41,758	72,154	81,565
Fund: 1920 - Tourism Promotion Area				
Beginning Fund Balance	146,875	98,853	-	-
Revenues				
Charges for Goods and Services	651,671	942,663	1,000,000	1,000,000
Miscellaneous Revenues	4,269	-	-	-
Total Revenues	655,940	942,663	1,000,000	1,000,000
Expenditures				
Commissioners	703,962	942,663	1,000,000	1,000,000
Total Expenditures	703,962	942,663	1,000,000	1,000,000
Ending Fund Balance	98,853	98,853	-	-
Fund: 1930 - Historic Preservation				
Beginning Fund Balance	217,891	257,255	209,881	158,056
Revenues				
Charges for Goods and Services	85,813	65,000	75,000	75,000
Miscellaneous Revenues	2,815	1,759	1,759	1,759
Total Revenues	88,628	66,759	76,759	76,759
Expenditures				
Commissioners	49,264	147,631	128,584	98,584
Total Expenditures	49,264	147,631	128,584	98,584
Ending Fund Balance	257,255	176,383	158,056	136,231
Fund: 1940 - COVID Local Fiscal Recovery Fund				
Beginning Fund Balance				-22055
Revenues				
Intergovernmental Revenues	-	28,200,000	56,400,000	-
Total Revenues	-	28,200,000	56,400,000	-
Expenditures				
Commissioners	-	30,981,235	56,422,055	18,427
Total Expenditures	-	30,981,235	56,422,055	18,427
Ending Fund Balance	-	(2,781,235)	(22,055)	(40,482)

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 2260 - General Obligation Bonds 2010</u>				
Beginning Fund Balance	169	109	169	119
Revenues				
Intergovernmental Revenues	216,626	205,105	63,840	63,840
Miscellaneous Revenues	4,203	2,641	-	-
Other Financing Sources	1,797,079	1,806,244	38,910	38,910
Total Revenues	2,017,909	2,013,990	102,750	102,750
Expenditures				
Treasurer	2,017,968	2,013,990	102,800	102,800
Total Expenditures	2,017,968	2,013,990	102,800	102,800
Ending Fund Balance	109	109	119	69
<u>Fund: 2261 - 2010 C Debt Sinking Fund</u>				
Beginning Fund Balance	939,054	1,049,617	939,054	1,047,054
Revenues				
Miscellaneous Revenues	10,563	8,000	8,000	8,000
Other Financing Sources	100,000	100,000	100,000	100,000
Total Revenues	110,563	108,000	108,000	108,000
Ending Fund Balance	1,049,617	1,157,617	1,047,054	1,155,054
<u>Fund: 2270 - General Obligation Bonds 2015</u>				
Beginning Fund Balance	1	1	1	1
Revenues				
Other Financing Sources	887,750	890,700	897,900	898,150
Total Revenues	887,750	890,700	897,900	898,150
Expenditures				
Treasurer	887,750	890,700	897,900	898,150
Total Expenditures	887,750	890,700	897,900	898,150
Ending Fund Balance	1	1	1	1
<u>Fund: 2290 - General Obligation Bonds 2016</u>				
Revenues				
Other Financing Sources	3,266,500	3,369,000	3,466,250	3,573,000
Total Revenues	3,266,500	3,369,000	3,466,250	3,573,000
Expenditures				
Treasurer	3,266,500	3,369,000	3,466,250	3,573,000
Total Expenditures	3,266,500	3,369,000	3,466,250	3,573,000
Ending Fund Balance	-	-	-	-
<u>Fund: 2310 - General Obligation Bond 2021 A</u>				
Revenues				
Miscellaneous Revenues	-	-	307	-
Other Financing Sources	-	5,450	691,643	-
Total Revenues	-	5,450	691,950	-
Expenditures				
Treasurer	-	32,500	691,950	-
Total Expenditures	-	32,500	691,950	-
Ending Fund Balance	-	(27,050)	-	-

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 2320 - General Obligation Bond 2021 B</u>				
Revenues				
Other Financing Sources	-	95,050	960,790	960,875
Total Revenues	-	95,050	960,790	960,875
Expenditures				
Treasurer	-	68,000	960,790	960,875
Total Expenditures	-	68,000	960,790	960,875
Ending Fund Balance	-	27,050	-	-
<u>Fund: 2330 - GO Bond ERP</u>				
Revenues				
Other Financing Sources	-	53,000	767,900	767,900
Total Revenues	-	53,000	767,900	767,900
Expenditures				
Treasurer	-	80,050	767,900	767,700
Total Expenditures	-	80,050	767,900	767,700
Ending Fund Balance	-	(27,050)	-	200
<u>Fund: 3010 - Roads Construction In Progress</u>				
Beginning Fund Balance	5,679,691	5,579,028	3,049,043	1,918,014
Revenues				
Intergovernmental Revenues	5,446,124	9,782,406	3,639,830	7,866,150
Charges for Goods and Services	2,722,975	1,564,000	2,188,000	-
Other Financing Sources	4,001,000	12,890,808	7,279,300	5,296,300
Total Revenues	12,170,100	24,237,214	13,107,130	13,162,450
Expenditures				
Public Works	10,371,596	27,613,996	14,238,159	13,420,764
Total Expenditures	10,371,596	27,613,996	14,238,159	13,420,764
Ending Fund Balance	7,478,194	2,202,246	1,918,014	1,659,700
<u>Fund: 3080 - Jail Capital Projects</u>				
Beginning Fund Balance	433,280	416,142	433,280	412,391
Revenues				
Miscellaneous Revenues	4,905	-	-	-
Total Revenues	4,905	-	-	-
Expenditures				
Commissioners	22,043	3,932	20,889	20,889
Total Expenditures	22,043	3,932	20,889	20,889
Ending Fund Balance	416,142	412,210	412,391	391,502

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 3160 - Real Estate Excise Tax First Quarter</u>				
Beginning Fund Balance	6,361,206	8,457,412	6,192,626	3,059,399
Revenues				
Taxes	3,430,557	2,993,000	5,000,380	5,250,399
Miscellaneous Revenues	345	-	-	-
Total Revenues	3,430,902	2,993,000	5,000,380	5,250,399
Expenditures				
Central Services	61,156	-	-	-
Commissioners	1,194,329	15,129,628	8,133,607	738,311
Total Expenditures	1,255,485	15,129,628	8,133,607	738,311
Ending Fund Balance	8,536,623	(3,679,216)	3,059,399	7,571,487
<u>Fund: 3190 - Transportation Impact Fees</u>				
Beginning Fund Balance	7,458,702	7,942,340	7,595,224	6,621,638
Revenues				
Charges for Goods and Services	1,377,574	1,350,000	1,410,000	1,410,000
Miscellaneous Revenues	89,185	100,000	60,000	60,000
Total Revenues	1,466,759	1,450,000	1,470,000	1,470,000
Expenditures				
Public Works	983,120	1,797,116	2,443,586	1,117,686
Total Expenditures	983,120	1,797,116	2,443,586	1,117,686
Ending Fund Balance	7,942,341	7,595,224	6,621,638	6,973,952
<u>Fund: 3200 - Parks Impact Fees</u>				
Beginning Fund Balance	2,562,663	2,361,795	1,467,000	917,944
Revenues				
Charges for Goods and Services	603,557	600,000	600,000	600,000
Miscellaneous Revenues	29,862	40,000	20,000	20,000
Total Revenues	633,419	640,000	620,000	620,000
Expenditures				
Public Works	834,287	1,560,145	1,169,056	556,686
Total Expenditures	834,287	1,560,145	1,169,056	556,686
Ending Fund Balance	2,361,795	1,441,650	917,944	981,258
<u>Fund: 3210 - Real Estate Excise Tax Second Quarter</u>				
Beginning Fund Balance	9,580,186	10,077,331	9,213,583	9,729,350
Revenues				
Taxes	3,430,558	2,565,000	5,000,380	5,250,399
Miscellaneous Revenues	345	-	-	-
Total Revenues	3,430,902	2,565,000	5,000,380	5,250,399
Expenditures				
Commissioners	2,216,468	6,207,395	4,484,613	9,221,263
Public Works	717,289	-	-	-
Total Expenditures	2,933,757	6,207,395	4,484,613	9,221,263
Ending Fund Balance	10,077,332	6,434,936	9,729,350	5,758,486

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 3220 - Courthouse Project</u>				
Beginning Fund Balance	210,505	202,578	125,273	50,108,875
Revenues				
Miscellaneous Revenues	2,362	-	-	-
Other Financing Sources	-	25,500,000	50,500,000	-
Total Revenues	2,362	25,500,000	50,500,000	-
Expenditures				
Central Services	-	500,000	500,000	5,000,000
Commissioners	10,288	74,897	16,398	17,706
Total Expenditures	10,288	574,897	516,398	5,017,706
Ending Fund Balance	202,578	25,127,681	50,108,875	45,091,169
<u>Fund: 3230 - 2021 Debt Holding</u>				
Beginning Fund Balance	-	-	6,000,000	1,711,054
Revenues				
Other Financing Sources	-	6,420,000	-	-
Total Revenues	-	6,420,000	-	-
Expenditures				
Information Technology	-	150,000	4,288,946	746,317
Total Expenditures	-	150,000	4,288,946	746,317
Ending Fund Balance	-	6,270,000	1,711,054	964,737
<u>Fund: 4030 - Solid Waste</u>				
Beginning Fund Balance	25,387,015	26,481,453	25,266,231	24,566,148
Revenues				
Agency Revenue	5,603	-	-	-
Intergovernmental Revenues	110,039	45,000	451,250	123,250
Charges for Goods and Services	27,074,539	27,582,410	28,765,450	29,612,906
Miscellaneous Revenues	8,775	1,400	8,400	8,400
Prop Trust Gain/Loss	6,341	-	-	-
Other Financing Sources	-	91,066	37,500	37,500
Total Revenues	27,205,297	27,719,876	29,262,600	29,782,056
Expenditures				
Public Works	26,032,897	28,485,098	29,962,683	41,046,913
Total Expenditures	26,032,897	28,485,098	29,962,683	41,046,913
Ending Fund Balance	26,559,415	25,716,231	24,566,148	13,301,291
<u>Fund: 4040 - Solid Waste Reserve for Closure</u>				
Beginning Fund Balance	13,054,134	12,220,887	9,886,366	8,793,197
Revenues				
Agency Revenue	1,310	-	-	-
Intergovernmental Revenues	746	-	-	-
Other Financing Sources	240,000	250,000	250,000	250,000
Total Revenues	242,056	250,000	250,000	250,000
Expenditures				
Public Works	799,563	4,695,301	1,343,169	1,037,023
Total Expenditures	799,563	4,695,301	1,343,169	1,037,023
Ending Fund Balance	12,496,627	7,775,586	8,793,197	8,006,174

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 4050 - Solid Waste Reserves</u>				
Beginning Fund Balance	10,399,146	11,151,055	8,756,453	3,609,703
Revenues				
Other Financing Sources	752,646	1,182,000	1,346,000	11,887,000
Total Revenues	752,646	1,182,000	1,346,000	11,887,000
Expenditures				
Public Works	737	3,576,602	6,492,750	15,252,176
Total Expenditures	737	3,576,602	6,492,750	15,252,176
Ending Fund Balance	11,151,055	8,756,453	3,609,703	244,527
<u>Fund: 4060 - Storm & Surface Water Utility</u>				
Beginning Fund Balance	7,015,708	7,825,782	7,342,563	6,341,528
Revenues				
Agency Revenue	521	-	-	-
Intergovernmental Revenues	26,567	28,000	28,000	-
Charges for Goods and Services	1,124,223	1,124,224	1,123,245	1,123,245
Miscellaneous Revenues	6,092,079	5,841,947	5,940,500	5,940,500
Total Revenues	7,243,391	6,994,171	7,091,745	7,063,745
Expenditures				
Public Works	4,578,104	5,706,341	5,695,285	5,731,594
Community Planning and Economic Development	616,991	2,472,849	2,397,495	2,424,119
Total Expenditures	5,195,095	8,179,190	8,092,780	8,155,713
Ending Fund Balance	9,064,004	6,640,763	6,341,528	5,249,560
<u>Fund: 4070 - Storm & Surface Water Capital</u>				
Beginning Fund Balance	7,144,385	8,321,518	8,057,874	7,326,481
Revenues				
Agency Revenue	10	-	-	-
Intergovernmental Revenues	96,466	197,483	450,000	427,500
Other Financing Sources	1,878,182	1,824,388	1,858,300	1,858,300
Total Revenues	1,974,658	2,021,871	2,308,300	2,285,800
Expenditures				
Public Works	797,863	2,833,515	3,039,693	2,350,516
Total Expenditures	797,863	2,833,515	3,039,693	2,350,516
Ending Fund Balance	8,321,180	7,509,874	7,326,481	7,261,765

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 4124 - Land Use & Permitting</u>				
Beginning Fund Balance	2,039,114	1,362,872	281,404	248,158
Revenues				
Agency Revenue	1,368	-	-	-
Licenses & Permits	1,858,023	2,376,264	2,386,264	2,386,264
Intergovernmental Revenues	73,190	-	-	-
Charges for Goods and Services	2,137,189	3,031,200	3,031,200	3,031,200
Miscellaneous Revenues	19,075	45,000	45,000	45,000
Other Financing Sources	361,716	138,989	25,000	25,000
Total Revenues	4,450,561	5,591,453	5,487,464	5,487,464
Expenditures				
Community Planning and Economic Development	5,114,858	5,764,625	5,520,710	5,555,516
Total Expenditures	5,114,858	5,764,625	5,520,710	5,555,516
Ending Fund Balance	1,374,817	1,189,700	248,158	180,106
<u>Fund: 4200 - Boston Harbor Water and Wastewater Utility</u>				
Beginning Fund Balance	167,103	212,486	148,324	83,368
Revenues				
Agency Revenue	200	-	-	-
Intergovernmental Revenues	201	-	-	-
Charges for Goods and Services	562,296	548,840	575,700	575,700
Miscellaneous Revenues	7,993	9,000	7,000	7,000
Total Revenues	570,690	557,840	582,700	582,700
Expenditures				
Public Works	525,743	622,002	647,656	589,791
Total Expenditures	525,743	622,002	647,656	589,791
Ending Fund Balance	212,050	148,324	83,368	76,277
<u>Fund: 4210 - Boston Harbor Reserve</u>				
Beginning Fund Balance	557,775	457,422	366,095	281,796
Revenues				
Miscellaneous Revenues	5,917	6,000	3,000	3,000
Prop Trust Gain/Loss	15,421	-	-	-
Other Financing Sources	125,406	613,900	120,000	45,000
Total Revenues	146,744	619,900	123,000	48,000
Expenditures				
Public Works	200,344	791,227	207,299	273,586
Total Expenditures	200,344	791,227	207,299	273,586
Ending Fund Balance	504,175	286,095	281,796	56,210

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
Fund: 4300 - Tamoshan/Beverly Beach Sewer Utility				
Beginning Fund Balance	109,788	117,681	64,213	42,640
Revenues				
Agency Revenue	28	-	-	-
Intergovernmental Revenues	31	-	-	-
Charges for Goods and Services	196,483	195,841	201,700	201,700
Miscellaneous Revenues	2,004	2,500	2,000	2,000
Total Revenues	198,545	198,341	203,700	203,700
Expenditures				
Public Works	190,375	251,809	225,273	204,972
Total Expenditures	190,375	251,809	225,273	204,972
Ending Fund Balance	117,959	64,213	42,640	41,368
Fund: 4340 - Grand Mound Wastewater Utility				
Beginning Fund Balance	282,549	498,833	271,718	158,424
Revenues				
Agency Revenue	169	-	-	-
Intergovernmental Revenues	1,511	-	-	-
Charges for Goods and Services	1,248,843	1,210,372	1,226,500	1,226,500
Miscellaneous Revenues	13,206	18,000	14,000	14,000
Other Financing Sources	-	-	2,250	-
Total Revenues	1,263,728	1,228,372	1,242,750	1,240,500
Expenditures				
Public Works	1,046,965	1,455,487	1,356,044	1,247,614
Total Expenditures	1,046,965	1,455,487	1,356,044	1,247,614
Ending Fund Balance	499,313	271,718	158,424	151,310
Fund: 4350 - Grand Mound Water Utility				
Beginning Fund Balance	368,345	502,900	238,294	102,546
Revenues				
Agency Revenue	80	-	-	-
Intergovernmental Revenues	1,522	-	-	-
Charges for Goods and Services	876,264	800,129	838,100	838,100
Miscellaneous Revenues	17,509	21,000	16,000	16,000
Other Financing Sources	-	-	2,250	-
Total Revenues	895,374	821,129	856,350	854,100
Expenditures				
Public Works	760,690	1,080,105	991,197	848,972
Treasurer	542	465	901	843
Total Expenditures	761,232	1,080,570	992,098	849,815
Ending Fund Balance	502,487	243,459	102,546	106,831

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 4400 - Tamoshan Water Utility</u>				
Beginning Fund Balance	89,725	97,761	68,561	53,496
Revenues				
Agency Revenue	54	-	-	-
Intergovernmental Revenues	31	-	-	-
Charges for Goods and Services	116,097	116,518	120,000	120,000
Miscellaneous Revenues	1,758	2,500	2,000	2,000
Total Revenues	117,940	119,018	122,000	122,000
Expenditures				
Public Works	109,566	148,218	137,065	141,342
Total Expenditures	109,566	148,218	137,065	141,342
Ending Fund Balance	98,099	68,561	53,496	34,154
<u>Fund: 4410 - Olympic View Sewer Utility</u>				
Beginning Fund Balance	55,877	47,291	34,816	21,035
Revenues				
Agency Revenue	3	-	-	-
Charges for Goods and Services	35,970	35,927	37,000	37,000
Miscellaneous Revenues	514	1,000	500	500
Other Financing Sources	224	660	-	-
Total Revenues	36,710	37,587	37,500	37,500
Expenditures				
Public Works	45,263	57,562	51,281	42,167
Total Expenditures	45,263	57,562	51,281	42,167
Ending Fund Balance	47,324	27,316	21,035	16,368
<u>Fund: 4420 - Tamoshan Reserve</u>				
Beginning Fund Balance	274,329	222,291	213,628	122,152
Revenues				
Miscellaneous Revenues	2,857	2,500	1,500	1,500
Other Financing Sources	21,247	271,052	145,000	185,000
Total Revenues	24,104	273,552	146,500	186,500
Expenditures				
Public Works	65,970	347,215	237,976	228,508
Total Expenditures	65,970	347,215	237,976	228,508
Ending Fund Balance	232,463	148,628	122,152	80,144
<u>Fund: 4440 - Grand Mound Wastewater Capital Reserve</u>				
Beginning Fund Balance	364,229	559,243	812,651	1,005,846
Revenues				
Miscellaneous Revenues	4,126	5,000	3,000	3,000
Prop Trust Gain/Loss	68,044	45,684	57,000	68,000
Other Financing Sources	204,863	829,185	895,000	2,770,000
Total Revenues	277,033	879,869	955,000	2,841,000
Expenditures				
Public Works	52,645	701,461	761,805	3,793,121
Total Expenditures	52,645	701,461	761,805	3,793,121
Ending Fund Balance	588,617	737,651	1,005,846	53,725

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 4450 - Grand Mound Water Capital Reserve</u>				
Beginning Fund Balance	300,471	608,201	954,003	1,212,468
Revenues				
Miscellaneous Revenues	3,653	5,000	3,000	3,000
Prop Trust Gain/Loss	52,131	35,000	43,000	52,000
Other Financing Sources	318,005	517,759	405,000	250,000
Total Revenues	373,789	557,759	451,000	305,000
Expenditures				
Public Works	58,791	211,957	192,535	225,961
Total Expenditures	58,791	211,957	192,535	225,961
Ending Fund Balance	615,468	954,003	1,212,468	1,291,507
<u>Fund: 4460 - Tamoshan/Beverly Beach Debt Service</u>				
Beginning Fund Balance	(12,119)	26,228	91,000	31,000
Revenues				
Fines & Penalties	459	-	-	-
Miscellaneous Revenues	244	-	-	-
Other Financing Sources	30,000	-	-	-
Total Revenues	30,703	-	-	-
Expenditures				
Public Works	-	-	60,000	30,000
Total Expenditures	-	-	60,000	30,000
Ending Fund Balance	18,584	26,228	31,000	1,000
<u>Fund: 4480 - Grand Mound Debt Service</u>				
Beginning Fund Balance	3,965	4,025	4,500	-
Revenues				
Miscellaneous Revenues	60	-	-	-
Total Revenues	60	-	-	-
Expenditures				
Treasurer	-	-	4,500	-
Total Expenditures	-	-	4,500	-
Ending Fund Balance	4,025	4,025	-	-
<u>Fund: 4510 - Community Loan Repayment #1</u>				
Beginning Fund Balance	300,102	282,245	269,500	267,901
Revenues				
Miscellaneous Revenues	6,021	9,700	6,876	6,721
Total Revenues	6,021	9,700	6,876	6,721
Expenditures				
Public Health	1,330	2,221	1,875	1,875
Treasurer	8,461	7,360	6,600	5,945
Total Expenditures	9,791	9,581	8,475	7,820
Ending Fund Balance	296,332	282,364	267,901	266,802

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 4520 - Environmental Health</u>				
Beginning Fund Balance	2,612,497	3,125,381	3,420,901	2,574,933
Revenues				
Licenses & Permits	794,682	807,830	807,830	807,830
Intergovernmental Revenues	307,445	1,217,920	1,064,065	1,062,243
Charges for Goods and Services	3,321,238	3,491,702	3,616,702	3,616,702
Miscellaneous Revenues	619,569	591,010	591,010	591,010
Other Financing Sources	59,795	59,795	59,795	59,795
Total Revenues	5,102,728	6,168,257	6,139,402	6,137,580
Expenditures				
Public Health	4,577,656	7,172,057	6,985,370	7,037,934
Total Expenditures	4,577,656	7,172,057	6,985,370	7,037,934
Ending Fund Balance	3,137,569	2,121,581	2,574,933	1,674,579
<u>Fund: 4530 - Habitat Conservation Mitigation</u>				
Beginning Fund Balance				381,493
Revenues				
Charges for Goods and Services	-	-	750,000	1,500,000
Other Financing Sources	-	-	50,000	-
Total Revenues	-	-	800,000	1,500,000
Expenditures				
Community Planning	-	-	418,507	838,752
Total Expenditures	-	-	418,507	838,752
Ending Fund Balance	-	-	381,493	1,042,741
<u>Fund: 5030 - Unemployment Compensation</u>				
Beginning Fund Balance	1,756,877	1,851,847	1,772,669	1,485,415
Revenues				
Charges for Goods and Services	262,119	-	-	-
Total Revenues	262,119	-	-	-
Expenditures				
Human Resources	179,598	285,711	287,254	288,971
Total Expenditures	179,598	285,711	287,254	288,971
Ending Fund Balance	1,839,398	1,566,136	1,485,415	1,196,444
<u>Fund: 5050 - Insurance Risk</u>				
Beginning Fund Balance	3,915,671	4,388,380	4,058,531	4,056,024
Revenues				
Agency Revenue	100	-	-	-
Intergovernmental Revenues	67	-	-	-
Charges for Goods and Services	2,971,675	2,880,744	3,219,983	3,516,556
Miscellaneous Revenues	375	-	-	-
Other Financing Sources	19,311	-	-	-
Total Revenues	2,991,528	2,880,744	3,219,983	3,516,556
Expenditures				
Human Resources	2,716,371	3,568,943	3,222,490	3,520,828
Total Expenditures	2,716,371	3,568,943	3,222,490	3,520,828
Ending Fund Balance	4,190,828	3,700,181	4,056,024	4,051,752

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 5060 - Benefits Administration</u>				
Beginning Fund Balance	542,473	340,642	227,947	162,097
Revenues				
Intergovernmental Revenues	6,170	-	-	-
Charges for Goods and Services	180,986	148,054	293,000	297,000
Miscellaneous Revenues	5,303	38,000	38,000	38,000
Total Revenues	192,459	186,054	331,000	335,000
Expenditures				
Human Resources	394,103	333,645	396,850	355,568
Total Expenditures	394,103	333,645	396,850	355,568
Ending Fund Balance	340,828	193,051	162,097	141,529
<u>Fund: 5080 - Leave Buyout</u>				
Beginning Fund Balance				333,884
Revenues				
Charges for Goods and Services	-	-	333,884	327,948
Other Financing Sources	-	-	250,000	-
Total Revenues	-	-	583,884	327,948
Expenditures				
Human Resources	-	-	250,000	300,000
Total Expenditures	-	-	250,000	300,000
Ending Fund Balance	-	-	333,884	361,832
<u>Fund: 5210 - Central Services Facilities</u>				
Beginning Fund Balance	2,602,530	2,994,643	2,800,000	1,349,617
Revenues				
Agency Revenue	4,052	-	-	-
Intergovernmental Revenues	1,653,466	-	-	-
Charges for Goods and Services	6,722,270	7,144,063	9,904,996	10,679,930
Miscellaneous Revenues	1,562	1,200	1,200	1,200
Other Financing Sources	795,813	1,209,180	388,971	402,664
Total Revenues	9,177,164	8,354,443	10,295,167	11,083,794
Expenditures				
Central Services	8,776,430	8,404,252	11,745,550	12,075,515
Total Expenditures	8,776,430	8,404,252	11,745,550	12,075,515
Ending Fund Balance	3,003,265	2,944,834	1,349,617	357,896
<u>Fund: 5220 - Central Services Reserve</u>				
Beginning Fund Balance	7,183,046	8,576,992	7,183,046	6,648,401
Revenues				
Intergovernmental Revenues	29,433	-	-	-
Charges for Goods and Services	1,526,208	1,853,380	1,825,496	1,880,262
Miscellaneous Revenues	69,642	99,896	19,619	19,619
Prop Trust Gain/Loss	89,550	1,556,242	1,605,937	109,114
Other Financing Sources	62,362	7,225,000	7,014,287	10,000,000
Total Revenues	1,777,194	10,734,518	10,465,339	12,008,995
Expenditures				
Central Services	893,587	12,674,009	10,999,984	11,555,697
Total Expenditures	893,587	12,674,009	10,999,984	11,555,697
Ending Fund Balance	8,066,654	6,637,501	6,648,401	7,101,699

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
<u>Fund: 5230 - Central Services Facility Engineering</u>				
Beginning Fund Balance	72,779	127,827	80,000	65,691
Revenues				
Charges for Goods and Services	503,666	949,031	677,508	375,000
Miscellaneous Revenues	577	300	300	300
Total Revenues	504,243	949,331	677,808	375,300
Expenditures				
Central Services	448,121	809,328	692,117	377,589
Total Expenditures	448,121	809,328	692,117	377,589
Ending Fund Balance	128,901	267,830	65,691	63,402
<u>Fund: 5240 - Large System Replacement Reserve</u>				
Beginning Fund Balance	1,473,321	1,906,930	2,492,396	1,541,952
Revenues				
Charges for Goods and Services	600,767	645,233	1,983,837	1,983,837
Miscellaneous Revenues	19,044	-	13,216	13,613
Prop Trust Gain/Loss	6,553	6,553	42,685	42,685
Other Financing Sources	-	2,319,561	4,291,746	746,317
Total Revenues	626,364	2,971,347	6,331,484	2,786,452
Expenditures				
Information Technology	189,615	4,507,950	7,281,928	3,240,395
Total Expenditures	189,615	4,507,950	7,281,928	3,240,395
Ending Fund Balance	1,910,070	370,327	1,541,952	1,088,009
<u>Fund: 5250 - Information Technology Operations</u>				
Beginning Fund Balance	1,463,506	2,105,007	2,400,000	1,180,522
Revenues				
Agency Revenue	6,066	-	-	-
Intergovernmental Revenues	1,453,342	-	-	-
Charges for Goods and Services	8,702,444	8,865,604	9,747,537	10,565,095
Miscellaneous Revenues	14,757	-	-	-
Other Financing Sources	-	133,285	-	53,208
Total Revenues	10,176,609	8,998,889	9,747,537	10,618,303
Expenditures				
Information Technology	9,428,368	9,576,318	10,967,015	11,230,505
Total Expenditures	9,428,368	9,576,318	10,967,015	11,230,505
Ending Fund Balance	2,211,747	1,527,578	1,180,522	568,320
<u>Fund: 5260 - Information Technology Reserves</u>				
Beginning Fund Balance	1,886,612	1,195,317	1,886,612	1,864,749
Revenues				
Charges for Goods and Services	828,530	887,247	735,928	752,780
Other Financing Sources	8,067	72,450	75,222	6,050
Total Revenues	836,598	959,697	811,150	758,830
Expenditures				
Information Technology	1,550,700	1,235,562	833,013	780,693
Total Expenditures	1,550,700	1,235,562	833,013	780,693
Ending Fund Balance	1,172,509	919,452	1,864,749	1,842,886

Fund Balance Report

	2020 Actual	2021 Budget	2022 Budget	2023 Budget
Fund: 5410 - Equipment Rental & Revolving-Maintenance				
Beginning Fund Balance	595,160	374,223	363,287	112,188
Revenues				
Agency Revenue	820	-	-	-
Intergovernmental Revenues	51,721	27,630	6,300	6,300
Charges for Goods and Services	4,363,286	4,695,055	4,860,863	4,945,990
Miscellaneous Revenues	1,258	1,000	1,000	1,000
Prop Trust Gain/Loss	158	-	-	-
Other Financing Sources	135,771	50,000	50,000	250,000
Total Revenues	4,553,016	4,773,685	4,918,163	5,203,290
Expenditures				
Central Services	4,591,987	4,631,538	5,136,152	5,285,966
Treasurer	79,506	85,465	33,110	31,201
Total Expenditures	4,671,493	4,717,003	5,169,262	5,317,167
Ending Fund Balance	476,683	430,905	112,188	(1,689)
Fund: 5420 - Equipment Rental & Revolving-Replacement				
Beginning Fund Balance	17,562,766	17,554,924	15,000,000	15,527,941
Revenues				
Charges for Goods and Services	2,897,676	4,262,008	4,641,078	4,733,899
Prop Trust Gain/Loss	164,755	-	-	-
Other Financing Sources	908,827	583,586	1,927,039	291,808
Total Revenues	3,971,259	4,845,594	6,568,117	5,025,707
Expenditures				
Central Services	3,984,862	5,655,887	6,040,176	5,010,365
Total Expenditures	3,984,862	5,655,887	6,040,176	5,010,365
Ending Fund Balance	17,549,162	16,744,631	15,527,941	15,543,283

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 because 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 30th and October 31st. 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 1/10th cent sales taxes are dedicated to criminal justice, detention facilities, and emergency communications 911.
- **Criminal Justice Sales Tax:** A special 1/10th 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 1/10th 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 (1/10th 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.

