



Board of County Commissioners
Board Work Session
Monday, October 2nd, 2023
10:00am to 11:45am
1:30pm to 4:15pm
3000 Pacific Avenue SE, Room 110

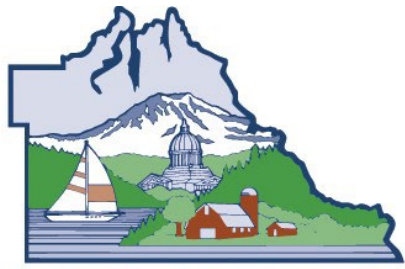
For public virtual attendance, you may follow along on the [Thurston County YouTube Channel](#).

AGENDA

2024-2025 BUDGET PRESENTATIONS - *Informational*

- | | | |
|------|-------------------|------------------------------|
| I. | 10:00am – 11:45am | Overview and Forecast Update |
| II. | 11:45am – 1:30pm | BREAK |
| III. | 1:30pm – 2:15pm | Human Resources |
| IV. | 2:30pm – 3:15pm | Central Services |
| V. | 3:30pm – 4:15pm | Information Technology |

Disability Accommodations: Room 110 is equipped with an assistive listening system and is wheelchair accessible. To request disability accommodations, call the Reasonable Accommodation Coordinator at least 3 days prior to the meeting at 360-786-5440. Persons with speech or hearing disabilities may call via Washington Relay at 711 or 800-833-6388.



THURSTON COUNTY
WASHINGTON
SINCE 1852

Human Resources

2024-2025 Budget Presentation

October 2, 2023 at 1:30 p.m.

Human Resources

- The Human Resources Department provides:
 - Employee Compensation & Benefits
 - Employee & Labor Relations
 - Countywide Training
 - Risk/Employee Safety
 - Property & Casualty Insurance/Claim Mitigation
- Human Resources also provides support to:
 - Board of Equalization
 - Civil Service Commission
 - Citizen’s Commission on Salaries for Elected Officials
 - LEOFF Disability Board



Funds Managed by Human Resources

Fund Table	2024 Estimated Beginning Balance	Proposed Revenues	Proposed Expenditures	2024 Estimated Ending Balance
Risk Insurance	\$4,957,283	\$7,602,700	\$7,608,100	\$4,951,883
Unemployment	\$1,612,942	\$303,512	\$389,276	\$1,527,177
Benefits Administration	\$214,839	\$387,000	\$360,030	\$241,809
Leave Buy Out	\$676,422	\$382,115	\$224,693	\$833,843

Fund Table	2025 Estimated Beginning Balance	Proposed Revenues	Proposed Expenditures	2025 Estimated Ending Balance
Risk Insurance	\$4,951,883	\$8,352,310	\$8,476,168	\$4,828,025
Unemployment	\$1,527,177	\$309,582	\$342,219	\$1,494,540
Benefits Administration	\$241,809	\$397,000	\$373,095	\$265,714
Leave Buy Out	\$833,843	\$384,623	\$231,595	\$986,871

In the fund table, do not include general fund.



Human Resources General Fund Budget

Total Expenditures General Fund	2022 Actual FTEs & Expenditures	2023 Budget Inc Amendment #3	2024 Proposed FTEs & Expenditures	2025 Proposed FTEs & Expenditures
FTEs	13.60	13.60	15.60	15.60
Personnel	\$1,227,155	\$1,756,642	\$1,922,970	\$1,962,504
Other	\$536,826	\$639,415	\$743,151	\$754,005
Total Expenses	\$1,763,981	\$2,396,057	\$2,666,121	\$2,716,509



Other Funds Budget

Total Expenditures All Other Funds	2022 Actual FTEs & Expenditures	2023 Budget Inc Amendment #3	2024 Proposed FTEs & Expenditures	2025 Proposed FTEs & Expenditures
FTEs	6.40	6.40	6.40	7.40
Personnel	\$926,217	\$1,115,212	\$1,140,048	\$1,284,112
Other	\$3,859,621	\$5,728,641	\$7,463,919	\$8,199,513
Total Expenses	\$4,785,838	\$6,848,853	\$8,603,967	\$9,483,625

In the fund table, do not include general fund.



Opportunities and Challenges

- Recruitment and retention challenges due to a tight labor market and more employees making employment changes (e.g. retiring; taking promotional opportunities; relocating).
- Managing demands of implementing the ERP and addressing training needs of employees who work in the HR, financial, and budget systems.
- Increased workloads to implement new laws (i.e. Wa. Paid Sick Leave, Long-term Care). Increased workload examples:

	2018	2022	5-Year Percent Increase
Recruitments Posted to NeoGov	200	416	108%
New Hires processed	151	246	63%
Board of Equalization Petitions Received	656	1053	61%
FMLA Processed	230	295	28%
Wa State Paid Family Medical Leave Processed (new in 2022)	N/A	116	N/A
Labor & Industries Claims	55	114	107%



Policy Level Proposal

Request for two positions in the general fund to address increased workloads (HR Analyst & HR Specialist).

Request for one position in the Risk fund (Risk Analyst in 2025) to address increase in claims.



10 YEAR FINANCIAL PLAN

Unemployment 5030

	Hide Column Before Printing		Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Beginning Fund Balance	Coding 308800		\$ 4,640,722	\$ 1,858,646	\$ 1,813,926	\$ 1,756,877	\$ 1,842,225	\$ 1,701,821	\$ 1,612,942	\$ 1,527,177	\$ 1,494,541	\$ 1,515,044
Revenue:												
Investment Interest	38		(6,948)									
IF Contributions	34		242,943	253,970	262,119	279,344	291,974	297,561	303,512	309,582	315,774	322,090
Other/Misc			6,591	(546)		(53)	(164)					
Total Revenue			242,586	253,424	262,119	279,291	291,810	297,561	303,512	309,582	315,774	322,090
Expenditures:												
Salaries	51*		66,125	49,931	61,527	48,588	58,352	60,103	61,906	63,763	65,676	67,646
Benefits	52*		20,404	15,624	19,858	16,289	19,684	20,668	21,702	22,787	23,926	25,123
(payments for unemployment)			100,340	35,506	91,612	124,098	349,809	300,000	300,000	250,000	200,000	200,000
Other Rebate			2,833,333	250,000								
Supplies	53*							1,300	1,300	1,300	1,300	1,300
Services	54*											
Internal Services	59*		4,460	4,131	6,602	4,969	4,369	4,369	4,369	4,369	4,369	4,369
Total Expenditures			3,024,662	355,192	179,598	193,943	432,214	386,440	389,276	342,219	295,271	298,438
Ending Fund Balance			\$ 1,858,646	\$ 1,756,878	\$ 1,896,447	\$ 1,842,225	\$ 1,701,821	\$ 1,612,942	\$ 1,527,177	\$ 1,494,541	\$ 1,515,044	\$ 1,538,696
% Percentage Change - year to year			-59.95%	-5.48%	7.94%	8.25%	-7.62%	-5.22%	-5.32%	-2.14%	1.37%	1.56%

Cash Flow Needs (reference time frame)

Assumptions in spreadsheet:

Projected salaries include a 3% increase and benefits a 5% increase.

10 YEAR FINANCIAL PLAN

FUND NAME FUND 5050

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028	Projected 2029
Beginning Fund Balance	\$ 4,734,341	\$ 3,915,671	\$ 4,388,380	\$ 4,176,213	\$ 3,915,671	\$ 4,196,224	\$ 4,196,224	\$ 4,196,224	\$ 4,196,225	\$ 4,196,225	\$ 4,196,225
Revenue:											
34 - CHGS FOR GOODS & SVS	2,023,935	2,971,675	2,880,742	3,219,983	7,185,483	7,602,698	8,352,308	7,841,830	8,436,133	9,077,298	9,770,175
Adjusting entry											
37- Recoveries					167,125						
Total Revenue	2,023,935	2,971,675	2,880,742	3,219,983	7,352,608	7,602,698	8,352,308	7,841,830	8,436,133	9,077,298	9,770,175
Expenditures:											
Salaries	263,838	278,406	270,845	296,507	313,919	318,720	318,790	328,354	338,204	348,350	358,801
Benefits	102,617	109,675	95,576	60,644	96,865	95,115	96,797	101,637	106,719	112,055	117,657
Supplies	3,140	1,049	909	63	1,190	1,600	1,600	1,600	1,600	1,600	1,600
Services	1,994,558	1,851,005	3,063,678	3,701,149	6,346,269	7,032,263	7,780,121	7,255,239	7,834,610	8,460,293	9,137,116
Capital Outlays											
Dept Service Principle	4,167										
Internal Services	150,273	131,543	132,415	160,526	313,812	155,000	155,000	155,000	155,000	155,000	155,000
Adjusting Entries	324,012	127,288	(470,513)								
Total Expenditures	2,842,605	2,498,966	3,092,909	4,218,889	7,072,055	7,602,698	8,352,308	7,841,830	8,436,133	9,077,298	9,770,175
Net Year Activity- Revenue less Expenditures	(818,670)	472,709	(212,167)	(998,906)	280,553	0	0	0	(0)	(0)	
Ending Fund Balance	\$ 3,915,671	\$ 4,388,380	\$ 4,176,213	\$ 3,177,307	\$ 4,196,224	\$ 4,196,224	\$ 4,196,224	\$ 4,196,225	\$ 4,196,225	\$ 4,196,225	\$ 4,196,225
% Percentage Change - year to year		12.07%	-4.83%	-23.92%	32.07%	-20.78%	0.00%	0.00%	0.00%	0.00%	0.00%

Cash Flow Needs (reference time frame)

Assumptions in spreadsheet:

2024 - 2028 Salary 3% / Benefits 5% / General liability insurance and claim costs inflation factor 8%
 2023 - 40% increase in insurance premiums 2022 to 2023

Submitted in 2022

5050 RISK INSURANCE FUND
10 YEAR FINANCIAL PLAN (Yrs. 2018 thru 2028)
HUMAN RESOURCES

10 YEAR FINANCIAL PLAN

FUND NAME FUND 5060

	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Beginning Fund Balance	\$ 659,454	\$ 542,473	\$ 542,473	\$ 340,642	\$ 225,443	\$ 226,748	\$ 227,773	\$ 272,725	\$ 316,299	\$ 282,747
Revenue:										
Investment Interest	10,646	12,310	5,303	1,742	2,197	4,332	2,000	2,000	2,000	2,000
Trust Contributions	29,533	31,846	32,932	33,943	31,453	29,102	30,000	30,000	30,000	30,000
IF Personnel Services	315,182	148,053	148,054	148,054	293,000	297,000	355,000	365,000	300,000	300,000
Other Misc - FSA Forfeitures	5,667	7,293	6,170	3,871	-	-	-	-	-	-
Prior Year Adjust - OPEB										
Total Revenue	361,028	199,502	192,459	187,610	326,650	330,434	387,000	397,000	332,000	332,000
Expenditures:										
Salaries	201,230	240,327	272,977	200,328	177,163	205,726	216,009	223,014	229,704	236,596
Benefits	79,378	83,584	89,829	68,135	70,047	89,970	91,505	95,218	99,979	104,978
Services	15,630	16,537	15,635	19,648	61,780	20,361	20,769	21,184	21,608	22,040
Internal Services	11,330	11,842	15,320	14,300	14,862	12,025	12,265	12,510	12,761	13,016
Supplies	1,400	773	342	406	1,323	1,327	1,500	1,500	1,500	1,500
Total Expenditures	308,969	353,064	394,103	302,817	325,175	329,409	342,048	353,426	365,551	378,129
Ending Fund Balance	\$ 711,513	\$ 388,911	\$ 340,829	\$ 225,435	\$ 226,918	\$ 227,773	\$ 272,725	\$ 316,299	\$ 282,747	\$ 236,619
% Percentage Change - year to year		-45.34%	-12.36%	-0.65%	0.66%	0.38%	19.74%	15.98%	-10.61%	-13.24%

Cash Flow Needs (reference time frame)

Assumptions in spreadsheet:

- Estimated actuals for 2023-2025 based on current employees
- 2% increase in internal service rates 2024 forward
- 3% increase for salaries 2026 forward
- 5% increase for benefits 2026 forward

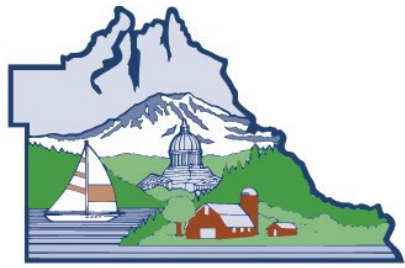
10 YEAR FINANCIAL PLAN

Leave Buy Out 5080

	Hide Column Before Printing		Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Beginning Fund Balance	Coding 308800						\$ 250,000	\$ 483,222	\$ 657,582	\$ 815,517	\$ 969,058	\$ 1,080,577
Revenue:												
Investment Interest	38*						3,606	10,393	10,393	10,393	10,393	10,393
IF Contributions	34*						333,884	326,768	372,235	374,743	339,839	353,432
Other/Misc												
Total Revenue							337,490	337,161	382,628	385,136	350,232	363,825
Expenditures:												
Salaries	51*						98,875	150,016	216,638	223,137	229,831	236,726
Benefits	52*						5,397	12,785	8,056	8,458	8,881	9,325
Total Expenditures							104,272	162,801	224,693	231,595	238,712	246,051
Ending Fund Balance							\$ 483,218	\$ 657,582	\$ 815,517	\$ 969,058	\$ 1,080,577	\$ 1,198,351
% Percentage Change - year to year							n/a	36.08%	24.02%	18.83%	11.51%	10.90%

Cash Flow Needs (reference time frame) 6 months

- Assumptions in spreadsheet:**
- New fund effective January 1, 2022
 - Pays for 25% of vacation, sick and alternative leave cash outs for employees retiring from the county.
 - Rate remains steady through 2025 to evaluate ending fund balance
 - 4% increase in surcharge starting in 2026
 - 3% increase in salary for pay outs
 - 5% increase in associated benefits



THURSTON COUNTY
WASHINGTON
SINCE 1852

Central Services

2024-2025 Budget Presentation

October 2, 2023; 2:30 PM

Central Services

Provides a wide range of professional internal services to county offices and departments.

- Facilities maintains 600,000 square feet of county owned buildings.
- Capital Project Team administers major capital construction projects, leases, and property management.
- Administrative Services provides county-wide mail services, records management, surplus administration, procurement and contract services and internal administrative support to Central Services and the Information Technology Department.
- Fiscal Services manages budget for Central Services and Information Technology Departments. They also do accounting for County Wide Services.
- Equipment Rental & Replacement/Fleet purchases and maintains all the vehicle and fleet equipment owned by the county.



Funds Managed by Central Services

Fund Table	2024 Estimated Beginning Balance	Proposed Revenues	Proposed Expenditures	2024 Estimated Ending Balance
Central Services/Facilities Operating Fund (5210)	\$1,822,000	\$12,599,700	\$12,771,077	\$1,650,623
Central Services/Building Reserves (5220)	\$10,826,000	\$4,812,156	\$5,777,069	\$9,861,087
Central Services/Engineering Fund (5230)	\$150,000	\$738,000	\$725,266	\$162,734
ER&R M&O Operating Fund (5410)	\$431,000	\$5,830,159	\$5,876,630	\$384,529
ER&R Replacement Reserves (5420)	\$26,302,000	\$8,812,923	\$7,824,975	\$27,289,948

Funds Managed by Central Services

Fund Table	2025 Estimated Beginning Balance	Proposed Revenues	Proposed Expenditures	2025 Estimated Ending Balance
Central Services/Facilities Operating Fund (5210)	\$1,650,623	\$12,917,712	\$12,969,079	\$1,599,256
Central Services/Building Reserves (5220)	\$9,861,087	\$5,453,725	\$3,638,069	\$11,676,743
Central Services/Engineering Fund (5230)	\$162,734	\$746,000	\$740,667	\$168,067
ER&R M&O Operating Fund (5410)	\$384,529	\$5,985,960	\$6,025,578	\$344,911
ER&R Replacement Reserves (5420)	\$27,289,948	\$7,087,437	\$5,740,789	\$28,636,596

Central Services Other Funds Budget

Total Expenditures All Other Funds	2022 Actual FTEs & Expenditures	2023 Budget Inc Amendment #3	2024 Proposed FTEs & Expenditures	2025 Proposed FTEs & Expenditures
FTEs	57	58	59.3	59.3
Personnel	\$4,715,841	\$6,155,916	\$6,704,482	\$6,844,696
Other	14,650,567	26,572,190	\$26,270,535	\$22,269,486
Total Expenses	\$19,366,408	\$32,728,106	\$32,975,017	\$29,114,182



Opportunities and Challenges

- Rising costs of utilities, supplies and outside labor is driving up future M&O rates.
- Maintenance costs of equipment and facilities past their life expectancy.
- Establish County Wide Asset Management Plan for Facilities that will identify ways to address the future costs.
- Additional investment in EVSE needed to take advantage of recent improvements in EV capabilities.
- Rapid price increases in the last three years for supplies, services, and capital assets have increased costs while supply chain shortfalls continue to affect vehicle availability and repair times.



Policy Level Proposal

Priority 1, B-25-02: Add 1.00 FTE – Facilities Control Specialist, \$122,105, Effective County Organization.



Policy Level Proposals for Capital Projects

The projects below are listed by funding source in the 2024-2029 CIP:

Building Reserves

- Thurston County Correction Facility Secure Parking
- Public Health & Social Services Fire Sprinkler Repairs
- Emergency Services UPS Upgrades
- Fairgrounds Infrastructure Improvements
- Tilley Skybridge Repairs
- Tilley Pump House Improvements
- County Wide Vehicle Charging Stations
- County Wide Security Improvements
- TCCF IT Room AC Upgrades
- Family & Juvenile Court (FJC) Improvements
- Courthouse Mansard Roof Repair Replacement
- Tilley Main Campus Generator Improvements
- Coroner Interior Upgrades

Bonds

- Thurston County Courthouse Infrastructure Upgrades
- Mottman Complex Remodel

ARPA

- TCCF Video Court Booths

Detention Sales Tax

- TCCF Camera Upgrades

Trial Court Improvement

- FJC Security Improvements

10 YEAR FINANCIAL PLAN

Fund 5210 - Central Services/Facilities

	Hide Column Before Printing	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Beginning Fund Balance	308800 Coding	\$ 3,647,244	\$ 4,082,399	\$ 2,602,530	\$ 2,994,643	\$ 2,901,310	1,578,976	\$ 1,752,104	\$ 1,580,727	\$ 1,529,360	\$ 1,731,485
Revenue:											
Intergovernmental Revenue	33*	-	-	1,653,466	10,060	(3,952)	246,661				
Charges for Goods & Services	34*	13,853,530	6,597,482	6,722,270	7,147,044	8,143,925	10,747,718	12,064,960	12,346,436	12,963,758	13,611,946
Other/Miscellaneous	36*	4,111	3,933	5,615	16,482	8,534	8,804	1,200	1,200	1,236	1,273
Capital Contributions	37*	18,100	(25,234)	(847,454)	(157,285)	-	1,923	-	-	-	-
Non-Revenues	38*	(673,467)	-	-	(14)	-	-	-	-	-	-
Transfers in from Other Funds	39*	408,669	1,222,723	795,813	783,677	847,569	1,052,984	533,540	570,076	587,178	604,794
Total Revenue		13,610,943	7,798,904	8,329,710	7,799,964	8,996,076	12,058,090	12,599,700	12,917,712	13,552,172	14,218,012
Expenditures:											
Depreciation/Amortization	50*	(580,766)	5,488	34,545	121,613	-	-	-	-	-	-
Salaries	51*	4,680,471	1,840,465	1,784,410	1,883,302	1,998,347	2,446,698	3,145,370	3,209,135	3,305,409	3,404,571
Benefits	52*	1,828,376	797,512	830,877	513,143	860,438	1,006,512	1,296,509	1,338,498	1,378,653	1,420,013
Supplies	53*	391,190	225,275	645,983	233,882	248,143	243,689	270,150	270,150	270,150	270,150
Services	54*	5,465,385	3,544,428	3,387,398	4,013,840	3,165,631	6,345,921	6,775,304	6,822,405	7,027,077	7,237,889
Intergovernmental Services - No longer used	55*	10,460	2	-	-	-	-	-	-	-	-
Capital Outlay	56*	-	6,314	874,414	29,624	-	-	-	-	-	-
Debt Services	58*	17,058	1,897	1,089	349	242,779	727,527	-	-	-	-
Internal Services	59*	1,221,205	2,940,920	1,252,260	1,061,493	1,156,592	1,114,615	1,283,744	1,328,891	1,368,758	1,409,820
Adjusting Entries		142,409	(83,529)	(873,377)	36,050	2,646,480	-	-	-	-	-
Total Expenditures		13,175,788	9,278,773	7,937,597	7,893,296	10,318,410	11,884,962	12,771,077	12,969,079	13,350,047	13,742,444
Ending Fund Balance		\$ 4,082,399	\$ 2,602,530	\$ 2,994,643	\$ 2,901,310	\$ 1,578,976	1,752,104	\$ 1,580,727	\$ 1,529,360	\$ 1,731,485	\$ 2,207,054
% Percentage Change - year to year		11.93%	-36.25%	15.07%	-3.12%	-40.07%	10.96%	-9.78%	-3.25%	13.22%	27.47%

Cash Flow Needs (reference time frame)

2 month cash flow requirements \$1,800,000

Assumptions in spreadsheet:

10 YEAR FINANCIAL PLAN

FUND #5220 - CENTRAL SERVICES BUILDING RESERVE

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	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Beginning Fund Balance	\$ 7,986,111	\$ 7,183,046	\$ 8,576,992	\$ 7,877,224	\$ 9,551,678	\$ 10,399,564	\$ 11,427,651	\$ 13,243,307	\$ 13,833,048
Revenue:									
Intergovernmental Revenue	33*	-	29,433		205,367	124,500			
Charges for Goods & Services	34*	1,501,220	1,526,208	1,802,673	1,825,497	1,771,810	1,824,964	1,879,713	1,936,104
Other/Misc	36*	215,143	153,184	171,511	439,532	260,000	260,000		
Capital Contributions	37*	88,084	80,939	35,087	1,151,937	163,846	168,761		
Non-Revenues	38*	-	-	-	-	-	-		
Bond Proceeds	CFP	-	-	-	-	1,993,000	2,000,000	11,000,000	17,000,000
Transfers in from Other Funds	39*	1,068,124	1,344,553	5,691,855	287,208	2,492,000	1,200,000	800,000	2,000,000
Total Revenue	2,872,571	3,134,316	7,701,126	3,704,174	2,255,353	6,805,156	5,453,725	13,679,713	20,936,104

Operating Expenditures (Future) 2022-2025

No Project - Major Maintenance	53*		8,335	13,686	11,995	-			
No Project - Major Maintenance	54*		18,528	150,284	106,318	36,985			
No Project - Major Maintenance	56*		-	5,711,439	34,425	-			
COVID-19 Funded Projects	5*		29,433	-	-	-			
Indirect Costs	591004		61,794	45,508	45,696	353,424	38,069	38,069	39,972

Capital Expenditures (Future) 2020 - 2025

BUILDING RESERVE FUNDED PROJECTS

25523 Security #4 Integrated Vital Controls		40,331	-	-	-	-			
25536 PH Delta Controls		9,125	-	-	-	-			
25537 FJC Camera Controls		38,956	38,864	244,591	18,826	-			
25539 Tilley Power System Improvements		2,967	11,083	89,337	-	-			
25544 Courthouse Air System Maint		2,650	-	-	-	-			
25545 Tilley Damper Control		2,364	-	-	-	-			
25548 Tilley Water System		318	-	-	-	-			
25559 Public Health Building Improvements		10,942	-	17,917	-	-			
25B17 ESC		-	-	-	-	-			
25B31 Mottman		-	-	-	-	-			
25B51 Thurston County Correctional Fac		-	-	-	0	-			
25560 Fairgrounds Bldg Infrastructure Improv							249,000		

	Hide Column before Printing	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
25561 Courthouse Bldg #3 Infra Improv		122,797	614,229	-	-	-				
25562 Coroner Air Handler Replacement		144,214	26,065	-	-	-				
25565 FJC Delta Controls		27,955	248	-	-	-				
25571 County Wide Security Improvements							1,001,000			
25572 County Wide Energy Efficiencies Savings		-	-	-	-	-				
25574 Courthouse Bldg #4 Infra Improv		-	7,600	-	-	-				
25576 ESC HVAC Replacement		1,065	299,625	166,931	22,185	-				
25577 TCCF Generator Access Improv		-	-	-	-	-				
25578 CSA Building Remodel		-	10,742	13,439	1,147,694	6,862				
25579 FJC Space Improvements (TCI)		12,934	34,186	689	-	-				
25584 Courthouse Bldg #3 Secured Entrance		-	-	-	-	-				
25585 ESC Roof Replacement		-	-	-	-	-			400,000	
25586 FJC Roof Replacement		-	-	-	-	-				
25595 Bldg #5 Parking Lot		25,005	1,206	106,189	1,959	-				
25600 Courthouse Emergency Electric Repairs		428,207	17,902	-	-	-				
25604 Wayfinding Improvements		17,576	3,531	18,741	-	-				
25605 TCCF Roof/Siding Repair		27,997	3,065	357,438	11,346	-				
25606 Bldg #4 Space Renovations		-	-	-	-	-				
25607 TCCF Recreation Yard		2,101	61,136	134,882	10,777	-				
25608 Tilley Pump House Improvements		-			145	149,996	25,000			
25609 TCCF IT Room AC Upgrades					18,719	81,594	5,000			
25611 FJC Hydronic Repairs		-	-	48,628	349,346	-				
25612 Bldg #6 Repair		-	-	-	-	-				
25613 Bldg #4 Sewer Repair									50,000	100,000
25614 Tilley Bldg #E HVAC Improvements		-	6,115	93,328	-	-				
25615 Bldg #4 Resource Room		-	-	39,941	87,869	-				
25616 Mottman Feasibility				36,782	12,059	-				
25617 Mottman Complex Remodel					94,771	112,872				
25618 PHSS Fire Sprinkler Repairs					707	177,705	50,000			
25619 Tilley Sky Bridge Repairs					263	122,100	25,000			
25620 County Wide Vehicle Charging Station					-	-	135,000			
25621 Tcomm UPS Upgrades					9,372		257,000			
25622 Mansard Roof Replacement/Repairs					-	-	1,000,000			
25624 Tilley Main Campus Generator					1,017	-				
25625 County Wide Camera Replacement					-	-				
25626 TCCF Secure Parking				-	-	-	200,000			
25628 Family & Juvenile Court Exterior Improvements										399,000
25629 Coroner Interior Upgrades								100,000		
25631 Voter Registration Center						49,698				

	Hide Column before Printing Coding	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
25633 Family & Juvenile Security Improvements								400,000		
25F06 Bldg #6 HVAC Replacement					-					
25F07 FJC Improvements					-	48,268	50,000			2,000,000
25F08 Bldg Courtroom Improvements					-					
25F10 TCCF Camera Upgrade					-	-	370,000	800,000	800,000	
25623 3000 Pacific Ave Lease					-	-				
25901 Server Room Cooling Unit		-	136,572	5,800	-	-				
25902 FJC Heating Loop Repairs					11,435	9,695				
25903 FJC Stormwater Ponds					48,399	-				
25999 Special Projects - Major Maintenance		40,275	21,888	5,403	29,908	40,080	300,000	300,000	300,000	300,000
REET FUNDED PROJECTS										
25F04 Regional Transition Center		-	-	-	-	-			500,000	
25F09 Land Acquisition		-	-	-	-	-				
25560 Fairgrounds Bldg Infra Improv		-	-	-	51,207	204,597				
25571 County Wide Security Improvements		25,854	78,005	41,869	99,533	13,591				
25590 County Wide Accessibility Improvements		-	-	-	-	-				
25592 Infant Friendly Workplace Improvements		-	-	-	-	-				
25593 Public Defense Space Improvements		70,966	50,724	3,807	-	-				
25594 Cthse Bldg #3 Justice Svs Space Improvements		91,802	10,431	-	-	-				
25601 Pretrial Services Space Improvements		77,754	-	-	-	-				
ROADS FUNDED PROJECTS										
25551 Tilley Campus Planning Study		827	-	-	-	-				
25567 Tilley Campus Sand & Material Storage		110,663	161,436	1,067,239	21,522	-				
25569 Tilley Campus Space Improvements		39,699	-	-	-	-				
25570 Tilley Traffic Safety Improvements		10,823	-	-	-	-				
25603 Tilley Campus South Parking Lot		68,582	36,186	73,545	10,921	-				
25624 Tilley Generator Improvements					1,017	-	79,000			
BOND FUNDED PROJECTS										
25F01 Sheriff's Consolidated Training - Patrol Facility		-	-			-				
25587 Ferguson Site Development		-	-			-				
25FLX TCCF Expansion		-	-			-			5,000,000	17,000,000
25889 Coroner Site Development										
25610 TC Courthouse Infrastructure Upgrades		-	-			-				
25617 Mottman Complex Remodel						-	1,993,000	2,000,000	1,000,000	
25632 Courthouse Roof Repairs/Replacement									5,000,000	

	Hide Column before Printing Coding	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Adjusting Entries		-	(8,557)	(86,520)	(229,710)					
Total Expenditures		3,675,636	1,740,370	8,400,893	2,029,721	1,407,466	5,777,069	3,638,069	13,089,972	19,838,972
Net Year Activity- Revenue less Expenditures		(803,065)	1,393,946	(699,767)	1,674,453	847,887	1,028,087	1,815,656	589,740	1,097,132
Ending Fund Balance		\$ 7,183,046	\$ 8,576,992	\$ 7,877,224	\$ 9,551,678	\$ 10,399,564	\$ 11,427,651	\$ 13,243,307	\$ 13,833,048	\$ 14,930,180
% Percentage Change - year to year		-10.06%	19.41%			21.25%	9.89%	15.89%	21.05%	12.74%
Cash Flow Needs (reference time frame)										

10 YEAR FINANCIAL PLAN

5230 CENTRAL SERVICES-ENGINEERING

	Hide Column Before Printing	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Beginning Fund Balance	Coding 308800	\$ 79,166	\$ 68,899	\$ 72,779	\$ 127,827	\$ 145,607	\$ 129,950	\$ 63,168	\$ 75,902	\$ 81,235	\$ 79,874
Revenue:											
Charges for Goods & Services	34*	345,637	342,151	503,666	416,193	481,663	463,876	737,700	745,700	761,226	768,838
Other/Misc	36*	430	768	577	542	602	244	300	300	300	300
Non-Revenues	38*				-	-	-				
Transfers in from Other Funds	39*	5,667	750		495	-	-				
Total Revenue		351,734	343,669	504,243	417,230	482,265	464,120	738,000	746,000	761,526	769,138
Expenditures:											
Salaries	51*	243,410	183,013	256,363	239,618	312,797	311,081	447,296	455,331	468,991	483,061
Benefits	52*	90,552	67,532	87,987	74,616	97,588	120,681	162,523	167,190	172,206	177,372
Supplies	53*	452	419	2,291	1,777	4,306	3,149	8,000	8,000	8,240	8,487
Services	54*	5,912	5,514	3,878	3,782	4,623	6,664	8,019	8,019	8,260	8,507
Internal Services	59*	18,848	84,703	97,602	79,118	79,844	89,327	99,428	102,127	105,191	108,347
		2,828	(1,392)	1,074	540	(1,236)	-				
Total Expenditures		362,001	339,789	449,195	399,451	497,922	530,902	725,266	740,667	762,887	785,774
Ending Fund Balance		\$ 68,899	\$ 72,779	\$ 127,827	\$ 145,607	\$ 129,950	\$ 63,168	\$ 75,902	\$ 81,235	\$ 79,874	\$ 63,238
% Percentage Change - year to year		-12.97%	5.63%	75.64%	130.25%	1.66%	-51.39%	20.16%	7.03%	-1.68%	-20.83%

Cash Flow Needs (reference time frame)

2 month cash flow requirements \$100,000

Assumptions in spreadsheet:

3% increase projected across all object codes

10 YEAR FINANCIAL PLAN

FUND #5410 - ER&R M&O

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual & Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Beginning Fund Balance	\$ 1,521,514	\$ 1,451,219	\$ 981,287	\$ 931,845	\$ 595,160	\$ 374,223	\$ 293,583	\$ (0)	\$ 431,000	\$ 384,528	\$ 344,908	\$ 377,279
Revenue:												
Intergovernmental	-	-	31,520	30,405	14,712	16,232	6,314	3,157	6,310	6,310	6,499	6,694
Repair Charges	113,380	117,946	131,620	114,682	105,120	68,513	37,723	20,252	85,000	85,000	87,550	90,177
Upfits	248,077	255,026	718,414	400,616	334,482	270,810	259,828	230,000	472,000	472,000	486,160	500,745
Charges for Goods & Services	3,631,401	3,471,171	3,818,883	3,805,423	3,871,551	4,090,555	4,256,363	4,942,199	5,193,348	5,349,148	5,552,820	5,701,768
Fuel	22,555	28,602	21,621	16,925	9,817	17,559	46,222	27,096	15,000	15,000	15,450	15,914
Pool Car Rental/Material Issuances	29,702	29,464	30,137	27,416	21,347	73,025	67,547	34,948	7,500	7,500	7,725	7,957
Misc	5,105	708	2,346	3,907	16,930	14,077	160,734	22,987	1,000	1,000	1,000	1,000
Gains/Loss	-	10,478	-	-	-	-	-	-	-	-	-	-
Nonrevenues	-	-	(82,693)	-	-	-	-	-	-	-	-	-
Transfers in from Other Funds	29,751	40,386	13,498	145,804	137,307	52,543	7,793	300,000	50,000	50,000	50,000	50,000
Total Revenue	4,079,971	3,953,782	4,685,346	4,545,178	4,511,265	4,603,314	4,842,524	5,580,639	5,830,158	5,985,958	6,207,204	6,374,254
Expenditures:												
Dep/Amort Expense	99,371	61,886	(9,182)	97,480	39,202	121,830	(40,662)	-	-	-	-	-
Salaries	914,853	974,761	957,549	990,157	1,003,676	997,495	902,080	992,123	1,052,152	1,061,402	1,093,244	1,126,041
Benefits	351,990	382,859	387,959	413,245	419,231	415,889	371,906	411,090	406,799	416,835	429,340	442,220
Supplies	1,902,726	1,939,183	2,322,001	2,161,507	1,753,861	2,034,769	2,389,874	2,567,517	3,059,415	3,151,199	3,214,223	3,278,507
Professional Services	101,145	124,177	116,531	149,508	153,806	155,782	341,325	136,277	104,988	108,088	111,331	114,671
Capital Outlays	-	-	-	-	-	-	-	-	-	-	-	-
Debt Services - Treasurer	115,251	102,929	106,106	83,558	74,391	48,171	29,173	13,587	25,400	23,390	24,092	24,814
Interfund Payments	669,542	751,383	713,727	980,661	1,250,039	898,768	1,028,020	1,084,486	1,227,876	1,264,664	1,302,604	1,341,682
Adjusting Entries	(4,611)	86,535	140,098	5,747	37,997	11,250	114,392	(55,441)	-	-	-	-
Total Expenditures	4,150,267	4,423,713	4,734,789	4,881,863	4,732,203	4,683,954	5,136,107	5,149,639	5,876,630	6,025,578	6,174,833	6,327,936
Net Year Activity- Rev less Exp	(70,296)	(469,931)	(49,442)	(336,685)	(220,937)	(80,640)	(293,583)	431,000	(46,472)	(39,620)	32,371	46,318
Ending Fund Balance	\$ 1,451,219	\$ 981,287	\$ 931,845	\$ 595,160	\$ 374,223	\$ 293,583	\$ (0)	\$ 431,000	\$ 384,528	\$ 344,908	\$ 377,279	\$ 423,597
% Percentage Change - year to year		-32.38%	-5.04%	-36.13%	-37.12%	-68.49%	-100.00%	15.17%	-10.78%	-10.30%	9.39%	22.81%

Updated per Expenditure Plan - salaries/benefits include 5420 allocation

..\..\..\budget\CS Budget\Current Working\ER&R\2023 Rates\ERR Expenditure Plan_5420 salary allocation.xlsx

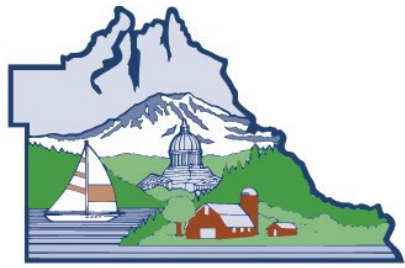
10 YEAR FINANCIAL PLAN

FUND #5420 - ER&R Replacement Reserves

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Beginning Fund Balance	\$ 14,287,296	\$ 15,003,663	\$ 17,153,387	\$ 16,438,422	\$ 17,562,766	\$ 17,554,924	\$ 14,967,715	\$ 23,132,258	\$ 26,785,473	\$ 27,773,423	\$ 29,120,069	\$ 30,493,649
Revenue:												
Charges for Goods & Svs	3,781,185	4,457,600	3,896,140	3,879,070	2,897,676	4,262,006	4,641,078	4,959,287	5,488,576	5,653,234	5,766,298	5,881,624
Other/Miscellaneous	-	870	-	1,100	-	755	3,964	112,600	-	-	-	-
Gain on surplus	539,087	615,187	481,747	614,053	458,839	606,045	571,699	213,622	-	-	-	-
Transfers in from other funds	369,058	1,138,992	92,141	223,006	642,243	508,313	1,647,036	692,313	3,324,348	1,434,202	1,462,886	1,492,144
Total Revenue	4,689,330	6,212,648	4,470,028	4,717,229	3,998,759	5,377,119	6,863,777	5,977,823	8,812,924	7,087,436	7,229,184	7,373,768
Expenditures:												
Salaries							125,521	147,541	195,085	197,033	200,974	204,993
Benefits							47,165	58,117	53,198	54,414	55,502	56,612
Supplies	117,864	62,653	68,749	117,861	22,453	286,513	561,244	234,305	1,097,961	484,861	494,558	504,449
Professional Services	27,229	2,148	4,950	2,148	1,253	8,227	40,630	6,230	-	-	-	-
Capital Outlay	3,579,792	3,724,342	4,339,946	2,645,483	3,494,114	1,359,764	2,708,026	1,209,515	6,401,630	4,927,380	5,025,928	5,126,446
Interest Interfund Debt	-	-	-	-	-	-	-	-	-	-	-	-
Interfund Payments - Upfits	248,077	273,781	771,349	827,392	467,043	353,370	334,150	668,899	77,101	77,101	78,643	80,216
Adjusting Entries	-	-	-	-	21,739	5,956,454	(5,117,502)	-	-	-	-	-
Total Expenditures	3,972,962	4,062,924	5,184,994	3,592,884	4,006,601	7,964,328	(1,300,766)	2,324,608	7,824,975	5,740,789	5,855,605	5,972,717
Ending Fund Balance	\$ 15,003,663	\$ 17,153,387	\$ 16,438,422	\$ 17,562,766	\$ 17,554,924	\$ 14,967,715	\$ 23,132,258	\$ 26,785,473	\$ 27,773,423	\$ 29,120,069	\$ 30,493,649	\$ 31,894,700
% Percentage Change - year to year		14.33%	-4.17%	6.84%	-0.04%	-53.07%	54.55%	50.32%	3.69%	4.85%	4.72%	4.59%

Cash Flow Needs (reference time frame)

Assumptions in spreadsheet:



THURSTON COUNTY
WASHINGTON
SINCE 1852

Information Technology

2024-2025 Budget Presentation

October 2, 2023, 3:30 pm

Information Technology

The Information Technology (IT) Department manages the County networks, security, infrastructure, business applications, and desktop applications.

IT provides spatial geographic information to the County, other agencies, and the public.

IT also provides troubleshooting, phone support, equipment purchases, and equipment surplus support for our 1,350 users.



Funds Managed by Information Technology

Fund Table	2024 Estimated Beginning Balance	Proposed Revenues	Proposed Expenditures	2024 Estimated Ending Balance
2021 Debt Holding	1,580,984	0	1,580,984	0
Large System Replacement Reserve	2,501,192	3,741,984	5,036,417	1,206,606
Information Technology Operations	1,931,981	12,960,156	13,500,351	1,391,786
Information Technology Reserves	889,982	1,265,129	1,352,832	802,279

Fund Table	2025 Estimated Beginning Balance	Proposed Revenues	Proposed Expenditures	2025 Estimated Ending Balance
2021 Debt Holding	0	0	0	0
Large System Replacement Reserve	1,206,606	2,160,846	2,695,994	671,458
Information Technology Operations	1,974,181	13,259,959	13,812,961	838,784
Information Technology Reserves	802,279	1,063,514	1,162,090	703,703

In the fund table, do not include general fund.



Information Technology Other Funds Budget

Total Expenditures All Other Funds	2022 Actual FTEs & Expenditures	2023 Budget Inc Amendment #3	2024 Proposed FTEs & Expenditures	2025 Proposed FTEs & Expenditures
FTEs	47	48	50	50
Personnel	5,775,124	6,835,412	6,930,376	6,790,528
Other	11,571,017	15,540,703	14,540,208	10,880,517
Total Expenses	17,346,141	22,376,115	21,470,584	17,671,045

In the fund table, do not include general fund.

Opportunities and Challenges

- Retaining talent has become our top operational priority and our greatest challenge.
- Innovation, training, staff development and support will provide our team with the tools they need to improve efficiencies and optimize our abilities while reducing the costs of IT rework.
- Building stronger bridges between offices and departments to provide solutions and the information needed to make data-centric decisions.



Policy Level Proposal

Priority #1, B-38-07: Update ERP Contract, 3 FTEs, Exp: \$2,561,048, Rev: \$1,280,524, Technology improvements.

Priority 2, B-38-08: Add FTE for Network Division, 1 FTE, Exp: \$142,669, Effective County Organization

Priority 3, B-38-06: Remove End Dates for ERP Positions, 2 FTEs, Exp: \$281,158, Effective County Organization

Priority 4, B-38-01: Axon Justice Premiere Digital Evidence Solution, Exp: \$176,520, Rev: \$176,520, Digital evidence storage to bring better efficiencies in technological improvements.



10 YEAR FINANCIAL PLAN												
3230 INFORMATION TECHNOLOGY BOND												
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,628,558	\$ 3,361,722	\$ 1,580,984	\$ 0	\$ 0	\$ 0
Revenue:												
Charges for Goods & Services	-	-	-	-	-	-	-	-	-	-	-	-
Other/Misc	-	-	-	-	-	22,298	47,264	52,535	-	-	-	-
Non-Revenues						6,401,473	-	-	-	-	-	-
Transfers in from Other Funds			-	-	-	-	-	-	-	-	-	-
Total Revenue	0	0	0	0	0	6,423,771	47,264	52,535	0	0	0	0
Expenditures:												
Salaries	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Internal Services	-	-	-	-	-	795,212	2,314,100	1,833,273	1,580,984	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	0	0	0	0	0	795,212	2,314,100	1,833,273	1,580,984	0	0	0
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,628,558	\$ 3,361,722	\$ 1,580,984	\$ 0	\$ 0	\$ 0	\$ 0

10 YEAR FINANCIAL PLAN								
5240 - Large System Replacement Reserves								
	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025
Beginning Fund Balance	\$ 670,228	\$ 1,146,788	\$ 1,473,321	\$ 1,906,930	\$ 1,846,290	\$ 2,133,955	\$ 2,501,192	\$ 1,206,606
Revenue:								
Charges for Goods & Svs	645,230	645,231	600,767	645,233	1,981,648	1,999,257	2,108,098	2,108,098
Misc Revenues	14,493	25,503	19,044	11,440	17,749	44,598	13,613	13,613
Capital Contribution	6,554	6,553	6,553	6,553	34,463	39,135	39,136	39,136
Non-Revenues	(5,907)	-	-	-	-	-	-	-
Transfers in from Other Funds	-	-	-	1,070,409	2,600,994	2,027,228	1,580,984	-
Total Revenue	660,370	677,287	626,364	1,733,635	4,634,854	4,110,217	3,741,831	2,160,847
Expenditures:								
Depreciation Exp	11,291	-	-	-	-	-	-	-
Salaries	99,468	92,389	94,937	118,478	620,259	501,836	391,522	221,191
Benefits	30,460	6,227	36,217	44,670	201,269	176,203	156,655	47,881
Supplies	-	-	-	-	-	-	-	-
Services	58,381	218,205	39,417	473,995	756,641	2,256,415	3,660,833	1,600,000
Capital Outlays	-	-	-	1,085,000	1,924,856	-	-	-
Debt Services - Interest	11,684	15,492	-	-	-	-	-	-
Internal Services	130	13,073	19,043	73,697	843,464	808,526	827,407	826,922
Adjusting Entries	(27,604)	5,368	3,140	(1,565)	700	-	-	-
Total Expenditures	183,810	350,754	192,755	1,794,275	4,347,189	3,742,980	5,036,417	2,695,994
Ending Fund Balance	\$ 1,146,788	\$ 1,473,321	\$ 1,906,930	\$ 1,846,290	\$ 2,133,955	\$ 2,501,192	\$ 1,206,606	\$ 671,459
% Percentage Change - year to year	71.10%	28.47%	29.43%	34.09%	15.58%	17.21%	-51.76%	-44.35%
Cash Flow Needs (reference time frame)								
Assumptions in spreadsheet:								
Future Years are using 3% increase across all categories.					2 month cash flow requirements \$700,000			
Current projections include completion of Oracle implementation (2024), ATIMS (2024-2025), and Ascend/Sigma replacement kicking in 2024 through 2025.								

10 YEAR FINANCIAL PLAN											
5250 - Information Technology											
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 1,463,506	\$ 2,105,007	\$ 2,525,975	\$ 2,735,422	\$ 2,081,981	\$ 1,541,786	\$ 1,025,919
Revenue:											
Ingovernmental Revenue	-	-	-	-	1,453,342	-	-	-	-	-	-
Charges for Goods & Services	-	-	-	8,287,076	8,702,444	9,004,649	9,803,775	10,744,695	12,591,510	13,098,919	13,753,865
Other/Miscellaneous	-	-	-	28,689	20,823	17,198	26,921	49,564	36,053	37,135	38,249
Transfers in from Other Funds	-	-	-	1,500,000	-	58,196	138,899	47,250	332,593	161,040	165,871
	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	0	0	0	9,815,765	10,176,609	9,080,043	9,969,595	10,841,509	12,960,156	13,297,094	13,957,985
Expenditures:											
Salaries	-	-	-	3,535,438	3,452,743	3,786,376	3,685,945	3,805,243	4,681,710	4,765,913	4,908,890
Benefits	-	-	-	1,326,453	1,293,993	1,333,684	1,267,651	1,368,087	1,700,489	1,755,543	1,808,209
Supplies	-	-	-	44,281	737,411	46,276	113,528	91,486	98,788	93,788	96,602
Services	-	-	-	2,433,880	3,191,533	2,934,146	3,982,809	5,095,921	5,930,213	6,076,768	6,259,071
Capital Outlay	-	-	-	-	430,103	-	-	-	5,353	5,353	5,514
Internal Services	-	-	-	819,747	455,817	592,846	734,978	1,134,213	1,083,858	1,115,596	1,149,064
Adjusting Entries	-	-	-	192,459	(26,490)	(34,253)	(24,763)	-	(60)	-	-
	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	0	0	0	8,352,258	9,535,109	8,659,075	9,760,148	11,494,950	13,500,351	13,812,961	14,227,350
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 1,463,506	\$ 2,105,007	\$ 2,525,975	\$ 2,735,422	\$ 2,081,981	\$ 1,541,786	\$ 1,025,919	\$ 756,554
% Percentage Change - year to year					43.83%	20.00%	8.29%	-23.89%	-25.95%	-33.46%	-26.26%
Cash Flow Needs (reference time frame)					2 month cash flow requirements \$1,764,880						
Assumptions in spreadsheet:											
Future Years : 3% increase across all object codes											

10 YEAR FINANCIAL PLAN									
IT Replacement Reserves									
	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
Beginning Fund Balance	\$ -	\$ -	\$ 1,886,612	\$ 1,195,317	\$ 1,078,413	\$ 890,508	\$ 889,982	\$ 802,279	\$ 703,703
Revenue:									
ITRP (G040)/Intrastructure (G042)		836,380	828,530	887,248	735,928	938,061	981,529	990,014	1,019,714
Other/Misc		38,323	21,369	10,863	9,131	16,024	-	-	-
Transfers in from Other Funds		1,907,524	8,067	12,083	35,183	204,532	283,600	73,500	75,705
Non-Budgetary Adjustments		56,303	-	-	-	-	-	-	-
Total Revenue	0	2,838,530	857,966	910,194	780,242	1,158,617	1,265,129	1,063,514	1,095,419
Expenditures:									
Depreciation/Amort Exp		254,980				-	-	-	-
Supplies - No Project		290,891	219,656	544,361	520,741	824,580	1,097,125	897,526	924,452
Professional Services - No Project		6,925	48,428	98,015	202,592	175,504	80,775	84,800	87,344
Capital Outlay - No Project		106,594	368,196	86,668	156,710	28,637	161,075	165,907	170,884
Interfund Payments - No Project		65,866		294,562	21,863	19,340	13,857	13,857	14,273
Total Expenditures	0	951,918	1,549,261	1,027,098	968,147	1,159,143	1,352,832	1,162,090	1,196,953
Ending Fund Balance	\$ -	\$ 1,886,612	\$ 1,195,317	\$ 1,078,413	\$ 890,508	\$ 889,982	\$ 802,279	\$ 703,703	\$ 602,169
% Percentage Change - year to year			-36.64%	116.73%	-26.10%	-0.06%	-9.85%	-12.29%	-14.43%
Cash Flow Needs (reference time frame)	2 month cash flow requirements \$200,000								
Assumptions in spreadsheet:									
Future Years are using 3% increase across all categories.									