SNOHOMISH COUNTY
2004 ADOPTED BUDGET SUMMARY
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September 26, 2003

Chair Nelson,
Distinguished Council Members,
Citizens,
County Elected Officials,
County Employees, and
Members of the Press:

YEAR 2004 BUDGET ADDRESS

Good Morning!

Almost twelve years ago, when I began my first term as your County Executive, we faced budget challenges and the need to balance scarce resources with competing needs. In my first budget address in 1992, I challenged County officers, employees, and members of the community with the proposition that County government cannot and should not try to be all things to all people.

I said that our challenge was to focus our limited resources, balance competing needs by being creative, and communicate with our employees and citizens about the needs and available resources. I believed we could not build a new and productive organization on a weak foundation, and from the start we made prudent and sound financial management a core value. Our objective was to reduce costs and improve basic services. And, our strategy was to build partnerships within the diverse communities of Snohomish County and the Region with the intent of using the government as a unifying rather than divisive influence on progress.

Of course, the world didn't stand still while we re-engineered the Snohomish County organization. I am proud that our Snohomish County team made successful changes in the face of both expected and unexpected challenges. Just a few of the challenges included:

- An increase in population of over 30% which made us one of the fastest growing counties in the nation.
- With that increased population, came a need to not just maintain but also to add to and improve roads, surface water utilities, parks, and other critical infrastructure.
- Legislatively mandated longer jail sentences resulting in increases in criminal justice costs.

- Voter approved citizen initiatives which have both mandated increased spending and reduced taxes.
- Those horrible events of September 11th which shocked our nation and placed a spotlight on the role of local government as first responders in natural and human caused disasters.
- Boeing layoffs occurring in the midst of a national recession have hurt all businesses and most families.
- And the growing importance of the global economy and the need for the entire Puget Sound region to think and act like a region – and with that a recognition we are not competing with King and Pierce Counties, but must partner with them for our long-term success.

To succeed in making government work in the face of these challenges took the extraordinary efforts of motivated and talented employees who applied strict and sometimes difficult budget management principles. I want to highlight five of these principles because I believe they can continue to serve this County well.

First, we have never shaped our policies based on who screams the loudest. We did not define or change what we stood for in the face of trendy movements or special interest demands.

- While we always strove to apply the principles of business to how we operate, we have always focused upon doing the right thing for the right reasons.
- We have never pandered to those who criticize, but do not offer constructive solutions.
- Values carry forward! The policy principles that helped shape the 1993 budget have evolved, but are consistent with the policies that are the basis for my 2004 recommended budget.

Second, we build partnerships. It is less expensive and more productive to work with partners than it is to go it alone.

- One of my first objectives as County Executive was to build good working relationships with all of the cities of our beautiful County.
- We have worked to have constructive relationships with employee bargaining units.
- This administration has worked in concert with diverse business groups with the objective of enhancing the economic vitality that we all depend upon.
- We have also built countless solutions to complex problems by working closely with volunteer citizen groups.
- Over the past two years, I have tried to bring the principle of results oriented partnership to the way we work as a region. The common

interests of business, labor, government, and community groups in a vibrant economy far outweigh our differences. The Regional Partnership seems to have struck an important chord.

Third, we have made investments for the future. We have not been penny wise and pound foolish.

- We have taken the time to improve how day-to-day work is done resulting in better service for less cost.
- We are making major investments in technology knowing that budgets spent for automated tools can enable our workforce to increase productivity and improve service.
- We are investing in an improved County administration complex that will reduce County expenditures and create a level of service and efficiency of which we can all be proud.
- And, we have a created a legacy of responsible fiscal and operational management.

Fourth, we are not all things to all people, but we are unwilling to sacrifice those in need. So often, those who wish to make government less costly begin their efforts by abandoning those in need. We have simple, well-managed programs, and we stand by them.

- The small General Fund Human Services budget is leveraged in so many ways. This is a testament to our goal of working smarter rather than spending more dollars.
- We have always stretched our Human Services dollars, but we never deserted the aged, the young, the veterans, and all those other people who are often the first to be sacrificed in tight times.
- And, we have not forgotten about our critical partnership with the Health District. Long-term funding for the Health District must be a priority for this State. And, let me add, creating affordable mechanisms for individual health care is an issue that this nation must address.

And lastly, we have recognized that government fiscal policy is a marathon, not a sprint. In our fiscal affairs, we have always considered the impacts of our decisions on the long term future of the County.

- Our five-year budget plans that project revenues and expenditures into the future have been absolutely central to putting together our annual budget.
- When revenues were strong, we created a General Fund fund balance that could help us withstand lean times. We saved for tough times.

- Over the last couple of years, we have depended upon the prudent use of our fund balance to carry us forward without devastating basic public services.

These budget management principles have carried this administration well. I truly appreciate the support of this and past councils in honoring these principles. And, I encourage whoever follows me into the position of County Executive to embrace them as well.

The County Administrative Efficiency Task Force

Let me give one more example of the value inherent in results-based partnerships – this time with our team of elected and appointed officials. In April, I asked a group of senior County officials to form an Administrative Efficiency Task Force to look at opportunities to capitalize on our investments in technology and the new County Campus. This committee, under the able leadership of County Auditor Bob Terwilliger, has provided a series of recommendations that will reduce the ongoing administrative costs of County government.

The 2004 budget plan and, more importantly, the strategic assumptions made in our five-year General Fund plan embrace the recommendations of this Task Force. Their plan recognizes that centralization of County Offices gives us a huge opportunity to control costs. That report is presented as an integral part of my recommended 2004 budget. Their recommendations set the stage for greater efficiency by County Government in all areas, but are of particular importance for the General Fund. By the end of 2005, the Task Force anticipates that total annual administrative staffing cost reductions resulting from this consolidation can be in the neighborhood of $1.8 million.

Budget Overview

If our only 2004 budget challenges were continuing operations and absorbing reductions in revenue levels driven by the slow economy and state funding crisis, balancing this budget would not have been overly difficult. However, in order to open the expanded jail in 2005, our financial plan needs to be prepared to anticipate operational costs of the new jail.

Snohomish County had no choice but to build the expanded jail. Every major county in the state has been facing an unprecedented crisis in the increasing cost of criminal justice. Tougher criminal laws, longer mandatory sentences, and a 30% growth in population have filled our jail beyond its capacity. If the County had not initiated this expansion, the Courts would have forced us to expand, as they have in other jurisdictions. The handwriting was clearly on the wall.

From the outset, it was our intent to ask the taxpayers to help pay for the expanded jail operations with additional sales tax revenue. It made no sense to seek voter approval any earlier than absolutely necessary. We knew that it would be a difficult task to convince voters to increase their tax burden. So, we had a backup plan from the outset – to absorb the operations of the expanded jail within our existing budget. Based upon the decision of the voters, this second option is one that the County will implement. And based upon our culture of fiscal discipline, we can do it without devastating the fabric of County services.

One of the lines we often hear is in tight times, the County should eliminate or significantly reduce programs that are of a lower importance to the County. Indeed, in 2002, 2003, and 2004 budgets, reductions have been made to several General Fund programs. However, over the past dozen years, we have not created an abundance of new programs. We have maintained our focus and our fiscal discipline. The flip side to our disciplined approach is that we do not have a bunch of light weight programs to eliminate!

Thus the cuts that you will hear about, in addition to efficiencies that have been achieved through better management of workload, are real cuts and real reductions to real programs. My 2004 recommended budget has not been an easy one to put together. It is perhaps my most difficult.

- The 2004 recommended budget adds no additional programs.
- Overall, the County budget grew by less than half a percent – less than the rate of inflation - and experienced a net reduction of staff.
- The 2004 General Fund Budget is approximately 4.2 percent larger than last year's. This increase does not reflect program growth or expansion of service levels. One-half of the increase comes from the rise in costs for worker's compensation, liability insurance, and health care insurance.
- The General Fund budget reduces the number of employees by 13 full-time equivalent staff.

Accompanying the budget is a five-year General Fund plan that lays out a strategy that will result in long term stability for the County's General Fund. The plan makes clear the need for ongoing fiscal conservatism, but will see this County through to stronger economic times.

Year 2004 Budget Specifics

Mr. Chairman and members of the County Council, let me give you some of the specifics in this recommended budget.

As part of the 2004 department budget submittal instructions, I asked departments to submit deficit reduction packages. Departments proposed reductions in existing budgets and some increased revenues due to more effective collections as a part of their packages. The recommended General Fund budget includes deficit reduction packages equal to two percent of the 2003 adopted budget in deficit reduction packages.

General Fund cutbacks include elimination of positions in the Executive Office, Human Resources, Human Services, Juvenile Services, the Sheriff's Office, Corrections, and Finance. In addition several other positions in Planning, the Prosecuting Attorney, and Human Resources have been moved to more appropriate funding sources. General Fund contributions to Planning and Development Service's permit programs have been reduced by $200 thousand.

In addition to the cuts referenced above, we seriously considered the possibility of reducing daily hours of service to the public for the Planning Department and the Auditor, Assessor, and Treasurer's Offices. The intent of this proposal was to reduce County costs and free up department staff to work on project reviews. Our analysis indicated that such cost savings were minimal because the change in hours represented more of a reorganization of workload than an actual reduction of workload. After reviewing this analysis, I have determined that the savings are insufficient to justify the hardship to the public. Accordingly, this recommendation is not included in the budget.

This budget does not sacrifice human service programs nor does it cut back on the County's investment in economic development. While we have not been able to increase our investments in these areas, we have also honored our commitment not to shortchange the future by cutting these areas.

My administration has increased the Sheriff's Office General Fund budget from 16.1 million dollars in 1992 to 37.4 million dollars as recommended for 2004. Sheriff's Office staffing has increased from 237 full time positions in 1992 to 326 staff in this 2004 recommended budget. During this period, the County has also taken a lead in implementing the new 30 million dollar 800 megahertz radio communications system infrastructure. The Sheriff has moved into a new leased North Precinct station, and is moving this week into a new evidence storage facility. In addition, the County has committed $2.7 million to a gun range and impound lot. This administration has treated the Sheriff's Office as a high priority!

In last year's budget, we added four detectives and six motorcycle deputies. Funding was based on the Sheriff's commitment to increase revenue by

approximately $1.2 million. For the most part, this revenue has not materialized and the related shortfall is a major challenge in the General Fund 2004 budget.

The County's dilemma is how to fund the Sheriff's Office at the level the Sheriff wants. The necessary funds simply are not there without initiating severe cuts to other programs.

I am pleased to share with you that this budget does not reduce the number of Sheriff's deputies. I have accepted the Sheriff's recommendations for reductions in staff that would not directly reduce public safety. My 2004 recommended budget increases Sheriff's Office funding by almost $1.4 million above the 2003 adopted budget. The Sheriff has asked for a "Meth Squad" to combat illegal use of drugs. Unfortunately, this County doesn't have the funds to add these additional deputies. Today, I am asking the Sheriff to assign existing staff to increase the County's effort to address this critical need.

One of the noteworthy achievements of this County during my administration has been the development and expansion of the drug court. The 2004 recommended budget adds another $100 thousand for adult drug courts. This program is acclaimed by all as one of the most innovative and effective deterrents to drug misuse that has come along in ages.

And as we talk about providing innovative solutions for people in need, it is fitting to repeat once more, our jail is the major mental health facility in this County. This is a situation that every County in this State, if not the nation, faces. We need a more constructive and better funded, statewide and national approach, to this huge responsibility.

The General Fund budget includes funding to more realistically reflect actual staffing expenditure trends driven by inmate populations within the Department of Juvenile Services. We have also included increased funding for witness and expert fees driven by the major murder trials in the Superior Court. Increases in Facilities Management's budget respond to the need for increased security on the campus and will provide maintenance staffing to the new County Garage and Records Center.

The 2004 Department of Corrections budget has been increased in a manner that anticipates the opening of the expanded jail in 2005. Part of the challenge facing our Corrections management team in 2004 will be to complete the 2005 jail operations plan in a manner that strategically considers how jail resources can best be utilized. The plan must cost less than the original operation plan that was envisioned to be funded by the jail sales tax. This plan will evaluate basic needs

for public, inmate and employee safety, available revenue sources, cost-per-inmate-day of current facilities, and explore the efficacy of new ways of doing business that may help the County contain populations and population costs.

Planning and Development Services is implementing improvements to make permit review faster, more predictable and more efficient. These ideas came from a joint council/executive committee. This is a great example how partnership between the County Council and the Executive can empower our county staff, and set free their creativity to improve work products and enhance public service.

Council Planning Committee Chairman John Koster, this budget supports the permit process redesign. We have listened to our customers, and we are reorganizing Planning and Development Services permit review to cut out unnecessary steps, reduce the number of staff reviews, and provide over-the-counter permit answers with a one-day turn-around whenever possible. For more complicated projects, dedicated project managers will follow an application from start to finish. Our goal is fast service, consistent answers, and greater efficiency. We are ensuring our services are value added, and we will continue to learn and adapt to make more improvements in the future.

While the budget includes a non-General Fund increase in permit staffing, most of that increase is due to increased volume. We will be processing more permits per staff member next year, and this is made possible by our increased efficiency.

In 2002, the County completed an assessment of drainage needs within the County. This drainage needs report identified 378 projects with an estimated aggregate cost of $123 million. In the 2003 Budget, the County Council began funding the implementation of these utility projects in the Southwest Urban Growth Area by increasing the Surface Water Management annual residential fee in that area to $65. The 2003 implementation has been successful.

I am recommending that the $65 rate be extended to all County urban growth areas so that critically needed utility projects will be constructed in all urban growth watershed management areas. While this increase is still less than what would be needed for a robust implementation of all drainage needs recommendations, it is a step in the right direction and recognizes the difficulty of raising these fees in our present economic times. This action will help assure that as development occurs, we don't compromise existing drainage systems or the clean water that makes this area healthful and beautiful.

One of the exciting areas within the County has been the improvements in automated tools that allow our staff to perform their work more efficiently and

effectively. Our budget continues the County's investment in technology as a long-term solution to the need to increase accessibility while improving efficiency in government.

How Far We have Come

Regardless of the serious challenges facing Snohomish County, there is a history of good news that we can all take pride in. In partnership with the Council, employees, citizens, businesses, and local governments, we have accomplished a great deal over the past dozen years. This record of success does not belong to me—it belongs to the conscientious and committed men and women of Snohomish County government and the larger community who have devoted their considerable talents and energies.

This legacy may sometimes get lost in the polemics and hand-wringing that accompany the challenge or hassle of the day. This legacy may be ignored or forgotten as we worry about and plan for our future. But I strongly believe that we must remember and embrace our past—because it holds the key to our future successes.

I will briefly list some of the key accomplishments of the past twelve years in a moment, but let me first tell you what they all have in common. They are:

- Generally bipartisan collaborations between Executive and Council
- Driven by talented Snohomish County employees
- Supported by the larger community; and
- Grounded in the fundamental values of Snohomish County.

Our record of success includes:

- Citizen-approved funding provided for the building of the Denney Juvenile Justice Center facility that truly revolutionized how we handle juvenile crime and bring our children back toward a law-abiding and productive adult life.

- Centralization and streamlining County functions through the Campus Redevelopment Initiative. We are improving customer service, more efficiently using tax dollars, and paying for much of it with our savings on rent.

- We have invested wisely in technology. The service and efficiency successes of the future will depend upon innovations in workflow and

automation improvements that this County has undertaken during this administration.

- Even in the lean times, we have provided for the most vulnerable in our community by ensuring that elderly and disabled adults are able to receive care in their homes instead of being institutionalized, providing necessary energy assistance so families can light and heat their homes, helped single parents become economically self-sufficient and contributors back to the community, provided emergency support for veteran's in need and helped support senior centers and family support centers to provide neighborhood services.

- We came in twelve years ago with the recognition that the quality of life in this County was deeply affected by the quality of our investment in County Parks. And, we have made a difference. We have acquired park land that will serve countless future generations including Willis Tucker Community Park, the Martha Lake Airport Community Park, and Paine Field Community Park. This list includes $40 million of County and City Conservation Futures Acquisitions. We have developed recreation areas, examples of which include Lundeen Park, the Centennial Trail, Darrington Community Park, and Forsgren Park. And, we have made contributions to city park development such as Heritage Park in Stanwood, Strawberry Fields in Marysville, Maltby Park and the Snohomish Skateboard Park.

- When I came into office in 1992, the Solid Waste Division was a program full of operational and financial concerns. By the middle of the decade, the County faced legal challenges from the City of Everett. Today the picture is completely different. Solid Waste disposal fees remain unchanged since 1993. Our issues with Everett have been resolved. Next month, we will open a brand new transfer station near Paine Field. And, next year, a rebuilt and expanded Southwest Station will open in Mountlake Terrace. Together with the Arlington Station, these facilities will provide capacity for fast, efficient service to our citizens for more than twenty years into the future.

- The beginning of this administration coincided with the last gas tax increase for local communities, and we have spent this money wisely in enhancing the transportation infrastructure. These local funds have been well leveraged to fund over $350 million in transportation projects. The County has been second to none in capitalizing on funding opportunities and key partnerships to construct major urban corridor projects.

- On preservation of our 1660 miles of roads alone we have re-paved almost 1500 miles over this period and we have reduced the miles of gravel roads from 147 down to 15 miles; we are now responsible for about 120 signals, vs. 60 in 1992. Our improvements have provided capacity, improved safety, and kept our system in excellent condition.

- We have celebrated diversity in countless and effective manners. The annual celebration of Martin Luther King's birthday, which we have celebrated for twelve years now, has become an important community event which helps us teach the young how diversity is this country's strongest feature.

- Working closely with the City of Everett, we have made our relationship with Boeing a model of public private cooperation. I can honestly tell you that, whatever decisions Boeing makes, local government will only be in their plus column.

- Over the past 12 years, Snohomish County has become a more significant player in the increasingly important regional efforts underway in transportation, in environmental protection, and in international trade. In the years ahead, this regional partnership will help us achieve the prosperity that we seek as a County and the economic security which the individuals and families of this County desire.

Challenges for the Future

Today we can, and should, take pride in our accomplishments, but as Snohomish County did 12 years ago and as we always will, we face new challenges and have new opportunities that will call upon our talents, our determination and our vision. Allow me to briefly outline some of the big things I see upon the horizon:

- **Maintaining the livability of Snohomish County.** As we grow, and as we succeed in fostering economic development, we put pressure on the very things that make Snohomish County a great place to live and work. How will we protect our farms, our forests, and our streams? How will we pay for the roads, parks, schools, and other infrastructure that will make it possible?

- **Maintaining Public Safety.** The jail expansion will help Snohomish County cope with the problems of the criminal justice system, but it will not solve them. How will we roll back the unfunded mandates? How will

we invest in the human services, drug treatment, and family support that are the most fundamental means of helping people succeed and thus of preventing crime? How do we use our resources more efficiently?

- **Regional Partnerships and Economic Development.** The world is more interconnected than ever. Like it or not, we are part of a global economy. We are not just Snohomish County—we are the entire Puget Sound region. How do we maintain and diversify our economic base? How do we connect Snohomish County to the larger world? How do we connect to the Puget Sound region?

- **An Ethic of Inclusiveness.** With each passing year, Snohomish County grows in diversity and we are enriched by it. How must we change to respond to our changing community? How do we welcome a new generation of Americans? How do we make sure that Snohomish County government represents ALL of Snohomish County?

Closing Comments

As I conclude my final Snohomish County budget address, my overwhelming emotion is one of heartfelt appreciation to the many citizens and employees who make the system work. The successes of this administration were dependent upon the constructive efforts of rank and file public employees – public servants who care about what this government stands for. These achievements were often tightly linked to specific County communities because we have many hundreds of County volunteers whose joy it has been to see their community prosper. I offer my deep thanks to the elected department heads and appointed senior managers who have helped plan and implement many of our initiatives. And, yes, my deep appreciation extends to this County Council, and other former council members for their distinguished service to this County. We can be proud of what we have accomplished together.

In a year in which many local and state governments have had to make major cuts to fundamental programs, I am proud that Snohomish County will, through thoughtful and strategic planning, be able to continue to provide ongoing funding for fundamental County services.

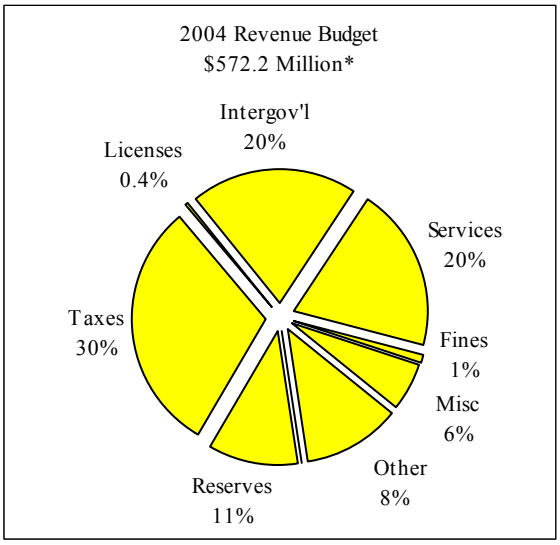
The nature of this wonderful system of government – based on a balance of power between three branches of government – is that the Executive branch now turns the budget over to the legislative branch for their review, discussion, and amendment. I am confident that this 2004 budget package, including the financial and operational strategies it represents, will be the basis for future successes.

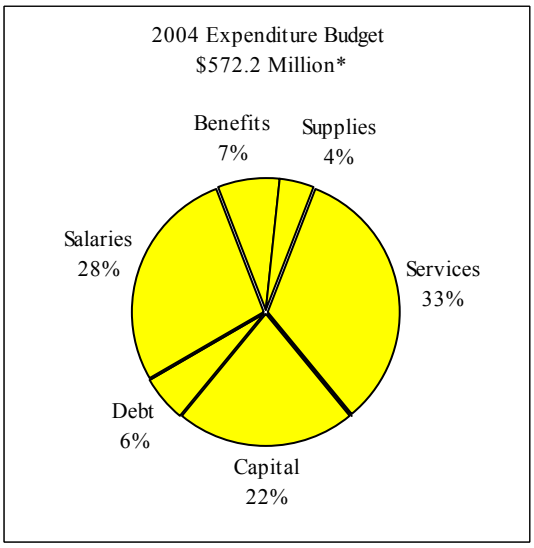
Thank you.

Robert J Drewel
County Executive

This is the completed text of the Year 2004 Budget Address
delivered by Bob Drewel on Friday, September 26, 2003.

EXHIBIT 1: CONSOLIDATED FUNDS SUMMARY
REVENUES, EXPENDITURES, AND FUND BALANCE



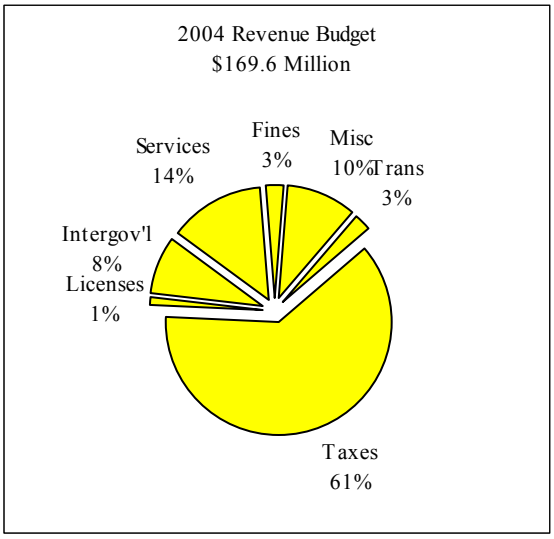


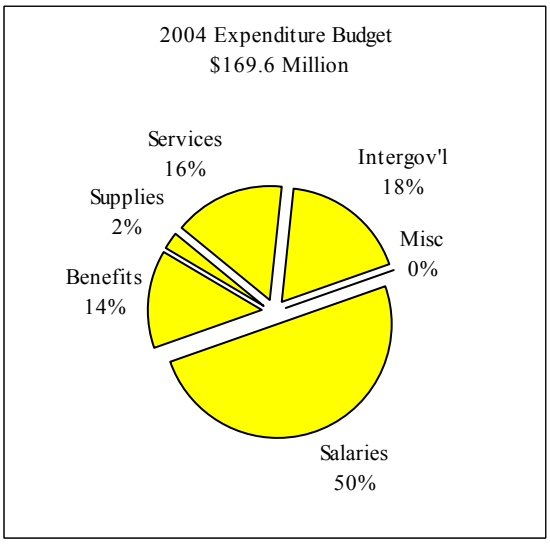
Item	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Revenues					
Taxes	$164,277,739	$168,968,729	$174,557,027	$5,588,298	3.31%
Licenses And Permits	1,774,053	1,999,761	2,213,766	214,005	10.70%
Intergovernmental Revenue	103,021,084	113,446,573	115,535,929	2,089,356	1.84%
Charges For Services	107,200,304	114,338,965	113,708,264	(630,701)	(0.55%)
Fines And Forfeits	4,506,325	4,418,559	4,648,844	230,285	5.21%
Miscellaneous Revenues	22,300,398	27,561,184	33,132,739	5,571,555	20.22%
Other Revenues	25,985,714	85,712,884	66,893,491	(18,819,393)	(21.96%)
Sub-Total Revenues	429,065,617	516,446,655	510,690,060	(5,756,595)	(1.11%)
Decrease (Increase) in Fund Balance	$22,199,132	52,347,573	61,508,232	9,160,659	17.50%
Total Revenues*	$451,264,749	$568,794,228	$572,198,292	$3,404,064	0.60%
Expenditures					
Salaries And Wages	$144,163,529	$151,845,558	$157,632,421	$5,786,863	3.67%
Personal Benefits	33,838,830	37,495,680	42,175,680	4,680,000	11.10%
Supplies	17,712,542	27,271,440	23,731,701	(3,539,739)	(14.92%)
Other Services & Charges	149,292,102	183,833,655	191,610,635	7,776,980	4.06%
Capital Outlays	76,845,297	138,141,737	124,558,747	(13,582,990)	(10.90%)
Debt	29,412,449	30,206,158	32,489,108	2,282,950	7.03%
Total Expenditures*	$451,264,749	$568,794,228	$572,198,292	$3,404,064	0.60%

*Interfund Transfers and Interfund Payments that are eliminated in the detail above to provide a "Consolidated" County Statement. In effect, transactions within the County which increase total overall revenues and expenses are eliminated. The effect of eliminating these transactions is shown below.

Total Expenditures/Revenues	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Before elimination of Interfund Transactions	$533,968,602	$662,685,411	$665,210,178	$1,427,402	0.22%
After elimination of Interfund Transactions	$451,264,749	$568,794,228	$572,198,292	$2,464,931	0.43%
Net Effect of Elimination	$82,703,853	$93,891,183	$93,011,886	($1,037,529)	NA

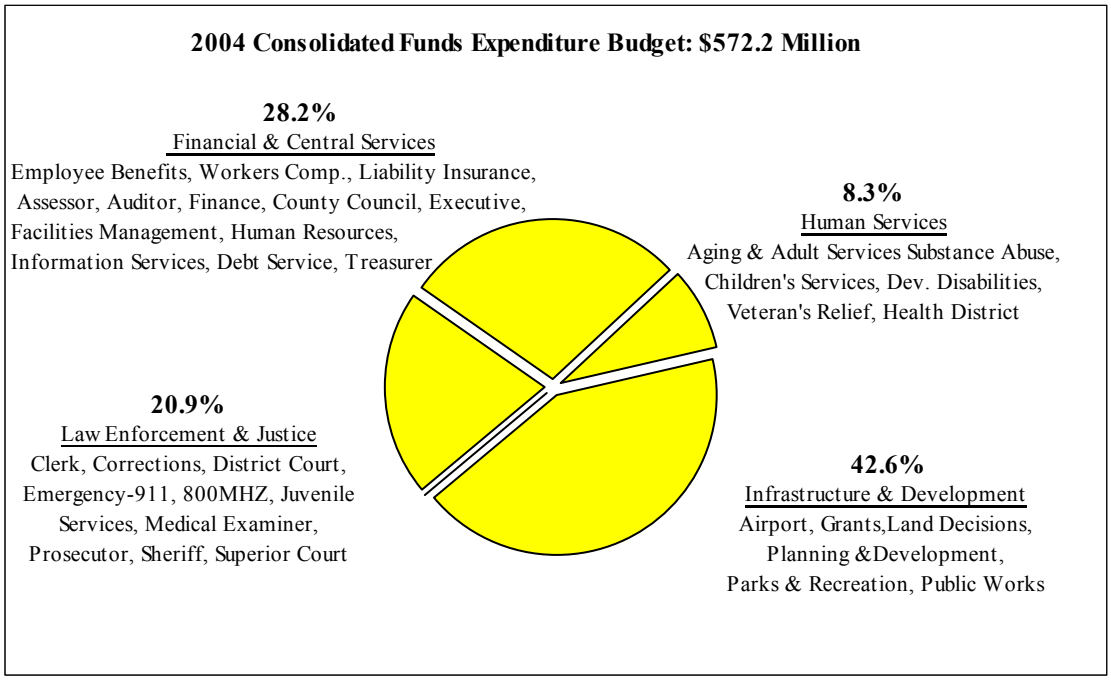
EXHIBIT 2: GENERAL FUND REVENUES, EXPENDITURES, AND FUND BALANCE





Item	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Revenues					
Taxes	$97,379,239	$100,269,958	$103,996,216	$3,726,258	3.72%
Licenses And Permits	1,774,053	1,999,761	2,213,766	214,005	10.70%
Intergovernmental Revenue	13,147,947	11,933,986	13,903,550	1,969,564	16.50%
Charges For Services	21,062,695	21,993,263	23,507,025	1,513,762	6.88%
Fines And Forfeits	4,291,646	4,162,311	4,287,949	125,638	3.02%
Miscellaneous Revenues	11,685,769	11,757,819	11,437,645	(320,174)	(2.72)%
Non-Revenues	491,503	516,139	660,594	144,455	27.99%
Disposition Of Fixed Assets	0	190	190	0	0.00%
Operating Transfers In	4,215,789	3,470,332	4,419,079	948,747	27.34%
Sub-Total Revenues	154,048,641	156,103,759	164,426,014	8,322,255	5.33%
Decrease in Fund Balance	5,158,324	9,052,833	5,177,902	(3,874,931)	(42.80)%
Total Revenues	$159,206,965	$165,156,592	$169,603,916	$4,447,324	2.69%
Expenditures					
Salaries And Wages	$79,998,984	$82,360,111	$85,270,813	$2,910,702	3.53%
Personal Benefits	19,227,456	21,098,266	23,607,557	2,509,291	11.89%
Supplies	4,016,294	3,492,148	3,768,320	276,172	7.91%
Other Services & Charges	25,413,216	27,240,457	26,753,917	(486,540)	(1.79)%
Intergovernmental Services	13,265,577	10,853,585	8,896,903	(1,956,682)	(18.03)%
Capital Outlays	381,276	411,843	43,777	(368,066)	(89.37)%
Interfund Payments	16,904,162	19,700,182	21,262,629	1,562,447	7.93%
Total Expenditures	$159,206,965	$165,156,592	$169,603,916	$4,447,324	2.69%

EXHIBIT 3: EXPENDITURES BY MAJOR PROGRAM TYPE



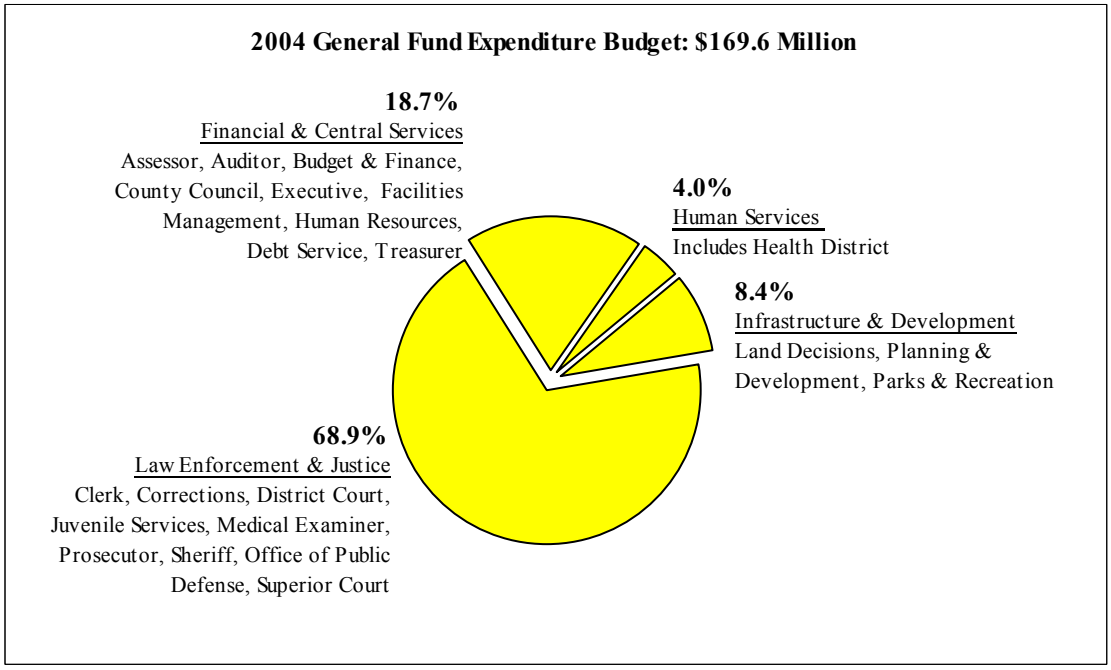
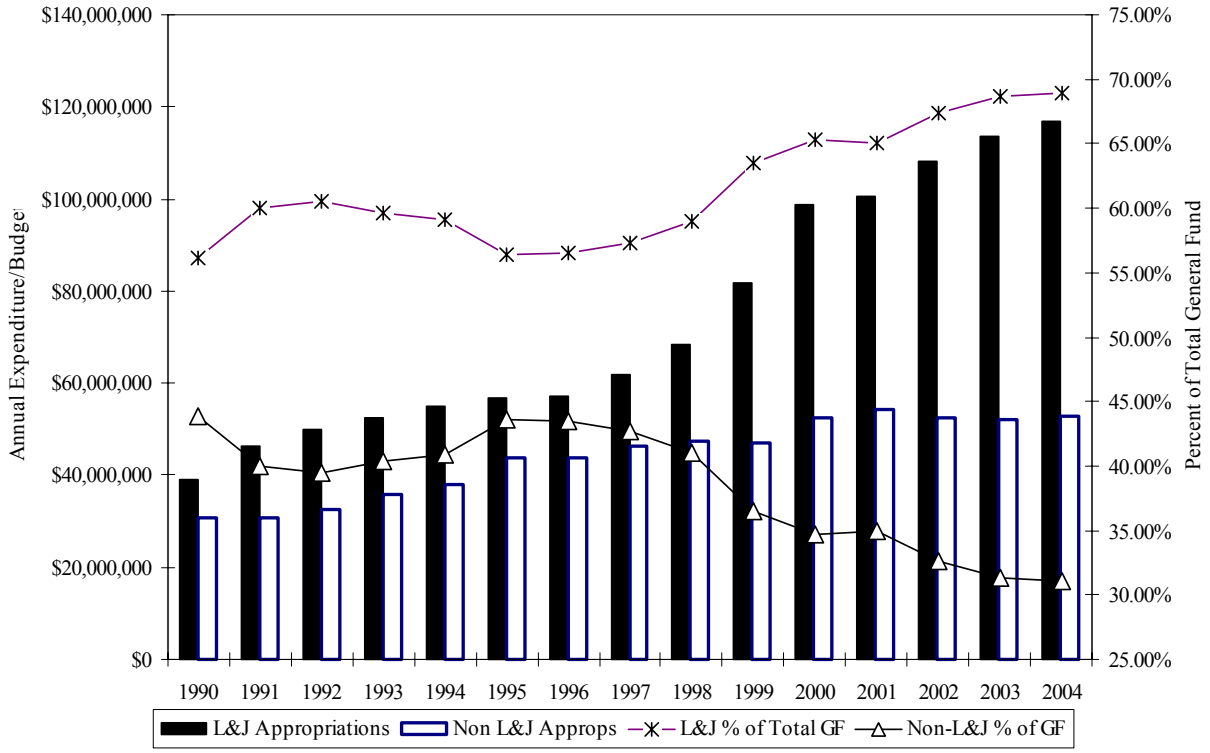
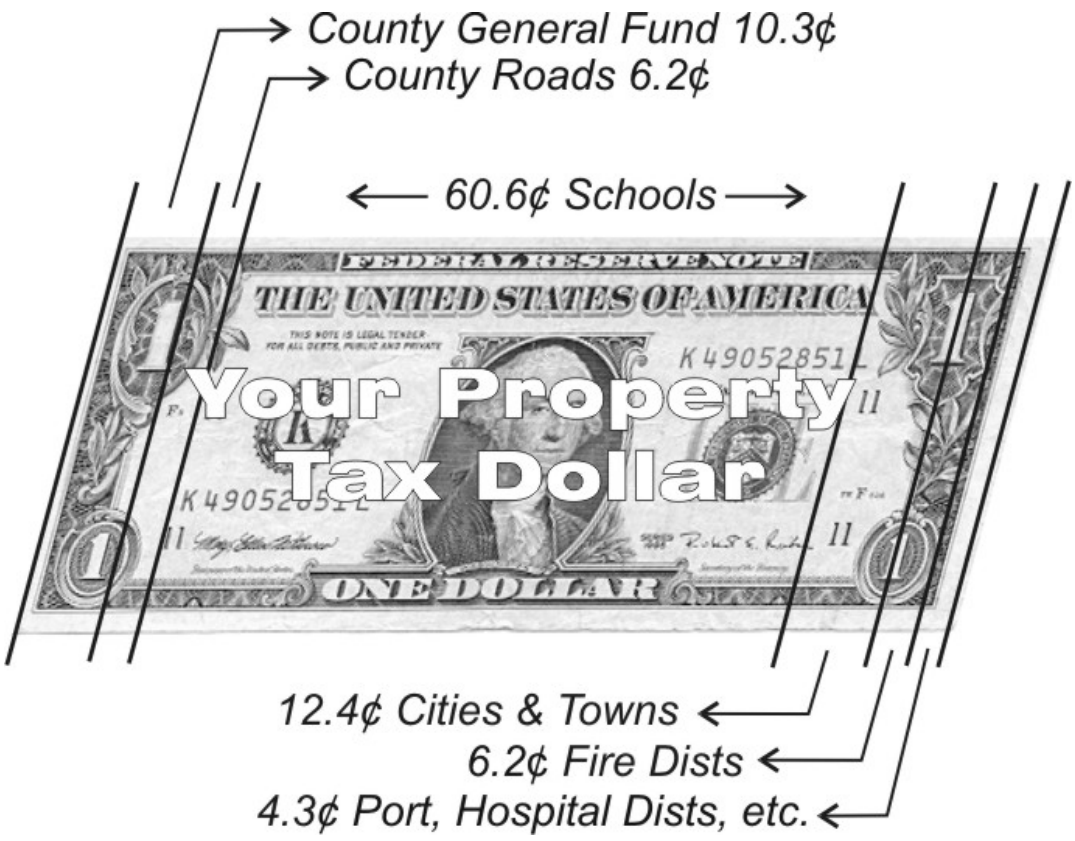


EXHIBIT 4: GENERAL FUND L&J AND NON-L&J APPROPRIATIONS 1990 – 2004



This chart tracks the change in law and justice appropriations as well as non-law and justice appropriations by the County General Fund between the years of 1990 and 2004. It includes both the amount appropriated to the respective departments in each group as well as the percentage of the total General Fund appropriation that the group represents.

EXHIBIT 5: DISTRIBUTION OF PROPERTY TAX DOLLAR



This exhibit shows the portion of property tax dollars different governmental entities receive. Snohomish County receives 16.5%, broken into two parts:

1.) A 10.3% share paid by all County residents. This finances regional services such as the court system, jail, prosecutors, elections, treasurer, medical examiner, and regional parks.
2.) A 6.2% share paid by residents who live in unincorporated areas of the County for repair, maintenance, and construction of roads, bridges, and other forms of surface transportation.

The source for this information was the Snohomish County Assessor's Annual Report for 2003 Taxes.

EXHIBIT 6: HISTORICAL BUDGET COMPARISON BY DEPARTMENT

Department	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Executive	1,823,591	1,918,443	1,840,918	(77,525)	(4.04%)
Legislative	2,522,315	2,472,778	2,506,994	34,216	1.38%
Land Decisions	215,843	241,255	264,311	23,056	9.56%
Hearing Examiner	370,223	421,486	455,830	34,344	8.15%
Legislative/Executive	4,931,972	5,053,962	5,068,053	14,091	0.28%
Superior Court	5,976,754	6,093,283	6,681,978	588,695	9.66%
District Court	6,459,420	6,567,653	6,843,601	275,948	4.20%
Judicial	12,436,174	12,660,936	13,525,579	864,643	6.83%
Sheriff	35,476,179	37,885,571	40,473,879	2,588,308	6.83%
Prosecuting Attorney	14,639,052	15,636,537	16,062,913	426,376	2.73%
Office of Public Defense	4,020,491	4,238,884	4,208,009	(30,875)	(0.73%)
Medical Examiner	1,436,627	1,569,019	1,652,073	83,054	5.29%
Juvenile Services	14,341,781	15,614,625	16,975,520	1,360,895	8.72%
Clerk	5,358,129	5,979,758	6,331,188	351,430	5.88%
Corrections	24,972,034	23,522,966	25,790,252	2,267,286	9.64%
Law Enforcement	100,244,293	104,447,360	111,493,834	7,046,474	6.75%
Human Services	16,398,137	18,934,421	20,510,531	1,576,110	8.32%
Planning	27,001,883	43,645,691	47,489,780	3,844,089	8.81%
Parks And Recreation	24,496,888	27,983,007	31,305,499	3,322,492	11.87%
Pass-Through Grants	25,044,894	30,790,256	35,115,781	4,325,525	14.05%
Other Community Services	92,941,802	121,353,375	134,421,591	13,068,216	10.77%
County Road	83,562,555	103,510,865	90,261,084	(13,249,781)	(12.80%)
River Management	752,547	1,695,822	1,626,373	(69,449)	(4.10%)
Grant Control	14,265	33,300	16,637	(16,663)	(50.04%)
Public Works Facility Construction	60,553	1,466,459	2,000,989	534,530	36.45%
Transportation Mitigation	6,927,967	11,950,365	7,125,064	(4,825,301)	(40.38%)
Solid Waste Management	54,131,644	60,951,424	54,584,297	(6,367,127)	(10.45%)
Surface Water Management	16,265,725	13,744,337	14,594,491	850,154	6.19%
Equipment Rental and Revolving	12,415,716	18,880,348	19,739,862	859,514	4.55%
Pit and Quarries	412,650	601,247	467,308	(133,939)	(22.28%)
Public Works	174,543,622	212,834,167	190,416,105	(22,418,062)	(10.53%)
Airport	14,185,970	12,878,127	12,938,691	60,564	0.47%
Airport	14,185,970	12,878,127	12,938,691	60,564	0.47%
Assessor	5,490,997	5,768,615	6,250,116	481,501	8.35%
Auditor	10,576,477	6,675,536	7,182,693	507,157	7.60%
Budget & Finance	9,377,880	10,597,402	10,718,673	121,271	1.14%
Human Resources	25,282,922	25,813,745	34,770,642	8,956,897	34.70%
Information Services	14,122,370	21,155,521	18,005,605	(3,149,916)	(14.89%)
Facilities Management	19,221,105	72,074,855	69,686,248	(2,388,607)	(3.31%)
Treasurer	2,722,004	3,032,503	3,138,195	105,692	3.49%
Administrative Services	86,793,755	145,118,177	149,752,172	4,633,995	3.19%
Nondepartmental	28,307,136	33,232,604	28,833,206	(4,399,398)	(13.24%)
Debt Service	19,583,874	22,575,990	23,658,284	1,082,294	4.79%
Other	47,891,010	55,808,594	52,491,490	(3,317,104)	(5.94%)
Grand Total	533,968,598	670,154,698	670,107,515	(47,183)	(0.01%)

*The grand total reflects all recommended appropriations. Exhibit I nets fund balance for all Funds into one line item. This report does not. Included in this report are items which are an expense to more than one fund. For example, employee health benefits are an expense to all funds that have employees as well as an expense for the Insurance Fund which is an internal service fund which pays our vendors. Exhibit 1 excludes this double counting.

EXHIBIT 7: DEPARTMENT 2004 BUDGET BY FUND SOURCE

Item	2004 Budget/Adj *	General Fund	REET	Special Revenue	Enterprise	Internal Service	Other Funds
Executive	1,840,918	1,840,918	0	0	0	0	0
Legislative	2,506,994	2,506,994	0	0	0	0	0
Land Decisions	264,311	264,311	0	0	0	0	0
Hearing Examiner	455,830	455,830	0	0	0	0	0
Legislative/Executive	5,068,053	5,068,053	0	0	0	0	0
Superior Court	6,681,978	6,681,978	0	0	0	0	0
District Court	6,843,601	6,843,601	0	0	0	0	0
Judicial	13,525,579	13,525,579	0	0	0	0	0
Sheriff	40,473,879	37,866,537	0	2,607,342	0	0	0
Prosecuting Attorney	16,062,913	11,493,728	0	3,504,614	0	1,064,571	0
Office of Public Defense	4,208,009	4,208,009	0	0	0	0	0
Medical Examiner	1,652,073	1,652,073	0	0	0	0	0
Juvenile Services	16,975,520	12,534,590	0	4,440,930	0	0	0
Clerk	6,331,188	6,331,188	0	0	0	0	0
Corrections	25,790,252	25,112,519	0	677,733	0	0	0
Law Enforcement	111,493,834	99,198,644	0	11,230,619	0	1,064,571	0
Human Services	20,510,531	3,669,312	0	16,841,219	0	0	0
Planning	47,489,780	3,844,316	0	43,645,464	0	0	0
Parks And Recreation	34,857,132	7,967,609	3,551,633	16,627,448	0	0	6,710,442
Pass-Through Grants	35,115,781	0	0	35,115,781	0	0	0
Other Community Services	137,973,224	15,481,237	3,551,633	112,229,912	0	0	6,710,442
County Road	90,261,084	0	0	90,261,084	0	0	0
River Management	2,216,301	0	589,928	1,626,373	0	0	0
Grant Control	16,637	0	0	16,637	0	0	0
Public Works Facility Construction	2,000,989	0	0	2,000,989	0	0	0
Transportation Mitigation	7,125,064	0	0	7,125,064	0	0	0
Solid Waste Management	54,584,297	0	0	0	54,584,297	0	0
Surface Water Management	17,504,563	0	2,910,072	0	14,594,491	0	0
Equipment Rental and Revolving	19,739,862	0	0	0	0	19,739,862	0
Pit and Quarries	467,308	0	0	0	0	467,308	0
Public Works	193,916,105	0	3,500,000	101,030,147	69,178,788	20,207,170	0
Airport	12,938,691	0	0	0	12,938,691	0	0
Airport	12,938,691	0	0	0	12,938,691	0	0
Assessor	6,250,116	6,250,116	0	0	0	0	0
Auditor	7,182,693	6,242,135	0	940,558	0	0	0
Budget & Finance	10,718,673	3,416,091	0	0	0	7,302,582	0
Human Resources	34,770,642	1,841,121	0	0	0	32,929,521	0
Information Services	18,005,605	0	0	0	0	17,963,267	42,338
Facilities Management	71,293,728	6,789,371	1,607,480	0	0	0	62,896,877
Treasurer	3,138,195	3,138,195	0	0	0	0	0
Administrative Services	151,359,652	27,677,029	1,607,480	940,558	0	58,195,370	62,939,215
Nondepartmental	20,174,093	8,653,374	5,310,166	6,210,553	0	0	0
Debt Service	23,658,284	0	0	0	0	0	23,658,284
Other	43,832,377	8,653,374	5,310,166	6,210,553	0	0	23,658,284
Grand Total**	670,107,515	169,603,916	13,969,279	231,641,789	82,117,479	79,467,111	93,307,941

* Note: Department budget are increased by the amount of REET dollars the department programs have been allocated.

**The grand total reflects all appropriations including items funded by fund balance or funded by multiple funds.

EXHIBIT 8: FIVE YEAR GENERAL FUND PROJECTION

REVENUES:	Modified Budget 2003	Budget 2004	Projected 2005	Projected 2006	Projected 2007	Projected 2008	Projected 2009	Growth Rate
Use of Fund Balance	$9,052,833	$ 5,177,902	1,196,039	1,794,200	1,847,846	1,896,634	1,946,782	1.0%
Taxes	100,269,958	$ 103,996,216	108,776,065	113,747,107	118,606,992	123,351,271	128,285,322	4.0%
Licenses & Permits	1,999,761	$ 2,213,766	2,324,454	2,440,677	2,562,711	2,690,846	2,825,389	5.0%
Intergovernmental	11,933,986	$ 13,903,550	14,320,657	14,750,276	15,192,784	15,648,568	16,118,025	3.0%
Charges for Service	21,993,263	$ 23,507,025	24,282,376	25,496,495	26,771,320	28,109,886	29,515,380	5.0%
Fines & Forfeits	4,162,311	$ 4,287,949	4,502,346	4,727,464	4,963,837	5,212,029	5,472,630	5.0%
Miscellaneous	12,273,958	$ 11,437,645	12,493,840	13,406,014	14,116,532	14,864,709	15,652,538	5.3%
Interfund Transfers	3,470,522	$ 5,079,863	4,404,452	4,492,541	4,582,392	4,674,040	4,767,521	2.0%
REVENUE TOTAL	165,156,592	169,603,916	172,300,230	180,854,774	188,644,414	196,447,983	204,583,587	na
EXPENDITURES:								
Salaries & Wages	82,360,111	85,270,813	86,091,545	87,361,395	89,545,430	91,784,065	94,078,667	2.5%
Personnel Benefits	21,098,266	23,607,557	25,462,644	27,760,212	28,870,620	30,025,445	31,226,463	4.0%
Supplies	3,492,148	3,768,320	3,804,590	3,899,705	3,997,197	4,097,127	4,199,556	2.5%
Other Services & Charges	27,240,457	25,734,057	27,848,927	28,085,653	28,787,795	29,507,490	30,245,177	2.5%
Net Additional Jail Expenditures	-	-	2,330,808	3,103,673	3,181,265	3,260,797	3,342,317	2.5%
Intergovt'l Charges	8,230,508	8,896,903	9,119,326	9,347,309	9,580,991	9,820,516	10,066,029	2.5%
Capital Outlays & Campus Redevelopment	3,374,843	1,063,637	3,074,273	3,105,016	3,136,066	3,167,427	3,199,101	1.0%
Interfund Payments	19,700,182	21,262,629	21,687,882	22,121,639	22,564,072	23,015,353	23,475,661	2.0%
EXPENDITURE TOTAL	165,156,592	169,603,916	179,419,994	184,784,602	189,663,437	194,678,221	199,832,970	n/a
FUND BALANCE CHANGE:								
Revenues - Expenditures	0	0	(7,119,765)	(3,929,828)	(1,019,023)	1,769,762	4,750,617	

This table represents a high level projection of Snohomish County General Fund revenue and expense.

- The projection assumes that the regional economy stabilizes, but does not significantly improve, in 2004, and that a modest recovery begins in 2005.
- In general, the projection does not reflect specific strategic plans or trend changes occurring on a year-by-year basis.
- The model assumes reductions of staffing, supplies, and other service of 1.5% in 2005 most of which will be achieved through the administrative efficiency recommendations set in motion with the 2004 budget. It assumes 1% reductions in 2006, however these reductions may not be necessary if the economy strengthens by 2006 beyond the modest assumptions in the model.
- Future year "Use of Fund Balance" is based upon an assumption at 1.0% of prior year appropriated expenditures.
- The projection assumes a 3% pension contribution increase occurs in the State fiscal year ending 6/30/2006.
- The projection shows that the County's General Fund is financially vulnerable to significant changes in revenue or expenditure levels. Rapid expansion of expenditures due to inflation, unfunded mandates, or new commitments would force reductions in other planned expenditures or create deficits.

EXHIBIT 9: STAFFING CHANGES BY DEPARTMENT

Department	2002 Budget	2003 Budget	2004 Budget	# Change '02 Budget	# Change '03 Budget	% Change 03 Budget
Executive	16.000	16.000	15.000	-1.000	-1.000	(6.25%)
Legislative	20.900	21.900	21.900	1.000	0.000	0.00%
Land Decisions	2.875	2.875	3.000	0.125	0.125	4.35%
Hearing Examiner	3.750	3.750	3.750	0.000	0.000	0.00%
Legislative/Executive	43.525	44.525	43.650	0.125	-0.875	(1.97%)
Superior Court	57.000	58.000	58.000	1.000	0.000	0.00%
District Court	87.000	83.000	83.000	-4.000	0.000	0.00%
Judicial	144.000	141.000	141.000	-3.000	0.000	0.00%
Sheriff	316.000	323.000	334.000	18.000	11.000	3.41%
Prosecuting Attorney	171.000	171.000	171.000	0.000	0.000	0.00%
Office of Public Defense	6.500	6.500	6.500	0.000	0.000	0.00%
Medical Examiner	13.000	13.500	13.500	0.500	0.000	0.00%
Juvenile Services	180.850	182.350	178.600	-2.250	-3.750	(2.06%)
Clerk	83.300	83.300	84.300	1.000	1.000	1.20%
Corrections *	263.600	276.600	276.600	13.000	0.000	0.00%
Law Enforcement	1034.250	1056.250	1064.500	30.250	8.250	0.78%
Human Services	136.013	139.113	139.375	3.363	0.262	0.19%
Planning	217.129	197.425	206.600	-10.529	9.175	4.65%
Parks And Recreation	71.600	69.600	69.100	-2.500	-0.500	(0.72%)
Other Community Services	424.741	406.138	415.075	-9.666	8.937	2.20%
Public Works	674.250	658.250	655.250	-19.000	-3.000	(0.46%)
Public Works	674.250	658.250	655.250	-19.000	-3.000	(0.46%)
Airport	46.000	47.000	47.000	1.000	0.000	0.00%
Airport	46.000	47.000	47.000	1.000	0.000	0.00%
Assessor	71.000	69.850	69.850	-1.150	0.000	0.00%
Auditor	48.000	48.000	48.000	0.000	0.000	0.00%
Finance	39.875	39.875	39.875	0.000	0.000	0.00%
Human Resources	21.500	21.000	20.500	-1.000	-0.500	(2.38%)
Information Services	97.500	102.500	105.500	8.000	3.000	2.93%
Facilities Management	39.000	38.300	39.000	0.000	0.700	1.83%
Treasurer	33.000	32.500	32.500	-0.500	0.000	0.00%
Administrative Services	349.875	352.025	355.225	5.350	3.200	0.91%
Nondepartmental * **	2.000	3.000	-1.500	-3.500	-4.500	(150.00%)
Other	2.000	3.000	-1.500	-3.500	-4.500	(150.00%)
Grand Total	2718.641	2708.188	2720.200	1.559	12.012	0.44%

* Corrections 2003 Budget includes five positions authorized for Corrections, but placed in the nondepartmental law and justice contingent account.

** The 2004 budget assumes General Fund administrative efficiencies including the reduction of six positions effective October 1, 2004. These reductions have been initially classified as Nondepartmental.

EXHIBIT 10: BUDGET COMPARISON BY FUND

Fund	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
General Governmental					
General Fund	159,206,966	165,156,592	169,603,916	4,447,324	2.69%
General Fund	159,206,966	165,156,592	169,603,916	4,447,324	2.69%
Special Revenue Funds	44,983	96,600	93,050	(3,550)	(3.67%)
County Road	83,562,555	103,510,865	90,261,084	(13,249,781)	(12.80%)
River Management	752,547	1,695,822	1,626,373	(69,449)	(4.10%)
Revenue Stabilization	869,904	0	0	0	0.00%
Corrections Commissary	558,706	633,733	677,733	44,000	6.94%
Convention and Performing Arts	989,500	1,989,517	2,170,466	180,949	9.10%
Crime Victims/Witness	270,760	333,824	563,643	229,819	68.84%
Human Services Programs	38,571,083	46,302,226	51,907,469	5,605,243	12.11%
Grant Control	8,179,894	12,194,986	12,101,088	(93,898)	(0.77%)
Search and Rescue Helicopter	23,000	2,000	152,000	150,000	7500.00%
Sheriff Drug Buy	510,550	554,100	778,500	224,400	40.50%
Arson Investigation and Equipment	515	9,300	2,345	(6,955)	(74.78%)
US Department of HUD Grants	6,982,883	19,999,948	22,166,189	2,166,241	10.83%
Housing Trust	122,984	1,638,176	1,121,485	(516,691)	(31.54%)
Emergency Services Communication System	2,880,394	4,572,933	4,468,801	(104,132)	(2.28%)
Evergreen Fairground Cum Reser	727,384	987,412	998,559	11,147	1.13%
Conservation Futures Tax Fund	2,806,726	13,402,412	13,356,267	(46,145)	(0.34%)
Auditor's O&M	289,155	563,961	679,534	115,573	20.49%
Public Works Facility Construction	60,553	1,466,459	2,000,989	534,530	36.45%
Elections Equipment Cumulative Reserve	4,701,779	215,000	253,074	38,074	17.71%
Snohomish County Tomorrow Cum Reserve	87,975	118,787	128,553	9,766	8.22%
Real Estate Excise Tax Fund	11,343,587	12,981,038	13,969,279	988,241	7.61%
Transportation Mitigation	6,927,967	11,950,365	7,125,064	(4,825,301)	(40.38%)
Community Development	13,878,575	14,935,890	16,579,421	1,643,531	11.00%
Boating Safety	79,638	90,000	90,000	0	0.00%
Antiprofiteering Revolving	3	97,503	92,580	(4,923)	(5.05%)
Parks Mitigation	3,051,784	1,734,467	1,834,022	99,555	5.74%
Fair Sponsorships and Donation	380,012	413,500	413,500	0	0.00%
Special Revenue Funds	188,655,396	252,490,824	245,611,068	(6,879,756)	(2.72%)
RID 13 Long Term Debt	60	7,600	0	(7,600)	(100.00%)
RID 11A Assessment	0	2,400	0	(2,400)	(100.00%)
Limited Tax Debt Service	18,840,717	21,803,990	23,317,074	1,513,084	6.94%
Road Improvement District 24	743,097	762,000	341,210	(420,790)	(55.22%)
Debt Service Funds	19,583,874	22,575,990	23,658,284	1,082,294	4.79%
Capital Projects	12,387,685	62,316,627	64,434,709	2,118,082	3.40%
Parks Construction Fund	9,933,042	3,617,078	6,710,442	3,093,364	85.52%
Facility Construction Fund	1,171,244	1,446,252	(1,939,644)	(3,385,896)	(234.12%)
Elevator Construction	380	0	4,217	4,217	100.00%
Data Processing Capital	1,306,842	3,315,981	42,338	(3,273,643)	(98.72%)
Facillities Improvements	220,479	190,145	341,480	151,335	79.59%
Construction Projects	621,000	1,920,500	56,115	(1,864,385)	(97.08%)
Capital Project Funds	25,640,672	72,806,583	69,649,657	(3,156,926)	(4.34%)
Governmental Total	393,086,908	513,029,989	508,522,925	(4,507,064)	(0.88%)
Proprietary Funds					
Solid Waste Management	54,131,644	60,951,424	54,584,297	(6,367,127)	(10.45%)
Airport	14,185,970	12,878,127	12,938,691	60,564	0.47%
Surface Water Management	16,265,725	13,744,337	14,594,491	850,154	6.19%
Enterprise Funds	84,583,339	87,573,888	82,117,479	(5,456,409)	(6.23%)
Equipment Rental and Revolving	12,415,716	18,880,348	19,739,862	859,514	4.55%
Information Services	12,815,528	17,839,540	17,963,267	123,727	0.69%
Snohomish County Insurance	7,572,477	8,737,535	8,565,333	(172,202)	(1.97%)
Pit and Quarries	412,650	601,247	467,308	(133,939)	(22.28%)
Employee Benefit Trust	23,081,984	23,492,151	32,731,341	9,239,190	39.33%
Internal Service Funds	56,298,355	69,550,821	79,467,111	9,916,290	14.26%
Proprietary Total	140,881,694	157,124,709	161,584,590	4,459,881	2.84%
Grand Total *(see note on Exhibit 6)*	533,968,602	670,154,698	670,107,515	(47,183)	(0.01%)

EXHIBIT 11: 2004-2009 CAPITAL IMPROVEMENT PROGRAM SUMMARY

CAPITAL EXPENDITURES BY CATEGORY & TYPE

Category	2004	2005	2006	2007	2008	2009	6 Yr Total
Governmental Facilities	35,868,046	20,481,300	14,962,300	2,416,250	960,000	-	74,687,896
Governmental Equipment	3,683,974	2,267,877	1,708,320	3,057,544	4,960,465	3,620,364	19,298,544
Parks and Recreation - Land and Facilities	30,371,218	7,302,777	4,493,205	3,823,045	3,829,729	4,234,015	54,053,989
Law Enforcement Facilities	56,503,500	-	-	-	-	-	56,503,500
Debt Service and Reserves	9,602,777	7,771,727	6,350,863	6,102,524	5,689,918	5,690,218	41,208,027
Transportation – Facilities	37,872,000	43,967,000	42,286,000	30,624,000	30,763,000	27,001,000	212,513,000
Surface Water – Facilities	7,032,701	5,919,969	5,948,381	5,853,026	5,699,969	5,699,969	36,154,015
Solid Waste – Facilities	8,446,941	-	-	-	-	-	8,446,941
Airport – Facilities	2,825,000	7,905,000	26,655,000	20,655,000	24,655,000	16,655,000	99,350,000
Total: All Items	**192,206,157**	**95,615,650**	**102,404,069**	**72,531,389**	**76,558,081**	**62,900,566**	**602,215,912**

CAPITAL EXPENDITURES BY REVENUE SOURCE

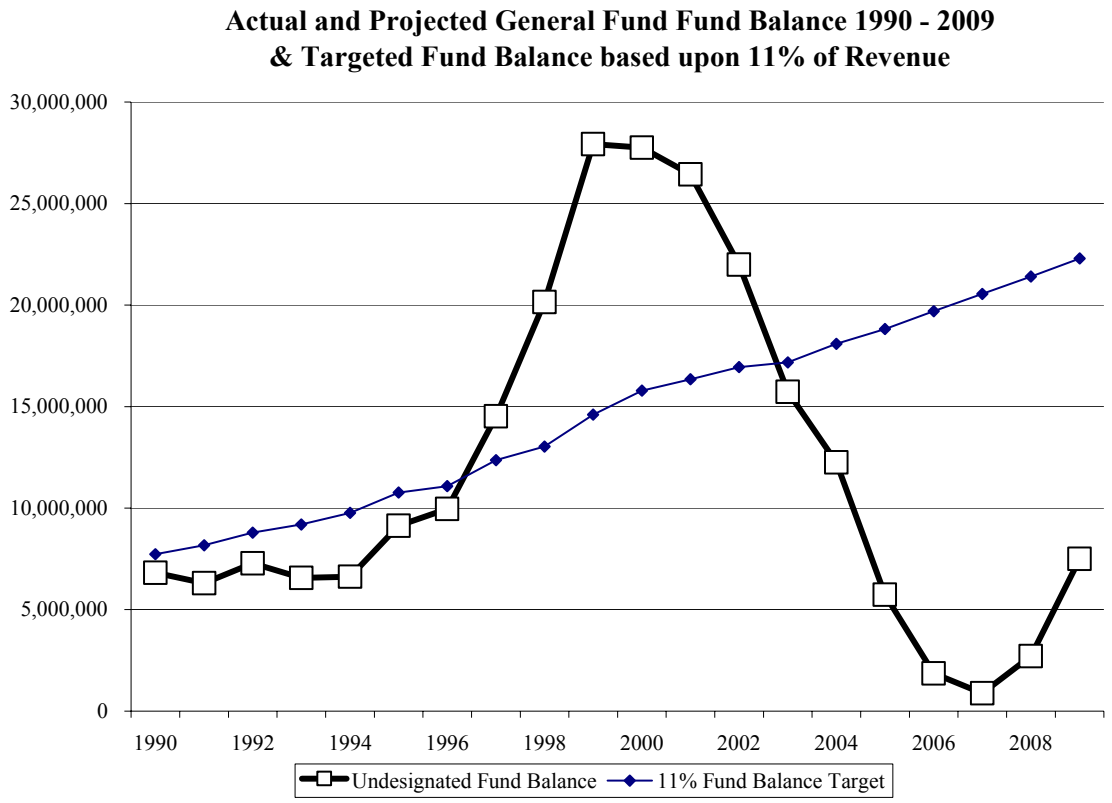
Fund Source	2004	2005	2006	2007	2008	2009	Total
Airport Fund	$ 1,342,500	$ 1,812,500	$ 1,362,500	$ 1,562,500	$ 1,522,500	$ 1,362,500	$ 8,965,000
Bond Proceeds	99,192,432	5,977,436	20,500,000	17,000,000	17,800,000	6,000,000	166,469,868
Conservation Futures	2,900,000	-	-	-	-	-	2,900,000
County Road	19,719,211	22,731,000	21,284,000	13,779,672	15,346,000	13,981,000	106,840,883
Transportation Grants	19,704,500	26,363,500	30,709,500	20,207,500	21,034,500	22,597,500	140,617,000
Parks Mitigation	1,546,767	1,623,796	1,447,000	1,447,500	1,450,500	1,836,500	9,352,063
REET I	7,550,936	6,026,701	5,727,270	5,478,935	5,066,329	5,066,629	34,916,800
REET II	6,418,344	5,991,997	5,283,000	5,327,996	5,313,496	5,328,503	33,663,336
Solid Waste Fund	8,446,941	-	-	-	-	-	8,446,941
SWM/River Funds	2,401,628	162,500	187,500	187,500	187,500	187,500	3,314,128
Other Funds	14,084,422	13,439,391	14,601,835	6,994,045	8,507,256	6,210,434	63,837,383
Other Grants	803,994	630,000	608,412	468,057	330,000	330,000	3,170,463
Prior Yr Appropriations	15,094,482	3,856,829	693,052	77,684	-	-	19,722,047
Total	**$199,206,157**	**$88,615,650**	**$102,404,069**	**$72,531,389**	**$76,558,081**	**$62,900,566**	**$602,215,912**

EXHIBIT 12: VOLUNTEER AND INMATE LABOR

County staff are often asked: What types of volunteer activity are contributed to the County and what is their value? They are also asked: How does the County use inmate labor and what is its value? The purpose of this exhibit is to respond to those questions. The summary does not include a total amount because the items referenced are not intended to be a complete listing. They do give a good sense of current types of volunteer work and inmate labor and their value to the County.

Department	Description of Volunteer/Contributed Labor	Estimated Annual Value
Airport	• Volunteer activities to organize, publicize, set up, clean up, and provide exhibits for the Washington Pilot's Association General Aviation Days Open House.	$5,000
Corrections	• Inmate labor used for roadside litter pick-up. • Inmate Labor from Camp Evergreen and Indian Ridge to perform maintenance tasks, including gardening, landscaping around public buildings, repairs, painting, janitorial assistance, wetland restoration work, salmon habitat restoration work, lawn mowing in County parks, and fairgrounds general maintenance. • Inmate labor used in the main jail, to perform tasks such as laundry, food service, janitorial, low-level maintenance, etc.	$12,555 $1,415,294 $314,349
Facilities Management	• Ongoing use of work release inmate labor to maintain County grounds, equivalent to 2 FTEs.	$70,209
Human Services	• Early childhood education and assistance program volunteer efforts provided by parents and other community members. • Certified volunteer long-term care ombudsmen serve persons who reside in Snohomish County long-term care facilities including nursing homes, boarding homes (assisted living), and adult family homes.	$80,000 $63,142
Parks & Recreation	• Volunteer and community hours worked throughout Parks and County Extension facilities and programs.	$1,422,120
Planning	• Historic preservation activities by volunteers, including data collection and community activities.	$3,713
Sheriff	• Sheriff's Office volunteers, who perform activities such as community education, precinct clerical work and courier services, park and ride patrol, community radar checks, disabled parking enforcement, neighborhood assistance, etc.	$569,500
Surface Water Management	• Monitoring of lakes for water quality by volunteers. • Volunteer activities by citizens and local organizations to develop a salmon conservation plan, protect marine resources, and track/report rainfall data. • Community partners volunteer support for native plant program and steward projects.	$8,000 $39,525 $345,474

EXHIBIT 13: GENERAL FUND: FUND BALANCE HISTORY



- Fund balances shown above for 1990 through 2002 represent actual General Fund undesignated fund balances at calendar year-end.
- 2003 through 2009 fund balances represent projected fund balances which reconcile with projections in Exhibit VIII: General Fund Five-Year Projection. See notes on Exhibit VIII for more background on the assumptions underlying this projection.
- Snohomish County's targeted fund balance is equal to 11% of annual fund revenues.

EXHIBIT 14: GENERAL FUND DEFICIT REDUCTION PACKAGES

As a part of the 2004 budget process, County General Fund Departments were requested to identify reductions in base budgets (amounts funded in 2003) as well as increases in revenues that will be accomplished through increased effectiveness in collection or identification of alternative sources of revenue (but not fee increases) as a means of reducing costs and allowing the County to balance the 2004 budget. 2004 Expenditure reductions include innovative efficiencies, staff reductions, changes in services levels, and tightening of operational budgets. Below are the General Fund deficit reductions offered by departments and accepted in the 2004 Executive Budget.

	2003 Adopted Budget	2004 Revenue Increases	2004 Budget Reductions	Total 2004 Deficit Reduction	Percentage of 2003 Adopted Budget
Executive	$ 1,918,443		$ 95,100	$95,100	5.0%
Council	$ 2,472,778		$-	$-	0.0%
Boundary Review Board	$241,255		$250	$ 250	0.1%
Human Services	$ 3,211,551		$ 80,216	$80,216	2.5%
Planning & Development Services	$ 3,686,871	$167,851	$ 105,248	$273,099	7.4%
Hearing Examiner	$421,486		$ 5,000	$5,000	1.2%
Parks	$ 7,798,038	$109,050	$ 81,177	$190,227	2.4%
Assessor	$ 5,768,615		$300	$ 300	0.0%
Auditor	$ 5,890,075	$132,300	$ 157,436	$289,736	4.9%
Finance	$ 3,342,165		$ 74,520	$74,520	2.2%
Human Resources	$ 1,931,788		$ 108,396	$108,396	5.6%
Nondepartmental	$ 12,678,633		$ 527,703	$527,703	4.2%
Facilities	$ 6,201,331		$ 93,374	$93,374	1.5%
Treasurer	$ 3,032,503		$ 11,100	$11,100	0.4%
District Court	$ 6,567,653		$ 9,000	$9,000	0.1%
Sheriff	$ 36,003,879		$ 653,542	$653,542	1.8%
Prosecuting Attny	$ 11,355,985	$118,966	$ 263,849	$382,815	3.4%
OPD	$ 4,238,884		$686	$ 686	0.0%
Medical Examiner	$ 1,569,019		$ 24,000	$24,000	1.5%
Superior Court	$ 6,093,283	$165,000	$-	$165,000	2.7%
Juvenile Services	$ 11,863,366		$ 78,653	$78,653	0.7%
Clerk	$ 5,979,758	$86,000	$ 22,304	$108,304	1.8%
Corrections	$ 22,889,233		$ 211,183	$211,183	0.9%
Total	**$165,156,592**	**$779,167**	**$2,603,037**	**$ 3,382,204**	**2.0%**

EXHIBIT 15: COUNTY CONTRACTING FOR SERVICES

County staff are often asked by citizens about what sorts of services the County contracts for from the private sector and local agencies and at what level of cost. The purpose of this exhibit is to respond to these questions. The items referenced below are not intended to be a complete listing, but do give a good sense of the types of work done by local contracters and of their financial magnitude. Note that this list does not include the major one-time campus redevelopment construction contracts.

Department	Type of Private Sector Contracting	Budgeted Amount
Corrections	• Pharmacy, medical, and dental services for inmates. • Inmate food services.	$249,650 $732,353
Facilities	• Security, parking, and janitorial services.	$1,134,790
Fleet Mgt.	• Specialized vehicle repair.	$287,000
Human Services: State & Federal Grants	• Alcohol and other drug services to the community. • Services to low-income Individuals and families. • Services to homeless individuals and families. • A family-focused preschool program for low-income children and families. • Mental health services to individuals and families. • Services to persons with developmental disabilities. • Services to seniors and disabled adults. • Access to Medicaid-approved services. • Weatherization services for low-income residents.	$30,157,374
Parks & Recreation	• Major design development for parks/recreation facilities over past five years. • Kayak golf course management, Evergreen Speedway management contract, fairgrounds concessions contract (these are revenue-generating)	$1,500,000 Compensation is based upon vendor revenue generated.
Planning	• Agricultural inter-local agreements, development of environmental impact statements, and facilitators for public participation, education, and marketing.	$130,000
Public Works: Roads	• Transportation infrastructure, including roadway construction. • Consultant services for project design, environmental review, right of way services, transportation modeling, geo-technical analysis, etc.	$21,331,000 $4,600,000
Public Works: Solid Waste	• Laboratory services for analytical analyses of environmental samples. • Contracts for hauling waste. • Contracted support to develop and enhance County electronics recycling. • Disposal of collected hazardous waste.	$128,000 $19,300,000 $216,300 $275,000
Public Works: Surface Water Management	• Drainage design work, around local habitat. • Contracted technical services, including engineering and design work.	$1,307,154 $489,493

Department: 01 Executive

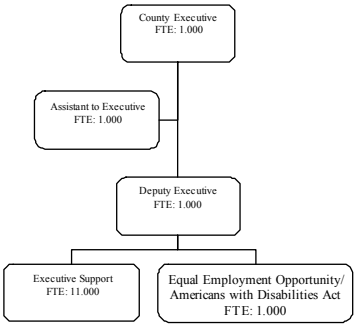
Dept. Director: Aaron Reardon

Financial Consultant: Brian Haseleu

Mission Statement: The mission of the County Executive Office is to provide for a responsible and responsive county government by ensuring effective, efficient and economical administration in accordance with the county charter, the Washington State Constitution and other applicable federal, state and local laws as well as county policy and executive branch initiatives.

Legislative Authority: Snohomish County Charter
Snohomish County Code Chapter 2.10
Revised Code of Washington - Title 36 Counties

Organization Chart:



Service Provided: The County Executive oversees the county's 12 administrative departments and coordinates with elected officials who operate the remaining 6 departments. The County Executive works closely with both the Judicial and Legislative branches to ensure cooperation and coordination of efforts. The Equal Employment Opportunity, Americans with Disabilities Act (ADA) and Diversity programs are also included in the Executive Office.

Budget Drivers: Construction of new facilities is a major Executive issue. These new facilities will address the needs for administrative office space. Other issues impacting the Executive Office include regional response to the Growth Management Act (GMA) and other land use issues; coordination of public safety issues, and county-wide efficiency initiatives.

Major Projects: The following major projects or issues are included in this budget.
- Public Safety initiation
- Administrative policy review
- Capital projects: new facilities including an expanded jail and new county administrative offices
- Growth Management Act -- policy review and implementation
- Resolution of other land use issues
- Intergovernmental partnerships
- Implementation of county-wide performance management and strategic planning systems.

Budget Changes: The Executive Office has reduced one position as part of the deficit reduction strategy for the 2004 budget.

Snohomish County 2004 Budget: Department Overview

Department: 01 Executive

Dept. Director: Aaron Reardon

Financial Consultant: Brian Haseleu

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	16.000	16.000	16.000	15.000	-1.000
Executive	**16.000**	**16.000**	**16.000**	**15.000**	**-1.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Charges For Services	$9,600	$0	$13,013	$13,013	100.00%
Miscellaneous Revenues	$11,120	$0	$16,767	$16,767	100.00%
Executive	**$20,720**	**$0**	**$29,780**	**$29,780**	**100.00%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$1,337,805	$1,356,478	$1,317,500	($38,978)	(2.87%)
Personnel Benefits	$232,412	$249,139	$260,985	$11,846	4.75%
Supplies	$7,731	$9,725	$11,525	$1,800	18.51%
Other Services And Char	$34,446	$38,495	$35,293	($3,202)	(8.32%)
Interfund Payments for S	$211,197	$264,606	$215,615	($48,991)	(18.51%)
Executive	**$1,823,591**	**$1,918,443**	**$1,840,918**	**($77,525)**	**(4.04%)**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$1,823,591	$1,918,443	$1,840,918	($77,525)	(4.04%)
Executive	**$1,823,591**	**$1,918,443**	**$1,840,918**	**($77,525)**	**(4.04%)**

Department: 02 Legislative

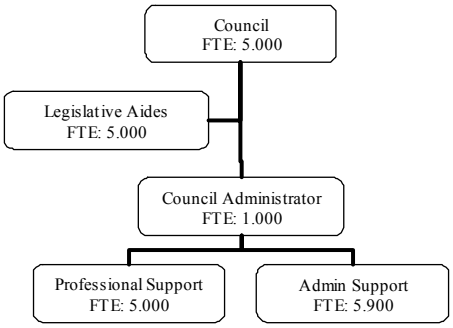
Dept. Director: John Chelminiak

Financial Consultant: Mambo Emedi

Mission Statement: The mission of the county council is to enact legislative and fiscal policies that achieve efficient and effective use of tax dollars and that reasonably balance the diversity of citizen interests in environmental integrity and economic development.

Legislative Authority: Legislative authority of the county council is derived from the state constitution, state laws, and Article 2 of the Snohomish County Charter.

Organization Chart:



Service Provided: The County Council is a General Fund department that provides the following services:
· Enacts fiscal and operating policy ordinances, motions and resolutions
· Provides fiscal oversight of administrative and judicial operations
· Enacts land use policy plans and implementing regulations
· Conducts quasi-judicial appeal hearings of certain land development actions and regulations
Approves appointments to advisory boards and commissions
Establishes the salaries of all county employees
Approves collective bargaining agreements

Budget Drivers:

Major Projects:

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	20.900	21.900	21.900	21.900	0.000
Legislative	**20.900**	**21.900**	**21.900**	**21.900**	**0.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Charges For Services	$837	$3,191	$3,191	$0	.00%
Miscellaneous Revenues	$1	$0	$0	$0	.00%
Legislative	**$838**	**$3,191**	**$3,191**	**$0**	**.00%**

Department: 02 Legislative

Dept. Director: John Chelminiak

Financial Consultant: Mambo Emedi

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$1,495,332	$1,556,549	$1,621,518	$64,969	4.17%
Personnel Benefits	$290,168	$324,912	$356,766	$31,854	9.80%
Supplies	$16,691	$18,052	$18,052	$0	.00%
Other Services And Char	$390,150	$206,142	$206,142	$0	.00%
Interfund Payments for S	$329,975	$367,123	$304,516	($62,607)	(17.05%)
Legislative	**$2,522,315**	**$2,472,778**	**$2,506,994**	**$34,216**	**1.38%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$2,522,315	$2,472,778	$2,506,994	$34,216	1.38%
Legislative	**$2,522,315**	**$2,472,778**	**$2,506,994**	**$34,216**	**1.38%**

Department: 03 Land Decisions

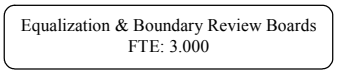
Dept. Director: Marsha Carlsen

Financial Consultant: Mambo Emedi

Mission Statement: The mission of this administrative office is to provide support to the Board of Equalization and the Boundary Review Board. The Boundary Review Board and Board of Equalization are independent state agencies established by statute. The Boundary Review Board guides and controls the creation and growth of municipalities so that "problems may be avoided and that residents and businesses in those areas may rely on the logical growth of local government affecting them." The Board of Equalization hears appeals of tax assessments by property owners.

Legislative Authority: RCW -- 36.93
RCW -- 84.48
WAC -- 458-14

Organization Chart:



Service Provided: The Boundary Review Board and Board of Equalization are state agencies established to resolve municipal boundary issues and hear tax assessment appeals, respectively.

Budget Drivers: Budget drivers and influences requiring certain funding levels in this budget include:

-- State statutes which set time requirements for review periods, notice of hearings, written decisions of boards, and appeal periods.
-- The volume of growth activity in municipal and special purpose district jurisdictions within the County.
-- The volume of valuation petitions filed annually with the Board of Equalization by property owners

Major Projects:

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	2.875	2.875	2.875	3.000	0.125
Land Decisions	**2.875**	**2.875**	**2.875**	**3.000**	**0.125**

Department: 03 Land Decisions

Dept. Director: Marsha Carlsen

Financial Consultant: Mambo Emedi

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Charges For Services	$1,218	$3,644	$1,651	($1,993)	(54.69%)
Land Decisions	**$1,218**	**$3,644**	**$1,651**	**($1,993)**	**(54.69%)**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$140,552	$142,428	$156,474	$14,046	9.86%
Personnel Benefits	$34,196	$37,149	$41,500	$4,351	11.71%
Supplies	$2,203	$3,033	$3,989	$956	31.52%
Other Services And Char	$17,147	$40,354	$40,354	$0	.00%
Interfund Payments for S	$21,746	$18,291	$21,995	$3,704	20.25%
Land Decisions	**$215,843**	**$241,255**	**$264,312**	**$23,057**	**9.56%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$215,843	$241,255	$264,312	$23,057	9.56%
Land Decisions	**$215,843**	**$241,255**	**$264,312**	**$23,057**	**9.56%**

Department: 04 Human Services

Dept. Director: Janelle Sgrignoli

Financial Consultant: Mambo Emedi

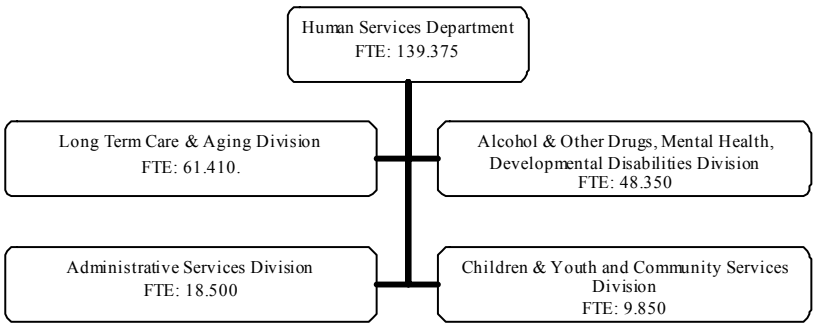
Mission Statement: The mission of Human Services is to help all persons meet their basic needs and develop their potential by providing timely, effective human services and building community.

We are a mission-driven organization guided by a core set of values, and serve as a catalyst to enhance our communities' own intrinsic abilities to support and care for their residents.

Legislative Authority: The department has the authority to administer and coordinate county programs and projects relating to human services in accordance with county, state, and federal laws or regulations. The department's scope of authority includes but is not limited to the following functional areas:

PL100-175 & RCW/WAC 74.38 -- Social and health services designed to remove or reduce any barrier that interferes with the ability of elderly persons to live independently. Advocacy and development of needed services for senior citizens.
RCW 71.20 -- Programs designed to ensure that the training, employment and support needs of developmentally disabled persons are met.
RCW 71.24 -- Programs designed to ensure that the therapeutic needs of the mentally ill are met.
RCW 71.05 -- Services mandated by the Washington State Involuntary Treatment Act.
RCW 70.96A -- Education and prevention programs targeted on populations at risk of substance abuse.
RCW 70.96 -- Alcoholism treatment services and detoxification.
RCW 69.54 -- Drug abuse treatment services.
RCW 43.63A -- Development and support of community services programs meeting the shelter and counseling needs of homeless populations including families, domestic violence victims, alcoholics, substance abusers, handicapped or mentally ill individuals, and others.
RCW 70.164 -- Energy assistance and weatherization programs for low-income populations.
RCW 28A.34A -- Early Childhood Education and Assistance programs.
Cmty. Svc. Block Grant 1981 -- Coordination and provision of services to help low-income persons achieve lasting economic independence.
RCW 73.08 -- Programs and services to ameliorate the causes of poverty in communities. Relief for indigent veterans in need of food, rental assistance, medical care or transportation.
P.L. 105-220 Workforce Investment Act -- Programs and services for employment and training.
P.L. 104-191 Health Insurance Portability and Accountability Act -- Protects confidential client medical records.

Organization Chart:



Department: 04 Human Services

Dept. Director: Janelle Sgrignoli

Financial Consultant: Mambo Emedi

Service Provided: The Human Services Department is comprised of four divisional areas funded with federal, state and local funds which provide the following primary services:

Administration:
Direction and Management; Financial, Clerical, Research and Analysis, and Technology Support Services for all divisions.

Alcohol and Other Drugs/Mental Health/Developmental Disabilities:
DUI Countermeasure Program; Alcohol & Other Drug (AOD) Treatment and Prevention; Mental Health, Involuntary Treatment, Resource Management, Evaluation and Treatment Facility; Developmental Disabilities Programs.

Children, Youth & Community Services:
Early Childhood Education and Assistance Program (ECEAP); Office of Children's Affairs (OAC), Community Team, Safe Communities/Safe Schools; Project Self-Sufficiency; Homeless Services; Energy Asisstance and Weatherization; Medicaid Transportation Services; Veterans Relief Services.
Division serves as the local Community Action Program (CAP) and as the Area Agency for ECEAP.

Long Term Care and Aging:
Planning and Coordination; Case Management and Personal Care;
Ombudsman Program; Support Services Administration.
Division serves as the local Area Agency on Aging.

Budget Drivers: The following budget drivers are influencing or requiring certain funding levels in this budget.

* Rapid population growth leading to increases in the number of eligible citizens needing human services in Snohomish County.

* Continued economic recession, layoffs and tax revenue shortfalls.

* Legislative mandates to provide new and/or additional human services in Snohomish County.

* The duty to provide timely and accurate management of federal, state and local funding.

* Increases in service levels as prescribed by funding agencies.

* State funding restrictions as a result of Initiative 601.

* Funding reductions and/or no increases from state funding sources.

* Potential reductions in federal funding levels.

Major Projects: The following major projects or issues are included in this budget.

Economic Downturn:

Department: 04 Human Services

Dept. Director: Janelle Sgrignoli

Financial Consultant: Mambo Emedi

The downturn in the economy and the resulting major aerospace manufacturing layoffs have increased the number of persons needing assistance in Snohomish County thereby stretching already dwindling resources for human services.

Limited Low Income Housing:
A continuing increase in the number of people reported turned away by emergency shelters together with increasing rents and continuing low vacancy rates in the county increase the risk of families becoming homeless or, families who have already become homeless, to be unable to secure shelter.

Funding Reductions:
A majority of the department's funding comes from the Department of Social and Health Services (DSHS), which continues to experience and pass along fund reductions. Additionally, the County is experiencing a revenue shortfall which will also result in funding reductions.

Expanded Prevention:
The department is expanding or developing a number of programs which could reduce involvement by at-risk persons in the criminal justice system.

Budget Changes: There are no major budget changes anticipated for 2004. Minor program changes are noted in the Program Narratives.

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	20.500	19.500	19.500	18.500	-1.000
Human Services Program	115.513	119.613	119.375	120.875	1.263
Human Services	**136.013**	**139.113**	**138.875**	**139.375**	**0.262**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$301,903	$468,010	$166,107	55.02%
Taxes	$1,015,609	$1,252,711	$1,296,558	$43,847	3.50%
Intergovernmental Reven	$10,294,950	$10,730,166	$11,219,381	$489,215	4.56%
Charges For Services	$154,484	$136,060	$129,500	($6,560)	(4.82%)
Fines And Forfeits	$60,395	$55,148	$60,395	$5,247	9.51%
Miscellaneous Revenues	$40,475	$978,140	$974,000	($4,140)	(.42%)
Operating Transfers In	$2,042,600	$2,285,132	$2,721,574	$436,442	19.10%
Human Services	**$13,608,513**	**$15,739,260**	**$16,869,418**	**$1,130,158**	**7.18%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$6,249,595	$7,053,977	$7,181,600	$127,623	1.81%
Personnel Benefits	$1,522,148	$1,824,331	$2,029,428	$205,097	11.24%
Supplies	$234,401	$181,110	$245,406	$64,296	35.50%
Other Services And Char	$5,457,937	$6,508,728	$7,223,506	$714,778	10.98%
Interfund Services	$1,943,650	$2,185,132	$2,636,774	$451,642	20.67%
Capital Outlays	$30,476	$0	$0	$0	.00%

Department: 04 Human Services

Dept. Director: Janelle Sgrignoli

Financial Consultant: Mambo Emedi

Debt Service: Principal	$66,667	$75,000	$83,334	$8,334	11.11%
Interfund Payments for S	$893,264	$1,106,143	$1,125,582	$19,439	1.76%
Human Services	**$16,398,137**	**$18,934,421**	**$20,525,630**	**$1,591,209**	**8.40%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$2,782,792	$3,211,551	$3,669,312	$457,761	14.25%
Human Services Program	$13,615,345	$15,722,870	$16,856,318	$1,133,448	7.21%
Human Services Aging	$0	$0	$0	$0	.00%
Human Services	**$16,398,137**	**$18,934,421**	**$20,525,630**	**$1,591,209**	**8.40%**

Department: 05 Planning

Dept. Director:

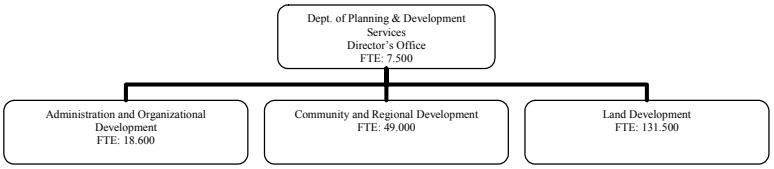
Financial Consultant: Wanda Johnson

Mission Statement: Planning & Development Services is a service organization that supports and facilitates growth as contained in the Comprehensive Plan.

Legislative Authority:

RCW 19.27 --	State Building Code
RCW 19..27A --	Energy Related Building Standards
RCW 36.43 --	Building Codes and Fire Regulations
RCW 36.70 --	Planning Enabling Act
RCW 36.70A --	Growth Management Act
RCW 36.70B --	Local Project Review Act
RCW 36.75, 36.80, 36.86 --	Roads and Bridges
RCW 43.21C --	SEPA (State Environmental Policy Act)
RCW 58.17 --	Plats - Subdivisions - Dedications
RCW 76.09 --	Forest Practices
RCW 86.16 --	State Floodplain Management Act
RCW 90.48 --	Water Pollution Control Act
RCW 90.54 --	Water Resources Act
RCW 90.58 --	Shoreline Management Act

Organization Chart:



Service Provided: The Department of Planning and Development Services is organized to provide customer and stakeholder services within three major groupings.

First, under Land Development, are all permitting functions along with administration and enforcement of the Unified Development Code (UDC). The County Fire Marshal's Office, including the fire investigation unit, resides in the Land Development group.

The second major group works on matters of community and regional development. This grouping includes the Office of Housing and Community Development, which administers federal, state, and local grant funds, and the long-range planning function. The broad work program of the group includes regional issues and economic development. Code development functionality resides in this location and links the implementation of the Comprehensive Plan to the permitting functions in the Land Development group.

A third staffing area provides administrative, technology, training, organizational development and support across the entire department.

Snohomish County 2004 Budget: Department Overview

Department: 05 Planning

Dept. Director:

Financial Consultant: Wanda Johnson

Budget Drivers: Accomplishing the departmental mission.
Permit volumes and timelines
GMA deadlines
Public involvement

Major Projects: Implement reorganization and education plan.
10 year Comprehensive Plan update
Make improvements to the UDC
Extend use of technology

Budget Changes: Planning Development Reinvention Team implementation
Retain or change fees for certain commercial projects and for complex SEPA reviews
Retain or change fees for lot status and title elimination.

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	33.500	34.000	34.000	32.500	-1.500
Grant Control	15.000	14.500	13.500	14.500	0.000
Snohomish County Tom	1.000	1.500	1.500	1.500	0.000
Community Developmen	167.629	147.425	147.425	158.100	10.675
Planning	**217.129**	**197.425**	**196.425**	**206.600**	**9.175**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$1,813,423	$2,485,429	$672,006	37.06%
Taxes	$1,391,196	$1,337,019	$1,311,086	($25,933)	(1.94%)
Intergovernmental Reven	$7,524,811	$20,010,240	$22,357,736	$2,347,496	11.73%
Charges For Services	$13,737,440	$13,693,865	$15,249,092	$1,555,227	11.36%
Miscellaneous Revenues	$868,022	$1,045,916	($731,578)	($1,777,494)	(169.95%)
Operating Transfers In	$2,731,725	$2,624,262	$3,727,719	$1,103,457	42.05%
Planning	**$26,253,194**	**$40,524,725**	**$44,399,484**	**$3,874,759**	**9.56%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
FundBalance/AvailableR	$0	$1,729,156	$0	($1,729,156)	(100.00%)
Salaries	$11,386,702	$11,386,363	$12,557,226	$1,170,863	10.28%
Personnel Benefits	$2,584,369	$2,714,717	$3,051,896	$337,179	12.42%
Supplies	$175,381	$218,562	$304,184	$85,622	39.18%
Other Services And Char	$7,774,733	$22,373,952	$24,080,214	$1,706,262	7.63%
Interfund Services	$1,876,633	$1,719,302	$3,509,323	$1,790,021	104.11%
Capital Outlays	$0	$69,600	$50,000	($19,600)	(28.16%)
Debt Service: Principal	$0	$68,436	$0	($68,436)	(100.00%)
Interfund Payments for S	$3,204,067	$3,365,603	$3,936,936	$571,333	16.98%
Planning	**$27,001,883**	**$43,645,691**	**$47,489,779**	**$3,844,088**	**8.81%**

Department: 05 Planning

Dept. Director:

Financial Consultant: Wanda Johnson

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$3,756,523	$3,686,871	$3,844,315	$157,444	4.27%
Convention and Performi	$989,500	$1,989,517	$2,170,466	$180,949	9.10%
Grant Control	$1,182,929	$1,267,202	$1,477,005	$209,803	16.56%
Arson Investigation and	$515	$9,300	$2,345	($6,955)	(74.78%)
US Department of HUD	$6,982,883	$19,999,948	$22,166,189	$2,166,241	10.83%
Housing Trust	$122,984	$1,638,176	$1,121,485	($516,691)	(31.54%)
Snohomish County Tom	$87,975	$118,787	$128,553	$9,766	8.22%
Community Developmen	$13,878,575	$14,935,890	$16,579,421	$1,643,531	11.00%
Planning	**$27,001,883**	**$43,645,691**	**$47,489,779**	**$3,844,088**	**8.81%**

Department: 06 Public Works

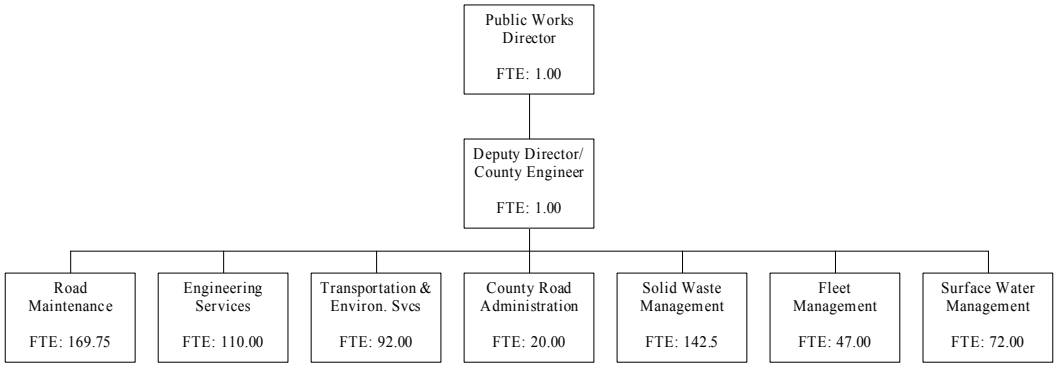
Dept. Director: Peter Hahn

Financial Consultant: Johnson, Emedi, Albert, Haseleu

Mission Statement: The mission of Public Works is to provide responsive, cost-effective and quality public works services for present and future generations.

Legislative Authority:
RCW 36 -- Counties
RCW 47 -- Public Highways and Transportation
RCW 70 -- Public Health and Safety
RCW 86 -- Flood Control
SCC 11 -- Vehicles and Traffic
SCC 13 -- Roads and Bridges
SCC 19 -- Subdivision Code
SCC 25 -- Storm & Surface Water Management
SCC 25A -- Water Quality Restoration & Water Quality Management
SCC 26B -- Developer Contributions for Road Purposes

Organization Chart:



Service Provided: The Public Works Department is responsible for the development and maintenance of the transportation system, the control and management of surface water quantity and quality, and the disposal of solid waste generated within Snohomish County.

The services provided in these areas are diverse, and the demand for services is directly dependent on the growth we have seen in the past and on future projected growth. This growth directly impacts the amount of traffic on the county's 1,600 miles of roads and 185 bridges, the amount and type of solid waste produced, the amount of stormwater flows created by the development of and construction of new impervious surface, and the creation of additional water pollutants.

Management of the county fleet of vehicles and equipment and miscellaneous funds such as transportation mitigation, commute trip reduction, and pits and quarries is also provided by the Public Works Department.

Budget Drivers: The primary drivers for the County Road, Solid Waste Management, Surface Water Management and ER&R budgets are:

- Implementation of the County Road Transportation Improvement Program
- Growth Management Act (GMA) (Transportation Element) Implementation

Department: 06 Public Works

Dept. Director: Peter Hahn

Financial Consultant: Johnson, Emedi, Albert, Haseleu

- National Pollutant Discharge Elimination System (NPDES) Regulations
- Endangered Species Act (ESA) Program Development and Implementation
- Increases in Solid Waste Tonnage
- Continued Increase in County Vehicle Fleet Size

Major Projects: COUNTY ROADS projects include:

- Overlay Program ($3.6m)
- Lundeen Parkway ($6m)
- 112th Street SW (Beverly Park corridor) ($1.2m)
- 164th Street (Spruce Way to Ash Way) ($2.2m)
- 148th St SW (35th Ave to 52nd Ave) ($2.7m)
- Granite Falls Alternate Route ($2.4m)
- Woods Creek Bridge ($1.9m)
- Machias/OK Mill Bridge ($3.7m)

SOLID WASTE MANAGEMENT projects include:

- Rehabilitation and Reconstruction of the Southwest Recycling and Transfer Station ($10.9m), to open Summer 2004.

SURFACE WATER MANAGEMENT projects include:

- Drainage projects
- Sunnyside Pump Station
- NPDES Compliance programs

ER&R (FLEET MANAGEMENT) projects include:

- Arlington Addition ($1.75m), estimated completion is June 2004.
- Cathcart Shop Consolidation 2004 planning costs ($600k)

Budget Changes: The Excutive presented a decision package that extends the SouthWest UGA rate of $65 per single-family equivalent through December 31, 2009, and increases other UGA rates to $65 from January 1, 2004 through December 31, 2009. The decision package maintains current SWM fee district boundaries while establishing a uniform rate in all of the UGAs (within existing SWM fee districts).

The incremental increase in revenues generated would be used to construct drainage projects identified in the recently completed Drainage Needs Report (DNR) or other efforts. This would result in approximately $12 million in 6 years (assuming increasing revenues related to growth and annexations are offsetting) and would allow the County to address the most frequent flooding problems throughout the Urban Growth Areas. In 2004, this decision package will result in construction of approximately 2-4 drainage projects and an emphasis on design to produce construction projects for 2005 and later. Some of the 2004 revenues will be reserved for construction of projects in 2005 (or later for larger projects). Reserving revenues will enable later construction of larger construction projects and/or larger bid packages, which will help to reduce construction costs.

Snohomish County 2004 Budget: Department Overview

Department: 06 Public Works

Dept. Director: Peter Hahn

Financial Consultant: Johnson, Emedi, Albert, Haseleu

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
County Road	407.250	395.750	389.750	393.750	-2.000
River Management	6.000	6.000	6.000	8.140	2.140
Solid Waste Managemen	134.500	133.500	133.500	142.500	9.000
Surface Water Managem	79.500	76.000	66.000	63.860	-12.140
Equipment Rental and Re	47.000	47.000	47.000	47.000	0.000
Public Works	**674.250**	**658.250**	**642.250**	**655.250**	**-3.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$26,874,483	$29,395,103	$2,520,620	9.38%
Taxes	$44,945,034	$45,835,267	$49,974,595	$4,139,328	9.03%
Intergovernmental Reven	$34,713,582	$34,188,345	$27,975,809	($6,212,536)	(18.17%)
Charges For Services	$45,927,665	$50,329,226	$51,382,318	$1,053,092	2.09%
Fines And Forfeits	$33,361	$0	$0	$0	.00%
Miscellaneous Revenues	$16,939,392	$20,214,155	$17,970,578	($2,243,577)	(11.10%)
Non-Revenues	$17,250,000	$18,449,226	$1,000,000	($17,449,226)	(94.58%)
Operating Transfers In	$11,438,071	$16,943,465	$12,902,845	($4,040,620)	(23.85%)
Public Works	**$171,247,105**	**$212,834,167**	**$190,601,248**	**($22,232,919)**	**(10.45%)**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
FundBalance/AvailableR	$0	$519,696	$0	($519,696)	(100.00%)
Salaries	$36,299,032	$38,610,187	$39,426,936	$816,749	2.12%
Personnel Benefits	$8,252,120	$9,011,111	$10,179,564	$1,168,453	12.97%
Supplies	$9,464,912	$20,419,114	$17,618,920	($2,800,194)	(13.71%)
Other Services And Char	$38,643,548	$33,973,543	$34,168,934	$195,391	.58%
Interfund Services	$9,634,519	$15,035,106	$11,556,165	($3,478,941)	(23.14%)
Capital Outlays	$47,377,234	$66,579,047	$43,625,692	($22,953,355)	(34.48%)
Debt Service: Principal	$4,569,350	$5,890,054	$7,647,737	$1,757,683	29.84%
Debt Service: Interest &	$2,854,936	$2,320,677	$2,395,178	$74,501	3.21%
Interfund Payments for S	$17,447,972	$20,475,632	$23,686,979	$3,211,347	15.68%
Public Works	**$174,543,623**	**$212,834,167**	**$190,306,105**	**($22,528,062)**	**(10.58%)**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
County Road	$83,562,555	$103,510,865	$90,261,084	($13,249,781)	(12.80%)
River Management	$752,547	$1,695,822	$1,516,373	($179,449)	(10.58%)
Grant Control	$14,265	$33,300	$16,637	($16,663)	(50.04%)
Public Works Facility Co	$60,553	$1,466,459	$2,000,989	$534,530	36.45%
Transportation Mitigatio	$6,927,967	$11,950,365	$7,125,064	($4,825,301)	(40.38%)
Solid Waste Managemen	$54,131,644	$60,951,424	$54,584,297	($6,367,127)	(10.45%)
Surface Water Managem	$16,265,725	$13,744,337	$14,594,491	$850,154	6.19%
Equipment Rental and Re	$12,415,716	$18,880,348	$19,739,862	$859,514	4.55%
Pits and Quarries	$412,650	$601,247	$467,308	($133,939)	(22.28%)
Public Works	**$174,543,623**	**$212,834,167**	**$190,306,105**	**($22,528,062)**	**(10.58%)**

Department: 07 Hearing Examiner

Dept. Director: Robert J. Backstein

Financial Consultant: Mambo Emedi

Mission Statement: The Mission of the Office of the Hearing Examiner is to provide the highest quality, timely quasi-judicial hearing services for the county's citizens.

Legislative Authority: Many state laws and the county charter authorize local legislative bodies to appoint hearing examiners to handle a variety of land use and other matters. The County Council appoints the Hearing Examiner and Deputies who conduct independent fact finding, quasi-judicial hearings in support of the Council's land use regulations and adjudication duties. The Hearing Examiner operates pursuant to Chapter 2.02 of the Snohomish County Code.

Organization Chart:

Hearing Examiner
FTE: 3.750

Service Provided: The Hearing Examiner is an independent, quasi-judicial department within county government which provides quasi-judicial fact finding hearings and decisions for county government and citizens.

Budget Drivers: The Hearing Examiner is required to handle all cases assigned by ordinance. Ordinances also require that certain procedures be followed with each case and that copies of decisions be provided free of charge to citizens who request to be "Parties of Record". Those ordinance requirements are the primary drivers of the budget.

Major Projects: There are no major projects. We are not a "project" oriented Office.

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	3.750	3.750	3.750	3.750	0.000
Hearing Examiner	**3.750**	**3.750**	**3.750**	**3.750**	**0.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Charges For Services	$114,425	$100,841	$156,928	$56,087	55.62%
Hearing Examiner	**$114,425**	**$100,841**	**$156,928**	**$56,087**	**55.62%**

Department: 07 Hearing Examiner

Dept. Director: Robert J. Backstein

Financial Consultant: Mambo Emedi

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$265,463	$272,123	$284,813	$12,690	4.66%
Personnel Benefits	$53,230	$57,957	$64,701	$6,744	11.64%
Supplies	$3,497	$5,081	$5,081	$0	.00%
Other Services And Char	$15,351	$52,934	$47,934	($5,000)	(9.45%)
Interfund Payments for S	$32,681	$33,391	$53,301	$19,910	59.63%
Hearing Examiner	**$370,223**	**$421,486**	**$455,830**	**$34,344**	**8.15%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$370,223	$421,486	$455,830	$34,344	8.15%
Hearing Examiner	**$370,223**	**$421,486**	**$455,830**	**$34,344**	**8.15%**

Department: 09 Parks and Recreation

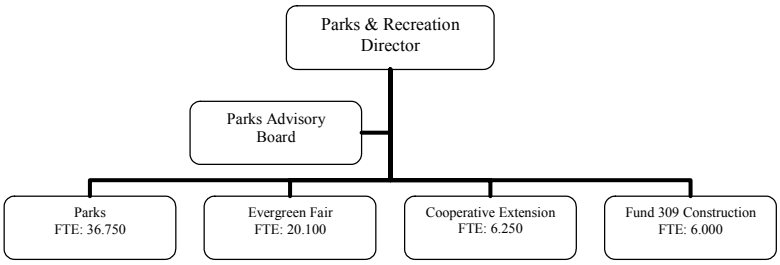
Dept. Director: Ron Martin

Financial Consultant: Mary Albert

Mission Statement: The mission of Parks and Recreation is to provide safe, enjoyable, attractive parks and recreation facilities with diverse programs and responsive services that enhance the quality of life and preserve the natural and recreational resources of Snohomish County.

Legislative Authority:
RCW 43.98 A -- Acquisition of Habitat Conservation and Outdoor Recreation Lands
RCW 43.99 -- Marine Recreation Land - Interagency Committee for Outdoor Recreation
RCW 46.09 -- Off-Road and Non-Highway Vehicles
RCW 77.24.580 -- Deposit, use of Proceeds from Sale or Lease of Aquatic Lands or Valuable Materials Therefrom - Aquatic Lands Enhancement Account
33 USC 125 -- P.S.E.P.
SCC 2.16 -- Parks & Recreation Department
SCC 2.32 & 2.33 -- Evergreen State Fair
SCC 3.42 -- Cooperative Extension
SCC 12.12-12.32-12.40 -- Recreational Water Use Code
SCC Title 22 -- Parks Code/Rules & Regulations
SCC 4.14 -- Conservation Futures Program Advisory Board

Organization Chart:



Service Provided: PARKS & RECREATION DIVISION
The Park Division is comprised of three program areas funded through the General Fund, which provide the following primary services:

Administration - management, payroll, central reservations/registration services, facility/program marketing, office support, network administration, planning and development, and property management for all divisions

Operations - parkland patrol and code enforcement, routine grounds maintenance, mowing and turf management, restroom/shelter cleaning, administering camping/boat launch/shelter/yurts, fee collection, educational, sports camp, and aquatic programs

Maintenance - skilled maintenance projects (electrical, plumbing, etc.), small improvement projects, tenant repair/improvements, preventative maintenance plan and implementation, vehicle and equipment maintenance

EVERGREEN FAIR

Department: 09 Parks and Recreation

Dept. Director: Ron Martin

Financial Consultant: Mary Albert

The Evergreen State Fairgrounds is comprised of three program areas through the General Fund which provide the following primary services:

Administration - management, payroll, office support, customer service, contract processing and fairtime entertainment

Maintenance - grounds and building maintenance, repairs, improvements and landscaping to provide a clean, safe and pleasant environment for all users

Operations - contract and manage year-round facility use, fairtime commercial vendors, safety and physical setup services

Combined, the Evergreen Fairgrounds produces the annual Fair, provides partnerships with the Agricultural Community and provides opportunities for education, entertainment and quality programs

COOPERATIVE EXTENSION

4-H Youth Program - provides youth development program for age 5-19 years through club, school enrichment and out-of-school programs. Functions include providing curricula in 33 areas from animals to computers, coordinating programs and events, facilitating inter-agency partnerships, training, supporting and supervising 700 volunteers, processing enrollments, publishing newsletters and office support

Family Life Skills Program - provides nutrition education for low-income families, parenting skills, childcare provider training, senior programming, and administrative support for curricula, conferences, grant contracts and office support

Agriculture and Home/Community Gardening - provide educational workshops, publications and technical assistance to dairy operations, small farms and community nutrition and gardening programs. Master Gardener and Livestock Advisor volunteers provide education, technical assistance and publications to county residents in home and community gardening and livestock production. Staff provide volunteer training, support and coordination

Natural Resources and the Environment - provides technical assistance through workshops, site visits and publications to non-industrial private forest owners and environmental education on salmon and habitat issues to youth and adults through experiential tours and workshops

Budget Drivers: At Department Level the most influencing Budget Drivers are our Department Objectives:

1) Public Accessibility to Quality Park Programs and Facilities
2) Youth Development/Meaningful Partnerships
3) Community Involvement/Cost Effectiveness

The following budget drivers are influencing or requiring certain funding levels in the 2004 budget:

Department: 09 Parks and Recreation

Dept. Director: Ron Martin

Financial Consultant: Mary Albert

PARK & RECREATION DIVISION

- Increased public usage and demand on existing park facilities (ballfields, campgrounds, shelters, yurts, open space, trails, boat launch and day use) requiring routine maintenance, patrol/security, scheduling, fee collection and deposits
- Increased public usage and demand on recreational and educational programs (McCollum Pool, Adventure/Sports Camp/Aviation/Sea Kayaking and other educational programs) re-quiring planning, marketing, scheduling, fee collection and deposits
- Administration of capital fund program; working with grant and other funding deadlines for acquisition and development of present and future parks
- Preservation of structure/property value through preventative maintenance
- Increased dependence on revenues to offset the operational budget

EVERGREEN FAIRGROUNDS DIVISION
- Increased costs for contracted fairtime safety and emergency services (i.e., traffic control, internal security, fire and first aid)
- Increased cost for maintenance seasonal personnel for landscape work and fair preparation
- Rental of property surrounding fairgrounds to accommodate Fair time parking to meet customers' needs and generate new revenue from operation of additional parking locations
- Increased costs of general liability insurance
- Fair professional services including veterinarian, superintendents, judges, etc.
- COLA increases for full-time and classified extra help staff
- Minimum wage increases affecting fairtime employees' payroll costs
- Preserving structure/property value through active preventative maintenance
- Continuing efforts to become further self-supporting as directed by Council

COOPERATIVE EXTENSION DIVISION
- Growth in county residents served and trained volunteer workers
- Heavy dependence on volunteers
- Memorandum of Agreement with Washington State University
- Risk management

Major Projects: The following major projects or issues are included in this budget.

PARKS & RECREATION DIVISION
- Capital projects: Centennial Trail Phase II design and engineering, development of Lake Stevens Community Park, Martha Lake Airport Community Park design and engineering, Willis Tucker Community Park development, Paine Field Community Park development, development of Lake Goodwin Community Park, Spencer Island cross levee repair, Snohomish Estuary Watertrail Trailhead development, and Neighborhood Improvement Program acquisitions
- Property management of park residential rentals (15)
- Continued emphasis on intergovernmental and community partnerships through interlocal agreements and volunteer programs
- Implementation of the adopted Parks and Recreation Comprehensive Plan
- SCC Chapter 30.66A: conversion of the SEPA-based ordinance into a GMA-based ordinance, which governs collection of park impact mitigation fees with Planning and Development

Department: 09 Parks and Recreation

Dept. Director: Ron Martin

Financial Consultant: Mary Albert

Services.

EVERGREEN FAIR DIVISION
- Replace dilapidated fencing to improve security and overall appearance of fair entry ways and heavily trafficked fence lines
- Upgrade lighting in pedestrian and vendor traffic zones
- Replace Fairgrounds PA system for emergency and effective communication

COOPERATIVE EXTENSION
- A major staffing effort is being developed to increase alternative funding sources in order to broaden outreach to low-income and diverse groups to teach environmentally friendly gardening and improve nutrition and youth services

Budget Changes: PARKS & RECREATION
- Off-Site Mitigation Program-new revenue to fund existing stewardship crew
- An Accounting Tech II position is being reduced from 1.0 FTE to a .5 FTE. This is an efficiency move in concert with the required reduction package
- Reduction in utilities
- Increased revenue through implementation of Central Reservation; increased fees and increased McCollum Pool rental capacity

COOPERATIVE EXTENSION
- Based on priorities and due to the retirement of the Natural Resources Agent, the Natural Resources Program is being restructured and combined with the 4H Youth Development Program. This is a direct transfer of funds with no overall financial impact
-Proposed 2004 budget reductions will reduce services in 4H Youth Development, Master Gardener and Livestock Advisor Programs and Parenting Program. Some staff restructuring will occur as a result

EVERGREEN STATE FAIR
- The Accounting Tech II position is being reduced from a 1.0 FTE to a .5 FTE. This is possible through a partnership with the Parks Office and will result in savings in expense that will contribute to the Fairgrounds surplus revenue. Increase of two .25 FTE fully funded by extra help.
- A contract with IPI (the Speedway) will bring revenue for the Fairgrounds to provide the cleaning service needed in the Grandstand during the racing season. The revenue will be slightly more than expenses and contribute to the surplus revenue.

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	67.600	63.600	63.600	63.100	-0.500
Parks Construction Fund	4.000	6.000	6.000	6.000	0.000
Parks and Recreation	**71.600**	**69.600**	**69.600**	**69.100**	**-0.500**

Department: 09 Parks and Recreation

Dept. Director: Ron Martin

Financial Consultant: Mary Albert

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$11,053,625	$11,211,676	$158,051	1.43%
Taxes	$2,669,143	$2,815,199	$2,624,000	($191,199)	(6.79%)
Intergovernmental Reven	$1,330,796	($320,438)	$235,000	$555,438	(173.34%)
Charges For Services	$3,209,077	$3,232,999	$3,374,159	$141,160	4.37%
Miscellaneous Revenues	$4,004,287	$3,226,450	$3,931,761	$705,311	21.86%
Operating Transfers In	$7,009,059	$4,914,418	$6,968,503	$2,054,085	41.80%
Parks and Recreation	**$18,222,362**	**$24,922,253**	**$28,345,099**	**$3,422,846**	**13.73%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
FundBalance/AvailableR	$0	$2,518,524	$3,698,580	$1,180,056	46.86%
Salaries	$3,948,499	$4,046,450	$4,109,673	$63,223	1.56%
Personnel Benefits	$928,946	$1,009,418	$1,146,313	$136,895	13.56%
Supplies	$500,995	$449,679	$475,234	$25,555	5.68%
Other Services And Char	$2,817,218	$2,936,202	$2,842,159	($94,043)	(3.20%)
Interfund Services	$5,933,487	$4,593,634	$5,101,867	$508,233	11.06%
Capital Outlays	$9,586,596	$11,535,200	$12,770,425	$1,235,225	10.71%
Debt Service: Principal	$0	$97,244	$304,589	$207,345	213.22%
Interfund Payments for S	$781,146	$796,656	$856,658	$60,002	7.53%
Parks and Recreation	**$24,496,888**	**$27,983,007**	**$31,305,498**	**$3,322,491**	**11.87%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$7,594,075	$7,798,038	$7,967,608	$169,570	2.17%
Special Revenue Funds	$966	$30,100	$25,100	($5,000)	(16.61%)
Grant Control	$2,900	$0	$0	$0	.00%
Evergreen Fairground Cu	$727,384	$987,412	$998,559	$11,147	1.13%
Conservation Futures Ta	$2,806,726	$13,402,412	$13,356,267	($46,145)	(.34%)
Parks Mitigation	$3,051,784	$1,734,467	$1,834,022	$99,555	5.74%
Fair Sponsorships and D	$380,012	$413,500	$413,500	$0	.00%
Parks Construction Fund	$9,933,042	$3,617,078	$6,710,442	$3,093,364	85.52%
Parks and Recreation	**$24,496,888**	**$27,983,007**	**$31,305,498**	**$3,322,491**	**11.87%**

Department: 10 Assessor

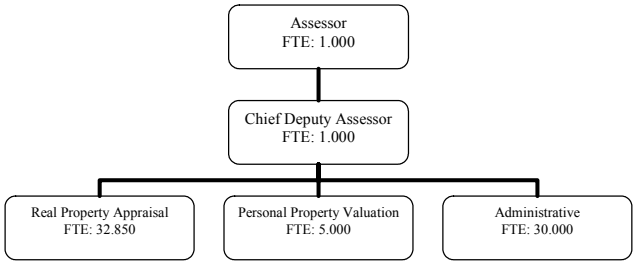
Dept. Director: Cindy Portmann

Financial Consultant: Brian Haseleu

Mission Statement: The mission of the Assessor's Office is to administer a property assessment system that meets statutory requirements and to serve our customers in a professional manner.

Legislative Authority: RCW 84.26 -- Historic Property
RCW 84.33 -- Timber and Forest Lands
RCW 84.34 -- Open Space, Agricultural and Timber Lands - Current Use Assessment - Conservation Futures
RCW 84.36 -- Exemptions
RCW 84.40 -- Listing of Property
RCW 84.41 -- Revaluation of Property
RCW 84.52 -- Levy of Taxes
RCW 84.70 -- Destroyed Property - Abatement or Refund

Organization Chart:



Service Provided: The Assessor's Office is comprised of one assessment administration program funded through the General Fund which provide the following primary services by division:
Administration - management, personnel support, payroll, budget, policy
Property Records Management - performs land segregation's - maintenance of existing and development of new legal descriptions for real property accounts in Snohomish County for tax purposes. Maintenance of mobile home records. Data entry and sales information (excise) posting functions are also handled through this department, as well as certification of value and verification of signatures for annexations. Also administers levy calculations process - does levy computations for all the taxing districts in Snohomish County.
Exemption Administration - processing and updating of all real property applications for exemptions and current use properties in Snohomish County
Customer Service/Information- internal and external customer service for all customers
Real Property Appraisal - Commercial and Residential Appraisal for re-evaluations, new construction and answers to appeals to the local and state boards. Maintenance and mailing of the notices of change of values. Coordination of public meetings.
Assessment Systems Management - provides technical systems administration for the assessment administration software and appraisal software utilized by the office and assessment analysis- also provides technical support and clerical support functions for the appraisal division
Personal Property Appraisal - valuation of all personal property (business equipment) in the county.
Cartography/GIS - Maintenance of the county Integrated Land Records layer used by all county

Department: 10 Assessor

Dept. Director: Cindy Portmann

Financial Consultant: Brian Haseleu

offices for GIS. Assists in application development and web page maintenance.

Budget Drivers: Statutory requirements. Change from a 4-year reval cycle to an annual cycle for the 2004 assessment. Growth of service area, improvements to customer service and technology and increased efficiency and effectiveness.

Major Projects: The following major projects or issues are included in this budget.

Annual revaluation plan

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	71.000	69.850	69.850	69.850	0.000
Assessor	**71.000**	**69.850**	**69.850**	**69.850**	**0.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Taxes	$21,171	$0	$0	$0	.00%
Charges For Services	$6,166	$26,477	$28,580	$2,103	7.94%
Operating Transfers In	$46,319	$49,561	$55,842	$6,281	12.67%
Assessor	**$73,655**	**$76,038**	**$84,422**	**$8,384**	**11.03%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$3,323,155	$3,386,836	$3,556,191	$169,355	5.00%
Personnel Benefits	$822,267	$845,595	$972,483	$126,888	15.01%
Supplies	$63,364	$79,600	$82,600	$3,000	3.77%
Other Services And Char	$150,848	$189,119	$234,619	$45,500	24.06%
Interfund Services	$0	$200	$200	$0	.00%
Capital Outlays	$0	$12,000	$0	($12,000)	(100.00%)
Interfund Payments for S	$1,131,363	$1,255,265	$1,404,023	$148,758	11.85%
Assessor	**$5,490,997**	**$5,768,615**	**$6,250,116**	**$481,501**	**8.35%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$5,490,997	$5,768,615	$6,250,116	$481,501	8.35%
Assessor	**$5,490,997**	**$5,768,615**	**$6,250,116**	**$481,501**	**8.35%**

Department: 11 Auditor

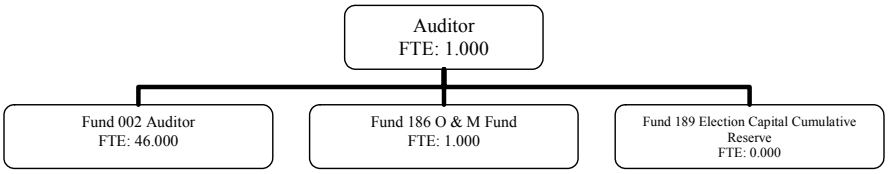
Dept. Director: Bob Terwilliger

Financial Consultant: Brian Haseleu

Mission Statement: The mission of the Auditor's Office is to provide service to the customers of Snohomish County in areas of business (animal, pet, kennels, and adult businesses), marriage and vehicle licensing, elections and voter registration services, public records and recording services and performance auditing. Each division supports and complements the other divisions, so as to continually improve service. Individual employees are encouraged to grow and develop professionally and to achieve personal satisfaction within the workplace. The Auditor's Office strives to work as a partner with other independently elected county offices and with the County Executive and appointed officials to achieve the countywide goals, to create a climate that will attract and retain a skilled and diverse workforce, and to promote job growth and economic well-being of all citizens.

Legislative Authority:
RCW 26.04 -- Marriages
RCW 29 -- Elections
RCW 36.18.010 -- Auditor's Fees
RCW 36.22 -- County Auditor
RCW 46 -- Motor Vehicles
RCW 58.17 -- Plats - Subdivisions - Dedications
RCW 60 -- Liens
RCW 61 -- Mortgages, Deeds of Trust, and Real Estate Contracts
RCW 64 -- Real Property and Conveyances
RCW 65 -- Recording, Registration, and Legal Publication
RCW 82 - Use tax on Licensing Transactions
RCW 88 - Vessel Licensing
SCC 2.49 -- Local Voters' Pamphlet
SCC 2.50 -- Code of Ethics
SCC 4.32 -- Fees for Recording Land Surveys
SCC 4.71 -- Auditor's Centennial Document Preservation and Modernization Fund
SCC 4.72 -- Auditor's Operating - Maintenance Fund
SCC 4.73 -- Election Equipment Cumulative Reserve Fund
SCC 6 -- Business Licenses and Regulation
SCC 9 -- Animals
SCC 10.52 False Alarms
SCC 2.700 -- Division of Performance Auditing
SCC 2.47 --Snohomish County Voting Precincts

Organization Chart:



Department: 11 Auditor

Dept. Director: Bob Terwilliger

Financial Consultant: Brian Haseleu

Service Provided: The Auditor's Office is comprised of six program areas funded through the General Fund that provide the following primary services.
Administration - management, payroll, office support for all divisions
Recording - land transactions, public disclosure, other legal document recordings and public access
Licensing - licensing of vehicles, vessels, business, marriage, pets and kennels.
Elections - special, Presidential primary, regular primary, and general elections, local voters' pamphlet
Voter Registration - voter registration, notification, confirmation
Performance Auditing - performance audits per the Performance Audit Committee; and contract compliance assistance to council mandated audits

The Auditor's office - Recording Division also collects special funds via recording document fees that comprise the Auditor's O&M Fund. The O&M Fund completely funds the Recording software and all additional applications, and also provides funds to the Archival Preservation Fund which supplements countywide historical document maintenance, preservation and access as per RCW 36.18 and 36.22.

The Auditor's Office - Licensing Division also collects special fund monies (donations) which constitute the Animal Bequest Fund. These donation funds are to be used as directed by the Animal Advisory Board for animal welfare initiatives.

The Auditor's Office - Elections Division also collects dedicated funds for Election Equipment as defined by SCC 4.73.

Budget Drivers: 1)Timely recording and indexing of documents which has been defined by legal opinion as "within 24 hours."
2) Continuation of steady volume of transactions in Recording due to population growth, sales of new and existing housing, and the recent and continuous lowering of interest rates.
3) Business licenses, as per county ordinance, must be issued within 30 days of receipt of application.
4) Growth in volume of vehicle/vessel license transactions due to steady population growth, lower license tab fees, internet tab renewal, as well as legislation requiring replacement plates.
5) The increasing numbers of registered voters, absentee ballot voters, and thus precincts, and polling places.
6) There are increasing requests from the public to make all of our functions more accessible via the internet.
7) The type and number of performance audits or special projects completed each year varies depending upon the requests of the public, council mandated audits, and/or requests from the Performance Audit Committee.
8) The Licensing Division is supporting a partnership with municipal jurisdictions to create a consistent, uniform pet licensing program. Adoption of regional pet licensing increases public awareness of pet licensing requirements and regulations and makes pet licensing convenient and easy for all county residents. Adoption of this program is expected to increase pet licensing revenues, but to what extent is unknown at this time. Projecting the increase is dependent on multiple jurisdiction participation and the volume of licensed pets within those jurisdictions.

Department: 11 Auditor

Dept. Director: Bob Terwilliger

Financial Consultant: Brian Haseleu

9) Federal mandates to provide ADA compliant voting, resulted in the purchasing of ADA compliant voting devices. Efforts to utilize these devices for regional community voting will remain as one of our goals, to reduce geographical polling place restrictions on voters.
10) The Licensing Division will continue to partner with the Treasurer's Office to increase gambling revenues by initiating pro-active audits and performing timely follow-ups on delinquent accounts.
11) The Licensing Division has partnered with the Sheriff's Office to provide administrative support for the False Alarm Ordinance. This partnership includes providing education to the citizens of Snohomish County in regard to the prevention of false alarms and the administrative processes of tracking, and preparing related civil legal notices for repetitive false alarm calls. This partnership has helped to diminish the number of repetitive false alarms called in to 911 Dispatch and provides alternatives to citizens to resolve issues surrounding false alarms. Ultimately, this program diminishes the demand for police services responding to repetitive false alarms and police resources can be re-directed to serious crimes, emergencies, etc.
12) The Licensing Division has partnered with the Sheriff's Office to provide administrative support in public appeals to the Snohomish County Hearing Examiner of potentially dangerous dog and dangerous dog declarations. The Licensing Division accepts the documentation and fees associated with the appeals for these declarations on behalf of the Sheriff and provides the administrative support to transmit funds and documents to the Hearing Examiner.
13) Privacy concerns over the display and distribution of open public records, especially those displayed on the Internet, has led us to examine the possibility of displaying records on the internet only via a paid subscription service. In conjunction with several other public records offices in the county, we are proposing a review of legal statutes, and technology parameters prior to restricting and possibly preserving access options in the future.
14) We are reexaming how we scan and digitize our documents in Recording so as to incur new revenue from buyers of bulk data.

Major Projects: The following major projects or issues are included in this budget:

· A. The Licensing workload continues to be impacted by internet tab renewal, greater volume of mail requested renewals, accelerated participation in gambling tax recovery, and the addition of administrative duties for false alarm notices and correction.

B. The Licensing Division is implementing projects begun in 2003 to reduce costs, enhance customer service, and promote regional cooperation: Regional Pet Licensing , E-filing of pet licenses, and an online Business License application service.

C. Recording is proposing a budget reduction/revenue increase by taking over the scanning/filming of documents and selling images/data directly to the title companies and other customers.

D. Recording will be using O&M Funds to enhance Recording and increase productivity by broadening the e-recording scope of services into 2004.

E. The Election Division will be conducting the Presidential Preference Primary in March 2004. This is a state-wide election to determine the voters' presidential candidate preference.

F. The Election Division will be participaing in the national SERVE project which will provide interenet voting for over-seas military and citizens in all elections in 2004.

Budget Changes: - The addition of in-house filming/scanning of recording documents will allow for collection of new revenue.

Department: 11 Auditor

Dept. Director: Bob Terwilliger

Financial Consultant: Brian Haseleu

- A request for greater functional responsibility for gambling tax recovery is anticipated to increase Sheriff's revenue.
- Presidential elections are being held in 2004.

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	47.000	47.000	47.000	47.000	0.000
Auditor's O&M	1.000	1.000	1.000	1.000	0.000
Auditor	**48.000**	**48.000**	**48.000**	**48.000**	**0.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$176,086	$248,397	$72,311	41.07%
Taxes	$151	$0	$0	$0	.00%
Licenses And Permits	$179,628	$187,374	$243,000	$55,626	29.69%
Intergovernmental Reven	$145,783	$121,275	$162,930	$41,655	34.35%
Charges For Services	$6,523,125	$6,672,856	$7,602,540	$929,684	13.93%
Miscellaneous Revenues	$30,819	$12,007	$10,603	($1,404)	(11.69%)
Non-Revenues	$0	$0	$0	$0	.00%
Operating Transfers In	$4,538,319	$0	$0	$0	.00%
Auditor	**$11,417,825**	**$7,169,598**	**$8,267,470**	**$1,097,872**	**15.31%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
FundBalance/AvailableR	$0	$22,180	$0	($22,180)	(100.00%)
Salaries	$2,414,507	$2,485,153	$2,580,060	$94,907	3.82%
Personnel Benefits	$555,296	$598,924	$655,005	$56,081	9.36%
Supplies	$714,203	$576,865	$736,689	$159,824	27.71%
Other Services And Char	$1,092,681	$1,223,855	$1,712,669	$488,814	39.94%
Interfund Services	$168,055	$668,710	$181,000	($487,710)	(72.93%)
Capital Outlays	$3,123,108	$80,000	$174,875	$94,875	118.59%
Interfund Payments for S	$995,521	$1,019,849	$1,142,396	$122,547	12.02%
Auditor	**$9,063,370**	**$6,675,536**	**$7,182,694**	**$507,158**	**7.60%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$5,585,543	$5,890,075	$6,242,136	$352,061	5.98%
Special Revenue Funds	$0	$6,500	$7,950	$1,450	22.31%
Auditor's O&M	$289,155	$563,961	$679,534	$115,573	20.49%
Elections Equipment Cu	$3,188,673	$215,000	$253,074	$38,074	17.71%
Auditor	**$9,063,370**	**$6,675,536**	**$7,182,694**	**$507,158**	**7.60%**

Department: 12 Finance

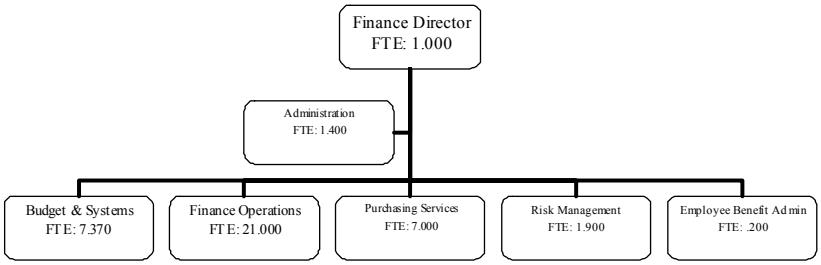
Dept. Director: Roger Neumaier

Financial Consultant: Mambo Emedi

Mission Statement: The mission of the Finance Department is to provide stewardship of Snohomish County's resources, to provide financial expertise and quality information to the staff, citizens, and communities of the County in compliance with legal requirements and policies. Through our diverse activities and duties, we are committed to reach out to County departments and other governmental agencies to cooperate in fulfilling their missions.

Legislative Authority: SCC 2.100:
The department has the authority to implement administrative policies and procedures that provide for a comprehensive, orderly basis for program planning, budget development, and fiscal management and control, to promote more efficient management of public funds.

Organization Chart:



Service Provided: The Finance Department is comprised of five division areas which provide the following primary services:

Administration - advises the Executive and Council on financial policy issues, develop and implement business process changes, works with outside entities on major capital projects, and provides management and office support for all divisions.
Budget & Systems - provides budget development and analytical services, financial reporting, financial analysis, consultation, and information to management and departmental clients, as well as to the Executive and Council. Designs financial system reports to serve as analytical tools for financial analysis, provides cost of compensation analysis, and administers the countywide financial system.
Financial Operations - provides accounting services, payroll services, and payments to vendors for goods and services. Provides certain of these same services to outside districts.
Purchasing - provides procurement, competitive bidding, contracting, and related services for all county departments.
Risk Management - protects the county against accidental losses, which would significantly affect personnel, property, the budget, or the ability of the county to continue to fulfill its responsibilities.

Budget Drivers: The following budget drivers are influencing or requiring certain funding levels in this budget:

* Legislative changes
* Economic indicators

Snohomish County 2004 Budget: Department Overview

Department: 12 Finance

Dept. Director: Roger Neumaier

Financial Consultant: Mambo Emedi

* Annexation/incorporation activities

Major Projects:
1.) Enhancement to Travel Credit Cards (Purchase Cards).
2.) Transition of the Accounts Payable ACH (Direct Deposit for Vendors) pilot to full implementation.
3.) Conversion to Muni Man Cayenta Version 7 and ACTUATE 7.
4.) Time and Attendance, Play Lag implementation.
5.) Risk Manager and Prosecuting Attorney working in conjunction to refine the claims adjusting services.

Budget Changes: Adds a Fund 506 fte position to manage the County's risk management effots.

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	37.575	37.775	37.775	36.875	-0.900
Snohomish County Insur	2.000	1.900	1.900	2.800	0.900
Employee Benefit Trust	0.300	0.200	0.200	0.200	0.000
Finance	**39.875**	**39.875**	**39.875**	**39.875**	**0.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Intergovernmental Reven	$21,412	$0	$0	$0	.00%
Charges For Services	$96,000	$39,069	$48,000	$8,931	22.86%
Miscellaneous Revenues	$5,633,744	$8,774,986	$8,573,626	($201,360)	(2.29%)
Finance	**$5,751,156**	**$8,814,055**	**$8,621,626**	**($192,429)**	**(2.18%)**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
FundBalance/AvailableR	$0	$6,993	$0	($6,993)	(100.00%)
Salaries	$2,145,550	$2,198,921	$2,219,284	$20,363	.93%
Personnel Benefits	$479,668	$526,888	$585,232	$58,344	11.07%
Supplies	$28,326	$37,430	$37,430	$0	.00%
Other Services And Char	$6,073,437	$7,156,221	$7,159,721	$3,500	.05%
Interfund Payments for S	$650,900	$670,949	$717,006	$46,057	6.86%
Finance	**$9,377,880**	**$10,597,402**	**$10,718,673**	**$121,271**	**1.14%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$3,199,087	$3,342,165	$3,416,091	$73,926	2.21%
Snohomish County Insur	$6,157,630	$7,233,405	$7,280,027	$46,622	.64%
Employee Benefit Trust	$21,163	$21,832	$22,555	$723	3.31%
Finance	**$9,377,880**	**$10,597,402**	**$10,718,673**	**$121,271**	**1.14%**

Department: 13 Human Resources

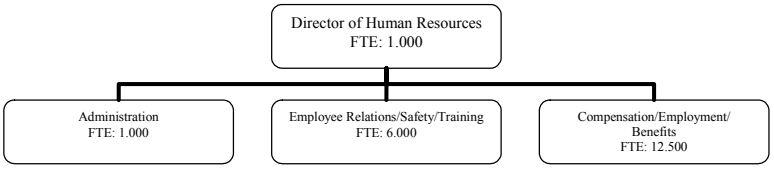
Dept. Director: Bridget Clawson

Financial Consultant: Mary Albert

Mission Statement: Human Resources aims to achieve the mission and vision of Snohomish County by attracting, developing and retaining peak performing employees. We accomplish our mission by working as a business partner with management and employees of Snohomish County toward resolving issues, assisting management in designing work structures, complying with varying state, federal and local laws, determining staffing levels, recruiting new employees, and recommending employee training, benefit and reward systems.

Legislative Authority: RCW 41.14 -- Civil Service for Sheriff's Office
RCW 41.26 -- LEOFF Retirement System
RCW 41.56 -- Public Employees' Collective Bargaining
RCW 51 -- Industrial Insurance
FLSA -- WAC 296-126 (State)
FLSA -- 1938 - 52 State. 1060 (Federal)

Organization Chart:



Service Provided: Human Resources provides and administers a professional system of human resources management for County employees through the development, communication and reasoned application of policies, rules and procedures and by selection and implementation of programs which improve the effectiveness and efficiency of the County's human resources.

The department's functional areas include: Employment Services, Training, Classification, Pay Administration, Employee benefits, Employee relations, Labor negotiations, Affirmative Action, Safety, Diversity Programs, Emergency Preparedness, Employee Records and Information, and Staff support to human resources boards.

Budget Drivers: Risk management activities, including effective management of Federal Family Medical Leave Act and Americans with Disabilities Act, have increased every year since 1990. In addition, recruitment, labor contract administration and safety are requiring additional attention due to County-wide growth. The Campus Redevelopment Initiative is raising issues and challenges in the workforce; many come to Human Resources as a "to do" or a case to manage. 2004 budget reductions will increase workload due to liability associated with layoffs.

Major Projects: The following major projects or issues are included in this budget.
- Case management of medical issues.
- Implementation of Human Resources Technology Plan.
- Recruitment and hiring for approximately 250 positions.

Department: 13 Human Resources

Dept. Director: Bridget Clawson

Financial Consultant: Mary Albert

- Consultation on labor relations and employee relations issues (approximately 6,000 service requests per year).
- Maintenance of self-insured status under workers' compensation.
- Management of effective safety and return-to-work programs.
- Development of a management and staff training and development initiative from the ground up.
- Provision of leadership through CRI "growing pains".
- Staffing of the County switchboard.
- Compliance with Civil Service and LEOFF Board requirements.
- Management of diversity initiatives designed to attract and retain employees reflective of the cultural diversity of our community.
- Management training on human resources policies.
- Development and presentation of staff training and development.
- Oversight of supervisor training.
- Development of policies and training on policies.
- Response to reclass requests.
- Practice of emergency management program.
- Response to layoffs county-wide with contract interpretation and outplacement services.

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	21.000	21.000	21.000	19.500	-1.500
Snohomish County Insur	0.500		0.000	0.000	
Employee Benefit Trust	0.000	0.000	0.000	1.000	1.000
Human Resources	**21.500**	**21.000**	**21.000**	**20.500**	**-0.500**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Charges For Services	$742,287	$1,376,400	$2,521,392	$1,144,992	83.19%
Miscellaneous Revenues	$19,714,706	$21,634,679	$29,728,877	$8,094,198	37.41%
Operating Transfers In	$1,333,326	$1,498,252	$1,041,913	($456,339)	(30.46%)
Human Resources	**$21,790,319**	**$24,509,331**	**$33,292,182**	**$8,782,851**	**35.83%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
FundBalance/AvailableR	$0	$238,314	$578,839	$340,525	142.89%
Salaries	$1,066,576	$1,102,430	$1,116,200	$13,770	1.25%
Personnel Benefits	$239,239	$270,230	$300,195	$29,965	11.09%
Supplies	$29,307	$36,154	$38,354	$2,200	6.09%
Other Services And Char	$22,714,958	$22,823,987	$31,945,189	$9,121,202	39.96%
Interfund Services	$945,574	$1,043,636	$508,167	($535,469)	(51.31%)
Interfund Payments for S	$287,268	$298,994	$283,697	($15,297)	(5.12%)
Human Resources	**$25,282,922**	**$25,813,745**	**$34,770,641**	**$8,956,896**	**34.70%**

Department: 13 Human Resources

Dept. Director: Bridget Clawson

Financial Consultant: Mary Albert

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$1,830,391	$1,931,788	$1,841,120	($90,668)	(4.69%)
Snohomish County Insur	$391,710	$411,638	$220,735	($190,903)	(46.38%)
Employee Benefit Trust	$23,060,821	$23,470,319	$32,708,786	$9,238,467	39.36%
Human Resources	**$25,282,922**	**$25,813,745**	**$34,770,641**	**$8,956,896**	**34.70%**

Department: 14 Information Services

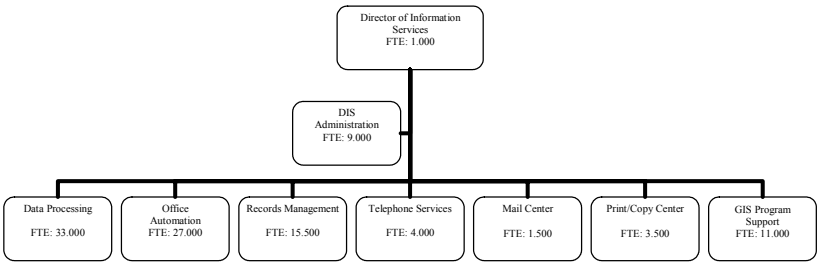
Dept. Director: Bob von Wolffradt

Financial Consultant: Mary Albert

Mission Statement: The mission of the Department of Information Services is to deliver quality business services that empower and support our customers in the accomplishment of their missions.

Legislative Authority: Snohomish County Code 2.350

Organization Chart:



Service Provided: The Department of Information Services provides enterprise information processing services through several programs.

The Data Processing program provides three main functions: Technical Systems Support, Applications Support, and Project Office activities.

The function of the Office Automation program is to assist departments in making the best possible use of office automation technologies. The program provides support, maintenance, and operational services for three technology assets including network infrastructure, workstation, and office automation application structures managed by the Department of Information Services.

The GIS Division continues to help client agencies and departments utilize GIS data and tools for the continued effective use of the county-wide GIS. The division also provides guidance and suggestions for future use of GIS.

The function of Records Management & Micrographic Services is to develop and administer record retention schedules, and operate and manage the County's records center, imaging, and micrographic services in accordance with state statutes and standards.

The function of the Print/Copy Center is to manage and administer the County's printing and photocopying services with County staff on County equipment, and coordinating services of print vendors.

The Mail Center provides mail services to County departments for incoming, outgoing, and interoffice mail.

The function of the Telephone Services is to manage the County's telecommunications systems, network and wiring plant, and to design functional systems that meet client needs.

Department: 14 Information Services

Dept. Director: Bob von Wolffradt

Financial Consultant: Mary Albert

Infrastructure replacement is the planned investment in maintaining existing asset structures strategic to County information systems. These assets consist of hardware, operating software, and certain applications programs that create the core of our technology base.

Budget Drivers: The following budget drivers are influencing or requiring certain funding levels:

County "Budget Directives for 2004", the "Vision for Countywide Technology Planning and Processes" and leadership focus on "Law and Justice Efficiencies" and "Economic Development" include emphasis on using technology components to a higher degree in Information Services' business operations. In reaching these goals and objectives, Information Services anticipates continued demands to improve our public access (Internet), establish imaging infrastructure for key document sets, and strive to better integrate existing systems and data to improve efficiencies. This increase in demand is expected to require additional staff resources in application development, systems and network engineering, security and compliance, telecommunications, and overall financial management of projects and operating costs.

This increased emphasis on technology solutions to business needs does not diminish the need to maintain and support existing systems. The Data Processing, Office Automation, and GIS programs continue to experience increased quantity and complexity in help desk calls, PC and network device counts, upgrade activity, and network administration duties. Strategic applications are increasing in complexity as object-oriented tools allow advanced operations in a variety of settings that require machine configuration, tuning, and problem resolution, and impact the network infrastructure with increased data traffic and storage requirements. All of this activity is driving replacement/enhancement efforts just to maintain existing performance and capacity levels.

Records Management, Print and Copy Center, and Mail Services will experience increased volumes as departmental growth creates demands for additional resources. In 2004 we anticipate significant efforts by Records Management to establish the base infrastructure for imaging and document management as key document sets are made available digitally and at the same time dramatically change the way the county stores and manages records during large scale moves and facility operational changes.

Campus redevelopment initiatives are directly impacting resources in all areas of Information Services. The efforts include facility technology design, estimating and planning efforts for the new jail, records center, and administrative buildings, in addition to temporary relocation of County work groups and technology infrastructure affected by construction activities.

Major Projects: Major new projects for 2004 that have been identified by the functional technology committees fall in the following major categories: Law and Justice Integration projects, Electronic Document Management, Legislative Tracking System, Airport Complex Infrastructure, CRI technology related options, and numerous small and intermediate projects.

Additionally, infrastructure replacement projects targeting components of our application, network, workstation, and data/facility structures are planned.

Department: 14 Information Services

Dept. Director: Bob von Wolffradt

Financial Consultant: Mary Albert

Budget Changes: Information Services base budget request has increased approximately $550,000 over the prior year when adjusted for one-time interfund transfers and accounting changes in 2003. This change is due to the continued increased use of technology to support cost effective County operations. The differential includes full year impacts of increased staffing levels appropriated in 2003, adjusted repair and maintenance expenditures reflective of technology asset changes, and various adjustments to other miscellaneous operating costs.

Information Services' 2004 decision packages include multi-year funding for Electronic Document and Records Management, a Legislative Tracking System (part of the technology replacement program), an Airport Complex Infrastruture Project, an Application Server Migration project and CRI technology project. A one-time operating transfer decision package is included to move $2.667 million from 505 fund balance to 315 capital projects to support priority projects.

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
Information Services	97.500	102.500	102.500	105.500	3.000
Information Services	**97.500**	**102.500**	**102.500**	**105.500**	**3.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$2,352,758	$4,406,215	$2,053,457	87.28%
Charges For Services	$13,873,148	$15,367,596	$14,543,758	($823,838)	(5.36%)
Miscellaneous Revenues	$237,609	$390,317	$153,678	($236,639)	(60.63%)
Operating Transfers In	$1,912,839	$3,044,850	($1,098,046)	($4,142,896)	(136.06%)
Information Services	**$16,023,596**	**$21,155,521**	**$18,005,605**	**($3,149,916)**	**(14.89%)**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$4,535,803	$5,898,496	$6,078,460	$179,964	3.05%
Personnel Benefits	$1,000,541	$1,384,896	$1,547,919	$163,023	11.77%
Supplies	$2,949,366	$2,348,603	$1,155,311	($1,193,292)	(50.81%)
Other Services And Char	$2,922,515	$4,535,655	$975,435	($3,560,220)	(78.49%)
Interfund Services	$1,030,869	$3,105,753	$2,783,912	($321,841)	(10.36%)
Capital Outlays	$531,630	$3,196,486	$4,945,840	$1,749,354	54.73%
Debt Service: Principal	$326,600	$0	$0	$0	.00%
Debt Service: Interest &	$133,343	$0	($127,241)	($127,241)	#Div/0!
Interfund Payments for S	$691,704	$685,632	$645,969	($39,663)	(5.78%)
Information Services	**$14,122,370**	**$21,155,521**	**$18,005,605**	**($3,149,916)**	**(14.89%)**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Data Processing Capital	$1,306,842	$3,315,981	$42,338	($3,273,643)	(98.72%)
Information Services	$12,815,528	$17,839,540	$17,963,267	$123,727	.69%
Information Services	**$14,122,370**	**$21,155,521**	**$18,005,605**	**($3,149,916)**	**(14.89%)**

Department: 16 Nondepartmental

Dept. Director: Roger Neumaier

Financial Consultant: Johnson, Haseleu

Mission Statement: The Nondepartmental Program exists to account for expenditures which serve multiple departments.

Legislative Authority: Legislative Authorization for this program's expenditures comes from the programs which it serves. This comes from the County Council Approved Budget.

Organization Chart:

Service Provided: The Nondepartmental budgets provides for performance of work or expenditure of funds that cross departmental programs. For example, payment of general items which benefit the county as a whole and do not fit directly within a service program of any specific department or organization are budgeted within the Nondepartmental organization. Most organizations within the interdepartmental agency are administered on behalf of the County Executive by the Department of Finance.

Departments and activities include; Health District, Real Estate Excise Tax (REET), Law Library, E-911 etc.

Budget Drivers: Funds budgeted in the Debt Service Funds reflect current year debt obligations of the County, based on fiscal policies as implemented by the Department of Finance.

Major Projects:

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	0.000	6.000	0.000	-3.500	-9.500
Emergency Services Co	2.000	2.000	2.000	2.000	0.000
Capital Projects	0.000		0.000	0.000	
Nondepartmental	**2.000**	**8.000**	**2.000**	**-1.500**	**-9.500**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$12,324,151	$11,429,647	($894,504)	(7.26%)
Taxes	$102,882,197	$106,417,743	$110,750,492	$4,332,749	4.07%
Licenses And Permits	$1,551,806	$1,779,641	$1,875,669	$96,028	5.40%

Department: 16 Nondepartmental

Dept. Director: Roger Neumaier

Financial Consultant: Johnson, Haseleu

Intergovernmental Reven	$7,364,816	$7,420,647	$8,569,211	$1,148,564	15.48%
Charges For Services	$4,125,772	$4,413,454	$4,801,015	$387,561	8.78%
Miscellaneous Revenues	$124,539	$3,018,911	$2,085,200	($933,711)	(30.93%)
Operating Transfers In	$959,904	$190	$629,779	$629,589	331362.63%
Nondepartmental	**$117,009,034**	**$135,374,737**	**$140,141,013**	**$4,766,276**	**3.52%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$110,421	$1,356,309	$825,631	($530,678)	(39.13%)
Personnel Benefits	$24,245	$26,715	$44,530	$17,815	66.69%
Supplies	$830	$1,000	$11,640	$10,640	1064.00%
Other Services And Char	$4,833,988	$11,076,785	$8,049,425	($3,027,360)	(27.33%)
Interfund Services	$22,917,786	$20,530,792	$18,158,656	($2,372,136)	(11.55%)
Capital Outlays	$0	$200,000	$200,000	$0	.00%
Interfund Payments for S	$419,867	$41,003	$43,324	$2,321	5.66%
Nondepartmental	**$28,307,136**	**$33,232,604**	**$27,333,206**	**($5,899,398)**	**(17.75%)**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$13,213,251	$12,678,633	$8,653,374	($4,025,259)	(31.75%)
Revenue Stabilization Fu	$869,904	$0	$0	$0	.00%
Grant Control	$0	$3,000,000	$1,741,752	($1,258,248)	(41.94%)
Emergency Services Co	$2,880,394	$4,572,933	$4,468,801	($104,132)	(2.28%)
Real Estate Excise Tax F	$11,343,587	$12,981,038	$12,469,279	($511,759)	(3.94%)
Nondepartmental	**$28,307,136**	**$33,232,604**	**$27,333,206**	**($5,899,398)**	**(17.75%)**

Department: 17 Debt Service

Dept. Director: Roger Neumaier

Financial Consultant: Wanda Johnson

Mission Statement: The Debt Service Program exists to account for the repayment of general obligation long-term debt.

Legislative Authority: All debt which is serviced by the Debt Service Fund is a result of obligations incurred from and authorized through other programs.

Organization Chart:

Not Applicable.

Service Provided: The Debt Service Program is a grouping of various Road Improvement Districts (RID) long term debt funds, and the Limited Tax Debt Service Fund.

Budget Drivers: Financing structure of various County projects as recommended by the Finance Departments and the County Executive, and approved by the County Council.

Major Projects:

Budget Changes: The 2004 budget reflects the new refunding and capital bond issued in October of 2003.

Staffing Resources:

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$3,837,579	$8,498,571	$4,660,992	121.46%
Taxes	$3,437,993	$3,759,009	$11,000	($3,748,009)	(99.71%)
Intergovernmental Reven	$120,148	$116,811	$116,811	$0	.00%
Charges For Services	$0	$0	$200,471	$200,471	100.00%
Miscellaneous Revenues	$862,610	$930,252	$1,503,938	$573,686	61.67%
Non-Revenues	$665,059	$796,982	$795,906	($1,076)	(.14%)
Operating Transfers In	$12,859,694	$13,135,357	$12,531,588	($603,769)	(4.60%)
Debt Service	**$17,945,504**	**$22,575,990**	**$23,658,285**	**$1,082,295**	**4.79%**

Department: 17 Debt Service

Dept. Director: Roger Neumaier

Financial Consultant: Wanda Johnson

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
FundBalance/AvailableR	$0	$2,696,846	$469,217	($2,227,629)	(82.60%)
Other Services And Char	($7,641)	$0	$3,800,000	$3,800,000	100.00%
Interfund Services	$0	$0	$381,349	$381,349	100.00%
Debt Service: Principal	$5,761,293	$8,461,705	$8,047,984	($413,721)	(4.89%)
Debt Service: Interest &	$13,830,223	$11,417,439	$12,459,735	$1,042,296	9.13%
Debt Service	**$19,583,874**	**$22,575,990**	**$25,158,285**	**$2,582,295**	**11.44%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
RID 13 Long Term Debt	$60	$7,600	$0	($7,600)	(100.00%)
RID 11A Assessment	$0	$2,400	$0	($2,400)	(100.00%)
Limited Tax Debt Servic	$18,840,717	$21,803,990	$24,817,075	$3,013,085	13.82%
Road Improvement Distri	$743,097	$762,000	$341,210	($420,790)	(55.22%)
Debt Service	**$19,583,874**	**$22,575,990**	**$25,158,285**	**$2,582,295**	**11.44%**

Department: 18 Facilities Management

Dept. Director: Larry Van Horn

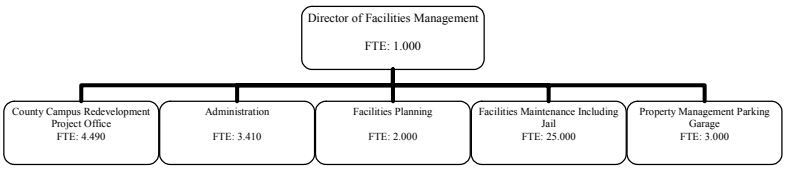
Financial Consultant: Mary Albert

Mission Statement: The mission of Facilities Management is to develop, acquire, and manage County facilities and properties. Our diverse team of professionals provides accessible, efficient, safe and secure county facilities and properties. Through strategic planning and performance, Facilities Management works in a cooperative effort to enable our clients to provide effective services in which we take pride.

Legislative Authority: Property Management:
RCW 36.35 -- Tax Title Lands
RCW 36.32 -- County Commissioners
RCW 36.34 -- County Property
RCW 39.23 -- Intergovernmental Disposition of Property
SCC 4.46 -- Management and Disposition of County-Owned Personal and Real Property
WAC 67.35 -- Blind Vending Facility Program
RCW 74.18 --Department of Services For The Blind

Facilities Planning/Facilities Maintenance:
ADA -- Americans with Disabilities Act of 1990
WAC 51-11 -- Washington State Energy Code
WISHA -- Washington Industrial Safety and Health Regulation Act
RCW 19.27 -- State Building Code Act

Organization Chart:



Service Provided: The Department of Facilities Management consists of six divisions that provide for the management of internal services, which support other County departments in the accomplishment of their missions.

Property Management - inventory for real property (land and buildings), inventory for County-owned personal property, sale of tax title properties, lease space in County buildings, lease space for the County to occupy, purchase of property, sale of County surplus property, and space management.

Parking - employee, public, and jury parking, parking garage operations, and leased parking.

Facilities Planning - facility planning, design and consulting services, project management for remodels, renovations and new construction, and the development, implementation and

Department: 18 Facilities Management

Dept. Director: Larry Van Horn

Financial Consultant: Mary Albert

management of the facilities capital plan.

Facilities Maintenance - building maintenance, repair and construction support, safety corrections, landscaping and grounds maintenance, Americans with Disabilities Act (ADA) upgrades, energy management, emergency actions, and administration of the external security contract.

Jail Facilities Maintenance - building maintenance, repair and construction support, safety and security of Correction Facilites, grounds maintenance, energy management, and emergency response 7 days a week, 24 hours per day.

CRI - management of all Campus Redevelopment Initiative projects.

Administration - general administration, management oversight, and support of all other divisions of Facilities Management.

Budget Drivers: The following budget drivers are influencing and requiring certain funding levels in this budget:

-Volatile and fluctuating energy costs.

-Increasing county population and related service requirements.

-Department growth requiring new or modified leases, master planning for new county space, remodels, and renovations.

-Leasing additional space.

-Inventory in additional buildings.

-Aging infrastructure buildings and mechanical equipment.

-Federal, State, and local laws, ordinances, and codes, which require ongoing compliance, i.e. OSHA, ADA, and the newly adopted IBCs.

Major Projects: Facilities Management's main focus will be the successful implementation of the Campus Redevelopment Initiative (CRI project). The Campus Redevelopment Initiative budget includes the construction of a new jail, administration building, and parking facility on its main campus in downtown Everett, and the construction of a County Records building to house the Sheriff's storage of evidence and County records by the Department of Information Services. The relocation of 700 County employees to campus and renegotiating the affected lease agreements is another major project.

Budget Changes: Highlights of Facilities Management's 2004 budget submission:

-- Facilities' budget includes the expansion of contracted security to include 24 hours per day, Monday to Friday, with limited weekend and holiday coverage to monitor all County Campus facilities. Next year, the County's new parking garage will also need security monitoring. This is

Department: 18 Facilities Management

Dept. Director: Larry Van Horn

Financial Consultant: Mary Albert

especially crucial when the garage is being used to accommodate patrons of the nearby Special Events Center.

-- Facilities' budget also contains $8,000 to secure a professional services contract to assist Property Management move surplus furniture and equipment.

--The new parking garage and the County Records Building will add 390,000 square feet of commercial constructed space that will need to be maintained in 2004 . In order to effectively maintain the added square footage of County facilities in 2004, the Facilities Maintenance budget includes the addition of 1.5 Facilities Maintenance Workers and additional utilities costs that are anticipated.

--The opening of the newly constructed 1,200 stall parking garage (March, 2004) necessitates an unprecedented expansion of the County's parking operations, which includes serving as a parking resource for the nearby Special Events Center and features additional parking spaces to accommodate County employees returning to the County Campus from leased facilities. The County is in the middle of the Request for Proposal (RFP) process to hire a parking garage operator to manage this new parking facility, as well as manage the surface lot at Wall and Oakes Street. Both the parking operator cost and additional parking facility revenues for the new garage have been included in the 2004 budget.

-- Roof, carpet and furniture replacements in the Mission building, and remodeling in the Carnegie building for use as office space use are included in Facilities' 2004 budget. The Carnegie building is planned to be used as the office for the County's Facilities Management department, after Work Release moves to the Corrections facility.

-- Roof replacement projects for the Carnegie and current Administration building have also been included in Facilities' 2004 budget. These structures have exceeded their lifespan and are recommended to be replaced to avoid additional maintenance and operational issues.

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	28.910	33.410	33.410	33.910	0.500
Capital Projects	5.590	4.890	5.090	5.090	0.200
Facility Construction Fun	0.000		0.000	0.000	
Facilities Management	**34.500**	**38.300**	**38.500**	**39.000**	**0.700**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$0	($1,279,123)	($1,279,123)	#Div/0!
Taxes	$0	($541,009)	$0	$541,009	(100.00%)
Intergovernmental Reven	$500,000	$500,000	$0	($500,000)	(100.00%)
Charges For Services	$36,075	$10,080	$0	($10,080)	(100.00%)
Miscellaneous Revenues	$8,504,373	$3,306,990	$5,175,176	$1,868,186	56.49%
Non-Revenues	$0	$61,816,627	$64,434,709	$2,618,082	4.24%
Operating Transfers In	$160,600	$3,766,860	($2,022,963)	($5,789,823)	(153.70%)
Facilities Management	**$9,201,048**	**$68,859,548**	**$66,307,799**	**($2,551,749)**	**(3.71%)**

Department: 18 Facilities Management

Dept. Director: Larry Van Horn

Financial Consultant: Mary Albert

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
FundBalance/AvailableR	$0	($310,294)	$45,009	$355,303	(114.51%)
Salaries	$1,816,198	$1,966,107	$2,349,133	$383,026	19.48%
Personnel Benefits	$445,236	$476,432	$612,691	$136,259	28.60%
Supplies	$364,460	$336,246	$330,246	($6,000)	(1.78%)
Other Services And Char	$6,507,860	$12,706,367	$6,541,837	($6,164,530)	(48.52%)
Interfund Services	$1,459,095	$4,766,612	($484,246)	($5,250,858)	(110.16%)
Capital Outlays	$8,057,635	$51,386,036	$59,459,238	$8,073,202	15.71%
Debt Service: Interest &	$0	$0	$18,701	$18,701	100.00%
Interfund Payments for S	$570,621	$747,349	$813,639	$66,290	8.87%
Facilities Management	**$19,221,105**	**$72,074,855**	**$69,686,248**	**($2,388,607)**	**(3.31%)**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$4,820,317	$6,201,331	$6,789,371	$588,040	9.48%
Capital Projects	$12,387,685	$62,316,627	$64,434,709	$2,118,082	3.40%
Facility Construction Fun	$1,171,244	$1,446,252	($1,939,644)	($3,385,896)	(234.12%)
Elevator Construction	$380	$0	$4,217	$4,217	100.00%
Facillities Improvements	$220,479	$190,145	$341,480	$151,335	79.59%
Construction Projects	$621,000	$1,920,500	$56,115	($1,864,385)	(97.08%)
Facilities Management	**$19,221,105**	**$72,074,855**	**$69,686,248**	**($2,388,607)**	**(3.31%)**

Department: 20 Pass-Through Grants

Dept. Director: Janelle Sgrignoli, Peter Hahn

Financial Consultant: Mambo Emedi

Mission Statement: Not applicable - Please refer to individual department budget pages for Human Services or Public Works, as appropriate

Legislative Authority: Not applicable - Please refer to individual department budget pages for Human Services or Public Works, as appropriate

Organization Chart: Not applicable - Please refer to individual department budget pages for Human Services or Public Works, as appropriate

Service Provided: Not applicable - Please refer to individual Pass-Through Grants program budget pages for Human Services or Public Works, as appropriate

Budget Drivers: Not applicable - Please refer to individual Pass-Through Grants program budget pages for Human Services or Public Works, as appropriate

Major Projects: Not applicable - Please refer to individual Pass-Through Grants program budget pages for Human Services or Public Works, as appropriate

Budget Changes:

Staffing Resources:

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Intergovernmental Reven	$25,080,226	$25,540,256	$29,865,781	$4,325,525	16.94%
Miscellaneous Revenues	$0	$5,250,000	$5,250,000	$0	.00%
Pass-Through Grants	**$25,080,226**	**$30,790,256**	**$35,115,781**	**$4,325,525**	**14.05%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Other Services And Char	$25,044,894	$30,790,256	$35,115,781	$4,325,525	14.05%
Pass-Through Grants	**$25,044,894**	**$30,790,256**	**$35,115,781**	**$4,325,525**	**14.05%**

Department: 20 Pass-Through Grants

Dept. Director: Janelle Sgrignoli, Peter Hahn

Financial Consultant: Mambo Emedi

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Human Services Program	$24,955,738	$30,579,356	$35,066,250	$4,486,894	14.67%
Grant Control	$89,156	$210,900	$49,531	($161,369)	(76.51%)
Pass-Through Grants	**$25,044,894**	**$30,790,256**	**$35,115,781**	**$4,325,525**	**14.05%**

Department: 21 Airport

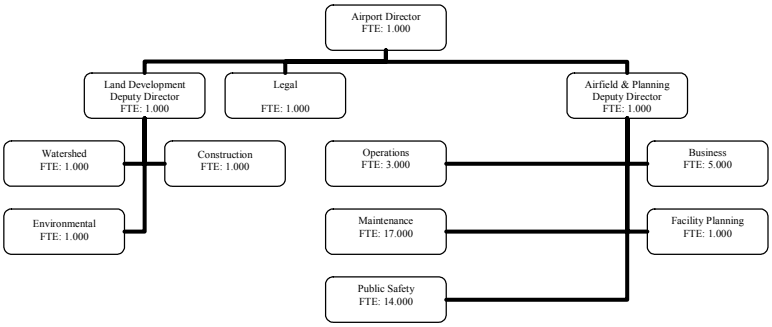
Dept. Director: Dave Waggoner

Financial Consultant: Mambo Emedi

Mission Statement: The mission of the Snohomish County Airport (Paine Field) is to contribute to the economic vitality and quality of life of the region. This is accomplished by providing high quality aviation and industrial services, facilities, and interaction with customers. Customers include airfield tenants and users, neighbors, the people of Snohomish County, and the worldwide aviation community.

Legislative Authority: RCW 14.08 Municipal Airports - 1945 Act

Organization Chart:



Service Provided: The Snohomish County Airport (Paine Field) is a major general aviation facility and industrial park serving the Puget Sound Region. Classified as a reliever airport to Sea-Tac by the FAA, Paine Field has 550 based aircraft and 200,000 aircraft takeoffs and landings per year. There are approximately 55 businesses, employing 3,250 people, operating at the Airport. These businesses provide a full array of aviation services, ranging from small one-person operations to Goodrich, which employs more than 1,700 people. Additionally, more than 20,000 people are currently employed at the Everett Boeing facility. The Airport is self-supporting and uses Airport Enterprise funds for contingencies and future development requirements. Aviation related capital improvements on the Airport are eligible for 90% grant funding from the FAA administered Airport Improvement Program. A shortage of FAA grant funding has limited the projects that are funded to only those of the highest priority.

Budget Drivers: The following budget drivers are influencing or requiring certain funding levels in this budget:

1. Maintain airport safety standards and FAA requirements to provide a safe environment for aviation, industry and employees.
2. Interact with the Airport community to continue to enhance the Airport's public image.
3. Enhance customer satisfaction through necessary services, maintenance, and support provided by the Airport's staff.
4. Increase long-term revenue and asset base at the Airport by responding to existing and prospective customer need which results in increased economic development, growth, and vitality for the County.
5. Create contingency reserves for initial startup and operations of NFIC.

Major Projects: The following major projects or issues are included or addressed in this year's budgeting process:
1. Increase Airport asset base for several building projects, including management of the NFIC project approved in 2003 and to be constructed in 2004/5.

Department: 21 Airport

Dept. Director: Dave Waggoner

Financial Consultant: Mambo Emedi

2. Complete several FAA funded capital programs including capital repairs, obstruction removal and outer ramp improvements. Respond to FAA mandates for increased security upgrades as required.
3. On-going maintenance and upgrading of existing buildings to preserve facility assets. Responds to needs of existing tenants for space expansion at the Airport and results in increased revenues and ensures market rate future rents.
4. Continued work on Airport improvement projects including stormwater improvements of Big Gulch and sewer improvement projects to provide sanitary sewer service to inner and outer ramp areas to allow for future aviation development at the Airport.

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
Airport	46.000	47.000	47.000	47.000	0.000
Airport	**46.000**	**47.000**	**47.000**	**47.000**	**0.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$987,852	$2,445,899	$1,458,047	147.60%
Intergovernmental Reven	$2,806,343	$2,452,500	$382,500	($2,070,000)	(84.40%)
Charges For Services	$8,465,649	$8,327,775	$2,957,695	($5,370,080)	(64.48%)
Miscellaneous Revenues	$195,512	$110,000	$6,060,352	$5,950,352	5409.41%
Non-Revenues	$0	$1,000,000	$1,100,000	$100,000	10.00%
Operating Transfers In	$2,215,000	$0	$0	$0	.00%
Airport	**$13,682,504**	**$12,878,127**	**$12,946,446**	**$68,319**	**.53%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
FundBalance/AvailableR	$0	$7,340	$0	($7,340)	(100.00%)
Salaries	$2,474,817	$2,786,974	$2,842,432	$55,458	1.99%
Personnel Benefits	$585,185	$667,750	$728,499	$60,749	9.10%
Supplies	$621,888	$435,000	$435,000	$0	.00%
Other Services And Char	$1,589,147	$1,647,835	$1,827,835	$180,000	10.92%
Interfund Services	$40,530	$67,822	$67,822	$0	.00%
Capital Outlays	$6,066,885	$4,530,000	$2,915,000	($1,615,000)	(35.65%)
Debt Service: Principal	$563,767	$823,510	$952,122	$128,612	15.62%
Debt Service: Interest &	$1,306,272	$1,052,093	$2,206,969	$1,154,876	109.77%
Interfund Payments for S	$937,479	$859,803	$963,012	$103,209	12.00%
Airport	**$14,185,970**	**$12,878,127**	**$12,938,691**	**$60,564**	**.47%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Airport	$14,185,970	$12,878,127	$12,938,691	$60,564	.47%
Airport	**$14,185,970**	**$12,878,127**	**$12,938,691**	**$60,564**	**.47%**

Department: 22 Treasurer

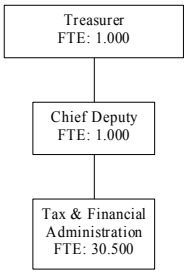
Dept. Director: Bob Dantini

Financial Consultant: Wanda Johnson

Mission Statement: The mission of the Treasurer's Office is to protect, manage and safely invest taxpayer dollars of Snohomish County government, Special Purpose Districts, and Local Improvement Districts through equitable and efficient administration of tax billings, collections and distributions.

Legislative Authority: The primary duties and legal restrictions of the County Treasurer are defined under Title 36.29 of the Revised Code of Washington (RCW). Numerous other statutes pertain to other duties and are found under various titles in the code. The Treasurer is part of the Executive Branch of county government.

Organization Chart:



Service Provided: Tax Administration - All tasks related to billing / collection of property tax, real estate excise tax affidavit processing, special assessments and surface water fees; maintain changes to current year tax roll, and respond to customer inquiries for information and research.

Revenue Collection - Extraordinary collection related to delinquent taxes associated with bankruptcy, foreclosure and personal property distraint.

Cash Management - Lock box processing of tax statementsand payments, centralized cash and revenue collecting for County and Special Purpose Districts; monitoring bank balances, receipts and disbursement to maximize available resources; monitoring and analyzing of bank concentration account; monitoring of all incoming and outgoing wire transfers; set up and maintainence of all ACH payment collections; assist with set up of all credit card acceptance programs in other county offices; co-ordinate and provide banking services for county and special purpose districts.

Investments - Safely maximize returns on invested funds of the County and Special Purpose Districts while maintaining sufficient liquidity to meet current and future obligations.

Debt Management - Provide administrative support, complete records and transcripts; complete accurate cash transfers to pay all County and Special Purpose Districts' current and refunded debt issues.

Accounting/Reporting - School district warrant reconciliation, cash, debt, and investment reports, investment account information to finance department, preparation of debt management schedule, data entry for all revenue transactions, bank account reconciliation, issuance of interest

Department: 22 Treasurer

Dept. Director: Bob Dantini

Financial Consultant: Wanda Johnson

bearing warrants and/or special loan provisions, and timely revenue distributions.

Passports - As a Public Service Passports applications are accepted and processed by the Treasurer's Office.

Budget Drivers: Total number of tax parcels, creation of tax parcels, level of real estate sales.

Conversion and implementation of Investments to Ascend 3.1

Workload backlog has shifted from the Assessor to the Treasurer's Office as a result of Assessor staff emphasis on segregation's and exemptions.

County growth results in greater workload and corresponding operating costs throughout the office.

Major Projects: Continue to offer automatic payment through ACH. This has been done with no additional staff and we now have 2500 accounts signed up.

Partnered with DIS to implement on-line cash and investment informatin which will reduce customer traffic, phone calls and paper work.

Continued development of technology assisted methods of information and service delivery:
**Enhancement of the Treasurer's web site for public access to non-confidential tax information, as well as forms and self help information.
**On line access to tax related information through the Treasurer's web site and the IVR phone system.

Continue to work with the Certificate of Participation financing program in partnership with Washington State Treasurer's Office.

Actively participate in the Campus Planning Group and Customer Service Subcommittee.

Incorporate recommendations made by the Economic Stimulus Task Force and the Customer Service Subcommittee to further enhance customer service.

Integration of various computer reports with the countywide financial system, Cayenta, and a new report system, Acctuate.

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	33.000	32.500	32.500	32.500	0.000
Treasurer	**33.000**	**32.500**	**32.500**	**32.500**	**0.000**

Department: 22 Treasurer

Dept. Director: Bob Dantini

Financial Consultant: Wanda Johnson

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Taxes	$6,212,312	$6,306,197	$6,634,139	$327,942	5.20%
Charges For Services	$49,336	$33,479	$132,389	$98,910	295.44%
Miscellaneous Revenues	$4,469,804	$4,131,122	$3,251,500	($879,622)	(21.29%)
Operating Transfers In	$78,226	$83,702	$94,308	$10,606	12.67%
Treasurer	**$10,809,677**	**$10,554,500**	**$10,112,336**	**($442,164)**	**(4.19%)**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$1,352,255	$1,508,879	$1,530,166	$21,287	1.41%
Personnel Benefits	$351,729	$406,761	$449,544	$42,783	10.52%
Supplies	$58,936	$66,000	$66,500	$500	.76%
Other Services And Char	$187,747	$125,063	$197,863	$72,800	58.21%
Interfund Payments for S	$771,337	$925,800	$894,122	($31,678)	(3.42%)
Treasurer	**$2,722,004**	**$3,032,503**	**$3,138,195**	**$105,692**	**3.49%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$2,722,004	$3,032,503	$3,138,195	$105,692	3.49%
Treasurer	**$2,722,004**	**$3,032,503**	**$3,138,195**	**$105,692**	**3.49%**

Department: 24 District Court

Dept. Director: William C. Fosbre

Financial Consultant: Wanda Johnson

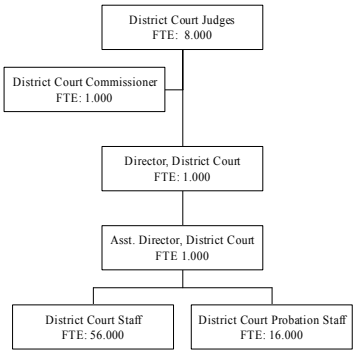
Mission Statement: The mission of the District Court is to fairly, effectively, and efficiently adjucate all matters filed with the Court.

The District Court is divided into a court clerical operations department and a court probation department. The mission of the Court's clerical operations department is to keep and maintain accurate records of all judicial proceedings, to cause to be implemented judicial orders, and to collect and to disburse revenues.

The mission of the Probation Department of the District Court is to gather, evaluate, and provide complete and accurate information for the purpose of making recommendations for sentencing to the District Court. The Probation Department insures accurate and reliable monitoring and reporting of each adjudicated defendant's compliance with conditions of sentence.

Legislative Authority: Justice Court Act of 1961
Article IV, Section 1 of the State Constitution
RCW 3 - District Courts - Courts of Limited Jurisdiction
RCW 10 - Criminal Procedure
RCW 12 - District Courts - Civil Procedures
RCW 46 - Motor Vehicles
RCW 9 - Crimes and Punishments, Chapter 9.95

Organization Chart:



Service Provided: The District Court provides limited jurisdiction court services for all misdemeanor criminal cases, traffic infractions, civil cases up to $50,000, and small claims cases up to $4,000.

These services are accomplished via judicial actions, public interaction at the court operations level, telephone, fax, e-mail and U.S. Mail.

District Court services revolve around case adjudication, record keeping, sentence implementation, revenue assessment, revenue collection and legal action reporting.

The District Court Probation Department, a department of the District Court, is responsible for providing sentencing information to judicial officers and for supervising individuals convicted and placed on probation. Intensive probation is essential for public safety and increased compliance with conditions of sentences.

Department: 24 District Court

Dept. Director: William C. Fosbre

Financial Consultant: Wanda Johnson

Budget Drivers: The necessity of securing adequate funding to accomplish the primary goal of court consolidation.

The goal of increasing sentence compliance via enhanced probation supervision.

The goal of increasing collection efforts to improve delinquent fine, fee and penalty payments.

Overall operational enhancements to generate additional revenue collections via internal procedural modifications to make more likely the payment of monies assessed and obligated to the Court.

Major Projects: Remodel Everett Division - During the summer of 2004, the District Court clerical and probation work spaces, and one courtroom will be permanently relocated as a result of the Superior Court project to remodel the Courthouse Building. This move will result in District Court having to plan and execute a method for handling up to a one-week closure of the Everett Division facilities.

In-custody first appearance in-custody matters in Everett - The Everett Division will be assuming all first appearance in-custody hearings from the outlying divisions. The Everett Division will plan for the increased workload by adjusting court calendars and staffing at the remote divisions will be adjusted accordidngly.

Consolidation/staff and workload equalization - The District Court will continue to work on conssolidation and workload equalization issues. This will include examination of all business practices, performance measurements, and consolidated interpreter scheduling.

Review Collections process - A complete review of the entire collection process will be undertaken.

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	87.000	83.000	83.000	83.000	0.000
District Court	**87.000**	**83.000**	**83.000**	**83.000**	**0.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Intergovernmental Reven	$468,820	$429,364	$543,328	$113,964	26.54%
Charges For Services	$1,305,578	$1,331,349	$1,474,253	$142,904	10.73%
Fines And Forfeits	$3,822,950	$3,744,418	$3,665,187	($79,231)	(2.12%)
Miscellaneous Revenues	$76,849	$87,566	$164,546	$76,980	87.91%
Non-Revenues	$491,503	$516,139	$660,594	$144,455	27.99%
District Court	**$6,165,699**	**$6,108,836**	**$6,507,908**	**$399,072**	**6.53%**

Department: 24 District Court

Dept. Director: William C. Fosbre

Financial Consultant: Wanda Johnson

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$4,388,888	$4,284,955	$4,317,384	$32,429	.76%
Personnel Benefits	$1,058,631	$1,086,757	$1,171,185	$84,428	7.77%
Supplies	$118,564	$99,285	$99,285	$0	.00%
Other Services And Char	$399,830	$456,669	$585,202	$128,533	28.15%
Capital Outlays	$0	$0	$0	$0	.00%
Interfund Payments for S	$493,506	$639,987	$670,545	$30,558	4.77%
District Court	**$6,459,420**	**$6,567,653**	**$6,843,601**	**$275,948**	**4.20%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$6,459,420	$6,567,653	$6,843,601	$275,948	4.20%
District Court	**$6,459,420**	**$6,567,653**	**$6,843,601**	**$275,948**	**4.20%**

Department: 30 Sheriff

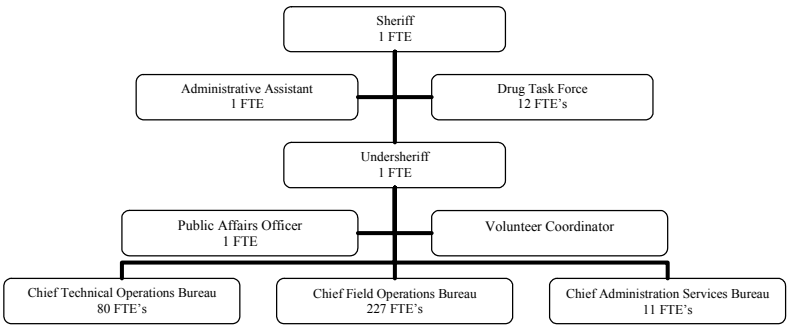
Dept. Director: Rick Bart

Financial Consultant: Brian Haseleu

Mission Statement: The mission of the Sheriff's Office is to keep the peace, reduce crime, and improve the quality of life through community partnerships.

Legislative Authority: Following is only a partial list of applicable statutes:
RCW 2.08 -- Superior Courts (Process)
RCW 4.14 -- Removal of Certain Actions to Superior Court -Attached Property - Custody
RCW 4.44 -- Trial (Deposits in Court - Enforcement of Order)
RCW 5.56 -- Witnesses - Compelling Attendance
RCW 6.17 -- Executions
RCW 6.19 -- Adverse Claims to Property Levied On
RCW 6.21 -- Sales under Execution
RCW 6.32 -- Proceedings Supplemental to Execution
RCW 7.08 -- Assignment of Benefit for Creditors
RCW 7.36 -- Habeas Corpus
RCW 7.40 -- Injunctions
RCW 7.42 -- Injunctions - Obscene Materials
RCW 7.48 -- Nuisances
RCW 7.64 -- Replevin
RCW 36.28-- County Sheriff

Organization Chart:



Service Provided: The Sheriff's Office budget is comprised of five funds and eighteen program areas through which the following primary services are provided:

Administration - leadership, policy development and public information;
Administrative Services - Oversight and administration responsibility for Fiscal and Organizational Development divisions, budget, accounting, grants, planning, crime analysis, professional standards:
Field Operations - Oversight responsibility for patrol and special operations divisions, special teams such as emergency response, civil disturbance, dive, marine reserves, bomb, and forest patrol;
Investigations - major crimes, special investigations (crimes vs. children), general investigations (fraud, polygraph, sex offender registration, computer forensics), habitual offenders, and judicial service;
Patrol - patrol, K-9, crime prevention, domestic violence investigations, neighborhood drug

Department: 30 Sheriff

Dept. Director: Rick Bart

Financial Consultant: Brian Haseleu

houses, and volunteers;
Narcotics Enforcement - drug investigations (General Fund)
Law Enforcement Contracts - contract law enforcement services to cities (Gold Bar, Index, Stanwood, Darrington, Everett, Monroe, Arlington), other county departments, (Airport, Parks) the state and federal government;
Collision Investigation - traffic enforcement, collision investigation, DUI enforcement;
Animal Control - enforcement of animal related laws and ordinances;
Technical Operations - Oversight and administration responsibility for Investigations and Technical Services divisions;
School Resource - deputies in schools as school resource officers;
Training - employee training including firearms and emergency driving for skills enhancements and risk management;
Records - data entry into the Records Management System, computer entry of warrants, crime reports, file management;
Evidence - processing, storage and disposition of found property and evidence for criminal cases;
Search & Rescue - search, rescue, helicopter operation, and coordination of SAR volunteers;
Civil - processing and storage of court orders and other documents;
Narcotics Task Force - drug investigations (grant funded)
Narcotics Task Force II - drug investigations (grant funded)

Budget Drivers: - The Sheriff's Office STRATEGIC PLAN calls for targeting drunk drivers, habitual offenders, and neighborhood drug houses with a community policing approach. Adequate staffing and facilities to support the Strategic Plan drive these budget requests.

- REVENUE GENERATION is also driving this budget request. The Sheriff understands that in this tight economy, he must do whatever he can to help offset the costs of the enhancements he is requesting.

Major Projects: - The Department continues to work with Facilities Management and the Campus Redevelopment Initiative Team, to address the following Facility type needs: Evidence vehicle impound lot, Firearms training facility, Evidence Control Facility and security enhancements to Headquarters.

-Joint Resolution 03-017 passed by the Executive and Council on May 14, 2003 set the stage for the funding of a Meth Strike Team as part of a multi-disciplinary approach to solving the county's drug problem.

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	308.000	319.000	329.000	330.000	11.000
Grant Control	4.000	4.000	4.000	4.000	0.000
Sheriff	**312.000**	**323.000**	**333.000**	**334.000**	**11.000**

Snohomish County 2004 Budget: Department Overview

Department: 30 Sheriff

Dept. Director: Rick Bart

Financial Consultant: Brian Haseleu

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$3,000	$0	($3,000)	(100.00%)
Taxes	$1,702,932	$1,786,593	$1,955,157	$168,564	9.43%
Licenses And Permits	$13,291	$1,289	$65,000	$63,711	4942.67%
Intergovernmental Reven	$4,735,590	$3,359,416	$4,304,664	$945,248	28.14%
Charges For Services	$247,747	$879,549	$439,272	($440,277)	(50.06%)
Fines And Forfeits	$154,712	$220,917	$437,979	$217,062	98.26%
Miscellaneous Revenues	$790,393	$760,486	$297,836	($462,650)	(60.84%)
Operating Transfers In	$2,267,064	$1,967,297	$2,306,661	$339,364	17.25%
Sheriff	**$9,911,728**	**$8,978,547**	**$9,806,569**	**$828,022**	**9.22%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$18,852,438	$19,814,883	$20,333,890	$519,007	2.62%
Personnel Benefits	$4,833,564	$5,319,390	$5,816,423	$497,033	9.34%
Supplies	$784,986	$482,845	$519,071	$36,226	7.50%
Other Services And Char	$5,083,744	$4,909,963	$5,823,644	$913,681	18.61%
Interfund Services	$352,873	$413,013	$775,923	$362,910	87.87%
Capital Outlays	$477,490	$514,716	$360,000	($154,716)	(30.06%)
Interfund Payments for S	$5,091,085	$6,430,761	$6,844,928	$414,167	6.44%
Sheriff	**$35,476,179**	**$37,885,571**	**$40,473,879**	**$2,588,308**	**6.83%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$33,448,005	$36,003,879	$37,866,537	$1,862,658	5.17%
Grant Control	$1,414,986	$1,235,592	$1,586,842	$351,250	28.43%
Search and Rescue Helic	$23,000	$2,000	$152,000	$150,000	7500.00%
Sheriff Drug Buy	$510,550	$554,100	$778,500	$224,400	40.50%
Boating Safety	$79,638	$90,000	$90,000	$0	.00%
Sheriff	**$35,476,179**	**$37,885,571**	**$40,473,879**	**$2,588,308**	**6.83%**

Department: 31 Prosecuting Attorney

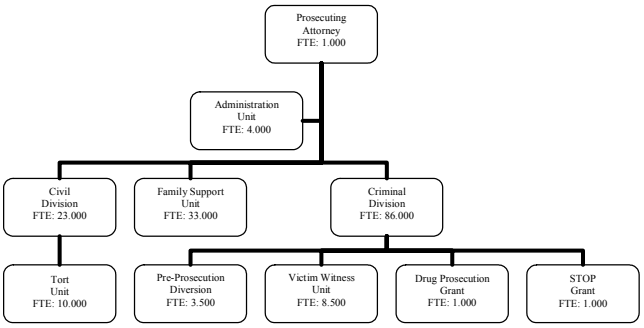
Dept. Director: Janice E. Ellis

Financial Consultant: Mary Albert

Mission Statement: It is the mission of the Snohomish County Prosecutor's Office to fulfill its legal and constitutional obligations to the citizens of the County and State; to vigorously, fairly, and efficiently prosecute those who commit crimes in Snohomish County; to represent the County in civil litigation; to provide high quality professional advice and service to Snohomish County and State of Washington governments; and to be knowledgeable advocates for improvements in the justice system.

Legislative Authority: Including, but not limited to:
RCW 7.68, 7.69 -- Victims of Crime
RCW 9 -- Crimes and Punishments
RCW 9A -- Washington Criminal Code
RCW 10 -- Criminal Procedure
RCW 36.27 -- Prosecuting Attorney
RCW 46 -- Motor Vehicles
RCW 71 -- Mental Illness
RCW 74.20 -- Support of Dependent Children

Organization Chart:



Service Provided: The Prosecuting Attorney's Office includes three primary program areas:

Criminal - The Criminal Division is responsible for prosecuting all adult and juvenile felony cases referred by county law enforcement agencies, and all misdemeanor and gross misdemeanor cases referred by the County Sheriff, the State Patrol, all state agencies, and some cities that have contracted with the county for misdemeanor prosecution services. The Criminal Division also provides advocacy services for crime victims, and maintains a pre-prosecution diversion program which holds selected first-time offenders accountable for their offenses while avoiding the costs of case filing, court, and incarceration.

Civil - The Civil Division acts as the in-house legal counsel for Snohomish County. The Civil Division represents the County and its employees, as appropriate, in civil litigation in Federal and State courts, arbitrations, mediations, administrative hearings, and appeals. The Civil Division also provides its County clients with a broad range of other legal services, including informal and formal advice and the preparation and review of a broad variety of legal instruments. The Civil Division also represents the mental health division of Human Services in involuntary commitment proceedings.

Department: 31 Prosecuting Attorney

Dept. Director: Janice E. Ellis

Financial Consultant: Mary Albert

Family Support - The Family Support Unit litigates issues regarding child support in cases referred by the State Department of Social and Health Services, Division of Child Support and defends D.C.S. in actions brought against them. Family Support program expenditures are reimbursed by a combination of state and federal pass-through funds.

Budget Drivers: Each of the Prosecuting Attorney's divisions are driven by differing workload factors:

1. The Criminal Division's budget is driven by the volume and complexity of criminal case referrals from the following agencies: the Snohomish County Sheriff's Office, the Washington State Patrol, 15 city police agencies, and 12 other agencies such as the Department of Fish & Wildlife, the Narcotics Task Force, and the Washington State Reformatory. 2002 adult felony police referrals increased 7% over 2001 while 2002 misdemeanor referrals increased 2.2% over 2001. 2002 juvenile referrals were down 14% from 2001. In addition to the 7% increase in adult felony referrals, continual "tough on crime" legislation has resulted in longer standard ranges and in many sexual assault cases, the potential for life in prison. This has reduced defendants' willingness to plead guilty and has led to more protracted plea negotiations, more trials, and longer trials on these serious cases.

2. The Civil Division's workload is driven by the needs of County clients and by the amount of litigation filed against the County. The Civil Division conducts litigation on behalf of the County in a broad spectrum of practice areas including torts and employment, land use and environmental law, and municipal law. Employment and land use are both areas in which the amount of litigation as well as the need for legal advice is rapidly increasing. Overall, the volume of legal services requested from the Civil Division has grown dramatically in the last few years, and is only expected to increase as the County responds to the increasing demands of state and federal mandates.

3. The Family Support Unit's workload is driven by the number of paternity cases referred by the Washington State Department of Social and Health Services (DSHS), the number of actions brought against DSHS, which the Family Support Unit defends, the number of modification requests referred by DSHS, and the number of actions referred by both DSHS and internal units for enforcement of court and administrative support orders.

Major Projects: None.

Budget Changes: There are no significant budget changes.

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	120.500	120.500	118.500	117.500	-3.000
Crime Victims/Witness	4.200	4.200	3.900	6.900	2.700
Grant Control	36.300	36.300	36.600	36.600	0.300
Snohomish County Insur	10.000	10.000	10.000	10.000	0.000
Prosecuting Attorney	**171.000**	**171.000**	**169.000**	**171.000**	**0.000**

Department: 31 Prosecuting Attorney

Dept. Director: Janice E. Ellis

Financial Consultant: Mary Albert

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Beginning Fund Balance	$0	$92,000	$232,189	$140,189	152.38%
Intergovernmental Reven	$3,017,204	$3,055,270	$3,231,037	$175,767	5.75%
Charges For Services	$381,665	$363,000	$444,305	$81,305	22.40%
Fines And Forfeits	$1,822	$0	$0	$0	.00%
Miscellaneous Revenues	$9,938	$1,500	($6,500)	($8,000)	(533.33%)
Operating Transfers In	$39,558	$40,276	$39,800	($476)	(1.18%)
Prosecuting Attorney	**$3,450,186**	**$3,552,046**	**$3,940,831**	**$388,785**	**10.95%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
FundBalance/AvailableR	$0	$40,532	$105,693	$65,161	160.76%
Salaries	$10,438,214	$10,958,205	$10,999,616	$41,411	.38%
Personnel Benefits	$2,117,101	$2,378,909	$2,639,590	$260,681	10.96%
Supplies	$202,104	$187,613	$192,613	$5,000	2.67%
Other Services And Char	$838,048	$862,165	$900,961	$38,796	4.50%
Interfund Services	$39,558	$40,276	$39,800	($476)	(1.18%)
Interfund Payments for S	$1,004,026	$1,168,837	$1,169,542	$705	.06%
Prosecuting Attorney	**$14,639,052**	**$15,636,537**	**$16,047,815**	**$411,278**	**2.63%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$10,777,938	$11,355,985	$11,493,729	$137,744	1.21%
Crime Victims/Witness	$270,760	$333,824	$563,643	$229,819	68.84%
Grant Control	$2,567,215	$2,756,733	$2,833,292	$76,559	2.78%
Antiprofiteering Revolvi	$3	$97,503	$92,580	($4,923)	(5.05%)
Snohomish County Insur	$1,023,136	$1,092,492	$1,064,571	($27,921)	(2.56%)
Prosecuting Attorney	**$14,639,052**	**$15,636,537**	**$16,047,815**	**$411,278**	**2.63%**

Department: 32 Office of Public Defense

Dept. Director: Beth Cullen

Financial Consultant: Mambo Emedi

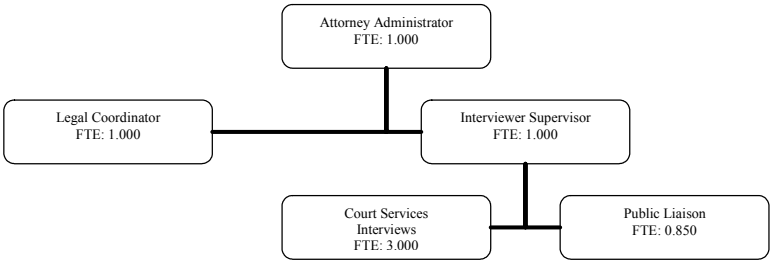
Mission Statement: It is the mission of the Office of Public Defense to provide indigent defense services reasonably and cost effectively in a manner that complies with constitutional and statutory requirements. These services include assignment of counsel, pre-trial assessments and representation of defendants in specific instances.

Legislative Authority: Snohomish County Code Chapter 2.09, Office of Public Defense.

Standards for Public Defense Services adopted in 1989 by the Washington Defender Association and approved by the Washington State Bar Association as the standards for public defense services in Snohomish County, as required by RCW 10.101.030

Ch.10.101 RCW - Making determinations of indigency in accordance with the provisions of this chapter

Organization Chart:



Service Provided: The office shall be responsible for administration of an assigned counsel program to provide indigent criminal defense services in those criminal cases in which a jail sentence is a potential sanction. The office shall also be responsible for administration of a system for providing the court with information pertaining to the setting of bail and release of offenders pending trial. Further, the Attorney Administrator has both a District Court and Superior Court caseload.

Budget Drivers: The need for indigent criminal defense services and the cost for providing it.

Major Projects: Establish and review policies and procedures for the administration of the county's indigent defense program and pre-trial release program.

Administer the indigent defense and pre-trial release programs under the direction of the county executive or his designee.

Assess and implement reasonable cost-effective programs to manage the cost of attorney fees.

Budget Changes: This budget completes a reorganization that was begun in 2003.

Snohomish County 2004 Budget: Department Overview

Department: 32 Office of Public Defense

Dept. Director: Beth Cullen

Financial Consultant: Mambo Emedi

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	6.500	6.500	7.000	6.500	0.000
Office of Public Defense	**6.500**	**6.500**	**7.000**	**6.500**	**0.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Intergovernmental Reven	$88,307	$81,476	$60,000	($21,476)	(26.36%)
Charges For Services	$204,643	$134,090	$134,090	$0	.00%
Fines And Forfeits	$99,884	$82,437	$97,671	$15,234	18.48%
Office of Public Defense	**$392,833**	**$298,003**	**$291,761**	**($6,242)**	**(2.09%)**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$359,183	$360,699	$357,257	($3,442)	(.95%)
Personnel Benefits	$72,552	$89,608	$97,529	$7,921	8.84%
Supplies	$4,787	$5,750	$5,750	$0	.00%
Other Services And Char	$3,435,445	$3,685,745	$3,682,629	($3,116)	(.08%)
Interfund Payments for S	$148,524	$97,082	$64,844	($32,238)	(33.21%)
Office of Public Defense	**$4,020,491**	**$4,238,884**	**$4,208,009**	**($30,875)**	**(.73%)**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$4,020,491	$4,238,884	$4,208,009	($30,875)	(.73%)
Office of Public Defense	**$4,020,491**	**$4,238,884**	**$4,208,009**	**($30,875)**	**(.73%)**

Department: 33 Medical Examiner

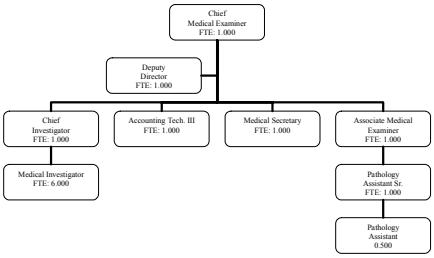
Dept. Director: Norman J. Thiersch

Financial Consultant: Mary Albert

Mission Statement: The mission of the Medical Examiner's Office is to provide the citizens of Snohomish County a modern medicolegal death investigation system and to assure that their interests and those of their loved ones are safeguarded during their times of personal loss.

Legislative Authority:
RCW 36.16 -- County Officers
RCW 36.24 -- County Coroner
RCW 36.39 -- Disposition of Indigent Remains
RCW 68.50 -- Human Remains
RCW 73.08.070 -- County Burial of Indigent Deceased Veterans
WAC 248-40-040 -- Handling and Care of Human Remains
WAC 248-40-050 -- Transportation of Human Remains
SCO 87-042 -- Snohomish County Medical Examiner
SCO 93-107 -- Disposition of Unclaimed Remains

Organization Chart:



Service Provided: The primary purpose of the Snohomish County Medical Examiner's Office is to determine the cause and manner of death of persons who die suddenly, violently, or unexpectedly while in apparent good health within the geographic boundaries of the county and who fall under the jurisdiction of the Medical Examiner (RCW 68.50).

Budget Drivers: The following budget drivers are influencing or requiring certain funding levels in this budget:

1. The number of death investigations occurring within the County under medical examiner statutory authority.
2. Maintaining death investigation standards to improve public health and public safety.
3. Promoting partnerships that support death investigations within the County and surrounding jurisdictions, which will streamline government and deliver services in a cost-effective and efficient manner.

Major Projects: No new projects.

Budget Changes: 2004 Revenue and Expenditure decision package request for $500 new revenue with $500 expenditure appropriation for a self-funded training seminar in 2004. Revenues are provided by participant application fees.

Department: 33 Medical Examiner

Dept. Director: Norman J. Thiersch

Financial Consultant: Mary Albert

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	13.000	13.500	13.500	13.500	0.000
Medical Examiner	**13.000**	**13.500**	**13.500**	**13.500**	**0.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Intergovernmental Reven	$88,510	$86,160	$96,390	$10,230	11.87%
Miscellaneous Revenues	$4,695	$2,780	$2,933	$153	5.50%
Medical Examiner	**$93,205**	**$88,940**	**$99,323**	**$10,383**	**11.67%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$867,222	$892,701	$934,977	$42,276	4.74%
Personnel Benefits	$174,103	$202,765	$228,719	$25,954	12.80%
Supplies	$35,173	$40,000	$38,000	($2,000)	(5.00%)
Other Services And Char	$84,561	$123,989	$116,989	($7,000)	(5.65%)
Interfund Payments for S	$275,568	$309,564	$333,388	$23,824	7.70%
Medical Examiner	**$1,436,627**	**$1,569,019**	**$1,652,073**	**$83,054**	**5.29%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$1,436,627	$1,569,019	$1,652,073	$83,054	5.29%
Medical Examiner	**$1,436,627**	**$1,569,019**	**$1,652,073**	**$83,054**	**5.29%**

Department: 35 Superior Court

Dept. Director: Dick Carlson

Financial Consultant: Brian Haseleu

Mission Statement: The Snohomish County Superior Court serves the public by adjudicating its cases in a fair, timely and efficient manner.

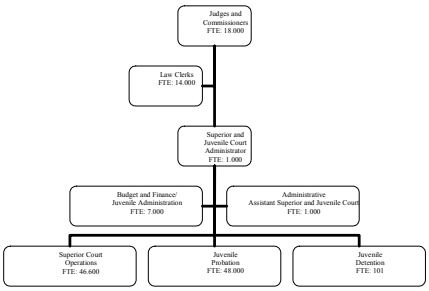
Legislative Authority: The Snohomish County Superior Court is responsible for adjudicating all matters over which it has original or appellate jurisdiction pursuant to the Constitution, laws and rules of the State of Washington.

Under RCW 26.12 Family Court investigators provide Superior Court judges and commissioners with reports and recommendations for custody and parenting issues in domestic relations and paternity cases.

Superior Court operates an Arbitration program which resolves cases without the necessity of a trial and utilization of judicial resources. Arbitration is now mandatory pursuant to Chapter 338, Laws 2002.

Article IV, Sections 1, 2, 3 and 6 Washington State Constitution
RCW 2.08 Superior Courts

Organization Chart:



Service Provided: As the Washington State court of general jurisdiction, the Superior Court initially hears and decides cases not specifically assigned by law to another court according to the U.S. and Washington constitutions, and applicable laws, rules and case law. The caseload includes felony criminal cases; the wide variety of civil cases; domestic relations (divorce) cases; probate cases (administration of wills); juvenile offender (criminal) and dependency (abuse and neglect) cases; and paternity, guardianship, adoption and mental illness cases. The Superior Court also serves as an appellate court, hearing appeals from the District and Municipal Courts and certain state and local administrative and legislative agencies.

Budget Drivers: The following factors have a direct impact on the Court's caseload, which requires a sufficient funding level for the Court's 2004 budget.

Case filings within the various case types are the primary budget drivers for Superior Court; the court requires a sufficient funding level from the county general fund to process its cases in a fair and timely manner.

Growth in general -- and specifically population growth and density -- commerce, criminal arrests and referrals, legislation, state and local agency policies, and other social and economic

Department: 35 Superior Court

Dept. Director: Dick Carlson

Financial Consultant: Brian Haseleu

factors impact case filings.

Major Projects: Courthouse remodel will be a major undertaking in 2004.

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	57.000	58.000	58.000	58.000	0.000
Superior Court	**57.000**	**58.000**	**58.000**	**58.000**	**0.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Licenses And Permits	$29,328	$31,457	$30,097	($1,360)	(4.32%)
Intergovernmental Reven	$25,847	$23,658	$82,715	$59,057	249.63%
Miscellaneous Revenues	($1,919)	$0	$176,000	$176,000	100.00%
Superior Court	**$53,256**	**$55,115**	**$288,812**	**$233,697**	**424.02%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$3,345,331	$3,329,616	$3,449,093	$119,477	3.59%
Personnel Benefits	$691,544	$776,146	$841,430	$65,284	8.41%
Supplies	$117,331	$89,590	$120,281	$30,691	34.26%
Other Services And Char	$1,033,301	$966,044	$1,294,624	$328,580	34.01%
Capital Outlays	$14,114	$17,400	$17,400	$0	.00%
Interfund Payments for S	$775,132	$914,487	$959,150	$44,663	4.88%
Superior Court	**$5,976,754**	**$6,093,283**	**$6,681,978**	**$588,695**	**9.66%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$5,976,754	$6,093,283	$6,681,978	$588,695	9.66%
Superior Court	**$5,976,754**	**$6,093,283**	**$6,681,978**	**$588,695**	**9.66%**

Department: 36 Juvenile Services

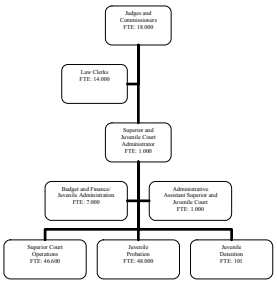
Dept. Director: Dick Carlson

Financial Consultant: Brian Haseleu

Mission Statement: The mission of Snohomish County Juvenile Court is to provide protection for the community and its youth, maintain individual rights, and advocate for a safe and nurturing environment.

Legislative Authority: RCW Title 13 established Juvenile Court under Washington State Superior Court.

Organization Chart:



Service Provided: Juvenile Court Services is comprised of two major program areas (Probation and Detention), as well as Support and Fiscal services.

The Probation Division provides the following services:
Intake - review case information and administer the risk assessment protocol in order to initiate court proceedings and offer appropriate recommendations; Monitor release conditions; Write court reports
Diversion - provide community based alternatives to court involvement for first time minor offenders; recruit, manage and train 80 volunteers for Community Accountability Boards.
Community Supervision - provide case management, referral and counseling services to youth on probation; administer risk assessment protocol; monitor compliance with court orders.
Volunteer Guardian Ad Litem Program - provide, train and support volunteer advocates who represent a child's best interest during dependency action brought against the parents.
Foster Care Citizen Review Board - recruitment, training and support for citizen volunteers reviewing cases of children in out-of-home placements.
Becca Bill Implementation - facilitates, processes and monitors truancy, at-risk and CHINS petitions.

The Detention Division provides the following services:
Secure Facility - detention facility serving up to 124 youth (currently staffed for a maximum of 91), including a day reporting program that serves as an alternative to confinement, and can handle up to 14 youth a day.
Secure Residential Crisis Center - A secure ten bed unit for youth deemed by law enforcement to be at risk of harm or injury to self or others.
Health Services provides non-emergency medical care for detained youth, 7 days a week, during waking hours.
Detention Alternatives including Program Alternatives to Structured Sentencing (PASS), After School Alternative Program (ASAP), and electronic monitoring and voice recognition tracking.
Food Services- serves meals prepared at DOC, does clean up and washes all utensils used in

Department: 36 Juvenile Services

Dept. Director: Dick Carlson

Financial Consultant: Brian Haseleu

food service, transports food from DOC to DJJC
School - provides custody supervision for the detention school program operated by Everett School District. The school program provides physical education in addition to an academic curriculum.
Drug/Alcohol Services: Provides assessment, referral, education, and some counseling to detained youth regarding substance abuse.

Support Services provides clerical, reception, data entry, record-keeping, and other administrative support to the functions of the department.

Fiscal Services provides book-keeping, accounts payable, accounts receivable, payroll, budget preparation, grants management, account reconciliation, and other financial related functions in support of the Department

Budget Drivers:

1. The Average Daily Population in Detention

2. The total number of offender referrals to Juvenile Court

3. The number of offender Information's filed

4. The number of Dependency petitions filed

5. The number of truancy, and CHINS/ARY petitions filed

Major Projects: Juvenile Court, through the JAIBG grant, has expanded to include treatment for the ARY Drug Treatment Court participants.

Budget Changes:

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	134.800	136.300	136.300	134.300	-2.000
Grant Control	46.050	46.050	47.300	44.300	-1.750
Juvenile Services	**180.850**	**182.350**	**183.600**	**178.600**	**-3.750**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Intergovernmental Reven	$3,886,457	$4,858,586	$5,087,116	$228,530	4.70%
Charges For Services	$286,541	$212,500	$200,475	($12,025)	(5.66%)
Fines And Forfeits	$38,919	$52,442	$81,460	$29,018	55.33%
Miscellaneous Revenues	$18,423	$67,500	$79,700	$12,200	18.07%
Juvenile Services	**$4,230,341**	**$5,191,028**	**$5,448,751**	**$257,723**	**4.96%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$8,270,362	$8,652,291	$8,993,774	$341,483	3.95%
Personnel Benefits	$2,014,805	$2,369,602	$2,667,067	$297,465	12.55%
Supplies	$182,545	$173,819	$185,286	$11,467	6.60%

Department: 36 Juvenile Services

Dept. Director: Dick Carlson

Financial Consultant: Brian Haseleu

Other Services And Char	$2,701,943	$3,094,756	$3,307,204	$212,448	6.86%
Capital Outlays	($387)	$0	$0	$0	.00%
Interfund Payments for S	$1,172,512	$1,324,157	$1,322,189	($1,968)	(.15%)
Juvenile Services	**$14,341,781**	**$15,614,625**	**$16,475,520**	**$860,895**	**5.51%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$11,389,321	$11,863,366	$12,534,590	$671,224	5.66%
Special Revenue Funds	$44,017	$60,000	$60,000	$0	.00%
Grant Control	$2,908,443	$3,691,259	$3,880,930	$189,671	5.14%
Juvenile Services	**$14,341,781**	**$15,614,625**	**$16,475,520**	**$860,895**	**5.51%**

Department: 37 Clerk

Dept. Director: Pam L. Daniels

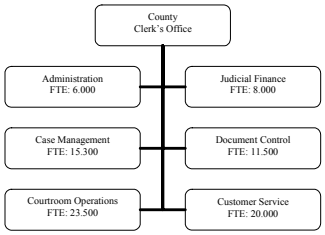
Financial Consultant: Mary Albert

Mission Statement: The mission of the County Clerk's Office is to efficiently maintain and protect the integrity and accuracy of the records of the Snohomish County Superior Court while serving the public in a courteous, professional and timely manner.

Legislative Authority: By statute, the County Clerk is charged to establish policies and procedures that (1) provide efficient and effective administrative and accounting support to the Superior Court system, (2) ensure timely compliance with the processing and management requirements for legal documents, and (3) attend all hearings and trials. Special functions of the County Clerk include the following:

CR 78(b) -- Clerk's Duties
GR 22 -- Access to Family Law Court Records
RCW Title 2 -- Courts of Record
RCW Title 4 -- Civil Procedure
RCW Title 6 -- Enforcement of Judgments
RCW Title 7 -- Special Proceedings and Actions
RCW Title 9 -- Crimes and Punishments
RCW Title 10 -- Criminal Procedure
RCW Title 11 -- Probate
RCW Title 13 -- Juvenile Courts and Juvenile Offenders
RCW Title 26 -- Domestic Relations
RCW Title 36 -- Counties: fees, public funds, investments
RCW Title 65 -- Recording, Registration and Legal Publication
RCW Title 71 -- Mental Illness
RCW Title 83 -- Estate Taxation
SCC 2.50 -- Code of Ethics
SCC 4.06 -- Jury Fees
SCC 4.45 -- Superior Court Registry Disbursement Fee
SCC 4.47 -- Fees For Processing Ex Parte Orders
SCC 4.49 -- Assessment and Collection of Costs For Processing Certain Child Support Payments

Organization Chart:



Service Provided: The Clerk's Office is comprised of seven divisions funded through the General Fund which provide the following primary services:

Department: 37 Clerk

Dept. Director: Pam L. Daniels

Financial Consultant: Mary Albert

* Administration - Management, payroll, and office support for all divisions.
* Judicial Finance - As mandated, manage incoming statutory fees, fines, trust funds and support funds; maintain a trust account for moneys received and provide an investment plan for moneys held; receive court fees and fines; and issue new case numbers.
* Case Management - As mandated, process documents and enter data into the State's Judicial Information System (JIS) and Superior Court Management Information System (SCOMIS) and apply case/document flow management techniques to ensure timeliness of data entry and case flow. Additionally, as mandated, process to the Appellate Courts all appeals, per mandate, filed in Snohomish County Superior Court.
* Document Control - As mandated, maintain court records and exhibits in accordance with statutory time constraints and archival standards and requirements; provide and return court files on an on-demand basis to the public, bar and courts.
* Courtroom Operations - As mandated, prepare a separate record of all court proceedings, receive all court documents and exhibits; manage the selection of jurors for Snohomish County District and Superior Courts; manage Superior Court hearing calendar confirmations.
* Customer Service - Answer all incoming telephone inquiries; as mandated, provide front counter service by issuing writs, subpoenas and other court related orders; and provide general information to the public.
* Court Services - Assist self-represented citizens through the court system with the Family Law and Domestic Violence Protection Order Facilitator Programs.
* Juvenile Division - This satellite division of the Clerk's Office performs all of the functions of Case Management, Customer Service, and Document Control at the Denney Juvenile Justice Center. The function of the Juvenile Division is to 1) provide accurate and timely processing of juvenile court documents, while preserving and maintaining the integrity and security of those records; 2) give quality service to the bar, citizens of Snohomish County and juvenile court staff when accessing court records; ensure that files and materials are available for court hearings as required; and 3) provide quality service to all individuals accessing the Juvenile Court system. This includes acceptance and routing of documents for filing; issuing documents on an on-demand basis to the public, bar and courts; and accepting/processing all juvenile legal financial obligations/payments.

Budget Drivers:
* Mandated document turn around time.
* County population growth: increased number of documents filed.
* Volume of self-represented litigants requiring services.
* Technology changes established at state level and necessity to manage increasing workload.
* Unfunded legislative and court rule mandates.
* Administrative Office of the Courts polices and procedures.

Major Projects: Continue to work with DIS to purchase and implement both the hardware and software required for an Enterprise Electronic Document Management System and Electronic Records Management System, which will allow the Clerk's Office to better manage the increasing workload and to better service its customers.

Budget Changes:

Snohomish County 2004 Budget: Department Overview

Department: 37 Clerk

Dept. Director: Pam L. Daniels

Financial Consultant: Mary Albert

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	83.400	83.300	83.300	84.300	1.000
Clerk	**83.400**	**83.300**	**83.300**	**84.300**	**1.000**

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Intergovernmental Reven	$527,887	$542,850	$521,000	($21,850)	(4.03%)
Charges For Services	$1,101,782	$1,047,182	$1,250,782	$203,600	19.44%
Fines And Forfeits	$294,283	$263,197	$306,152	$42,955	16.32%
Miscellaneous Revenues	$105,482	$105,320	$172,720	$67,400	64.00%
Clerk	**$2,029,434**	**$1,958,549**	**$2,250,654**	**$292,105**	**14.91%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$3,112,926	$3,374,807	$3,473,658	$98,851	2.93%
Personnel Benefits	$881,949	$1,004,078	$1,121,789	$117,711	11.72%
Supplies	$118,209	$67,921	$121,171	$53,250	78.40%
Other Services And Char	$259,214	$291,148	$220,228	($70,920)	(24.36%)
Capital Outlays	($1)	$5,500	$0	($5,500)	(100.00%)
Interfund Payments for S	$985,831	$1,236,304	$1,394,342	$158,038	12.78%
Clerk	**$5,358,129**	**$5,979,758**	**$6,331,188**	**$351,430**	**5.88%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$5,358,129	$5,979,758	$6,331,188	$351,430	5.88%
Clerk	**$5,358,129**	**$5,979,758**	**$6,331,188**	**$351,430**	**5.88%**

Department: 38 Corrections

Dept. Director: Steven D. Thompson

Financial Consultant: Mambo Emedi

Mission Statement: The mission of Snohomish County Corrections is:

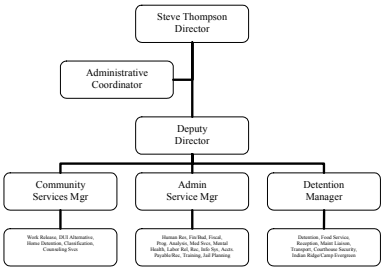
·To serve the community and criminal justice system.
·To provide safe, secure, humane and cost effective detention in accordance with constitutional guidelines.

The Department's primary goals are:

·To provide safe, cost effective detention.
·To cultivate partnerships within the criminal justice system.
·To utilize progressive and proven technology, training and operating strategies.
·To create a positive climate for diversity, teamwork and open communications.
·To provide courteous and efficient service.
·To establish management practices which demonstrate flexibility, accountability and trust.

Legislative Authority:
·RCW 70.48 -- City and County Jails Act
·RCW 39.34.180 -- Criminal Justice Responsibilities--Interlocal Agreements
·SCC Chapter 2.15 -- Department of Corrections
·SCC Chapter 5 -- Operational Standards for Snohomish County Department of Corrections

Organization Chart:



Service Provided:

To the Community:

·Protect the community through secure detention.
·Utilize inmate work programs for public projects.
·Provide services to persons connected to those detained.

To Law Enforcement:

·Provide a safe and secure booking facility.
·Detain arrestees.
·Collect personal data (fingerprints, photos and demographics).
·Facilitate expedited, efficient processing through the criminal justice system.

Department: 38 Corrections

Dept. Director: Steven D. Thompson

Financial Consultant: Mambo Emedi

To Inmates:

·Provide safe, secure detention.
·Mandated health and human services.

To the Courts:

·Provide inmate transport to court
·Courtroom security
·Video court facilities

Budget Drivers: The following budget drivers are influencing or requiring certain funding levels in this budget:

·Relocating Work Release from existing building to temporary housing at the Carnegie Building.
·Community expectations for criminal justice, resulting in more bookings, longer stays and therefore continual growth in prisoner population.
·Unfunded legislative mandates, for example, the DUI laws effective in 1998 and 1999.
·Standards of operation and inmate care mandated by law and required by oversight bodies.

Major Projects: The following major projects or issues are included in this budget:

·Identifying staffing resources needed to operate the expanded facility and preparing for recruitment, hiring, and training of needed staff.

·Out of County Housing - An estimated average of 55 prisoners a day is housed in other county jails. The budget assumes that these prisoners will be housed in a location less expensive than Yakima.

·Indian Ridge Corrections Facility - In August 2000 Snohomish County Corrections started operations at the state's Indian Ridge Juvenile Detention Facility. The original capacity of this minimum-security work facility is 144. We currently maintain an ADP of 180, an increase of 36 over original capacity. This facility serves to ease the crowding at the main complex and address issues of parity for female prisoners.

·Utilize existing resource most efficiently.

Budget Changes: Added 2 new Lieutenants and 1 Sergeant and 4 Correction Officers.
Reduced two field check officers.
FTE change neutral due to 5 positions allocated to RCO in 2003.
Increased Overtime by approximately $905.5K

Staffing Resources:

Fund Name	2002 Adopted	2003 Adopted	4/30/03 Actual	2004 Budgeted	Change from '03 Adopted
General Fund	266.500	270.000	275.000	275.000	5.000
Corrections Commissary	1.600	1.600	1.600	1.600	0.000
Corrections	**268.100**	**271.600**	**276.600**	**276.600**	**5.000**

Department: 38 Corrections

Dept. Director: Steven D. Thompson

Financial Consultant: Mambo Emedi

Financial Resources - Revenue (Class):

Revenue Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Intergovernmental Reven	$279,598	$249,991	$325,600	$75,609	30.24%
Charges For Services	$6,600,044	$6,604,283	$6,869,068	$264,785	4.01%
Miscellaneous Revenues	$310,227	$183,578	$317,600	$134,022	73.01%
Corrections	**$7,189,869**	**$7,037,852**	**$7,512,268**	**$474,416**	**6.74%**

Financial Resources - Expenditure (Class):

Expediture Class Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
Salaries	$14,166,701	$13,062,741	$15,019,475	$1,956,734	14.98%
Personnel Benefits	$3,594,034	$3,835,500	$4,564,697	$729,197	19.01%
Supplies	$912,353	$903,363	$874,083	($29,280)	(3.24%)
Other Services And Char	$4,905,576	$4,087,407	$3,151,399	($936,008)	(22.90%)
Capital Outlays	$67,412	$15,752	$26,377	$10,625	67.45%
Interfund Payments for S	$1,326,408	$1,618,203	$2,154,221	$536,018	33.12%
Corrections	**$24,972,483**	**$23,522,966**	**$25,790,252**	**$2,267,286**	**9.64%**

Financial Resources - Expenditure (FUND):

Expediture Fund Name	2002 Actuals	2003 Adopted	2004 Budgeted	Dollar Change	Percent Change
General Fund	$24,413,777	$22,889,233	$25,112,519	$2,223,286	9.71%
Corrections Commissary	$558,706	$633,733	$677,733	$44,000	6.94%
Corrections	**$24,972,483**	**$23,522,966**	**$25,790,252**	**$2,267,286**	**9.64%**

SECTION IV: Revenue and Expense Summaries for Selected Funds

County Road

Revenues, Expenditures, and Fund Balance

Item	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Revenues					
Taxes	38,870,041	38,651,145	41,638,949	2,987,804	7.73%
Intergovernmental Revenue	32,873,857	32,595,383	25,655,080	(6,940,303)	(21.29%)
Charges For Services	406,441	355,000	625,000	270,000	76.06%
Miscellaneous Revenues	4,447,295	5,548,641	5,505,792	(42,849)	(0.77%)
Disposition of Fixed Assets	0	20,000	0	(20,000)	(100.00%)
Operating Transfers In	6,962,580	11,983,000	7,148,250	(4,834,750)	(40.35%)
Sub-Total Revenues	83,560,214	89,153,169	80,573,071	(8,580,098)	(9.62%)
Decrease in Fund Balance	0	14,357,696	9,688,013	(4,669,683)	(32.52%)
Total Revenues	83,560,214	103,510,865	90,261,084	(13,249,781)	(12.80%)
Expenditures					
Salaries	22,718,101	24,532,463	25,155,799	623,336	2.54%
Personnel Benefits	5,046,388	5,444,321	6,142,001	697,680	12.81%
Supplies	4,722,766	12,710,920	12,143,798	(567,122)	(4.46%)
Other Services And Charges	7,660,925	3,692,187	3,850,472	158,285	4.29%
Interfund Services	1,943,850	2,123,037	3,069,200	946,163	44.57%
Capital Outlays	31,241,344	42,730,387	26,438,986	(16,291,401)	(38.13%)
Debt Service: Principal	484,564	484,563	484,563	0	0.00%
Debt Service: Interest & Related Costs	74,501	74,500	74,500	0	0.00%
Interfund Payments for Services	9,670,117	11,718,487	12,901,765	1,183,278	10.10%
Total Expenditures	83,562,556	103,510,865	90,261,084	(13,249,781)	(12.80%)

Solid Waste

Revenues, Expenditures, and Fund Balance

Item	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Revenues					
Intergovernmental Revenue	993,473	346,100	1,279,366	933,266	269.65%
Charges For Services	39,032,344	41,324,598	40,391,600	(932,998)	(2.26%)
Miscellaneous Revenues	424,029	831,500	475,625	(355,875)	(42.80%)
Non-Revenues	17,250,000	18,449,226	1,000,000	(17,449,226)	(94.58%)
Operating Transfers In	12,500	0	22,000	22,000	100.00%
Sub-Total Revenues	57,712,346	60,951,424	43,168,591	(17,782,833)	(29.18%)
Decrease in Net Avail Resources	0	(519,696)	11,415,706	11,935,402	(2296.61%)
Total Revenues	57,712,346	60,431,728	54,584,297	(5,847,431)	(9.68%)
Expenditures					
Salaries	6,370,868	6,934,593	7,336,242	401,649	5.79%
Personnel Benefits	1,599,854	1,909,584	2,214,353	304,769	15.96%
Supplies	673,149	739,676	667,741	(71,935)	(9.73%)
Other Services And Charges	23,828,545	24,740,300	24,302,394	(437,906)	(1.77%)
Interfund Services	571,870	609,677	610,177	500	0.08%
Capital Outlays	11,936,653	15,410,555	7,737,833	(7,672,722)	(49.79%)
Debt Service: Principal	3,758,947	4,020,594	5,779,563	1,758,969	43.75%
Debt Service: Interest & Related Costs	1,649,193	2,154,538	2,228,539	74,001	3.43%
Interfund Payments for Services	3,742,564	3,912,211	3,707,455	(204,756)	(5.23%)
Total Expenditures	54,131,643	60,431,728	54,584,297	(5,847,431)	(9.68%)

SECTION IV: Revenue and Expense Summaries (continued)

Surface Water
Revenues, Expenditures, and Fund Balance

Item	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Revenues					
Taxes	5,623,474	6,895,902	8,082,646	1,186,744	17.21%
Intergovernmental Revenue	823,321	832,924	636,533	(196,391)	(23.58%)
Charges For Services	157,173	343,217	354,607	11,390	3.32%
Miscellaneous Revenues	264,533	132,000	111,841	(20,159)	(15.27%)
Disposition of Fixed Assets	9,792	0	0	0	100.00%
Operating Transfers In	2,808,951	3,064,673	3,022,572	(42,101)	(1.37%)
Sub-Total Revenues	9,687,244	11,268,716	12,208,199	939,483	8.34%
(Incr)/Decr in Net Avail Resources	0	2,475,621	2,386,292	(89,329)	(3.61%)
Total Revenues	9,687,244	13,744,337	14,594,491	850,154	6.19%
Expenditures					
Salaries	4,440,601	4,144,108	3,815,502	(328,606)	(7.93%)
Personnel Benefits	931,598	918,977	956,198	37,221	4.05%
Supplies	179,774	338,443	250,050	(88,393)	(26.12%)
Other Services And Charges	6,521,291	3,035,537	3,040,181	4,644	0.15%
Interfund Services	231,219	182,147	199,788	17,641	9.69%
Capital Outlays	195,608	810,129	1,654,080	843,951	104.17%
Debt Service: Principal	250,838	1,309,897	1,308,611	(1,286)	(0.10%)
Debt Service: Interest & Related Costs	1,039,105	0	0	0	100.00%
Interfund Payments for Services	2,475,692	3,005,099	3,370,081	364,982	12.15%
Total Expenditures	16,265,726	13,744,337	14,594,491	850,154	6.19%

River Management
Revenues, Expenditures, and Fund Balance

Item	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Revenues					
Taxes	280,964	288,220	253,000	(35,220)	(12.22%)
Intergovernmental Revenue	4,616	400,638	388,193	(12,445)	(3.11%)
Charges For Services	54,400	170,694	119,049	(51,645)	(30.26%)
Miscellaneous Revenues	78,635	31,710	(1,841)	(33,551)	(105.81%)
Operating Transfers In	828,208	782,572	589,928	(192,644)	(24.62%)
Sub-Total Revenues	1,246,823	1,673,834	1,348,329	(325,505)	(19.45%)
(Incr)/Decr in Net Avail Resources	0	21,988	278,044	256,056	1164.53%
Total Revenues	1,246,823	1,695,822	1,626,373	(69,449)	(4.10%)
Expenditures					
Salaries	344,951	408,880	508,253	99,373	24.30%
Personnel Benefits	66,913	83,183	124,327	41,144	49.46%
Supplies	55,079	91,912	120,000	28,088	30.56%
Other Services And Charges	120,799	418,696	493,829	75,133	17.94%
Interfund Services	0	212,245	0	(212,245)	(100.00%)
Capital Outlays	0	160,000	0	(160,000)	(100.00%)
Interfund Payments for Services	164,805	320,906	379,964	59,058	18.40%
Total Expenditures	752,547	1,695,822	1,626,373	(69,449)	(4.10%)

SECTION IV: Revenue and Expense Summaries (continued)

Airport
Revenues, Expenditures, and Fund Balance

Item	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Revenues					
Intergovernmental Revenue	2,806,343	2,452,500	382,500	(2,070,000)	(84.40%)
Charges For Services	8,465,649	8,327,775	2,957,695	(5,370,080)	(64.48%)
Miscellaneous Revenues	195,512	110,000	6,060,352	5,950,352	5409.41%
Non-Revenues	0	1,000,000	1,100,000	100,000	10.00%
Disposition of Fixed Assets	2,215,000	0	0	0	0.00%
Sub-Total Revenues	13,682,504	11,890,275	10,500,547	(1,389,728)	(11.69%)
Decrease in Net Avail Resources	0	980,512	2,438,144	1,457,632	148.66%
Total Revenues	13,682,504	12,870,787	12,938,691	67,904	0.53%
Expenditures					
Salaries	2,474,817	2,786,974	2,842,432	55,458	1.99%
Personnel Benefits	585,185	667,750	728,499	60,749	9.10%
Supplies	621,888	435,000	435,000	0	0.00%
Other Services And Charges	1,589,147	1,647,835	1,827,835	180,000	10.92%
Interfund Services	40,530	67,822	67,822	0	0.00%
Capital Outlays	6,066,885	4,530,000	2,915,000	(1,615,000)	(35.65%)
Debt Service: Principal	563,767	823,510	952,122	128,612	15.62%
Debt Service: Interest & Related Costs	1,306,272	1,052,093	2,206,969	1,154,876	109.77%
Interfund Payments for Services	937,479	859,803	963,012	103,209	12.00%
Total Expenditures	14,185,970	12,870,787	12,938,691	67,904	0.53%

Planning and Development Services
Revenues, Expenditures, and Fund Balance

Item	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Revenues					
Charges For Services	13,219,851	12,561,903	14,433,981	1,872,078	14.90%
Miscellaneous Revenues	634,635	454,210	238,500	(215,710)	(47.49%)
Operating Transfers In	1,328,036	1,312,700	615,260	(697,440)	(53.13%)
Sub-Total Revenues	15,182,522	14,328,813	15,287,741	958,928	6.69%
Decrease in Fund Balance	0	608,954	1,291,680	682,726	112.11%
Total Revenues	15,182,522	14,937,767	16,579,421	1,641,654	10.99%
Expenditures					
Salaries	8,551,062	8,603,147	9,643,004	1,039,857	12.09%
Personnel Benefits	1,974,686	2,053,983	2,322,368	268,385	13.07%
Supplies	120,845	169,000	262,717	93,717	55.45%
Other Services And Charges	299,253	919,996	651,032	(268,964)	(29.24%)
Interfund Services	443,966	418,777	564,958	146,181	34.91%
Capital Outlays	0	66,300	50,000	(16,300)	(24.59%)
Debt Service: Principal	0	68,436	0	(68,436)	0.00%
Interfund Payments for Services	2,488,762	2,638,128	3,085,342	447,214	16.95%
Total Expenditures	13,878,574	14,937,767	16,579,421	1,641,654	10.99%

SECTION IV: Revenue and Expense Summaries (continued)

Insurance
Revenues, Expenditures, and Fund Balance

Item	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Revenues					
Miscellaneous Revenues	5,583,428	8,737,535	8,565,333	(172,202)	(1.97%)
Sub-Total Revenues	5,583,428	8,737,535	8,589,036	8,565,333	(172,202)
(Incr)/Decr in Net Avail Resources	0	(6,993)	0	6,993	(100.00%)
Total Revenues	5,583,428	8,730,542	8,565,333	(165,209)	(1.89%)
Expenditures					
Salaries	917,337	936,879	943,853	6,974	0.74%
Personnel Benefits	166,262	180,385	207,142	26,757	14.83%
Supplies	16,203	28,704	28,704	0	0.00%
Other Services And Charges	6,045,585	7,101,392	7,104,386	2,994	0.04%
Interfund Services	351,358	403,938	213,035	(190,903)	(47.26%)
Interfund Payments for Services	75,732	79,244	68,213	(11,031)	(13.92%)
Total Expenditures	7,572,477	8,730,542	8,565,333	(165,209)	(1.89%)

Real Estate Excise Tax
Revenues, Expenditures, and Fund Balance

Item	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Revenues					
Taxes	10,547,713	10,580,672	11,331,900	751,228	7.10%
Sub-Total Revenues	10,547,713	10,580,672	11,331,900	751,228	7.10%
Decrease in Fund Balance	0	2,400,366	2,637,379	237,013	9.87%
Total Revenues	10,547,713	12,981,038	13,969,279	988,241	7.61%
Expenditures					
Interfund Services	11,343,587	12,981,038	13,969,279	988,241	7.61%
Total Expenditures	11,343,587	12,981,038	13,969,279	988,241	7.61%

Equipment Rental and Revolving
Revenues, Expenditures, and Fund Balance

Item	2002 Actual	2003 Budget	2004 Budget	$Change 03 Budget	%Change 03 Budget
Revenues					
Charges For Services	1,603,336	4,225,597	4,009,639	(215,958)	(5.11%)
Miscellaneous Revenues	10,322,455	11,361,304	11,637,161	275,857	2.43%
Disposition of Fixed Assets	338,293	533,220	600,095	66,875	12.54%
Sub-Total Revenues	12,264,084	16,120,121	16,246,895	126,774	0.79%
(Incr)/Decr in Net Avail Resources	0	2,760,227	3,492,967	732,740	26.55%
Total Revenues	12,264,084	18,880,348	19,739,862	859,514	4.55%
Expenditures					
Salaries	2,413,630	2,573,823	2,599,908	26,085	1.01%
Personnel Benefits	604,335	651,346	739,892	88,546	13.59%
Supplies	3,814,265	6,474,163	4,388,259	(2,085,904)	(32.22%)
Other Services And Charges	384,783	580,783	869,758	288,975	49.76%
Interfund Services	0	0	600,000	600,000	100.00%
Capital Outlays	4,003,628	7,432,976	7,494,793	61,817	0.83%
Debt Service: Principal	75,000	75,000	75,000	0	0.00%
Debt Service: Interest & Related Costs	92,137	91,639	92,139	500	0.55%
Interfund Payments for Services	1,027,940	1,000,618	2,880,113	1,879,495	187.83%
Total Expenditures	12,415,718	18,880,348	19,739,862	859,514	4.55%