



2025 Annual Information Technology Report

Snohomish County Information Technology

February 18, 2026

Director's Message



The demand for IT services has not slowed down in 2025. During the year we have seen an average of 221 projects in flight, and we delivered and completed 228 projects. Our innovation fund continued to see needs with 9 submissions for projects for which \$80,110 was funded. This is a significant demand and demonstrates that

our county team members trust us to support their technology needs. Our customers continue to engage actively across the various IT communities, and we have had very active participation from technology specialists and users that work in various departments across the county. As we often say, we do not do IT work for the sake of IT, but we are here to serve all our customers, and our efforts need to align with business priorities. We are especially focused on enterprise-wide opportunities since the

impact of those efforts is much broader. The large volume of work that the team has delivered on is a testament to the stability and focus of the entire organization, along with strong partnerships with our customers.

The largest enterprise effort in the last year has been the Enterprise Resource Planning (ERP) project. This is a true business transformation effort, and IT has been leading the effort, not because it is an IT project (it is not), but to allow our business partners to focus on the business needs vs the project management of this massive effort. As I write this in early January we have been under contract with Oracle for about a year and we are very close to signing the contract with IBM who is our chosen ERP implementation partner.

This was also the year that we saw Artificial Intelligence use in business maturing across the industry. But we are still choosing to go slow and steady in Snohomish County. The importance of a disciplined and careful approach to the use of AI is critical, but we have also completed a number of pilots and gone into smaller implementations in a few areas. Microsoft CoPilot Chat is available to all Snohomish County employees as well as our external partners. We worked with Microsoft and Human Resources to implement an AI solution of speech-to-text for training development, and we also partnered with C3AI to pilot the use of AI to conduct redactions for public records requests. AI will change how we work in the future and our goal is to leverage this in areas where it makes the lives of our workforce easier. In addition to these more technology driven efforts we are also close to finalizing a project of reviewing our HIPAA and Privacy practices and policies. Adherence to the rules in these compliance driven areas is vitally important and this effort of doing an analysis of the work we do here will ensure we keep the county and our data safe and protected.

The efforts mentioned above are examples of how reliant we are on our technology partners to deliver IT services. Across all divisions in

IT we have a heavy emphasis on partnering with technology companies that enable us to deliver on the IT mission of delivering value for our customers. Our engagement with technology partners across a wide range of capabilities is very strong and healthy.

As we enter the third year of our strategic plan, we are now also starting to look ahead to what is around the corner. Broader adoption of AI, reviewing our approach to cloud computing with long-term thinking in mind, and rolling out Oracle Fusion will be key focus areas for us, in addition to all the day-to-day and operational activities the department is engaged in.

Strategic Plan

The 2024-2027 IT Strategic Plan is centered around four goals, as well as a set of supporting initiatives behind each.

This is purposeful in that we elevated the conversation to be focused on these goals, which then also allows us flexibility to update, complete, and add business impacting technology initiatives even as time moves. In other words, this is a more flexible approach to IT planning and implies a more regular revisit of the plans themselves versus the county-code required update every three years.

<p>Customer Focused</p> <ul style="list-style-type: none"> Engage with our customers to understand their needs and provide solutions that meet their business requirements. Ensure that governance and control of IT work is customer focused and that users are engaged, and drive a consistent communication model through feedback to improve how we work. Drive customer value - we do not exist for the purpose of IT but for the purpose of serving our community and our customers. Deliver on our commitment to customer. 	<p>Accountability & Transparency</p> <ul style="list-style-type: none"> Timely fulfillment to drive enterprise focus and reduce cost. Offer cost-effective and our existing solutions. We have invested heavily in IT solutions, and we need to ensure we have full utilization of these investments. Provisioning of resources: Financial accuracy, effective vendor management, and IT portfolio management. Data driven. Use data science and analytics to go beyond large data sets with no insight to insight, strategic decision making. Continuous data protection, data management and cyber risk protection processes and tools to ensure other security and privacy is mitigated and
<p>Technology & Innovation Focused</p> <ul style="list-style-type: none"> As an IT organization we focus on cloud based technology solutions. Cloud native and digitality. Accelerate the use of modern technologies to drive customer value and cost reduction. Incremental, stepped IT - by being ahead in innovation, improvement and leading IT Operations and innovation. Partnering, building, outsourcing, secure and resilient solutions to meet the business reality. 	<p>People Focused</p> <ul style="list-style-type: none"> Work on an organization with a high quality of people services and going back to our commitment. Collaboration internally and with our vendors and IT partners to ensure success. Building meaningful IT centers that enable our people to learn and grow. Encourage innovation and creativity to solve customer problems.

2025 Accomplishments

Q1

- The Applications team worked with the Public Records Office to create a **Kiosk that allows a public records requester to view requested records** and meta-data on a kiosk without interaction with staff.
- **New data classification policy published** on the Countywide Policy and Procedure document repository.

- IT collaborated with the Human Services department for the **annual Point in Time study** which provides a snapshot of homelessness in Snohomish County on a single night in January of each year.

Q2

- For the last 5 years, The Information Technology department has been a **sponsor for the annual 24-hour Hackathon that is put on by the student group ACM (Association for Computing Machinery) at Washington State University Everett**. The event brings together students and professionals from across the NorthWest region to develop applications oriented around a common theme. This year, IT provided direct on-site mentoring for the participants during the event as well as judges for the event. <https://coughacks.io/>
- **Skype retirement project completed** voice migrations and telephone replacements. This effort included the deployment of **1,615 new desktop phones, 565 headsets**, and resulted in **1,435 old phones being surplus**. In all, **6,076 phone lines and 3,626 employees were migrated** from Skype for Business to Teams for telephony.

Q3

- **Snohomish County IT finished Second place in the Digital Counties awards** again this year in its population category, with a list of accomplishments that includes a major systems investment, an innovative approach to embracing AI, several public-facing initiatives and shoring up cybersecurity. Perhaps the most consequential move for Snohomish was the multiyear investment in a new ERP system via a contract with Oracle to implement Oracle Fusion. After a long planning period, the IT shop was able to get full executive buy-in for it, a rarity for finance-related projects. This may be owed to the relationship building that IT has done there, holding meetings with individual departments on a regular basis.

<https://www.govtech.com/digital-counties-2025-500-000-to-999-999-population-category>

- For the last several years the Department of IT has engaged with the **University of Washington Industrial and Systems Engineering Department / Capstone** to collaborate AND innovate. This year we brought in Garth Fell and his team from the Elections Division and the results are outstanding! The engineering students delivered an innovative system that combines smart scales, route optimization, and real-time dashboards to enhance election efficiency and security. The **six-student capstone team created an integrated system called "Collect. Calculate. Dispatch."** that addresses a challenge facing the county: efficiently managing ballot pickups from 35 drop boxes serving more than 533,000 registered voters. In the November 2024 General Election alone, more than 290,000 voters returned their ballot through a Snohomish County drop box, highlighting the potential impact of better collection coordination.

<https://www.engr.washington.edu/industry/capstone-projects/2024-2025/snohomish-county/snohomish-county-elections-system>

<https://www.snohomishcountywa.gov/DocumentCenter/View/138003/UW-engineering-students-develop-smart-technology-solution-to-improve-ballot-collection-for-Snohomish-County?bidId=>

- Snohomish County IT worked with the Central Human Resources department and Microsoft to successfully pilot **Azure Speech for use in creating high-quality, voice-narrated training videos.** This pilot **reduced production time by 87.5% per video, freeing up approximately 840 hours annually.**

<https://www.microsoft.com/en/customers/story/26024-snohomish-county-azure-speech-in-foundry-tools>

Q4

- The Digital Experience and Innovation Division of IT **partnered with Economic Alliance on the "Explore IT Careers" effort.**

This is a one-day, hands-on career exploration program that connects middle or high school students with professionals in Information Technology (I.T.) and Computer Science. Students rotate through interactive career stations hosted by local employers and higher education partners, gaining first-hand exposure to tech careers, skills, and pathways

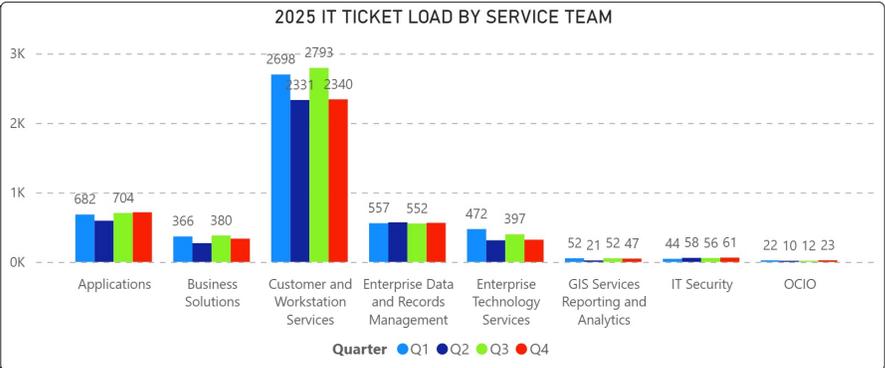
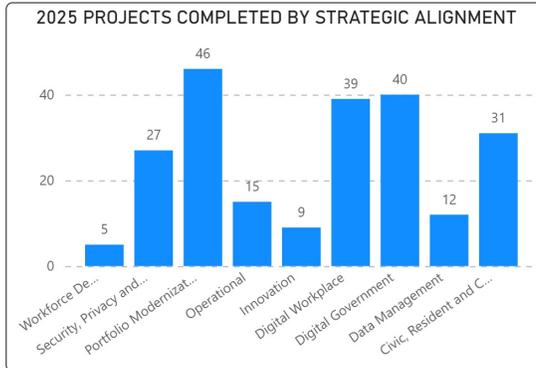
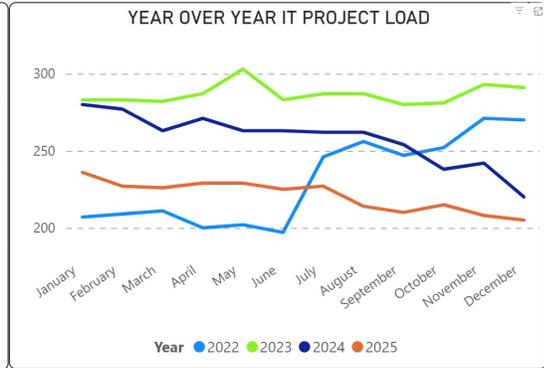
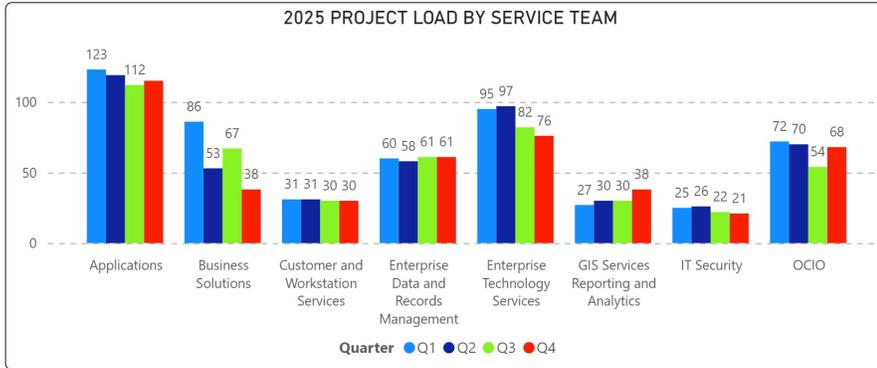
<https://snohomishstem.org/explore-it-careers/>

- The **2025/2026 IT Service Catalog was updated** to reflect the service delivery and rates for services for the entire technology stack.

<https://www.snohomishcountywa.gov/DocumentCenter/View/128476/2025-Service-Catalog?bidId=>

- **Windows 11 upgrade rolled out** across the County, City of Stanwood, and Lake Stevens Sewer District
- **IT and OpEx collaborated** to address the **Corrections need for a solution to schedule visits for inmates**. a Microsoft Tenant tool, Bookings, was identified and configured for this effort.
<https://snohomishcountywa.gov/644/Visitation>
- The **Technology Replacement Program (TRP)** for 2025 completed

Projects



Services



Administration and Business Solutions

We identify, refine, and promote IT strategies to enable communication and partnership with all county departments, offices, community and business associates.

- 276 Contracts Managed
- 77 new contracts negotiated
- 100% renewed on time
- 315 POs processed



Customer and Workstation Services

Our team of IT professionals deliver a standardized, secure, and seamless work experience for the Snohomish County workforce, supporting the continued modernization of our workplace.

We take pride in providing:

- Workforce-empowering tools, service, and support
- Workstation upgrade and lifecycle management through our Technology Replacement Program
- Reliable incident management through our integrated support portal
- Standardized workstation configuration and policy management through SCCM and Intune
- Secure and reliable workstation imaging, updates, and application delivery



Enterprise Applications and Application Support

This team supports and manages critical applications across the enterprise by providing incident response, maintenance, enhancements, upgrades/patching, system administration & configuration, system integration & reporting, vendor management, and portfolio management.

- 178 IT Supported Line of Business Applications
- 60 Non-IT Supported Line of Business Applications
- 38 Enterprise Applications



Enterprise Technology Services

Enterprise Technology Services delivers the core technology capabilities that enable secure, efficient, and reliable county operations. This includes Infrastructure and Platform Services, which provide the foundational systems and environments for applications and services. The team manages data, video, and voice communication to ensure seamless connectivity and collaboration across the organization, while wired and wireless networking supports consistent and secure access. Identity Management safeguards user authentication and access to resources, and Data Storage and Backup solutions protect critical information assets. Disaster Recovery planning ensures continuity of operations in the event of disruptions. Additionally, Video Surveillance and Recording services enhance physical security by monitoring facilities and preserving footage for compliance and investigative needs.

- 80 Networked facilities across the County
- 99.8% Service availability and performance
- 2.78 Petabytes of data actively managed
- 70 Projects Completed



Enterprise Data Management

Business Objectives

Increase transparency by ensuring public data and records are appropriately available to access. Data is created, preserved, and managed according to required retention rules and laws.

Strategically align policies, processes, technology, and staff to actively manage data. Increase the use of analytical methods to drive insight about our data and information.

Data Management and Support

- Production Data ~836 TB

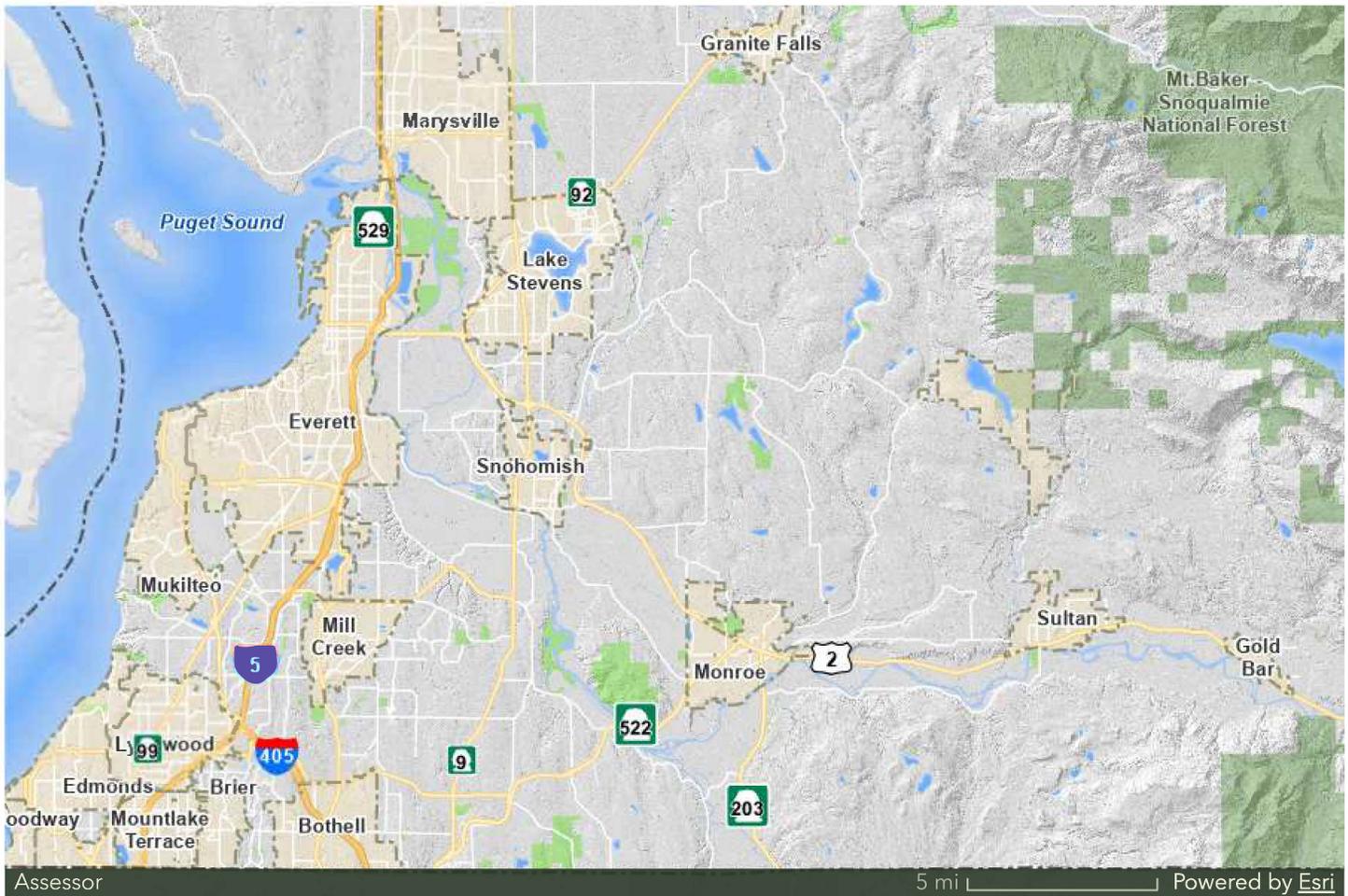
- Archive Data 116 TB
- Legal Hold Data ~432 TB
- Video Data 81 TB
- Total Production Data 1.43 PB (Petabytes)
- Replicated Data - 1.35 PB
- Sum of All Data Types 2.78 PB

Scanning & Mail

- Total Large format scanned images: 13,750
- Total Incoming mail scanned images: 157,628
- Microfilm Fiche scanned images: 5,551
- Grand total of all scanned images: 2,172,308
- Total Microfilm Fiche preparation for vendor scanning: 31,226
- Incoming and Outgoing Mail processing: 832,936
- Number of parcels loaded into the parcel lockers: 3,056
- Percentage of locker usage: 57.94%
- Print orders: 1,349
- Printed pages: 514,582

Records in Enterprise Content Management (ECM) Solution

- 31.6 TB of searchable data internally to county and externally to constituents
- 2,220,000+ searchable documents



Geographical Information Systems (GIS) and Data Analytics and Reporting

Enterprise Geographic Information System (GIS) provides GIS leadership, coordination, infrastructure, and services to meet the business needs of Snohomish County and the GIS Community.

- Productivity Software, Tools, and Licensing
- Recurring Support and Maintenance
- Tier 3 Support
- Governance Services

GIS Data

- 5 terabytes of aerial imagery data spanning over 100 years
- 500+ data layers and over 10 gigabytes of GIS data
- Support and maintain ~20 GIS production databases

Web GIS

- Supported over **2.25 million** web requests during flood event in a 24-hour period (typical usage is around 1 million)
- Nightly scripts update 180+ map services which contain over 5 million records
- 500+ hosted GIS web services
- Public facing GIS Open Data Portal with 80 layers updated nightly
- Supported Auditor with real-time drop box event updates streamlining election workflows

Enterprise GIS

- GIS Hyper-V environment managing 40+ servers
- Upgraded the Enterprise to 11.3 staying current with software releases
- 15+ public facing GIS applications averaging 1,800 visits daily
- Leveraged infrastructure monitoring to respond real-time to hardware needs during emergency events



IT Security

IT Security is committed to safeguarding county information systems and applications through a proactive and comprehensive cybersecurity approach. Our strategy focuses on maintaining operational continuity and protecting sensitive data by implementing robust security measures. We prioritize vigilance by continuously monitoring, assessing, and responding to evolving cybersecurity threats. To reduce vulnerabilities and strengthen system resilience, we invest in risk-mitigation initiatives and adopt layered security controls across infrastructure and applications.

Policies establish a strong framework of administrative, technical, and physical safeguards designed to uphold the security, confidentiality, and integrity of county information. Regular risk assessments and posture reviews ensure that our defenses remain effective against emerging threats. Additionally, we emphasize employee awareness and training to promote best practices and reduce human-related risks.

Cybersecurity is critical for maintaining public trust, protecting sensitive data, and ensuring uninterrupted delivery of essential county services. Through these measures, Snohomish County demonstrates its commitment to a secure and resilient digital environment.

- 19 Major cybersecurity related IT projects completed.
- 1,744 cybersecurity alerts successfully resolved by security team and managed security provider working 7x24
- 3 cybersecurity audits/assessments completed
- 0% non-MFA remote access to county resources
- Malware emails caught: 1,164
- Phishing emails caught: 123,656
- Spam emails avoided: 1,910,410



Records Management

Properly managing, tracking, and protecting Snohomish County's paper records is an important component in the provision of services to our constituents and an essential element of public trust. Although County data is increasingly created, converted, and retained in electronic format, the Records Center continues to manage and store a significant amount of paper records. Over the last 20 years, the Records Center has received and processed nearly 95,000 boxed records.

The Records Center's service offerings to all County departments include:

- Pick-up, Cataloging, and Secure Storage of Department Paper Records
- Same-Day Delivery and Return of Stored Paper Records

- Retention Management of Paper Records, Including Authorized and Documented, Secure Destruction
- Provision of Records Storage Boxes, Barcodes and Other Supplies for Storage of Paper Records
- Preparation of Custom Reports Reflecting Department Records Inventories and Records Lifecycle Management Activities
- Department-Specific Records Research
- Records Management Assistance and Advice Provided Throughout the Entire Records Lifecycle—From Creation to Destruction

Here are some of the Records Center's key metrics for 2025:

- Boxed Records Stored at the Records Center: 41387 (Down from 41684 in 2024)
- Boxed Records Stored at Off-Site Vendor: 12564
- Service Requests Received (From All County Departments: 2368
- New Boxed Records Accepted: 1431
- Boxed Records Destroyed: 2181

For 2026, the Records Center is undertaking its first comprehensive inventory since 2017. The Records Center is also categorizing the record types it stores consistent with the County's Data Classification policy so that we can better protect the sensitive and restricted records stored at the warehouse.

SWOT

2025 S.W.O.T what customers shared about the IT service delivery



STRENGTHS

- **Exceptional communication** across the enterprise during outages and the BRM meetings with IT and departments works!
- **Outstanding customer service** from service desk staff. Calls are answered quickly and aims to resolve issues on contact/first time
- **Fast response times to follow-up.** After hours support service for emergencies is helpful
- **Collaborative approach strong partnership** between IT and departments and regular meetings that align projects and deadlines
- **Technical expertise** and creative IT professionals that have expertise with the technology, IT contracting, etc.
- **Organizational design** works well when specialized support needs are necessary
- **Positive team culture** shows. It's a fun, collaborative team environment that promotes creativity, kindness, leadership and perseverance.
- **Security and process improvements** are great, and the software review process ensures visibility and standards



WEAKNESSES

- **Ticket management issues** including tickets that are complete but are not closed, searching tickets and accessibility across the entire IT community
- **Communication gaps** exist specifically with IT teams outside of the service desk. Handoff with multiple IT teams is challenging.
- **Hardware and support delays** can take weeks or months and typically there are no spare devices available for critical roles such as law enforcement
- **Onboarding challenges** with new employees starting without properly configured equipment
- **Process and system limitations** including the project dashboard lacks detail
- **Knowledge and resource gaps** can be concentrated in a few individuals, leads to bottlenecks. Unclear about IT escalation processes.
- **No standard 24x7 support options,** emergency after hours support only



OPPORTUNITIES

- **Improve knowledge sharing** across the entire IT community
- **Enhance training and education** such as micro-training for Excel, AI prompting, using SharePoint, etc.
- **Better communication and visibility** including real-time support & status alerts for system health
- **Process and system improvements** such as improved ticket search and escalation processes
- **Public-facing enhancements** Examples include audit for ADA and infuse tools for public-facing communications
- **Additional tools and features** specifically grant management software, completion status indicators for scheduled changes



THREATS

- **Technology fragmentation** such as different tools or apps for the same function across the enterprise can limit sharing. Plus, **applications subscribed** to individuals present challenges
- **Security and compliance** not all the applications have single sign-on capabilities and staying ahead of the threats
- **Rapid technology changes** can threaten tenured staff due to the fast-paced change and AI understanding and training
- **Operational and budget constraints**
- **Capacity and accessibility issues** specifically surrounding our external web sites and lack of fillable forms
- **Training and awareness gaps** such as security measures are vital but can be cumbersome and slow productivity

NOTE: All departments, offices and courts were invited to participate in this feedback exercise and CoPilot was used to synthesize the results

TRP

IT manages the full lifecycle of workstations and infrastructure hardware, evaluating and planning for regular replacement cycles. The annual Technology Replacement Program (TRP) includes hardware selection, procurement, discovery, staffing and coordination with departments.

- **Data Closet network switches replaced - 15%**
- **Wireless Access Points replaced - 32%**
- **Network Access switches replaced - 15%**
- **User workstations replaced - 30%**
 - **1349 devices replaced in 2025**
- **Upgrades to GIS infrastructure, software, and aerial photography**



As workstations are replaced and reach the end of their useful life in our environment, they are donated to our partner PCs for People. This diverts e-waste from landfills and provides computers that can

be repurposed to low-income individuals, families, and nonprofits.

In 2025 our donations supported **229 community members**

including 25 kids. 328 devices were distributed with **34%** of those receiving computers being **first time computer owners.**

24,252 pounds of e-waste was diverted from landfills and 129.52 metric tons of carbon dioxide emissions were prevented through this partnership.

IT Fund 505

Note: This is preliminary 2025 financials without any accrual adjustments. An updated version will be provided once finalized.

IT FUND 505 SIX YEAR PROJECTION Dated 1/6/2026	Growth % for IT Rates Only											Growth Rate
	5.56%	1.62%	10.50%	28.61%	12.91%	2.21%	0.00%	7.00%	5.00%	5.00%	5.00%	
	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actuals 2024	Preliminary Actuals 2025	Adopted Budget 2026	Projected 2027	Projected 2028	Projected 2029	Projected 2030	
REVENUES:												
Intergovernmental Revenue	\$ -											3.00%
Charges for Services	1,162,271	1,262,395	1,322,470	433,376	460,128	835,541	561,670	589,754	619,241	650,203	682,713	5.00%
Miscellaneous Revenues	580,416	618,840	598,854	793,771	909,917	960,381	636,291	668,106	701,511	736,586	773,416	5.00%
Interfund Rates	20,234,579	20,561,743	22,721,257	29,221,673	32,993,682	33,722,666	33,721,996	35,918,902	37,714,847	41,910,589	46,316,119	Above na
Disposition of Assets	(8,382)	(1,570)			18,257							
Transfers In	-	1,000,000		300,000			232,904					
SubFund 1 Total	\$ 21,968,884	\$ 23,441,408	\$ 24,642,581	\$ 30,748,820	\$ 34,381,984	\$ 35,518,588	\$ 35,152,861	\$ 37,176,761	\$ 39,035,599	\$ 43,297,379	\$ 47,772,248	na
Interfund Rates						\$ 5,998,045	\$ 5,751,955	4,000,000	4,000,000			
Transfers In 315						2,836,071						
OPT Transfer In GF						8,208,585						
SubFund 2 Total						\$ 17,042,701	\$ 5,751,955	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	
Total Fund Revenue						\$ 44,352,704	\$ 40,904,816	\$ 41,176,761	\$ 43,035,599	\$ 43,297,379	\$ 47,772,248	
EXPENDITURES:												
Salaries and Wages	\$ 7,670,931	\$ 7,988,474	\$ 8,437,849	\$ 9,922,699	\$ 10,882,965	\$ 10,695,641	\$ 11,436,027	\$ 11,531,622	\$ 11,992,887	\$ 12,472,602	\$ 12,971,506	4.00%
Personnel Benefits	3,466,249	3,341,126	3,150,066	3,876,271	3,930,488	3,681,219	3,330,268	3,494,450	3,666,727	3,847,496	4,037,178	4.93%
Supplies	946,897	746,736	1,131,043	1,175,287	1,439,551	1,208,073	1,172,903	1,219,819	1,268,612	1,319,356	1,372,131	4.00%
Other Services and Charges	5,971,454	6,561,432	7,417,768	10,132,402	11,461,498	13,283,820	17,021,804	16,877,894	17,721,789	20,917,878	24,273,772	5.00%
Technology Replacement Transfer	1,942,511	1,673,813	2,063,866	2,425,001	2,948,001	2,885,687	2,940,313	2,928,000	3,048,000	3,033,000	3,184,650	per Plan
Intergov Srvc & Other Interfund Pymts												n/a
Capital Outlays	6,325	49,186	153,188	249,364	113,177							1.50%
Debt Service Costs												
Interfund Payments for Services	2,029,856	1,967,261	2,088,315	2,183,408	2,296,692	2,548,927	2,586,605	2,715,935	2,851,732	2,994,319	3,144,035	5.00%
SubFund 1 Total	\$ 22,034,223	\$ 22,328,028	\$ 24,442,095	\$ 29,964,432	\$ 33,072,372	\$ 34,303,367	\$ 38,487,920	\$ 38,767,721	\$ 40,549,746	\$ 44,584,652	\$ 48,983,272	n/a
SubFund 1 Anticipated Under-Expenditure							494,415	496,857	519,750	578,360	639,819	1.50%
ERP Implementation							12,846,385	5,710,000	2,860,000	580,000		
ERP Supplies (Obj 530)						12,749						
ERP Services (Obj 540)						1,619,621						
ERP Services (Obj 590)						1,251,245						
SubFund 2 Total						2,883,615	12,846,385	5,710,000	2,860,000	580,000	-	
Total Expenditure						37,186,982	50,839,890	43,980,864	42,889,996	44,586,292	48,343,453	
FUND BALANCE:												
Subfund 1: Increase (Decrease) in Fund Balance	(65,339)	1,113,380	200,486	784,388	1,309,612	1,215,221	(2,840,644)	(1,094,103)	(994,397)	(708,913)	(571,205)	n/a
Subfund 1: Information Services Fund Balance	\$ 1,751,865	\$ 2,865,245	\$ 3,065,731	\$ 3,850,119	\$ 5,159,731	\$ 6,374,952	\$ 3,534,308	\$ 2,440,205	\$ 1,445,808	\$ 736,895	\$ 165,690	n/a
Subfund 1: Fund Balance as % of Revenue w/o Interfund Transfers	8.0%	12.8%	12.4%	12.6%	15.0%	19.5%	10.1%	6.6%	3.7%	1.7%	0.3%	n/a
Subfund 1 Assumed FTE Count	90.0	89.0	89.0	87.5	88.5	90.0	90.0	87.0	87.0	87.0	87.0	
Subfund 2: Increase (Decrease) in Fund Balance						14,159,086	(7,094,430)	(1,710,000)	1,140,000	(580,000)		
Subfund 2: Information Services Fund Balance						\$ 14,159,086	\$ 7,064,656	\$ 5,354,656	\$ 6,494,656	\$ 5,914,656		

IT Fund 315

Note: This is preliminary 2025 financials without any accrual adjustments. An updated version will be provided once finalized.

INFORMATION TECHNOLOGY FUND 315 SIX YEAR PROJECTION										
Dated 10/10/25										
	Actual 2022	Actual 2023	Actual 2024	Preliminary Actuals 2025	Adopted Budget 2026	Projected 2027	Projected 2028	Projected 2029	Projected 2030	Growth Rate
REVENUES										
Misc. Rev	(4,074)	382,432	230,229	286,597	150,000					
Other Financing Sources										
Proceeds from Long Term Debt										
TRP Transfer In	2,813,865	2,425,000	6,448,000	2,833,000	2,993,000	2,928,000	3,048,000	3,033,000	3,184,650	per plan
Transfers In										
REVENUE TOTAL	3,159,791	3,157,432	7,028,229	3,469,597	16,093,000	3,278,000	3,398,000	3,383,000	3,534,650	
EXPENDITURES										
Salaries and Wages	286,821	388,587	271,101		90,000					n/a
Personnel Benefits	89,948	146,125	96,097							n/a
Supplies	1,255,915	1,438,473	2,780,270	2,058,377						n/a
Other Services and Charges (Other projects)	\$1,428,556	\$3,289,837	589,313	1,017,724	12,292,276					n/a
Intergov Srvc & Other Interfund Pymts			36,628							n/a
Opt Trsf Out				2,836,071	-					
Capital Outlays	1,983,522	856,477	1,324,961	848,839	2,693,000	2,383,938	3,094,455	3,858,824	4,051,765	per plan
Interfund Payments for Services	92,831	114,242	191,589							n/a
EXPENDITURE TOTAL	5,137,593	6,233,741	5,289,959	6,761,011	15,075,276	2,383,938	3,094,455	3,858,824	4,051,765	n/a
Anticipated Under/over-Expenditure										
FUND BALANCE CHANGE										
Revenues Less Expenditures	(1,977,802)	(3,076,309)	1,738,270	(3,291,414)	1,017,724	894,062	303,545	(475,824)	(517,115)	
Information Services Assigned Fund Balance	\$ 9,786,634	\$ 6,710,325	\$ 8,448,595	\$ 5,157,181	\$ 6,174,905	\$ 7,068,966	\$ 7,372,511	\$ 6,896,687	\$ 6,379,572	
Fund Balance as % of Revenue w/o Interfund Transfers	2829.1%	916.2%	1456.1%	810.1%	47.1%	2019.7%	2106.4%	1970.5%	1822.7%	
FTEs	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000	
ASSUMPTIONS -										
REVENUES:	2,030,158	2,115,104	2,359,898	2,309,898	2,309,898	2,309,898	2,309,898	2,309,898	2,309,898	
Transfers in represent TRP Transfer from Fund 505.	2,813,865	2,425,000	6,448,000	2,833,000	2,993,000	2,928,000	3,048,000	3,033,000	3,184,650	
EXPENDITURES:										