



Treasurer's Office Budgets

Treasurer
JeffCom Bond Indebtedness Fund
Treasurer's O&M
REET Tech Fund

Pages 318-340
of the
2024-2025 Preliminary Biennial Budget Request

Stacie Prada
Jefferson County Treasurer

TREASURER'S OFFICE TEAM

BUILDING ON THE GOOD WORK OF THE PAST AND PLANNING FOR THE FUTURE



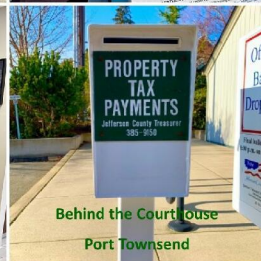
New Retiree!

A truly great coworker is hard to find, difficult to part with, and impossible to forget.

Congratulations to Sabrina Hathaway! Retired as of July 5th, 2023 after 31 years of service to Jefferson County!

Sabrina's knowledge and bright personality was an integral part of the Treasurer's Office. As much as we will miss her, we are excited for her to begin this new chapter in life.

"My first day working for Jefferson County, was on April 1, 1992 as a temporary employee while another employee was out and I have never left. It is crazy to think about how much has changed over the past 3 decades. When I first started, we only had one computer in the office to look up property taxes for our citizens. When we finally got computers in the office, the county had to send us all to classes to be able to use Word and EXCEL. I will always be grateful to have worked with such amazing people, many who I consider my extended family. I can leave knowing that the office is in great hands. If you need me, chances are I will be out playing Bingo ☺ - Sabrina Hathaway"



"Congratulations and kudos to Katie Nole, Accountant/Investment Specialist in the Treasurer's Office, who completed the 12-week NACo High Performance Leadership Academy program! As a county we are only as good as the people in our organization. I appreciate Katie's hard work put forth to earn this certificate and contribute to the county's superb workforce." - Stacie Prada, Jefferson County Treasurer

The NACo High Performance Leadership Academy is an innovative, completely online 12-week program created to equip frontline county government professionals with practical leadership skills to deliver results for counties and communities. With a robust curriculum developed by the Professional Development Academy in partnership with Fortune 1000 executives, public sector leaders, world-renowned academics and thought leaders, including General Colin Powell and Dr. Marshall Goldsmith, HPLA was designed specifically for the unique challenges and opportunities of serving in county government.

"I think it is very important that we are always trying to learn more and better ourselves. Participating in the NACo Leadership Academy has increased my confidence in my leadership and decision making abilities, as well as given me more knowledge on effective collaboration and communication." - Katie Nole

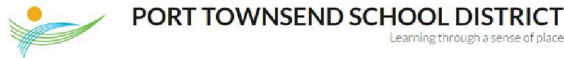
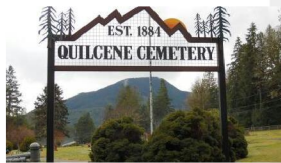
MORE THAN COUNTY OPERATIONS

SERVE AS THE BANK & EX-OFFICIO TREASURER FOR MANY DISTRICTS

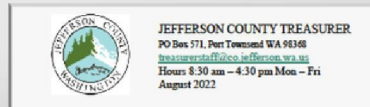
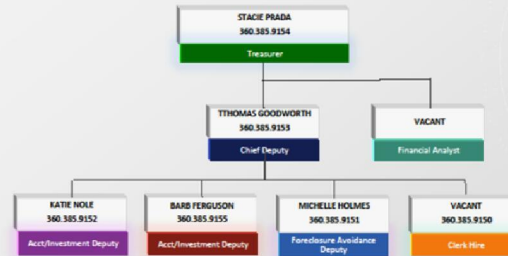
CEMETERY, FIRE, SCHOOL, HOSPITAL, LIBRARY, JEFFCOM, PARKS & REC, PUD, PORT, TRANSIT, WATER



Gardiner Cemetery



"Home of the Bobcats"



QUILCENE FIRE RESCUE

BUDGET RESOURCES

Economic & Revenue Forecast Council [September 2023 Revenue Review Notebook](#)

MRSC Budgeting in Washington State: <https://mrsc.org/explore-topics/finance/budgets/budgeting>

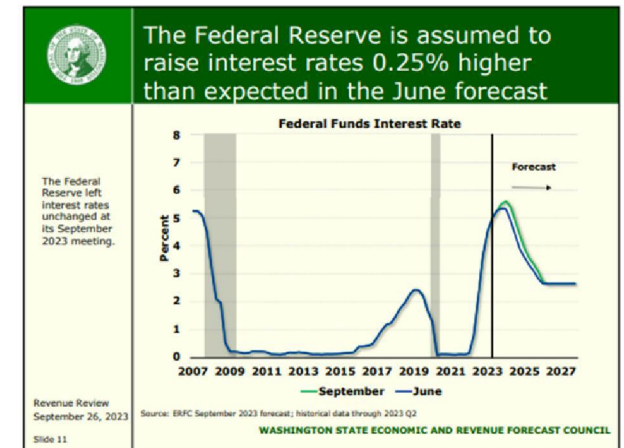
[2024 Budget Suggestions](#) – Contains the latest information about state shared revenue distributions, new legislation, and economic trends. New version published every year at the end of July.

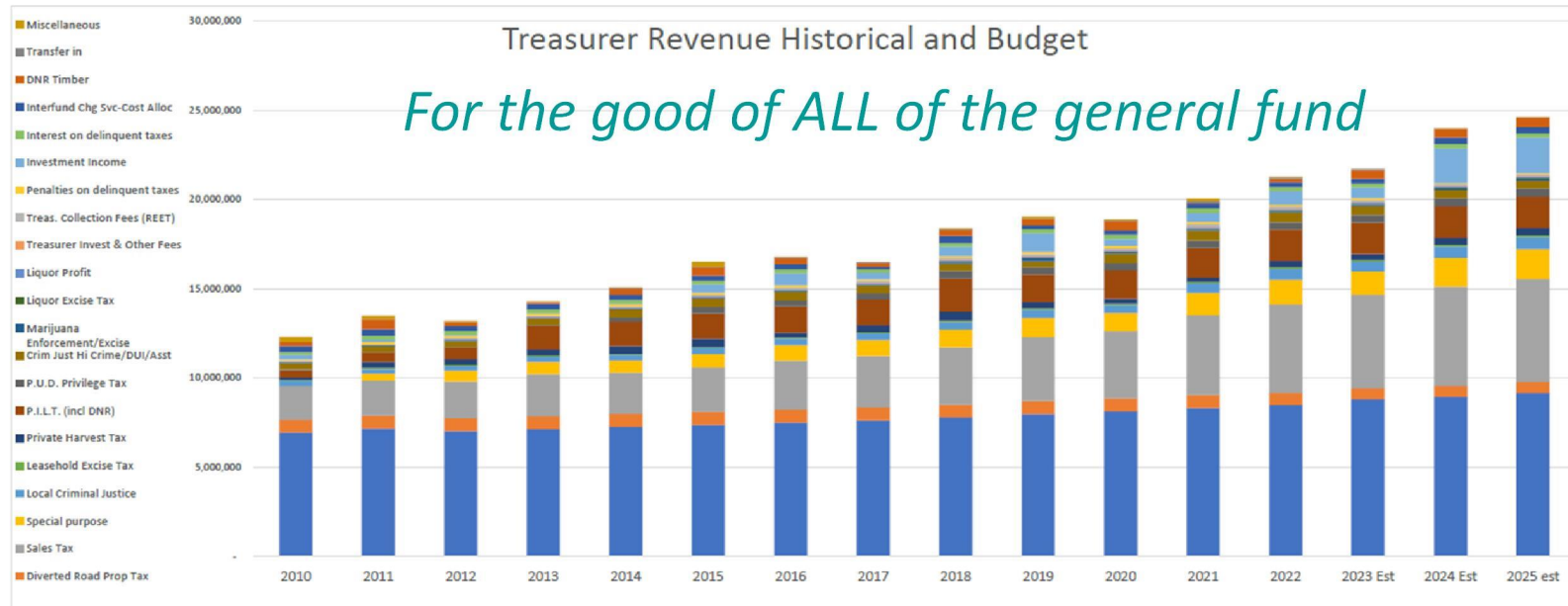
[Revenue Guide for Counties](#) – Detailed guidance on all major county revenue sources

[Shared Revenue Estimator](#) – Tool to help cities and counties estimate their anticipated per capita state shared revenues for the coming budget year; updated every year in late July when *Budget Suggestions* is published

2024 State Shared Revenue Estimator		
Select Jurisdiction	2024 Per Capita Estimates for Counties	
Jefferson County	Liquor Profits	\$3.61
	Liquor Excise	\$3.22
	Criminal Justice - Population	\$0.00
	Criminal Justice - Special Programs	\$0.00
2023 Population: 23,095	Gas Tax (MVFT)	\$0.00
	Increased MVFT	\$0.00
	Multi-Modal Distribution	\$0.00
Estimated Distributions (per capita revenues only)		
Liquor Profits	\$83,373	
Liquor Excise	\$74,366	
Criminal Justice - Population	\$0	
Criminal Justice - Special Programs	\$0	
Gas Tax (MVFT)	\$0	
Increased MVFT	\$0	
Multi-Modal Distribution	\$0	

Shared Revenue Distribution Calendar												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Gas Tax (MVFT)	•	•	•	•	•	•	•	•	•	•	•	•
Increased Gas Tax (MVFT)			•			•			•			•
Multimodal Distribution			•			•			•			•
Liquor Excise Tax	•			•		•				•		
Liquor Profits			•			•			•			•
Cannabis Excise Tax			•			•			•			•
Criminal Justice	•			•		•				•		
Fire Insurance Premium Tax					•							
City/County Assistance			•			•			•			•





GENERAL FUND REVENUE FY with 2023-2025 Estimate	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Est	2024 Est	2025 est
Property Tax	6,945,596	7,172,924	7,031,604	7,145,004	7,278,764	7,388,068	7,514,257	7,643,881	7,805,908	7,992,860	8,148,279	8,329,356	8,497,709	8,825,996	8,960,000	9,167,000
Diverted Road Prop Tax	713,227	723,021	721,568	717,847	722,985	720,000	720,000	720,000	720,000	720,000	720,000	723,544	670,000	620,000	620,000	620,000
Sales Tax	1,918,550	1,968,790	2,047,153	2,348,741	2,300,937	2,486,611	2,738,244	2,876,339	3,195,259	3,601,761	3,772,767	4,482,583	4,959,143	5,233,290	5,553,710	5,775,860
Special purpose	-	361,308	621,440	704,753	701,994	769,039	876,170	903,099	999,945	1,064,119	1,020,826	1,243,276	1,401,133	1,303,286	1,592,591	1,656,295
Local Criminal Justice	257,811	265,393	261,379	294,538	292,860	318,901	364,508	375,219	417,655	442,239	427,244	517,744	579,362	543,288	653,254	679,385
Leasehold Excise Tax	54,363	59,686	58,148	57,883	65,117	59,267	55,407	69,801	65,642	75,500	79,122	83,175	90,234	87,061	95,060	96,960
Private Harvest Tax	151,166	335,592	324,973	348,755	431,807	460,885	281,335	377,824	537,635	363,246	281,066	257,725	374,794	339,599	400,000	408,000
P.I.L.T. (incl DNR)	397,957	516,288	641,300	1,316,451	1,375,254	1,408,800	1,476,638	1,458,645	1,850,941	1,553,455	1,588,729	1,659,288	1,754,183	1,765,762	1,766,000	1,766,235
P.U.D. Privilege Tax	50,666	16,788	31,380	32,775	225,457	370,446	318,107	314,148	393,491	385,397	398,063	398,969	412,849	422,305	435,000	445,000
Crim Just Hi Crime/DUI/Asst	329,739	324,313	332,264	393,852	463,967	488,746	477,057	435,778	425,438	336,086	522,693	566,448	525,429	494,400	455,455	450,000
Marijuana Enforcement/Excise	-	-	-	-	-	25,568	36,920	21,297	63,962	170,903	46,636	51,022	63,990	46,923	64,932	69,197
Liquor Excise Tax	37,254	39,237	31,873	5,123	13,186	21,930	41,772	44,174	47,254	51,439	61,396	69,397	71,118	71,904	74,368	75,110
Liquor Profit	70,600	66,788	95,723	84,780	84,936	85,021	84,749	84,441	84,066	83,623	83,340	83,256	83,894	86,671	83,373	84,207
Treasurer Invest & Other Fees	6,447	5,037	4,323	3,666	2,573	4,080	11,599	33,805	42,753	43,596	32,773	36,478	29,545	25,523	41,700	41,700
Treas. Collection Fees (REET)	27,397	26,797	35,036	43,720	45,840	74,197	84,213	90,727	83,290	85,234	92,802	125,174	127,574	111,142	100,000	103,000
Penalties on delinquent taxes	85,200	139,459	129,964	120,415	125,056	109,143	112,239	98,944	98,079	113,976	128,759	133,011	88,534	120,000	43,900	44,000
Investment Income	259,524	106,558	41,843	10,371	22,222	465,346	682,617	354,365	534,468	1,028,631	380,191	483,972	736,484	600,000	1,935,000	2,000,000
Interest on delinquent taxes	153,579	231,625	234,799	218,538	229,295	200,845	213,458	193,625	197,154	224,004	244,045	269,863	236,884	200,000	235,000	235,000
Interfund Chg Svc-Cost Alloc	339,522	362,820	271,071	316,763	299,686	293,327	294,890	143,455	409,407	232,066	243,461	251,959	275,661	265,062	358,400	365,570
DNR Timber	239,956	555,213	222,728	82,148	334,785	473,880	336,350	207,899	330,761	352,075	525,780	24,782	180,395	499,211	500,000	510,000
Transfer in	-	-	-	-	38,073	10,373	46,441	40,322	42,992	21,798	36,847	122,881	93,220	41,297	4,000	4,000
Miscellaneous	264,792	194,523	74,722	46,956	47,802	299,479	29,940	9,020	43,811	111,997	62,869	144,725	35,000	13,384	34,974	31,500
Total or Budget estimate	12,305,356	13,494,171	13,215,303	14,293,092	15,104,588	16,535,968	16,798,929	16,498,846	18,391,928	19,056,222	18,899,709	20,060,647	21,289,159	21,716,094	24,006,715	24,628,019

General Fund - 001.250. Treasurer

FINANCIAL SUMMARY

	2024 DEPT REQUEST	2025 DEPT REQUEST
Total Revenue	24,006,715.00	24,628,019.00
Add Total Revenue - Form A		
Revised Total Revenue	24,006,715	24,628,019
Total Expenditures	703,672.00	713,290.00
Add Total Expenditures - Form A	4,001.00	4,001.00
Revised Total Expenditures	707,673	717,291
Net Total	23,299,042	23,910,728

STAFFING

FTEs

Staffing
Explanation

2018	2019	2020	2021	2022	2023	2024	2025
Actual	Actual	Actual	Actual	Actual	Current Budget	Request	Request
4.71	4.75	5.1	5.18	6.00	6.00	6.00	6.00

Growth of office staffing since 2021 was necessary to address required service to the public, districts and county departments while meeting internal control BMPs, providing opportunities for professional development and ensuring sufficient back-up.

PERFORMANCE INDICATORS

	2018	2019	2020	2021	2022	2023	2024	2025
	Actual	Actual	Actual	Actual	Actual	Actual/ Projected	Projected	Projected
Revenue Collections	\$ 293,867,624	\$ 285,570,613	\$ 315,064,465	\$ 310,305,157	\$ 324,759,840	\$ 340,000,000	\$ 350,000,000	\$ 360,000,000
Number of Tax Bills	30,614	30,642	30,915	31,039	31,069	31,091	31,200	31,300
Cancel/Supplements	652	565	508	542	489	435	440	450
Excise Tax Affidavits	2,313	2,117	2,122	2,410	2,053	1,520	1,550	2,000
Real Estate Transactions	\$ 365,442,489	\$ 369,816,284	\$ 451,371,978	\$ 586,691,234	\$ 585,916,431	\$ 295,000,000	\$ 300,000,000	\$ 350,000,000
Invested Moneys	\$ 114,642,980	\$ 115,077,472	\$ 144,580,115	\$ 153,702,068	\$ 165,231,243	\$ 165,000,000	\$ 165,000,000	\$ 170,000,000
Warrants Redeemed	35,312	33,794	38,290	39,606	50,917	47,000	50,000	50,000
Refunds Issued	266	278	202	200	125	100	100	100

Performance
Explanation

Technology and access to information streamlines some tasks and certain performance indicator quantities while increasing the amount of staff time to manage programs and complete tasks. The Treasurer's Office is committed to constant improvement, efficiency and quality customer service.

Meets Budget Guidance

- ✓ Total Expenditures meet 1.5% increase per guidance
- ✓ Add Form A reflects amount needed above 1.5% allowed for property tax software maintenance.

Treasurer's Budget



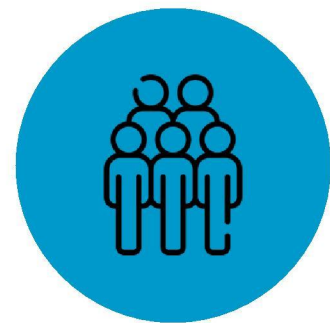
OPERATIONS

MONITOR, STREAMLINE &
IMPROVE



TECHNOLOGY

UPGRADE AND MAXIMIZE



PEOPLE

PROFESSIONAL EXCELLENCE

2024-2025 BIENNIAL BUDGET

FUND 001.250 - TREASURER



BUDGET / PROGRAM Fund/Program Description RCWs

The Treasurer's Office acts as the bank for the county, school districts, fire districts, water districts and other units of local government. The Treasurer's Office receipts, disburses, invests and accounts for the funds of each of these entities. In addition, the treasurer is charged with the collection of various taxes that benefit a wide range of governmental units. The major responsibilities of the county treasurer include receipting and accounting of revenue, collection of taxes and assessments, disbursement of funds, cash and investment management, and debt management. Other programs managed by the Treasurer's Office include surplus property – personal and real, county purchase card Issuance, property tax, Local Improvement District (LID) billing and collection, foreclosure, Real Estate Excise Tax (REET) collection and processing, and mobile home movement permits. Refer to Chapter 36.29 RCW.

MISSION STATEMENT

To manage public funds in a fiscally responsible and efficient and lawful manner by applying sound accounting principles and prudent decision making; Implement technology advances to improve staff efficiency, district and department financial interactions, and customer experience. Provide excellent customer service that meets the needs of citizens we support and the requirements of government.

GOALS & OBJECTIVES

People

Goal: Provide excellent customer service and build a resilient and nimble Treasurer's Office with sufficient expertise, career growth, coverage and cross-training to ensure critical daily, monthly and annual tasks are done.

Objective: Hire and maintain office staffing to augment expertise, meet reporting requirements, better allow for required service to the public, meet internal control Best Management Practices, provide opportunities for training, and ensure sufficient back-up.

Technology

Goal: Upgrade and use technology to maximize excellent customer service potential.

Objective: Implement remaining Munis ERP and Sympro debt and investment software program enhancements to maximize the capabilities of the programs and access by districts.

Operations

Goal: Constantly monitor and streamline the flow of information and access to data for county departments and districts.

Objective: Assess our processes, requirements and available services to reduce duplication of tasks and provide built-in internal controls.

SUMMARY *Funding Service Issues*

Key

While Treasurer duties and financial administration are seemingly static, they are constantly changing with State Auditor requirements, legislative mandates and technology changes. Along with providing customer service and maintaining records in compliance with the public records act, staffing is our greatest asset for compliance and office success. Building our team, providing training opportunities and enforcing mandatory time off are necessary to support professional development and meet internal controls.

Technology and automation, while providing more flexibility, adaptability and data accessibility, come with additional financial and staffing investment. Changes have been accommodated with existing staff, and we've been fortunate to have training of new staff by retiring staff. Opportunities for career advancement and salary increases within the county and at other governmental entities on the Olympic Peninsula are our greatest threat to retaining staff and minimizing staff turnover.

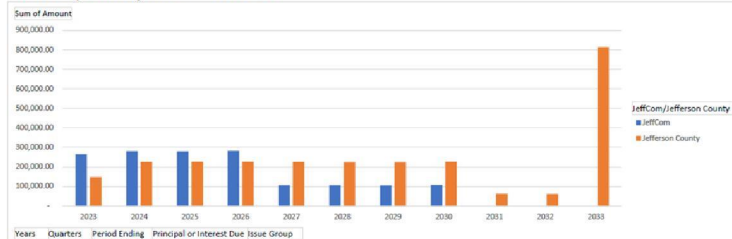
119 Jeffcom Capital Fund

FINANCIAL SUMMARY

~ This must present a balanced budget. ~

	2024 DEPT REQUEST	2025 DEPT REQUEST
Estimated Beginning Balance	34,057	36,432
Budgeted Revenue	282,000	282,000
Add Total Revenue - Form A		
Total Revenue	282,000	282,000
Budgeted Expenditures	279,625	278,533
Add Total Expenditures - Form A		
Total Expenditures	279,625	278,533
Estimated Ending Balance	36,432	39,899

Jefferson County General Obligation Debt As of 8/31/2023



Sum of Amount	Years	Quarters	Period Ending	Principal or Interest Due	Issue Group	JeffCom/Jefferson County	JeffCom	Jefferson County	Grand Total
2023	2023	2023	2023	2023	2023	2023	2023	2023	2023
2024	2024	2024	2024	2024	2024	2024	2024	2024	2024
2025	2025	2025	2025	2025	2025	2025	2025	2025	2025
2026	2026	2026	2026	2026	2026	2026	2026	2026	2026
2027	2027	2027	2027	2027	2027	2027	2027	2027	2027
2028	2028	2028	2028	2028	2028	2028	2028	2028	2028
2029	2029	2029	2029	2029	2029	2029	2029	2029	2029
2030	2030	2030	2030	2030	2030	2030	2030	2030	2030
2031	2031	2031	2031	2031	2031	2031	2031	2031	2031
2032	2032	2032	2032	2032	2032	2032	2032	2032	2032
2033	2033	2033	2033	2033	2033	2033	2033	2033	2033
Grand Total									

Meet the Goals and Objectives for this fund:

- ✓ 1. Manage the fund with the monthly sales tax distribution.
- ✓ 2. Maintain a 5% reserve based on indebtedness
- ✓ 3. Pay bond debt in a timely, accurate fashion.
- ✓ 4. Collect sufficient amount to preclude a negative fund balance for bond payment in November each year given sales tax has been collected for only ten months when the second and full payment is due for the year.

JEFFCOM

911 COMMUNICATIONS

	2018	2019	2020	2021	2022	Proj 2023	Proj 2024	Proj 2025	Proj 2026
Total E911 Tax	573,512	606,455	585,314	711,230	801,399	849,483	891,957	936,555	983,382
Less Debt Service	(264,695)	(204,000)	(206,640)	(276,600)	(276,600)	(288,000)	(282,000)	(282,000)	(282,000)
To JeffCom	308,817	402,455	378,674	434,630	524,799	561,483	609,957	654,555	701,382
Total Tax annual % inc	11.1%	5.7%	-3.5%	-1.2%	10.0%	6%	5%	5%	5%
						Actual	Proj	Proj	Proj
	7/31/2018	7/31/2019	7/31/2020	7/31/2021	7/31/2022	7/31/2023	7/31/2024	7/31/2025	7/31/2026
Total E911 Tax	303,730.63	322,782.21	319,042	385,728	428,046	459,651	482,633	506,765	532,103
Less Debt Service	(154,406)	(119,000)	(120,540)	(161,350)	(161,350)	(183,273)	(179,455)	(179,455)	(179,455)
To JeffCom	149,325	203,782	198,502	224,378	266,696	276,378	303,179	327,311	352,649
Total Tax annual % inc		6.3%	-1.2%	20.9%	11.0%	7.4%	5.0%	5.0%	5.0%

150 Treasurer's O&M		
FINANCIAL SUMMARY	~This must present a balanced budget.~	
	2024 DEPT REQUEST	2025 DEPT REQUEST
Estimated Beginning Balance	37,100	37,100
Budgeted Revenue	64,160	64,582
Add Total Revenue - Form A		
Total Revenue	64,160	64,582
Budgeted Expenditures	64,160	64,582
Add Total Expenditures - Form A		
Total Expenditures	64,160	64,582
Estimated Ending Balance	37,100	37,100

STAFFING	2018	2019	2020	2021	2022	2023	2024	2025
	Actual	Actual	Actual	Actual	Actual	Current Budget	Request	Request
FTEs	0.25	0.33	0.32	0.33	0.33	0.33	0.33	0.33
Staffing Explanation	This program is budgeted to support 0.33 FTE.							

PERFORMANCE INDICATORS	2018	2019	2020	2021	2022	2023	2024	2025
	Actual	Actual	Actual	Actual	Actual	Actual/ Projected	Projected	Projected
Tax Foreclosure Parcels at time of Certificate of Delinquency	11	13	7	20	3	11	<30	<30
Total parcels in Tax Foreclosure Sale	7	9	6	15	2	11	<20	<20
Personal Property Distraints	0	0	0	1	0	2	5	5
Number of Tax Bills	30,614	30,642	30,915	31,039	31,069	31,091	31,200	31,300
Number of Letters sent approx April 1 to notify of pending foreclosure action	204	135	170	112	71	158	200	200
Percentage of Tax Foreclosure Sales of All Parcels with Tax Due	0.023%	0.029%	0.019%	0.052%	0.006%	0.042%	0.080%	0.080%
Number of Delinquent Statements in May	2,547	2,668	3,285	2,644	2,561	2,956	2,808	2,817
% Delinquency Parcels in May	8.32%	8.71%	10.63%	8.52%	8.24%	9.51%	9.00%	9.00%
Percentage of Delinquent Taxes to Tax Levy at Year End - Current Year	1.57%	1.45%	1.39%	1.32%	1.39%	<4%	<4%	<4%
Percentage of Delinquent Taxes & Assessments at Year End - All Years	2.42%	2.47%	2.27%	2.11%	2.11%	<4%	<4%	<4%
Performance Explanation	The Treasurer's Office consistently achieves the goal of less than 4% delinquency of current year at year end.							

Meet the Goals and Objectives for Foreclosure Avoidance Program

Goals:

- ✓ 1. Continually improve collection with training and technology advances.
- ✓ 2. Cross-train staff to allow for increased coverage and ability to the assist public.

Objectives:

- ✓ 1. Educate taxpayers on the options that may be available to them for foreclosure avoidance.
- ✓ 2. Maintain foreclosure/distrain properties at <4% of total parcels
- ✓ 3. Have less than 30 real properties filed in court for foreclosure.
- ✓ 4. Have less than 20 personal properties filed with court for distraint.
- ✓ 5. Sell all properties in auction process to minimize the number of tax title properties held in trust by the county.

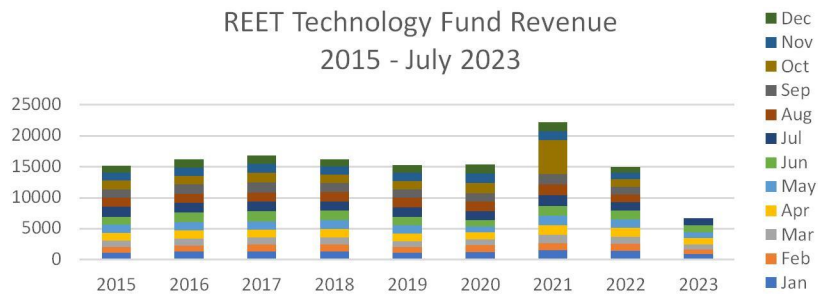
151 REET Technology Fund

FINANCIAL SUMMARY

~This must present a balanced budget.~

	2024 DEPT REQUEST	2025 DEPT REQUEST
Estimated Beginning Balance	33,185	31,185
Budgeted Revenue	12,000	14,000
Add Total Revenue - Form A		
Total Revenue	12,000	14,000
Budgeted Expenditures	14,000	14,000
Add Total Expenditures - Form A		
Total Expenditures	14,000	14,000
Estimated Endng Balance	31,185	31,185

REET Technology Fund Revenue
2015 - July 2023



ORG	OBJ	DESCRIPTION	2023 Original Budget including Ongoing	2024 DEPARTMENT REQUEST	2025 DEPARTMENT REQUEST
15133600	336025	REET ELEC TECHNOLOGY FEE	(9,000)	(7,885)	(9,195)
15134142	341091	TREASURERS FEES EXCISE TAX	(5,000)	(4,115)	(4,805)
		Total Revenue	(14,000)	(12,000)	(14,000)
15151422	410000	PROFESSIONAL SERVICES	4,000	4,000	4,000
15159700	597001	TRANSFER OUT GF	3,000	3,000	3,000
15159700	597010	TR-ASSESSOR	7,000	7,000	7,000
		Total Expenditures	14,000	14,000	14,000

151 REET Technology Fund

Meet the Goals and Objectives for this fund:

Goals:

- ✓ 1. Manage the fund in a responsible and effective manner to fund eligible expenses in the Assessor and Treasurer Offices,
- ✓ 2. Maintain a reserve to offset maintenance fees that increase every year, and
- ✓ 3. Look for opportunities to fund electronic submittal of Real Estate Excise Tax affidavits from title companies.

Objectives:

- ✓ 1. Monitor revenues and coordinate expenses between the Treasurer and Assessor Offices,
- ✓ 2. Coordinate with the Auditor's, Assessor's and Treasurer's Offices to determine cost and ability to fund electronic REET submittals, and
- ✓ 3. Offset maintenance and expenses for the annual revaluation system.



Thank you!

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