



Cumberland County

2011 Strategy & Budget



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Cumberland County
Pennsylvania**

For the Fiscal Year Beginning

January 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Cumberland County, Pennsylvania for the Annual Budget beginning January 01, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

QUICK REFERENCE GUIDE

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COMMISSIONERS OF CUMBERLAND COUNTY

Gary Eichelberger
Chairman

Richard L Rovegno
Vice Chairman

Barbara B Cross
Secretary

December 9, 2010

TO: Commissioners and Citizens of Cumberland County

Introduction

The 2011 Budget builds upon the 2010 County Strategy and Budget that received the Government Finance Officers Association (GFOA) award for Distinguished Budget Presentation. The award reflects the County's adherence to an extensive array of budget planning and financial management principles that include:

- Ensuring that the County maintains a strong financial base to support essential services even in a changing environment.
- Directing financial resources toward achievement of the County's strategic plan.
- Maintaining sufficient liquidity to meet normal operating and contingent obligations.
- Maintaining and preserving infrastructure and capital assets.
- Implementing operating policies that minimize the cost of government and financial risks.
- Maximizing the level of public goods and services while minimizing the levels of debt and taxes.

These principles are integrated into the every day management and long-range planning of the County. The County uses several Policy Teams to pull key "players" into management groups to develop strategic plans and implement process improvements to enhance services, manage the cost of operations, and improve results for County residents. An example of this is the County's Criminal Justice Policy Team (now in its 21st year). The Criminal Justice Policy Team has devised an array of institutional and community corrections strategies to manage the population of the prison. As a direct result, the County justice system saves over 15,000 prison bed days annually.

The County also relies on other "teams" including the County Management Team, Human Services Policy Team, Public Safety Planning Team, Claremont Nursing and Rehabilitation Center (CNRC) Planning Team, and the Financial Analysis Committee.

Standard & Poor's confirmed the County's AAA bond rating, a rare distinction among Pennsylvania counties and a strong indicator that the County has a strong sustainable long-term management structure and is prepared to enter 2011 in solid financial shape. Additional information and examples of the financial management principles can be found throughout the text of this document and on the County's web site at www.ccpa.net.

Responding to Economic Conditions

The County was not immune to the problems facing the nation, state, and local area throughout the course of 2008 through 2010. Because of the County's strong long-term planning initiatives and solid financial condition we were able to weather the storms of this recession including a continuing state budget crisis without severely cutting services or priority missions.

As a result of the brewing economic conditions in 2008, the Commissioners called the elected officials and department heads into action with a cost management initiative when the economic crisis was beginning. Elected officials and department heads responded well to the Commissioners' cost management initiative and saved about \$1 million in the 2008 budget and about \$3.5 million in the 2009 budget. In 2010, the County departments continued to look for new cost management options. As a direct result, the County has been able to maintain priority services, its strong financial position, and the ability to respond to emergency situations. The County will enter 2011 with a strong fund balance as a direct result of the cost management initiative.

The County continued with the planning and implementation of several key initiatives. These include the construction of a new Public Safety Building, phase II of renovations and expansion of the prison, renovations to the Courthouse for the addition of a sixth judge in 2012, and renovations to the recently purchased property at 1601 Ritner Highway.

The County is assessing the future structure of Claremont Nursing and Rehabilitation Center as part of a strategic planning process for CNRC and a companion planning effort for community-based services and supports. The process includes detailed analysis of target populations, critical services, revenue options, optimal staffing levels, and the best use of existing facilities within the CNRC complex.

The economy continues to affect several key areas of the budget and the Commissioners are continuing their cost management initiative into 2011 and are requesting that departments shave \$1.25 million from the 2011 budget.

A Balanced Budget

The 2011 Budget is a balanced budget that is based on the priorities set forth in the Commissioners' County Strategy. Although the County is feeling financial pressure as a direct result of the recession, the Commissioners are not increasing taxes in 2011. Some of the 2011 pressure points are higher retirement contributions, increased medical insurance premiums, additional positions to meet the operational needs of the Prison and Facilities Departments, and declines in revenue from various sources. The General Fund budget shows a potential transfer of \$6,006,379 from reserves. This amount will be reduced directly by results from the cost management initiative and unused contingencies. Based on the cost management initiative and contingencies the estimated ending fund balance is about \$20 million and the actual projected transfer from reserves is \$3,206,379. The following chart shows the actual expectations with the contingencies and cost management initiative removed from the budgeted expenses.

A Balanced Budget

2011 Ending Fund Balance Projection

	Projected 2011
Real Estate Taxes	42,625,525
All Other Revenue	21,461,597
Total General Fund Revenue	64,087,122
Total General Fund Expenses	67,293,501
Salary	26,385,662
Benefit	10,760,323
Operating	18,588,762
Subsidy	7,622,204
Capital	1,172,144
Transfers	4,014,406
Cost Management Initiative	(1,250,000)
Ending Fund Balance	20,034,788

Cumberland County will maintain one of the lowest real estate tax rates and per capita cost ratios among counties in South Central Pennsylvania.

Strategic Reporting and Performance Management

During 2011 the County will continue reviewing quarterly progress towards the priorities set forth in this document. There are five main sections in the 2011 County Strategy and Budget: County Strategy, Budget by Function, Budget by Fund, Performance Management, and Supplementary Information. This document is intended to give the reader insight into the scope and quality of County services. All County departments and elected officials are requested to take part in the performance management initiative and to report their progress quarterly.

Original Budget Guidelines

The Commissioners through the Finance Office instructed departments to keep 2011 expenses at or below 2010 levels. The instructions set forth limits requests for new positions or grants with match requirements to the General Fund. The guidelines also sought level or reduced funding for overtime, mileage reimbursement, and conference expenses.

Economic and Financial Condition

There are several economic impacts affecting the 2011 Budget. Required retirement contributions are expected to increase approximately \$778,000. The prison added five positions due to the completion of phase I renovations and the opening of 80 new secure beds. The Facilities Department added five positions to complete renovations occurring throughout County buildings due to the requirement of the sixth judge in 2012 and the realignment of department office space to meet current and future caseload demands.

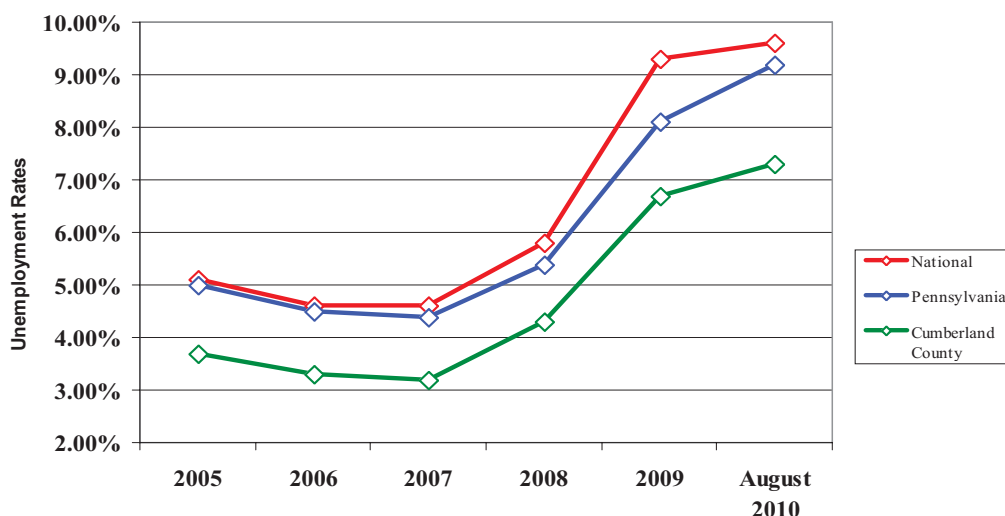
Economic and Financial Condition

On the revenue side it is anticipated that there will be continued decreases in the growth of real estate in the next few years. Interest rates have fallen below 0.5% on most County investments and that is causing an additional decrease in revenue of \$150,000 in the General Fund. Housing revenues are expected to increase at the prison because of available beds to offer outside entities for their prisoners following the opening of the new cell block.

The County is committed to an ongoing search for innovative ways to lower overall costs to the taxpayer and will continue to look for ways to lower the County's expenses. An array of projects have been placed on hold or cancelled altogether due to the economic downturn and a multitude of other items are being reviewed as part of the cost management initiative. Two projects that must continue are the addition to the prison and the relocation of the Public Safety Department from the basement of the prison. Through the American Recovery and Reinvestment Act (ARRA), Cumberland County was awarded a \$2.2 million block grant from the United States Department of Energy to implement a variety of energy efficiency and conservation projects. Cumberland County plans on using this funding to implement internal projects and to provide sub-grants to municipalities and non-governmental organizations with eligible projects. All energy projects must be completed by September 30, 2011.

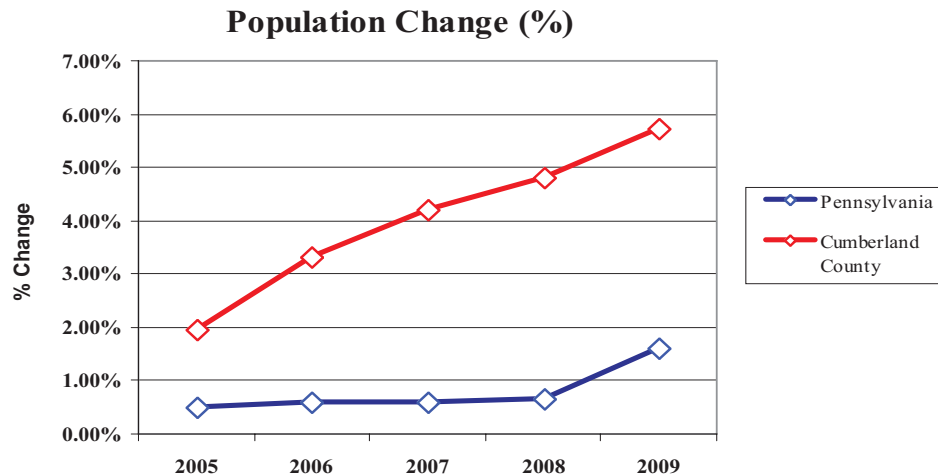
In 2010 Standard and Poor's confirmed the County's rating of AAA. The County's real estate base continues to grow although it is at a slower pace than before the economic downturn. In comparison to other regions, Cumberland County's growth is above average. The County continues to have a diversified tax base with little concentration on any one taxpayer. The County's unemployment rate remains below the state and national averages. For August 2010 Cumberland County's rate was 7.3% and the state and national averages are 9.2% and 9.6% respectively. Although the County is affected by the economic climate, it has not been as adversely affected as other regions and municipalities and maintains a solid financial climate.

Unemployment Rates



Principle Issues Facing Cumberland County

Cumberland County's population growth is above the state's average growth since 2005 and this trend is expected to continue. This growth puts an increased demand on County services.



Growing Demands for Services

Population growth has resulted in increased requests for services in many County departments. The County is using innovative measures to control costs while still maintaining service levels. A small sampling of growth is shown below:

	<u>2008</u>	<u>2009</u>	<u>Est. 2010</u>
Emergency Telephone (911) Dispatch Incidents	166,440	167,395	175,690
Transportation Trips	151,872	152,270	158,000
Criminal Cases	3,610	3,625	3,661
Nursing Facility Clinically Eligible consumers served in Home	201	230	252

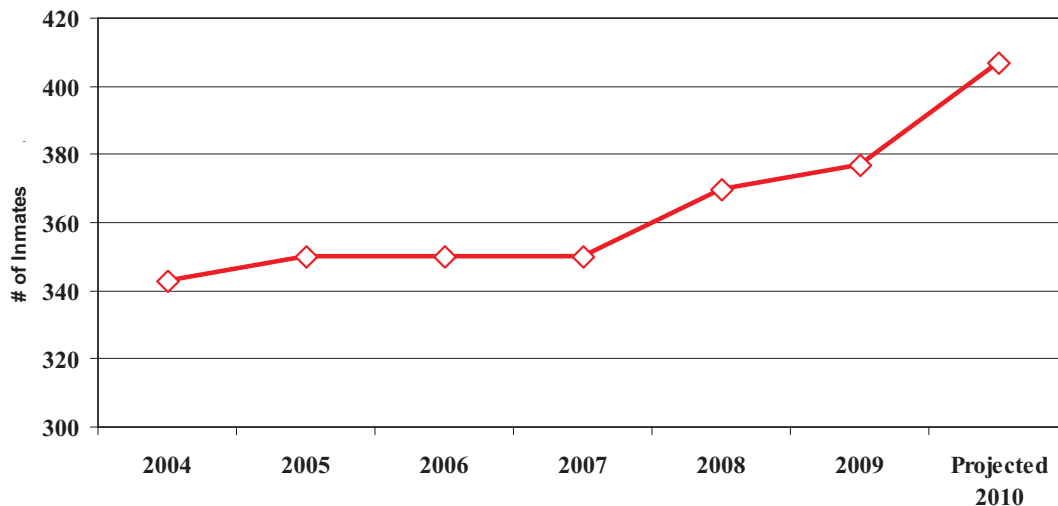
The growing population has placed a burden on the County criminal justice system. The Commissioners are working in conjunction with the President Judge and the Criminal Justice Policy Team to mitigate caseload pressures. The County expanded the use of electronic monitoring for non-violent offenders. In order to reduce recidivism and alleviate prison concerns, the County began a Day Reporting Center and Treatment Court to hold offenders accountable while making progress towards becoming productive members of society. These programs continue to help manage the population of the prison and to avoid the need to house Cumberland County prisoners in other jurisdictions. Between January 2008 and March 2010 day reporting has saved \$807,716. The next step in managing resources efficiently and effectively is to create a centralized DUI court. This project has the potential of eliminating 800 dockets from the Court of Common Pleas every year.

The average daily population of the prison has increased by 64 bed days over the past six years as shown in the chart below. The County has been able to mitigate the growth at the prison with the

Growing Demands for Services

above programs which has kept the County from having to pay other municipalities to house our prisoners. The County completed phase I of the 160 bed expansion of the prison in 2010. Phase II of the prison renovations began in 2010 and the County expects to bid the project, begin the construction of phase II and obtain financing in 2011. Cumberland County created five new guard positions at the prison in 2010 and those positions will be filled in 2011. In conjunction with the prison expansion project, the Public Safety Department will be relocated from the basement of the prison to a new building in 2011.

Prison Population



Growing Demands for Services

Cumberland County is in the process of implementing a “no wrong door” among human service agencies. This system is geared to inform families of the County’s available services which apply to their specific needs and ensure that the various agencies are working together to maximize their effectiveness. Progress was made with the completion of the Integrated Children’s Service Plan and the focus expanded to senior adults through the efforts of the Aging and Disability Resource Center.

The Court system has changed the Court schedule and increased the number of court days in order to help the flow pressures of a growing court schedule. This impacted costs in multiple departments and alleviated the need to hire additional staff, cut overtime costs, and reduced pressure points for moving people in and out of the Courthouse. It is estimated that this change to scheduling could save the County about \$250,000 annually in cost avoidance. The need for increasing security at the Courthouse has increased overtime due to after hour meetings and other activities. The County has lowered the cost of after hour activities by scheduling as many meetings as possible in non-secure buildings to lower the cost of security. The County has also installed a security system and changed the 24/7 staffing of security at the downtown buildings. The expected savings from these initiatives is about \$150,000 a year.

The County will continue to promote open space, farmland preservation, and smart growth economic development. These functions will continue to highlight and promote smart growth in Cumberland County.

Maintaining a Highly Qualified Workforce

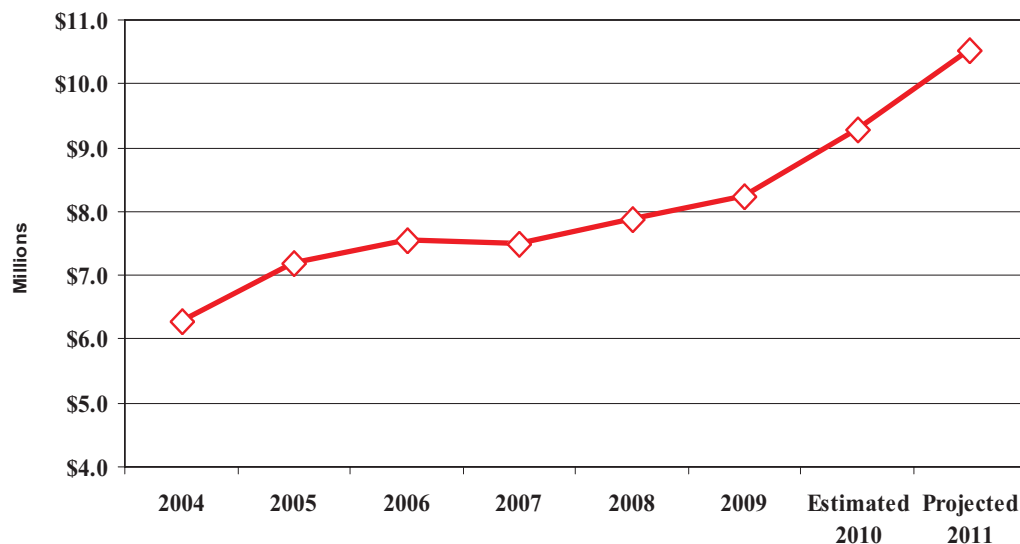
The County wants to attract and retain a highly qualified work force. The 2011 budget includes an estimated pay increase of 3.33% for non-union employees. The 3.33% is made up of 2.33% for step increases and 1% for a possible wage adjustment. Approval of the budget does not determine the actual wage adjustment that may be approved by the Board of Commissioners. The County determines the wage adjustment increase for all non-union employees mid-year. The wage adjustment can be a combination of a cost-of-living adjustment (COLA) or other types of wage adjustments. The COLA is determined based on market conditions. All union employees receive a pay increase based on their contracts and is budgeted accordingly. Currently the Probation and Prison union contracts are under negotiation for the 2011 budget year.

New positions are not determined during the budget process. A small contingency is set aside for this purpose. New positions are determined during the year based on business needs. Currently no new positions are being approved unless there are extenuating circumstances or the addition is cutting other costs. The prison added five positions due to the completion of phase I renovations and the opening of 80 new secure beds. The Facilities Department added five positions to complete renovations occurring throughout County buildings due to the requirement of the sixth judge in 2012.

The County continues to offer a competitive employee benefit package that includes health, dental, vision, life, disability insurance, and retirement. The County has implemented many options that have helped to alleviate the increasing costs of health care. The County will continue the health and wellness program that promotes a healthy lifestyle and offers a Health Reimbursement Account (HRA) or Health Savings Account (HSA) health insurance benefit to employees.

The HRA plan is the County's "buy-up" plan and will continue with the same benefit as the previous year including the County "self insuring" the deductible. An employee's co-pay for the buy-up plan is increasing from 12.6% to 14% in 2011. The "core" plan is the County's base plan. These plans are beneficial to both the County and the employees. The wellness program and the changes to the health insurance have been successful in keeping benefit cost increases below national averages. The total County costs are shown in the following graph.

Health Care Cost Trends



Budget Overview

General Fund revenue is increasing 0.6%. Tax revenue is increasing 1.6% due to the natural growth in the taxable assessed real estate values. Grant revenues are decreasing due to a projected decrease in spending of the Redevelopment Authority grants that pass-through the County. Interest revenues are decreasing due to the prevailing low interest rates on Certificate of Deposits (CD's) and the investment accounts.

General Fund expenses are increasing 2.1% for several reasons. Salaries are increasing due to step increases, a possible wage adjustment, and the addition of five new positions at the Prison and in the Facilities Department. Benefit costs are increasing due to an increase in health insurance premiums and retirement contribution. Capital expense is decreasing in 2011 due to several projects being completed in 2010. The County's fiber ring was replaced and upgraded in 2010 which ensures the continuation of telephone and data communication. The Forensic Lab through the Paul Coverdell grant purchased lab equipment.

Unassigned fund balance for the General Fund for December 31, 2010 is estimated to be \$23,241,166. That correlates to 122 days of budgeted general fund operating expense which is in compliance with the County's fund balance policy. The availability of reserves for the use in a financial emergency is one indication that a government is financially strong. The unassigned fund balance will be directly affected by the Commissioners directed cost management initiative that targets cost reductions of at least \$1.25 million over the course of the 2011 budget year.

General Fund	2010 Budget	2011 Budget	Variance	% Change
Tax Revenue	45,883,764	46,615,406	731,642	1.6%
Grant Revenue	4,167,518	3,877,660	(289,858)	-7.0%
Interfund Revenue	3,961,904	4,062,891	100,987	2.5%
Other Revenue	9,712,311	9,531,165	(181,146)	-1.9%
Total Revenue	63,725,497	64,087,122	361,625	0.6%
Salaries and Benefits	35,099,674	37,145,984	2,046,310	5.8%
Operating Expense	20,295,419	20,160,056	(135,363)	-0.7%
Interfund Expense	11,148,298	11,615,317	467,019	4.2%
Capital Expense	2,090,107	1,172,144	(917,963)	-43.9%
Total Expense	68,633,498	70,093,501	1,460,003	2.1%

Total County revenues are increasing 2.9%. Grant revenue for Health Choices is increasing due to an average increase in claims of 13% since 2008. Interfund revenue is decreasing due to a decrease in Children and Youth Services subsidy in 2011. In 2010 an estimate was made for subsidy due to the delay in the Pennsylvania State Budget being adopted. The actual subsidy for Children and Youth Services was 42.3% lower than budget.

Total County expenses are increasing 0.2%. See the expenditure summary section on pages 39-42 for more details on the changes. The Total County is budgeting \$6,577,026 of appropriated fund balance. The majority of the usage of fund balance is due to the use of bond proceeds in the major capital projects.

Budget Overview

The fiscal year 2011 budget includes capital projects totaling \$11,153,010. Of this total, \$4.0 million is being funded by bond proceeds and the remaining will be financed through 911 wireless revenue and capital designations in the General Fund, Emergency Telephone 911 Fund, energy grant, and other funds. Each of the capital projects will impact the County's operating budgets in future years. All departments proposing capital projects are required to analyze the future estimated operating expense on current and future budgets. All costs are considered when determining which capital projects the County will approve.

Total County Budget	2010 Budget	2011 Budget	Variance	% Change
Tax Revenue	47,083,764	47,915,406	831,642	1.8%
Grant Revenue	88,486,584	94,623,741	6,081,750	6.9%
Interfund Revenue	21,187,886	19,910,044	(1,277,842)	-6.0%
Other Revenue	55,717,799	56,336,068	618,269	1.1%
Total Revenue	212,476,033	218,785,259	6,253,819	2.9%
Salaries and Benefits	74,527,418	77,588,773	3,061,355	4.1%
Operating Expense	118,347,816	120,521,800	2,173,984	1.8%
Interfund Expense	19,422,385	21,453,653	2,031,268	10.5%
Capital Expense	12,685,322	5,798,059	(6,887,263)	-54.3%
Total Expense	224,982,941	225,362,285	379,344	0.2%

Major projects

Department of Public Safety Building	\$ 7,953,302
911 Infrastructure	\$ 3,468,000
Ritner Highway Building	\$ 2,800,000
New Courthouse Renovations	\$ 500,000

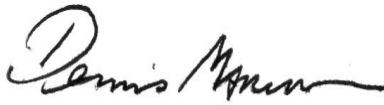
Capital projects that are smaller in nature are handled similarly to creating additional positions. Capital is requested during the budget process. County Building projects are normally determined during the budget process. Information Management Technology Office is given \$391,000 to meet their capital needs in 2011. The remaining capital is put into a contingency. During the budget year the capital is approved based on business need.

The County has found "contingency" budgeting for positions, capital, and uncertain events (capital cases, prison medical, etc) very successful. Contingency budgeting removes the decision-making for capital and positions from the actual budgeting process. It allows for a deeper level of evaluation based on a business analysis. The County is not pressured into making a large volume of decisions in a condensed amount of time. We are able to "pool" the risk into one area and give to departments as needed. We have been able to save millions out of budgets through this process.

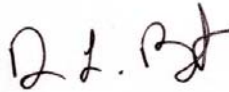
Acknowledgements

We would like to extend our thanks and appreciation to Tammy Bender, Ron Snow, Sherry Byers, Chris Sechrist, and all of the staff who contributed to the 2011 budget. It took hard work, dedication, and extra hours to create this document and your extra effort is appreciated.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Dennis Marion".

Dennis Marion
Chief Clerk

A handwritten signature in black ink, appearing to read "Dana L. Best".

Dana L. Best
Director of Finance

Financial Policies

The financial health and welfare of Cumberland County is highly dependent upon establishing and maintaining sound, financial-planning objectives and strategies of implementation. These financial management policies assist the decision-making process of the Board and County administration while operating independently of changing service and financial circumstances and conditions. These policies also provide guidelines for evaluating both current activities and proposals for future programs and direct the County's financial resources toward meeting the goals and programs of the strategic plan. The implementation of wise fiscal policies enables the County officials to protect the public interest and ensure public trust and confidence.

Financial Philosophies

County officials and management will ensure that sufficient financial resources are maintained to efficiently and effectively support and enhance family-sustaining economic opportunity, ensure public safety, respect and preserve the natural environment, and protect our quality of life for the future.

The philosophy is incorporated into the County's day-to-day decision making through the adoption of a broad set of financial objectives – enumerated below.

These financial objectives set forth herein are intended to guide the decision-making of both the County Board of Commissioners (Board) and County management. These objectives shall serve as criteria for evaluating the fiscal appropriateness of both current programs and activities and proposed future programs and activities. These objectives shall remain constant guides, even in a changing environment.

The objectives below support the County's strategic planning process by directing the County's financial resources toward only those programs and activities that meet the County's fiscal objectives.

Cumberland County's financial objectives are:

- Ensure the County maintains a strong financial base sufficient to provide a consistent level of County services, even in a changing environment.
- Maintain sound financial practices that meet all applicable standards and continually strive to improve fiscal operations.
- Direct the County's financial resources toward meeting the goals of the County's strategic plan.
- Keep the County in a fiscally sound position in both the long and short term.
- Maintain sufficient financial liquidity to meet normal operating and contingent obligations.
- Maintain internal control systems to provide a high level of assurance that financial information is accurately reported on a reliable and cost effective basis.
- Periodically assess condition of, and maintain and preserve existing infrastructure and capital assets.
- Guide the Board and management on policy decisions that have significant financial impact.
- Ensure the County is able to withstand local and regional economic variations and adjust to changes in the service requirements of the community.
- Set forth operating policies that minimize the cost of government and financial risks.
- Promote sound financial management by providing accurate and timely information on the County's financial condition.
- Provide a framework for the wise and prudent use of debt financing, and maintain a high credit rating in the financial community while assuring taxpayers that County government is financially well managed and operated in a sound fiscal condition.

- Ensure the legal use of financial resources through effective systems of internal controls.
- Promote cooperation and coordination with other governmental entities and the private sector in financing and delivery of services.
- Improve productivity and eliminate duplication of County functions through periodic review and evaluation of County programs, processes, and activities.
- Expect service users to pay their fair share of program costs, when appropriate.

As a cornerstone of Cumberland County's financial management policy, the "fiscal integrity" of the County will be of the highest priority. The County will strive to:

- Maintain the fiscal integrity of its operating, debt service, and capital improvement budgets. It is the County's intent to maximize the level of public goods and services while minimizing the level of debt and taxes.
- Maintain adequate fund balance.
- Apply "best practices."
- Restrict the use of one-time monies.

The following is an overview of some of the County's financial policies.

Budget Policy

The budget is an outcome oriented budget and will be developed and monitored based on available funding, resources will be allocated based on prioritized results, and monitored based on goals, measures, objectives, and the related results.

Cumberland County's budget is developed based on Generally Accepted Accounting Principles (GAAP) with a few exceptions. The budget is the same basis of accounting as the major fund statements in the Comprehensive Annual Financial Report (CAFR) with the following differences. The General Fund's budget does not include the Cumberland Area Economic Development Corporation, Cumberland County Industrial Development Authority, and certain District Attorney Programs. Additionally, the County budgets for indirect costs and library taxes as revenue and expenditures, but they are not reported as such under GAAP. Perry County Health Choices is budgeted on the modified accrual basis but is not reported in Cumberland County's CAFR.

Cumberland County has two budget years. The fiscal funds run on a July 1st to June 30th fiscal year and the Calendar funds run on a calendar year.

The County will maintain a balanced budget. $\text{Revenues} + \text{Fund Balance} + \text{Transfers} \geq \text{Expenses}$.

Any appropriations that are unspent at the end of a budgetary year lapse into fund balance. The Commissioner's approve any necessary amendments for roll-forward amounts by budget resolution for capital projects and grants that expand multiple budget years.

The County Commissioners will be provided quarterly interim budget reports comparing actual versus budgeted revenue and expense activity.

Fund Balance Policy

Cumberland County is dedicated to maintaining a reasonable fund balance sufficient to mitigate current and future risks (i.e. unanticipated emergency expenditures and revenue shortfalls) and to

ensure stable tax rates.

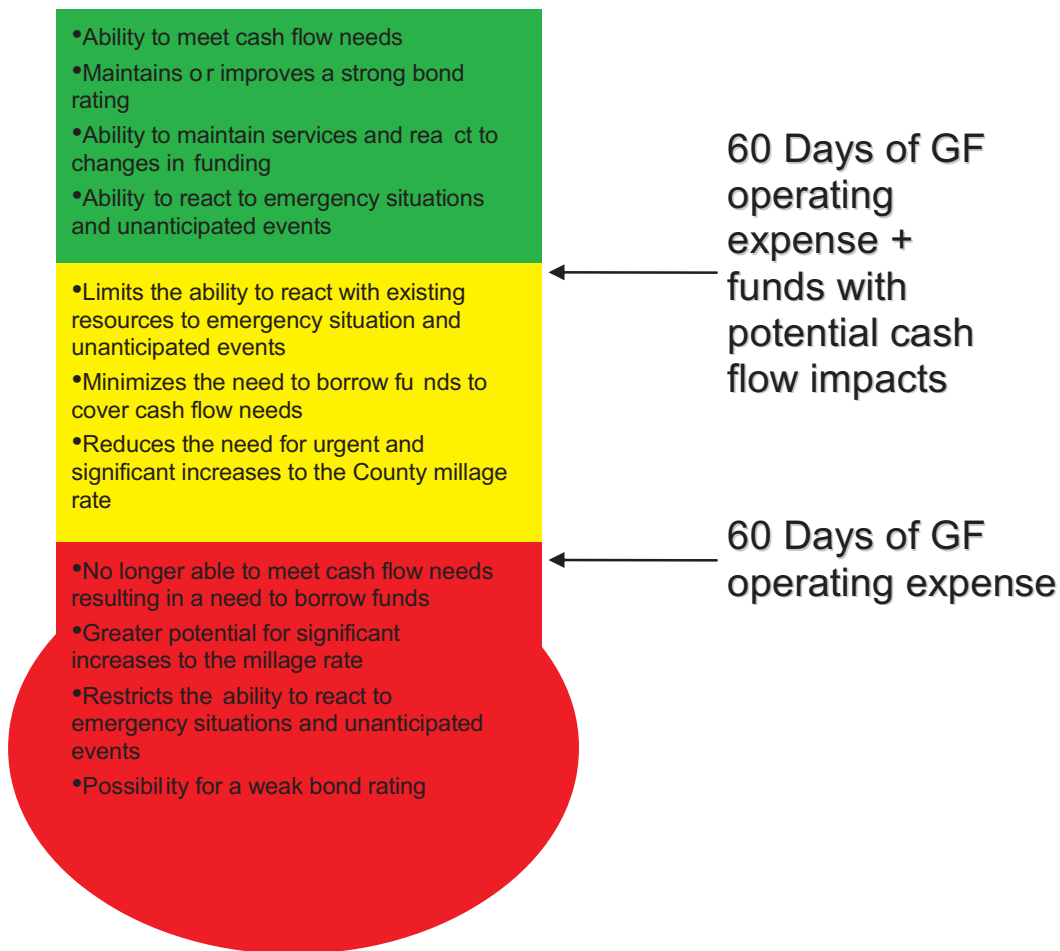
By maintaining a sufficient level of fund balance the County:

- Reduces the need for urgent and significant increases in the County millage (tax) rate.
- Ensures its ability to effectively react with existing resources to emergency situations and unanticipated events.
- Avoids the need for costly tax anticipation notes.
- Exercises good fiscal management by permitting the development of a more responsible and responsive long-term financial plan.
- Maintains or improves a strong bond rating thereby reducing future interest expense.
- Maximizes investment earnings by maintaining adequate levels of cash and investments.

Fund balance is the difference between a fund's assets and liabilities.

Cumberland County will maintain an unassigned fund balance in the General Fund of no less than two months (60 days) of General Fund operating expenditures as recommended by the GFOA. The fund balance will be calculated using the average of budgeted total General Fund expense (salaries, benefits, operating expense, interfund transfers, and capital expense). This balance is the minimum fund balance required to meet our cash flow needs. The following graph is a depiction of the targeted ranges of fund balance and the considerations that must be evaluated at the differing levels.

Fund Balance Range



Debt Policy

The County will comply with Pennsylvania's Act 177 of 1996 the Local Government Unit Debt Act. This Act sets the County's legal debt limits. In addition, the County is committed to maintaining a low total direct indebtedness and it will not exceed \$355 per capita (approximately \$80 million). The County is committed to complying with the Securities and Exchange Commission (SEC) rules, GFOA guidelines, and Internal Revenue Service (IRS) requirements.

The County seeks to maintain and improve its current Standard & Poor's bond rating so borrowing costs are minimized and access to credit is improved.

Long-term debt will not be used to finance current operations or to capitalize expenses. The County will avoid the use of long-term debt to finance items traditionally funded in the annual operating budget such as retirement contributions, facility maintenance, repairs, recurring equipment purchases, etc.

Where acquisitions are financed by issuing general obligation bonds/notes, the bond/notes will be paid off in a period not to exceed the expected life of the acquisitions. The County will structure our financing to retire fifty percent of total principal outstanding within ten years.

The County will avoid the use of tax anticipation notes, swaps, and derivatives.

The County will evaluate and refund general obligation debt if substantial present value savings can be generated.

The proceeds from long term debt will be invested according to the County's investment policy and in a manner so as to avoid non-compliance with arbitrage regulations.

The County will issue general obligation bonds and notes either through competitive bid or negotiated sales based on current circumstances.

Selection of consultants for the providing of professional services for any bond issue will be based upon qualification.

Investment Policy

The primary objectives, in priority order, of the investment policy are safety, liquidity, and yield.

Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio while minimizing credit and interest rate risk.

The portfolio shall remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated.

The investment portfolio shall be structured in order to realize a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to safety and liquidity objectives. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return to the risk being assumed.

Capital Policy

This policy is to ensure the effective management of the County's capital assets, which are the foundation of the County's strategic plan, and meeting the needs of the constituents.

The County will develop capital plans for major capital projects, technology, and other capital purchases and replacements. The plans will be developed using information from the strategic plan, comprehensive plans, facility master plans, and by identifying present and future service needs that require capital infrastructure or equipment.

The plans will be developed with attention given to:

- Capital assets that require repair, maintenance, or replacement that if not addressed will result in higher costs in future years.
- Projects with revenue-generating potential or cost avoidance potential.
- Changes in policy and community needs.

Capital expenditures are expenditures made to acquire, add to, or improve property, plant, and equipment. Capital expenditures have a useful life greater than one year. Cumberland County's minimum dollar threshold for capital expenditures is defined by the Controller's Office and is currently:

- \$1,000 threshold
- or \$500 threshold for camcorders, cameras, radios/audio equipment, or guns.

Legal Debt Margin Estimated for year ended 2010

Borrowing Base Revenue:

2009	165,321,472
2010 Estimated	181,919,429
2011 Estimated	174,456,298
Total Revenue	<u>521,697,199</u>

Debt Limit for General Obligation Debt

Average borrowing base revenues	173,899,066
Debt limit percentage	<u>300%</u>
Debt limit	521,697,197
Total amount of debt applicable to debt limit (12/31/10)	<u>54,283,462</u>
Legal Debt margin	467,413,735

Debt limit for General Obligation Debt and Net Lease Rental Debt

Average borrowing base revenues	173,899,066
Debt limit percentage	<u>400%</u>
Debt limit	695,596,264
Total amount of debt applicable to debt limit (12/31/10)	<u>55,157,818</u>
Legal Debt margin	640,438,446

Current Debt Outstanding

	Interest Rate	Final Maturity	Original Issue	Governmental Activities	Business- Type Activities	Total Outstanding
G.O. note - 2003 issue	5.857%	2022	715,000	715,000	-	715,000
G.O. notes - 2005 issue	2.6%-5%	2021	15,650,000	1,080,936	10,219,064	11,300,000
G.O. notes - 2007 issue	3.6-4.1%	2020	6,610,000	-	5,685,000	5,685,000
G.O. bonds - 2008 issue	2%-4.4%	2028	18,500,000	16,305,853	859,147	17,165,000
G.O. bonds - 2009 issue	1.5%-3%	2019	9,995,000	5,480,300	1,804,700	7,285,000
G.O. note - 2009 issue	3.5%-variable	2029	2,500,000	2,283,462		2,283,462
G.O. bonds - 2010 issue	1.75%-2.25%	2019	9,850,000	9,850,000		9,850,000

Long-term debt December 31, 2010

35,715,551 18,567,911 54,283,462

Net Lease Rental Debt

Note	Series 1994	5.724%	2012	420,000	102,519	70,278
Note	Series 1995	5.724%	2012	4,693,710	1,172,962	804,078
						<u>874,356</u>

Annual Debt Service Requirements:

	<u>General Long-Term Debt</u>		<u>Enterprise Funds</u>		<u>Enterprise Funds</u>	
	General Fund		Emergency Telephone		Nursing Home	
	Principal	Interest	Principal	Interest	Principal	Interest
2011	1,646,388.44	1,102,725.11	975,168.02	306,053.83	1,123,727.24	383,789.16
2012	1,800,988.38	1,061,399.45	1,012,367.30	268,486.12	1,165,146.46	342,903.38
2013	2,000,532.70	1,011,027.12	1,051,455.97	227,947.20	1,190,284.66	300,349.06
2014	3,085,381.73	949,307.18	567,018.00	197,923.45	828,562.50	264,821.99
2015	3,168,377.18	871,390.99	588,485.00	175,663.92	862,922.00	232,235.16
2016	3,245,507.48	790,275.16	611,845.00	151,657.32	896,215.00	197,052.42
2017	3,323,127.23	704,419.12	638,936.00	126,641.70	935,777.00	160,412.58
2018	3,452,090.64	616,457.97	663,215.00	100,324.51	936,785.00	122,748.00
2019	1,936,494.32	541,191.79	693,118.00	72,350.02	976,882.00	83,814.97
2020	1,068,852.66	495,759.80	721,128.00	42,534.75	1,018,872.00	42,480.25
2021	1,114,323.82	452,358.64	624,264.00	13,577.75	485,736.00	10,564.76
2022	1,874,873.81	406,298.65		-		-
2023	1,210,653.10	315,816.23				
2024	1,261,587.21	264,606.49				
2025	1,312,934.48	210,405.47				
2026	1,369,459.99	153,428.71				
2027	1,431,255.12	93,163.58				
2028	1,412,723.41	30,203.01				
Total	35,715,551.70	10,070,234.47	8,147,000.29	1,683,160.57	10,420,909.86	2,141,171.73

	Year	New Projects	Refinance Projects	Year of Original Issue
G.O.N.-	2003	Farmland Preservation		
G.O.N.-	2005	Energy Program	CNRC renovations, Public Safety (PS) 800 MHz Project	2000 2001
G.O.N.-	2007		CNRC renovations, PS 800 MHz Project	2001
G.O.B.-	2008	Prison Renovations and PS Building		
G.O.B.-	2009		CNRC renovations, PS 800 MHz project, Farmland Preservation and Open Space, Enterprise Resource Program, and misc projects	1990, 1992, 1999, 2002 and 2004
G.O.N.-	2009	Purchase Bldg and renovations		
G.O.B. -	2010		Prison Renovations, Farmland Preservation, Allen Road Bldg, and misc projects	

The County is well below their internal policy of \$355 per capita (approximately \$80 million) maximum debt. Currently the County has \$54.28 million in debt which is approximately \$233 per capita. The County is planning on issuing general obligation bonds for the final phase of the prison project. The timing and amount of the financing are still under evaluation. If financing occurs in 2011, a budget resolution will be done to adjust the budget accordingly.

Budget Process

Formal budgetary accounting is employed as a management control in the County's governmental funds. Annual operating budgets are adopted each year through the passage of an annual budget ordinance.

Cumberland County's budget is developed based on Generally Accepted Accounting Principles (GAAP) with a few exceptions. The budget is the same basis of accounting as the major fund statements in the Comprehensive Annual Financial Report with the following differences. The General Fund's budget does not include the Cumberland Area Economic Development Corporation, Cumberland County Industrial Development Authority, and certain District Attorney Programs. Additionally, the County budgets for indirect costs and library taxes as revenue and expenditures, but they are not reported as such under GAAP. Perry County Health Choices is budgeted on the modified accrual basis but is not reported in Cumberland County's CAFR.

The general fund presentation in the basic financial statements is made up of several consolidated funds; whereas, in the legally adopted budget, these funds are budgeted separately. Therefore, these funds are added to the general fund on a budgetary basis in order to reconcile to the general fund presentation in the basic financial statements.

The legally adopted budget does not include the Cumberland Area Economic Development Corporation (a blended component unit), Cumberland County Industrial Development Authority (a component unit), and certain District Attorney Programs. Additionally, the County budgets for indirect costs and library taxes as revenue and expenditures, but they are not reported as such under GAAP. The County budgets for the Perry County Health Choice Program, but it is excluded from the CAFR.

Funds contained in the legally adopted budget are presented on either a calendar year ended December 31st, or on a fiscal year ended June 30th.

Cumberland County follows these procedures in establishing the budget data presented in the budgetary comparison schedules.

- During the months of February and March for fiscal budgets, and July and August for calendar funds, each department reviews current and prior year financial information to develop budget projections for the upcoming fiscal year. These projections often are developed in consultation with the County Finance Office. The results are submitted by each department in a standard format to the County Finance Office as a preliminary budget proposal.
- The County Finance Office reviews all submissions and consults with departments as needed to substantiate the basis for requests and to refine the budget projections. The County Finance Office makes necessary adjustments to department submissions and compiles the data for presentation to the Board of Commissioners, which occurs during a public hearing process.
- The County Finance Office and the Chief Clerk develop a revenue projection and financing strategy in support of the proposed budget. A preliminary budget including revenue and expenditure projections is submitted to the Board of Commissioners for consideration.
- The final budget is presented to the Board of Commissioners and after proper public notice is placed on display for a period of 20 days in accordance with the County Code. The Board of Commissioners adopt the budget after the necessary inspection period by enacting a formal budget

resolution. The resulting budget is published in written form.

- The Board of Commissioners may at any time, by resolution, make supplemental appropriations for any lawful purpose from any funds on hand. These funds include amounts estimated to be received within the fiscal year and not otherwise appropriated as well as the proceeds of any borrowing authorized by law. The Board of Commissioners may authorize the transfer of all or part of any unencumbered balances. The Board of Commissioners must approve changes to overall appropriations at the fund level. Therefore, the legal level of budgetary responsibility is by fund.

Actual expenditures and operating transfers out may not legally exceed “budget” appropriations at the individual fund level.

Encumbered and unencumbered appropriations lapse at the close of the fiscal year to the extent that they have not been expended.

Cumberland County Budget Timeline

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Feb	Lawson download to database																															
Feb	Fiscal budgets on-line																															
Mar	Proposed budgets submitted																															
Mar	Budgets reviewed																															
Apr	Budgets reviewed																															
Apr	Worksession preparation																															
Apr	Worksessions																															
May	Budget placed on view																															
Jun	Budget presentation																															
Jun	Budget approved																															
Jul	Lawson download to database																															
Jul	Calendar budgets on-line																															
Aug	Proposed budgets to Finance																															
Aug	Budgets reviewed																															
Sep	Budgets reviewed																															
Sep	Performance mgmt																															
Sep	Worksession preparation																															
Sep	Worksessions																															
Sep	County Strategy																															
Oct	Preliminary budget																															
Oct	Budget presentation																															
Nov	Budget on view																															
Dec	Budget approved																															

February	Expense, revenue, and salaries of fiscal funds are downloaded from Lawson to the budget database
February	Budget guidelines and preparation materials sent to departments; budgets are available on-line
March	Proposed budgets are due to Finance
March- April	Proposed budgets are reviewed by Finance
April	Worksession preparation as determined during budget review process
April	Worksessions are held with selected departments
May	Proposed fiscal budget is placed on view for public inspection for 20 days
May	Presentation of County's financial condition
June	Fiscal budget is approved/adopted by Board of County Commissioners
July	Expense, revenue, and salaries of calendar funds are downloaded from Lawson to budget database
July	Budget guidelines and preparation materials sent to departments; budgets are available on-line
August	Proposed budgets are due to Finance
August - Sept	Budgets are reviewed by Finance
September	Mission, core activities, goals, and performance measures of departments are reviewed and finalized.
September	Worksessions are held with selected departments as determined during budget review process
September	County Strategy is completed
October	Preliminary budget is available for Board of Commissioner review
October	Presentation of County's financial condition
November	Proposed budget placed on view for public inspection for 20 days
December	Budget is approved/adopted by the Board of County Commissioners

Performance Measure Groups

Cross Classification Guide

Administration

	Fund(s)	Fund Type
Commissioners	General Fund	General Fund
Human Resources	General Fund	General Fund
IMTO	General Fund	General Fund
Finance	General Fund	General Fund
Tax Assessment	General Fund	General Fund
Bureau of Elections	General Fund	General Fund
Solicitor	General Fund	General Fund

Criminal Justice

	Fund(s)	Fund Type
District Attorney	General Fund, Victim Witness Assistance Program, Victim Witness - VOCA, Stop Grant, Insurance Fraud	General Fund, Special Revenue
Public Defender	General Fund	General Fund
Clerk of Courts	General Fund	General Fund
Prison	General Fund	General Fund
Criminal Justice Planning & IP Programs	Criminal Justice Planning & IP Programs	General Fund
Courts	General Fund	General Fund
Magisterial District Judges	General Fund	General Fund
Adult Probation	General Fund	General Fund
Juvenile Probation	General Fund	General Fund
Domestic Relations	Domestic Relations	Special Revenue

Human Services

	Fund(s)	Fund Type
Nursing Home	Nursing Home	Enterprise
Children & Youth Services	Children & Youth Services	Special Revenue
Drug & Alcohol	Drug & Alcohol	Special Revenue
Office of Aging & Community Services	Aging, Community Services, HSDF	Special Revenue
Library	General Fund	General Fund
Mental Health/Mental Retardation	Mental Health/Mental Retardation	Special Revenue
Veterans' Affairs	General Fund	General Fund
Health Choices	Cumb Cty Health Choices, Perry Cty Health Choices	Special Revenue
Early Learning Center	Early Learning Center	Enterprise

Public Safety

	Fund(s)	Fund Type
Public Safety	General Fund, Emergency Telephone 911, Hazmat	General Fund, Enterprise
Coroner	General Fund	General Fund
Sheriff	General Fund	General Fund

Records and Licensing

	Fund(s)	Fund Type
Recorder of Deeds	General Fund, Records Improvement - Deeds	General Fund, Special Revenue
Treasurer	General Fund	General Fund
Register of Wills/Clerk of Orphans Court	General Fund	General Fund
Controller	General Fund	General Fund
Prothonotary	General Fund	General Fund
Records Improvement - County	Records Improvement - County	Special Revenue

Performance Measure Groups

Cross Classification Guide

Agricultural, Development, & Planning

	Fund(s)	Fund Type
Planning	General Fund	General Fund
Conservation District	Conservation District-Clean Water, Chesapeake Bay, District Programs, Dirt & Gravel Roads	Component Units
Agricultural Extension	General Fund	General Fund
Vector Control and Weights & Measures	General Fund	General Fund
Historical Society	General Fund	General Fund

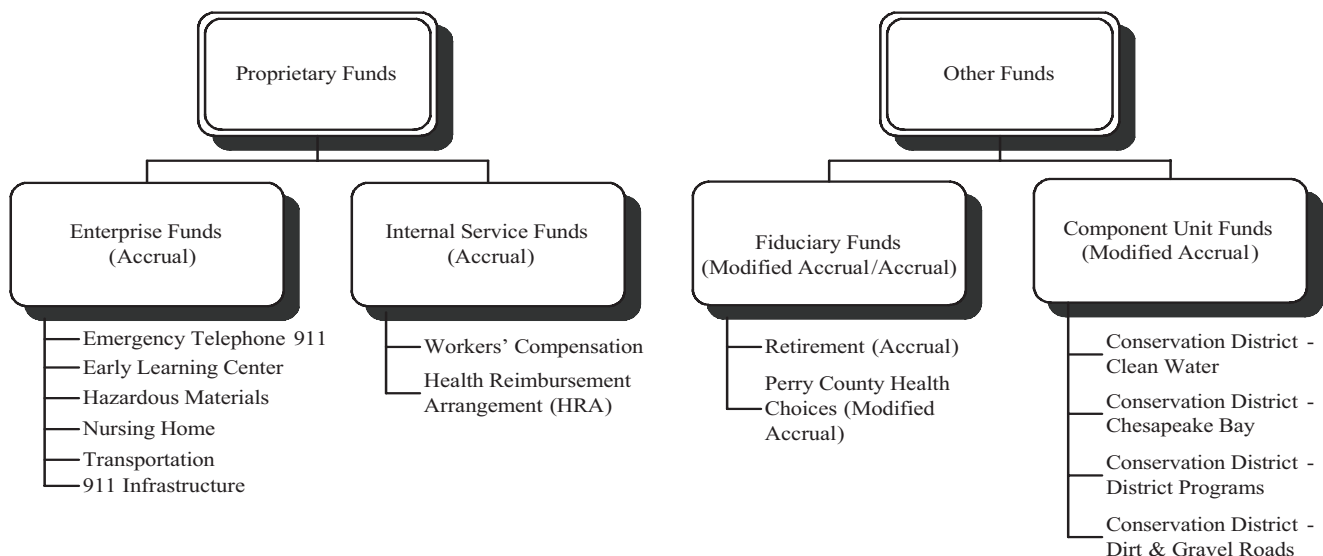
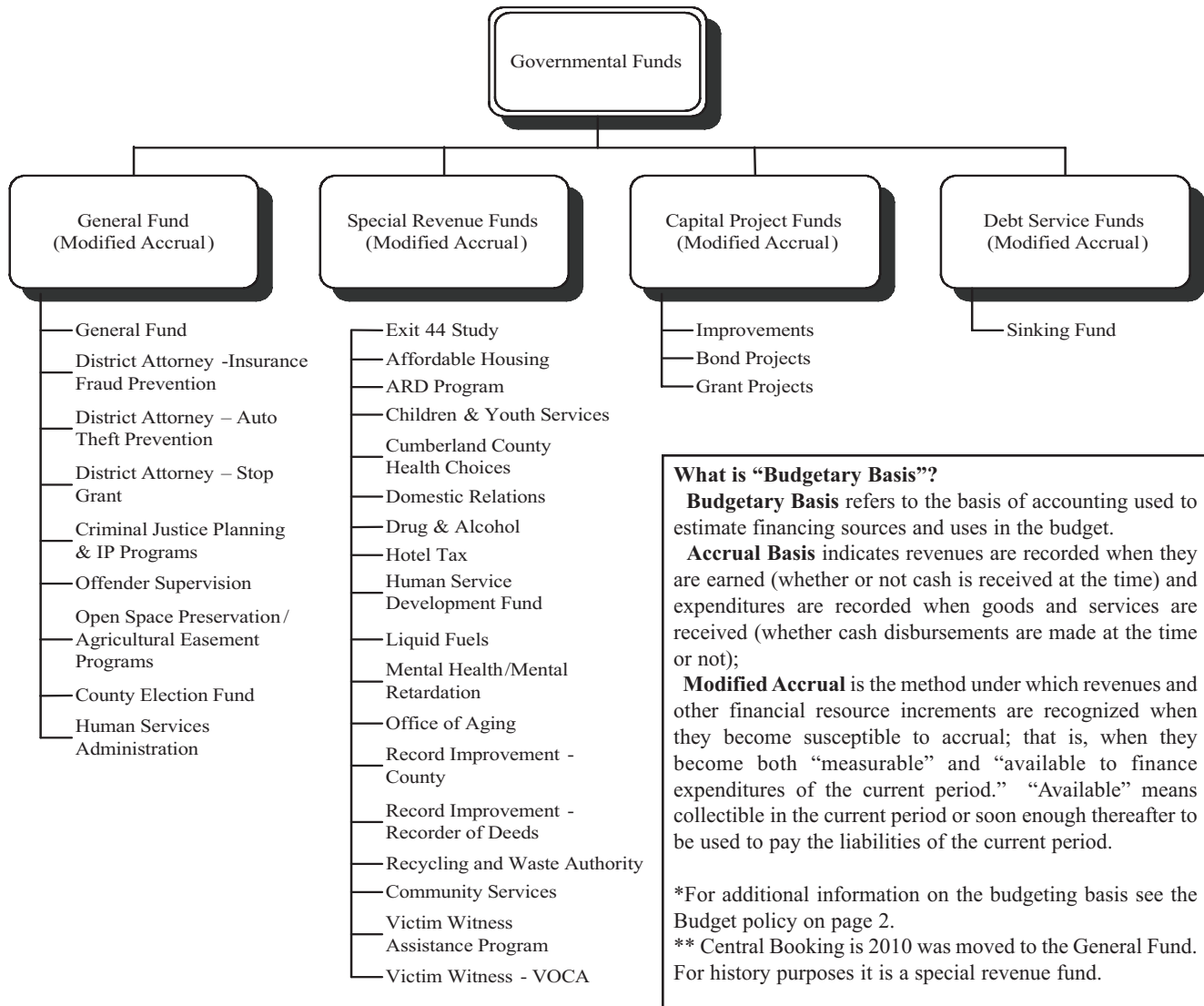
Transportation and Infrastructure

	Fund(s)	Fund Type
Transportation	Transportation	Enterprise
County Buildings	General Fund, Capital Funds - Improvements, Capital Funds - Bond, and Capital Funds - Grant	General Fund, Capital Project
Recycling & Waste Authority	Recycling & Waste Authority	Special Revenue
Bridges / Liquid Fuels	Liquid Fuels, Exit 44	Special Revenue

Other Government Operations

	Fund(s)	Fund Type
General Fund Revenue	General Fund	General Fund
Grants	General Fund	General Fund
Debt	General Fund, Sinking Fund	General Fund, Debt Service
Subsidies	General Fund	General Fund
Insurance	General Fund, HRA	General Fund, Internal Service
Hotel Tax	Hotel Tax	Special Revenue
Workers' Compensation	Workers' Compensation	Internal Service
Retirement	Retirement	Fiduciary
Administrative Services	General Fund	General Fund
Affordable Housing	Affordable Housing	Special Revenue
Economic Development	General Fund	General Fund
Other Government Operations	General Fund	General Fund

Cumberland County Fund Structure



Fund Types

-----Governmental Funds-----

A group of funds that consist of General, Special Revenue, Debt Service, and Capital Projects Funds.

General Fund - The General Fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.

Capital Projects Funds - Capital Projects Funds accounts for the financial resources used for acquisition and capital construction of major capital facilities in governmental funds.

Debt Service Funds - The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

-----Proprietary Funds-----

Classification used to account for a government's ongoing organization and activities that are similar to those found in the private sector (i.e. enterprise and internal service funds).

Enterprise Funds - Enterprise Funds account for the County's ongoing activities that are similar to private business enterprises - where the intent of the County is that the costs (expenses, including depreciation) of providing services to the general public on a continuing basis be financed or recovered primarily through user charges or cost reimbursement plans.

Internal Service Funds - Internal Service Funds are used to account for the County's self-insured risk management activities related to liabilities incurred as a result of workplace injuries.

-----Other Funds-----

A group of funds that consist of Fiduciary and Component Unit Funds

Fiduciary Funds - Fiduciary Funds are used to account for resources held for the benefit of parties outside the County. Fiduciary Funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support the County's own programs.

Component Unit Funds - Component Unit Funds are used to account for legally separate organizations for which the primary government is financially accountable.

-----Major Funds-----

The following funds are considered major funds for the Fiscal 2011 Cumberland County budget:

General Fund - The General Fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. The majority of administrative, judicial, corrections, public safety, and smart growth operating expenditures of the County are financed through revenues of the General Fund.

Mental Health/Mental Retardation - The Mental Health/Mental Retardation fund accounts for the administration of a wide range of services to persons with mental disabilities.

Children & Youth Services - The Children & Youth Services fund accounts for amounts received from various federal, state, and local sources. These funds are restricted to provide support services to underprivileged juveniles.

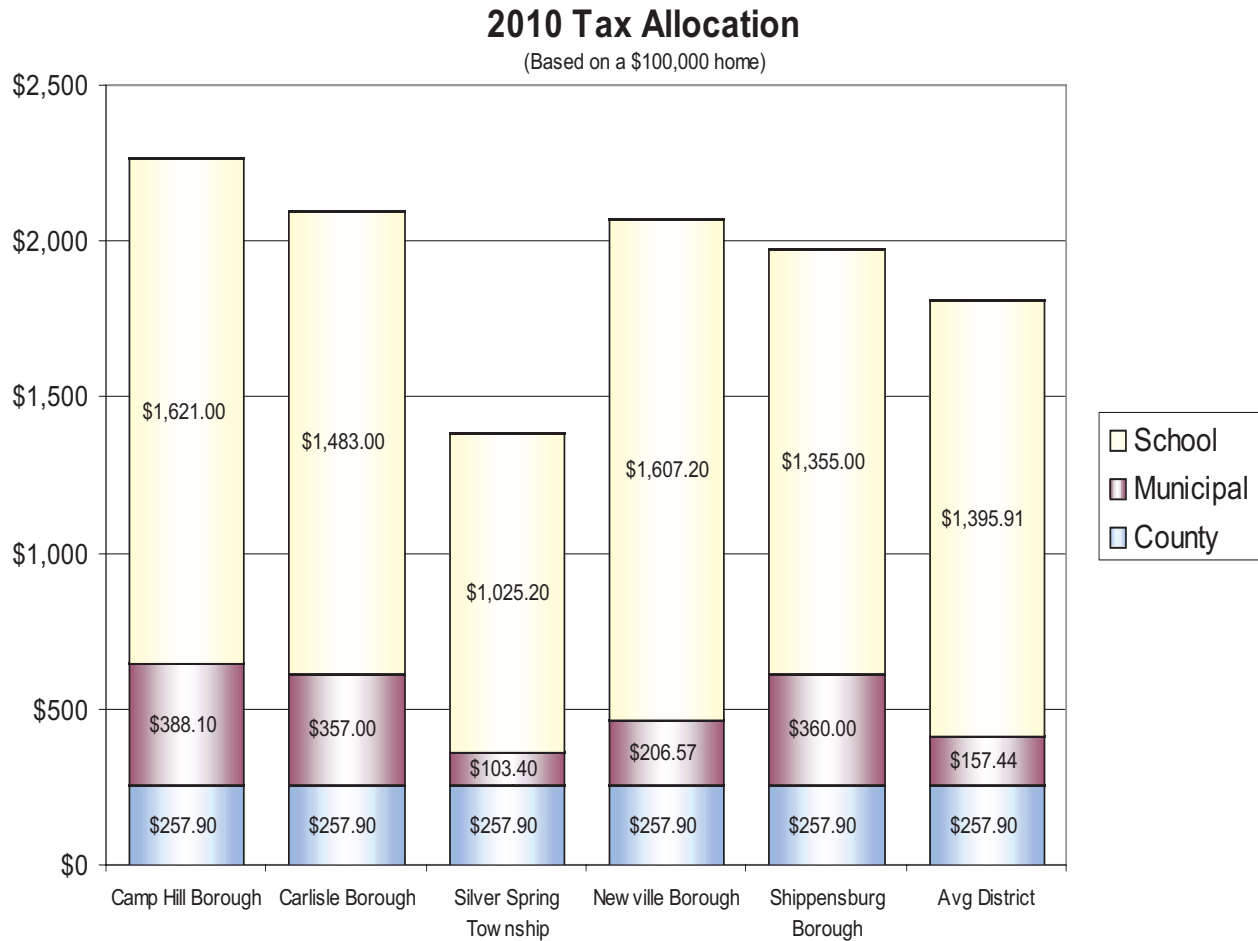
Cumberland County Health Choices - The Cumberland County Health Choices fund accounts for the County's participation in Pennsylvania's innovative mandatory managed care program for Medical Assistance consumers. The program is designed to improve access to and quality of care for Medical Assistance consumers throughout Pennsylvania.

The County Nursing Home - The County Nursing Home Fund accounts for the activities of the County's Claremont Nursing and Rehabilitation Center. The County's nursing home provides care to individuals in the community with medical/nursing needs who require residential nursing home care.

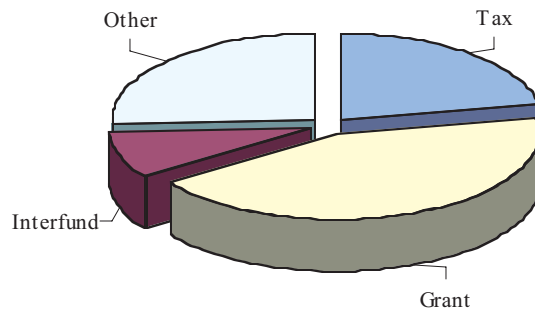
Emergency Telephone 911 - The Emergency Telephone fund accounts for the operation of the County's emergency 911 communication center.

Tax Allocation

Real estate tax revenues are charged by three separate governmental entities: the Township/Borough, Cumberland County, and the local school district. Your tax dollar amount is based on the millage rate per the assessed value of real estate property. Based on a \$100,000 home, on average the Township/Borough tax is 8.69% (\$157.44), Cumberland County tax is 14.24% (\$257.90), and school district tax is 77.07% (\$1,395.91) of your total tax bill.



Major Sources of Revenue

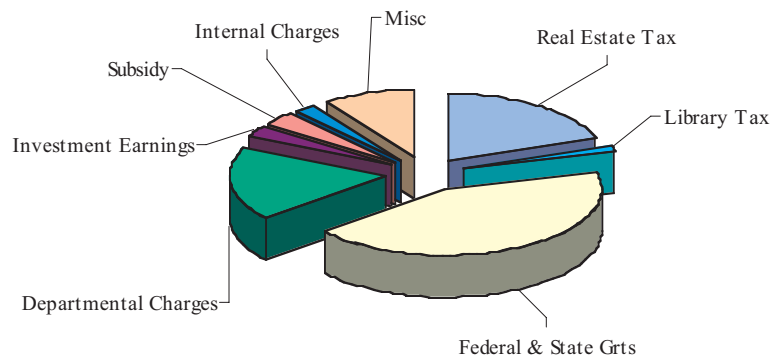


Revenue

Tax	47,915,406	21.9%
Grant	94,623,741	43.2%
Interfund	19,910,044	9.1%
Other	56,336,068	25.8%
Total	218,785,259	100.0%

Categories of Revenue

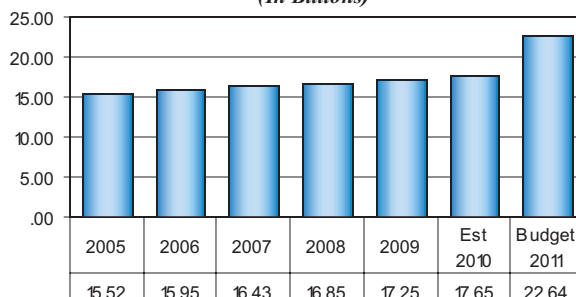
Real Estate Tax	42,625,525	19.5%
Library Tax	3,198,253	1.4%
Federal & State Grts	94,247,336	43.1%
Departmental Charge	38,984,247	17.8%
Investment Earnings	6,534,683	3.0%
Subsidy	7,622,205	3.5%
Internal Charges	5,209,239	2.4%
Misc	20,363,771	9.3%
Total	218,785,259	100.0%



Tax Revenue - 21.9% - \$47,915,406 - Comprises four main types of revenue: real estate, library, per capita, and hotel tax.

Real Estate Tax - 19.5% - \$42,625,525- The County is permitted by the County Code of the Commonwealth of Pennsylvania to levy real estate taxes up to 25 mills on every dollar of adjusted valuation for general County purposes exclusive of the requirements for the payment of interest and principal on bonded debt. For 2011, County real estate taxes were levied at the rate of 1.902 mills for general County purposes. Real Estate estimates are based upon assessed values, interim taxes, appeals, and delinquent tax collections estimates.

Total Taxable Assessed Value (In Billions)



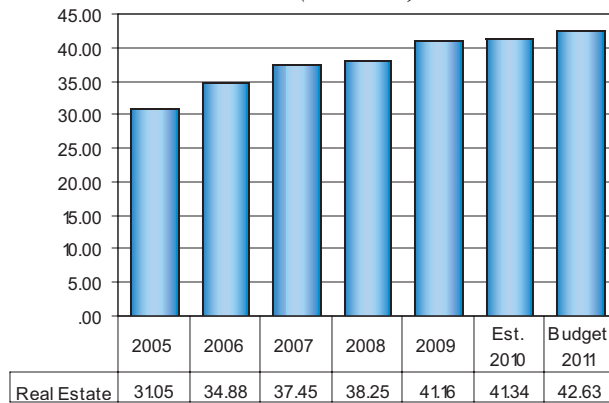
Cumberland County Tax Rate

	County	Library	Total
2005	2.006	0.18	2.186 *
2006	2.197	0.18	2.377
2007	2.285	0.18	2.465
2008	2.285	0.18	2.465
2009	2.399	0.18	2.579
2010	2.399	0.18	2.579
2011	1.902	0.143	2.045 *

* Millage adjustment due to reassessment

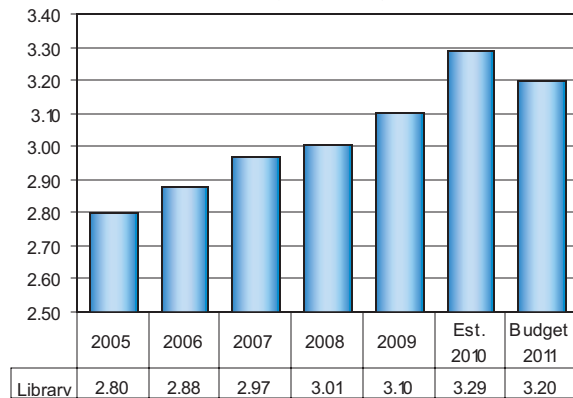
Real Estate Tax Revenue

(In Millions)



Library Tax Revenue

(In Millions)



Library Tax - 1.4% - \$3,198,253 - An additional levy was approved by the electorate for the County library system at .143 mills. Library tax revenue is based on the estimated assessed values for the real estate taxes.

Per Capita Tax - 0.3% - \$665,419 - Per capita tax is based on current per capita roll maintained by the County assessment office as of July 31st of the current year.

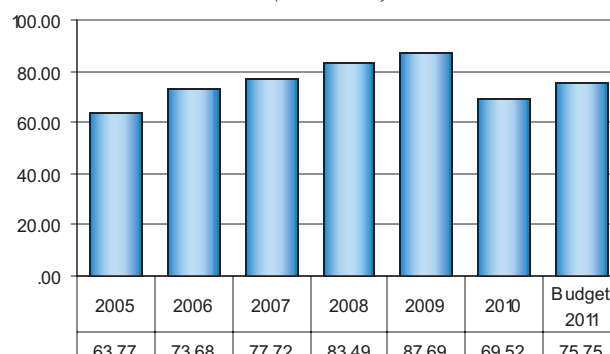
Hotel Tax - 0.6% - \$1,300,000 - The hotel tax is the tax levied on the privilege of occupancy of hotel and motel rooms and similar space. The current rate is 3.0%. This projection is based on historical growth data.

Grant Revenue - 43.2% - \$94,623,741 - Comprises one main type of revenue: federal and state grant revenue.

Federal and State Grant Revenue - 43.1% - \$94,247,336 - Monies received from the federal or state government for a specified program or purpose. Revenue is estimated using allocation letters or estimates of state and federal appropriations based on trends and information from federal and state agencies. Human Service grant monies increased in 2011 due to Health Choices. Health Choices has seen an average increase in claims of 13% since 2008.

Human Service Federal/State Grant Money

(In Millions)



Interfund Revenue - 9.1% - \$19,910,044 - Comprises three main types of revenue: subsidy, transfers, and internal charges.

Subsidy - 3.5% - \$7,622,205 - Reflects the transfer of tax dollars from the General Fund to meet program match requirements or to subsidize a projected operating deficit. 911 Emergency Telephone is increasing subsidy in 2011 due to the scheduled major projects and delay in the 800 MHz Radio Enhancements that was budgeted for in 2010.

<i>Subsidy by Fund</i>	2005	2006	2007	2008	2009	Est 2010	Budget 2011
District Attorney - Stop Grant	102,592	125,800	139,088	134,445	139,073	0	0
District Attorney - Insurance Fraud Prevention	0	0	0	19,364	0	0	0
District Attorney - Auto Theft Prevention	0	3,711	0	0	0	0	0
District Attorney - Stop Grant - Calendar	0	0	0	0	0	152,724	146,347
Open Space Preservation	13,287	(4,852)	0	0	0	0	0
Criminal Justice Planning & IP Programs	76,139	58,011	62,905	62,663	59,872	66,510	68,930
Economic Development	91,156	0	0	0	0	0	0
Human Services Administration	0	2,726	21,365	29,554	34,680	51,560	52,708
Central Booking	490,861	316,599	376,919	431,306	471,531	0	0
Children & Youth Services	1,720,499	2,108,343	2,145,573	2,538,382	2,306,505	2,630,584	2,495,723
Domestic Relations	629,223	740,976	708,426	1,024,990	461,361	749,712	920,148
Drug & Alcohol	95,049	153,044	142,876	229,791	198,749	205,932	205,939
Mental Health / Mental Retardation	523,697	493,986	549,849	455,347	491,915	496,281	496,283
Office of Aging	37,500	37,500	0	0	0	0	0
Community Services	(25,523)	(182)	0	0	0	0	0
Victim Witness Assistance Program	50,995	61,321	70,138	43,496	68,137	40,882	51,686
Victim Witness - VOCA	36,397	54,194	53,597	72,874	67,657	103,720	122,856
Emergency Telephone 911	2,293,043	3,254,160	2,366,449	715,530	1,425,846	2,224,320	2,749,378
911 Infrastructure	0	0	0	0	0	0	0
Early Learning Center	70,026	77,673	58,351	68,158	29,122	10,193	16,048
Hazardous Materials	64,037	174,577	86,637	90,381	90,238	82,568	102,133
Transportation	0	89,285	52,359	24,394	0	115,661	69,726
Conservation District - Clean Water	48,500	48,500	42,800	42,800	49,300	49,300	49,300
Conservation District - District Programs	49,600	49,600	33,600	33,600	60,492	65,192	75,000
Conservation District - Dirt & Gravel Roads	0	0	0	0	0	0	0
Total	6,367,078	7,844,972	6,910,932	6,017,075	5,954,478	7,045,139	7,622,205

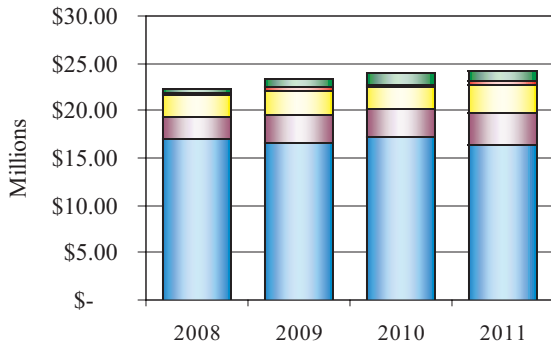
Transfers - 3.2% - \$7,078,600 - Amounts transferred from other funds to the General Fund to finance County services to the citizens.

Internal Charges - 2.4% - \$5,209,239 - The County receives revenue from reimbursements from the Library System as well as maintenance for the Human Service Building and the Domestic Relations Building.

Other Revenue - 25.8% - \$56,336,068 - Comprises three main types: departmental charges, investment earnings, and operating fees.

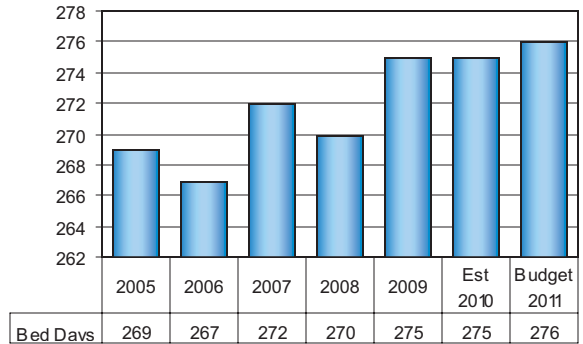
Departmental Charges - 17.8% - \$38,984,247 - The majority of this category is fees charged by the County nursing home. The revenues are estimated based on projected bed days filled, case mix, and current rates with an estimated increase.

CNRC Revenue by Payor



■ Medicaid ■ Private Pay ■ Medicare ■ Commercial Insurance ■ VA

CNRC Bed Days



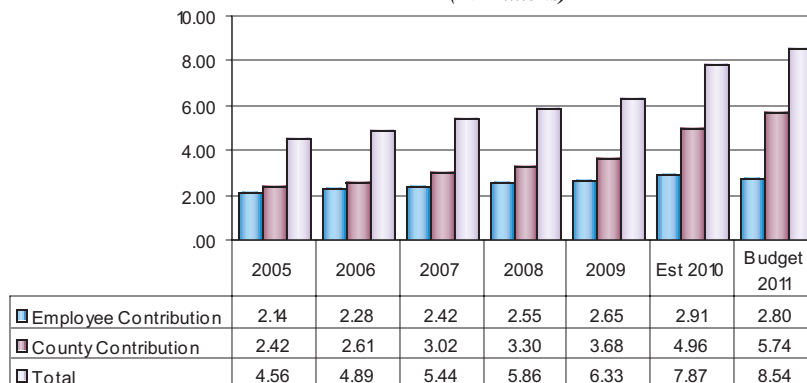
Investment Earnings - 3.0% - \$6,534,683 - Interest is estimated by looking at the current trend of interest rates and estimated cash on hand. Current interest rates for 2010 are under 1%.

<i>Investment Earnings</i>	2005	2006	2007	2008	2009	Est 2010	Budget 2011
Interest	3,068,798	5,789,455	7,041,957	5,114,001	3,012,369	2,161,191	1,934,683
Dividends	764,372	1,050,566	1,264,776	1,064,421	1,486,349	1,027,759	1,100,000
Realized Gains	3,471,198	3,003,296	5,223,217	4,320,054	5,336,637	3,612,358	3,500,000
Unrealized Gains	987,321	6,991,186	-1,680,084	-22,927,538	15,219,362	-5,507,629	0

Other Non-Operating - 3.9% - \$8,540,000 - The majority of this category is the County and employee contributions to the County retirement plan. The County contributions are budgeted based on an estimate from our actuarial in May. The 2011 required retirement contribution is expected to increase \$778,000. The employee contributions are based on 5% of estimated salaries.

Retirement

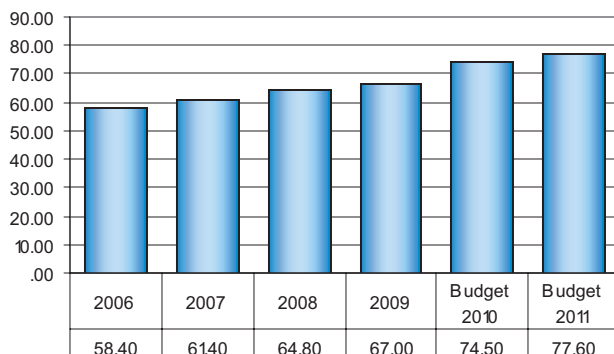
(In Millions)



Expenditure Summary

	2010 Budget	2011 Budget	Variance
Salaries/Benefits	74,527,418	77,588,773	3,061,355
Purchased Professional Services	72,682,173	77,674,033	4,991,860
Purchased Property Services	4,897,081	4,897,752	671
Other Purchased Services	4,886,364	4,287,231	(599,133)
Supplies	5,204,352	4,338,491	(865,861)
Payments to Agencies/Non Governmental Entities	7,267,913	8,616,227	1,348,314
Debt Service	4,076,726	3,980,653	(96,073)
Capital Items	12,685,322	5,798,059	(6,887,263)
Payments to Other Governments	787,141	686,954	(100,187)
Subsidy	7,485,824	7,622,205	136,381
Transfer	6,714,381	8,412,903	1,698,522
Contingency	1,922,102	1,950,000	27,898
Internal Charges	5,222,180	5,418,545	196,365
Other Non-Operating Expenses	16,623,964	14,090,459	(2,533,505)
Total	224,982,941	225,362,285	379,344

Salaries and Benfits (In Millions)



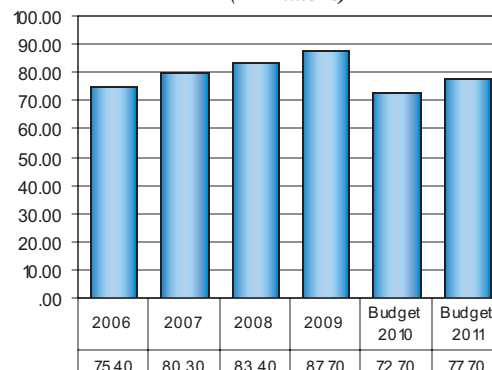
Salaries and Benefits - 34.4% - \$77,588,773

Overall salaries and benefits are increasing 4.1%. Salaries are increasing 2.2% due to step increases and possible wage adjustment. Benefits are increasing 9.0% due to an increase in health insurance premiums and the retirement contribution.

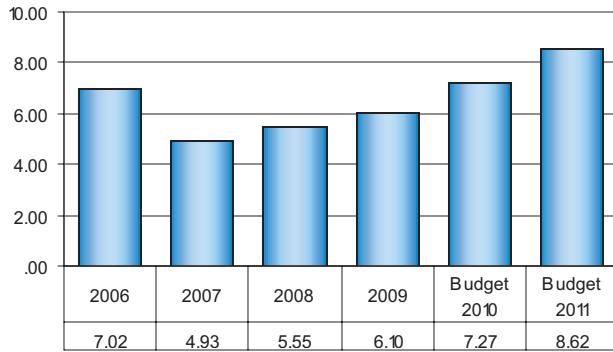
Purchased Professional Services - 34.5% - \$77,674,033

Purchased professional services are decreasing \$5 million. Health Choices is increasing \$6.5 million. Health Choices has seen an average increase in claims of 13% since 2008. Liquid Fuels bridge repairs are lower in 2011 due to the large amount of bridge repairs in 2009 and scheduled to be completed in 2010. The purchase of services for clients of Children and Youth Services is decreasing \$1.6 million.

Purchased Professional Services (In Millions)



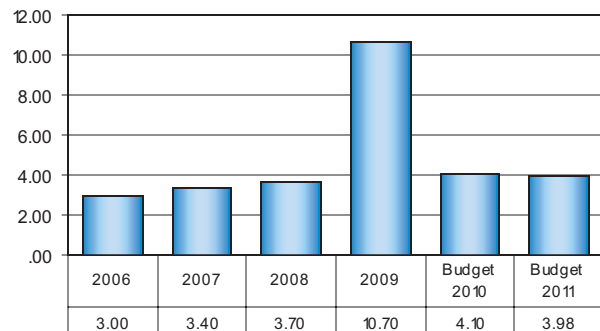
Payments to Agencies/Non Government Entitie:
(In Millions)



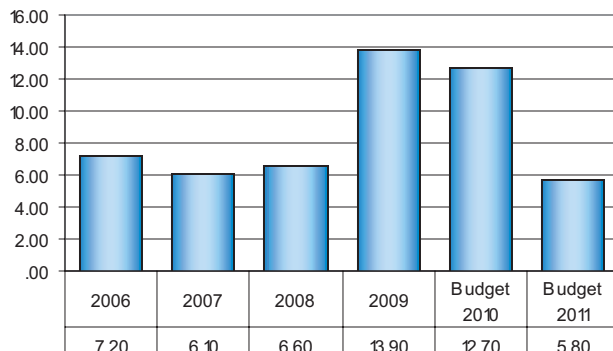
Payments to Agencies / Non Government Entities - 3.8% \$8,616,227 Health Choices is increasing \$1.6 million due to a change in procedures this was previously classified under professional services in 2010.

Debt Service - 1.8% - \$3,980,653 Debt Service is staying at the same level as 2010.

Debt Service
(In Millions)

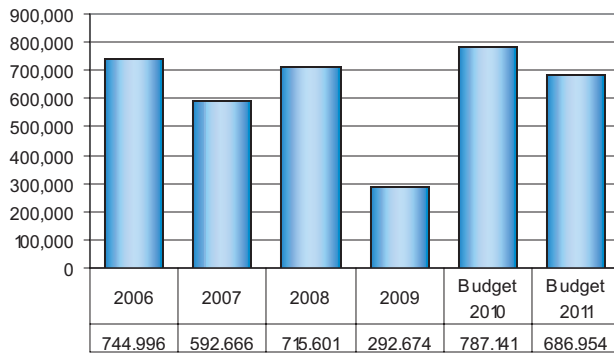


Capital
(In Millions)



Capital - 2.6% - \$5,798,059 Capital is decreasing \$6.8 million due to phase I of the prison was completed in 2010 and Public Safety Building will be completed in March 2011. Infrastructure for the Public Safety Building is budgeted for in 2011.

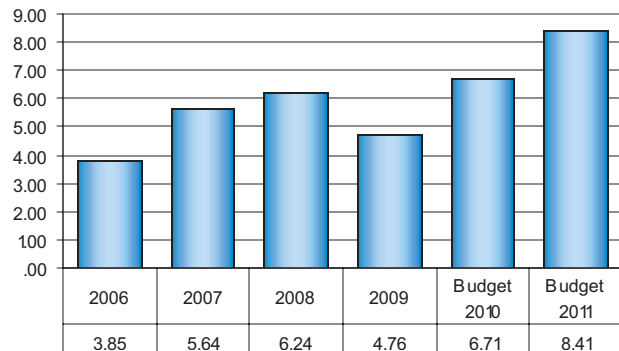
Payments to Other Governments



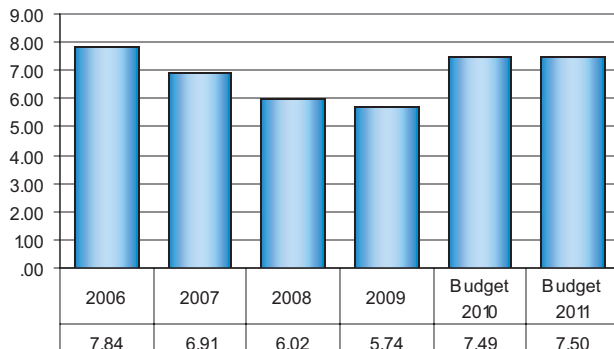
Payments to Other Governments - 0.3% - \$686,954 Payments to other governments are decreasing due to the Energy Grants. Payments have been issued to municipalities for their sub-grants. The sub-grants are to be used to implement a variety of energy efficiency and conservation projects.

Transfers - 3.7% - \$8,412,903 Transfers are increasing \$1.1 million. The County was reimbursed from the wireless fund for previous projects. A decision was made to designate the cash to the 911 infrastructure and Public Safety Building projects.

Transfers (In Millions)

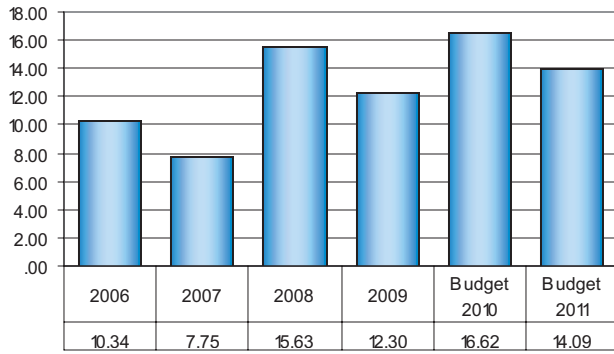


Subsidy In Millions



Subsidy - 3.4% - \$7,622,205 911 Emergency Telephone is increasing subsidy in 2011 due to the scheduled major projects and the delay in the 800 MHz Radio Enhancements that was budgeted for in 2010.

Other Non-Operating Expenses
In Millions



Other Non-Operating Expenses - 6.3% - \$14,090,459 The Retirement Fund is decreasing \$2.3 million due to a decrease in the loss on investments.

General Fund Revenue Summary

Dept	Name	2010 Budget	2011 Budget	Variance	% Change
10	District Attorney	359,612	353,736	(5,876)	(1.6%)
11	Grant	2,748,000	2,600,000	(148,000)	(5.4%)
13	GIS	15,000	21,816	6,816	45.4%
14	ERP	496,021	505,587	9,566	1.9%
15	Courts, CASA, Law Library	531,100	487,100	(44,000)	(8.3%)
16	Magisterial District Judges	1,266,600	1,208,000	(58,600)	(4.6%)
17	Prison	1,821,177	2,051,922	230,745	12.7%
18	Dept of Public Safety	122,970	122,556	(414)	(0.3%)
19	Coroner	213,383	202,100	(11,283)	(5.3%)
20	Clerk of Courts	527,059	549,400	22,341	4.2%
21	Prothonotary	630,000	459,100	(170,900)	(27.1%)
22	Finance	162,000	169,000	7,000	4.3%
23	Sheriff	699,600	679,600	(20,000)	(2.9%)
25	Planning Commission	112,559	88,821	(23,738)	(21.1%)
26	Storm Water Management	10,000	0	(10,000)	(100.0%)
28	Historical Society	11,073	10,000	(1,073)	(9.7%)
33	Solicitor	5,000	5,350	350	7.0%
34	County Buildings	60,000	62,000	2,000	3.3%
35	Bureau of Elections	300	1,100	800	266.7%
36	Tax Assessment	541,000	442,050	(98,950)	(18.3%)
37	Treasurer	40,900	41,400	500	1.2%
39	Tax Claims	580,000	625,000	45,000	7.8%
41	Recorder of Deeds	1,250,800	1,120,750	(130,050)	(10.4%)
42	Administrative Services	0	0	0	100.0%
43	Human Resources	400	0	(400)	(100.0%)
44	Register of Wills	551,000	552,000	1,000	0.2%
45	Public Defender	16,000	10,000	(6,000)	(37.5%)
46	Adult Probation	426,020	424,410	(1,610)	(0.4%)
47	Juvenile Probation	276,140	299,000	22,860	8.3%
48	Vector Control and Weights & Measures	235,756	231,100	(4,656)	(2.0%)
51	Agricultural Land Preservation	67,302	75,599	8,297	12.3%
52	Libraries	829,655	893,150	63,495	7.7%
99	GF- Revenue Accts	49,119,070	49,786,355	667,285	1.4%
Total General Fund Revenue		63,725,497	64,087,122	361,625	0.6%

General Fund Expenditure Summary

	Name	2010 Budget	2011 Budget	Variance	% Change
10	District Attorney	3,095,537	2,905,632	(189,905)	(6.1%)
11	Grant	3,257,660	3,077,908	(179,752)	(5.5%)
12	IMTO	2,510,858	1,809,392	(701,466)	(27.9%)
13	GIS	143,714	154,781	11,067	7.7%
14	ERP	492,799	533,518	40,719	8.3%
15	Courts, CASA, Law Library	3,218,210	3,347,365	129,155	4.0%
16	Magisterial District Judges	2,979,924	3,072,859	92,935	3.1%
17	Prison	11,116,760	12,089,310	972,550	8.7%
18	Dept of Public Safety	736,692	813,705	77,013	10.5%
19	Coroner	768,891	744,088	(24,803)	(3.2%)
20	Clerk of Courts	751,424	745,953	(5,471)	(0.7%)
21	Prothonotary	561,177	587,037	25,860	4.6%
22	Finance	937,085	987,532	50,447	5.4%
23	Sheriff	3,090,335	3,009,373	(80,962)	(2.6%)
25	Planning Commission	761,504	766,362	4,858	0.6%
26	Storm Water Management	10,000	0	(10,000)	(100.0%)
27	Debt Retirement	3,269,568	3,250,421	(19,147)	(0.6%)
28	Historical Society	57,514	58,661	1,147	2.0%
29	Ag Extension	408,265	352,882	(55,383)	(13.6%)
31	Pooled Reserves	1,922,102	1,950,000	27,898	1.5%
32	Commissioners	721,894	781,307	59,413	8.2%
33	Solicitor	351,781	366,661	14,880	4.2%
34	County Buildings	2,637,380	2,850,616	213,236	8.1%
35	Bureau of Elections	921,198	938,371	17,173	1.9%
36	Tax Assessment	1,655,727	1,515,582	(140,145)	(8.5%)
37	Treasurer	276,367	288,498	12,131	4.4%
38	Tax Collectors Administration	475,796	480,500	4,704	1.0%
39	Tax Claims	236,917	250,298	13,381	5.6%
40	Controller	1,082,062	1,112,731	30,669	2.8%
41	Recorder of Deeds	545,107	560,906	15,799	2.9%
42	Administrative Services	205,951	180,684	(25,267)	(12.3%)
43	Human Resources	485,646	538,220	52,574	10.8%
44	Register of Wills	459,833	500,593	40,760	8.9%
45	Public Defender	1,109,256	1,130,427	21,171	1.9%
46	Adult Probation	2,429,970	2,484,286	54,316	2.2%
47	Juvenile Probation	2,391,787	2,623,779	231,992	9.7%
48	Vector Control and Weights & Measures	242,264	238,466	(3,798)	(1.6%)
49	Adult Daycare	270	0	(270)	(100.0%)
50	Veteran's Affairs	224,280	230,930	6,650	3.0%
51	Agricultural Land Preservation	296,322	305,675	9,353	3.2%
52	Libraries	3,975,016	4,191,402	216,386	5.4%
53	Program Subsidies	7,485,824	7,933,915	448,091	6.0%
56	Insurance	332,831	332,875	44	0.0%
Total General Fund Expenditures		68,633,498	70,093,501	1,460,003	2.1%

General Fund Revenue and Expense Summaries

Revenue

Real estate tax revenues are estimated to increase 1.67% over the 2010 budget due to a natural growth in the taxable assessed real estate values.

The George E. Hoffer Second Chance Scholarship program was established in 2010 in honor of former Cumberland County President Judge George E. Hoffer. The scholarships will help former juvenile criminal offenders finance their educations. Up to four, \$1,250-a-year scholarships will be offered to help pay tuition costs for colleges and trade schools.

The prison has budgeted an increase in housing revenue due to the prison expansion project which added a 160 bed male housing unit. One of the four new housing units will be used to house inmates from neighboring counties as well as federal inmates.

Recorder of Deeds and the Uniform Parcel Identifier revenues have declined due to the drop in the number of deeds recorded in the County.

Several departments have seen reductions in grant funding. Court of Common Pleas grant has been declining each year. This grant pays a flat rate per judge and reimburses for personnel and operating costs. The coroner's Highway Comprehensive Grant through PennDot has also been reduced in 2011.

Expense

IMTO expenses decreased \$972,550 due to the replacement and upgrade in 2010 of the County's fiber ring which ensures the continuation of telephone and data communication.

Prison expenses increased overall due to the expansion of the prison with the 160 bed male housing unit. An additional five positions was budgeted in 2011 along with an increase in utilities and food.

The Department of Public Safety expenses are increasing with the occupancy of the new Public Safety Building in 2011. The additional operating costs are split between the General Fund and 911 Emergency Telephone Fund.

The Security Department was downsized in 2010. Siemens physical security system was installed which allowed the County to leverage 911 center staff to provide off-hours support to County buildings, using motion detection and video surveillance systems. Through attrition two positions were eliminated and overtime hours were also reduced.

The Facilities Department is budgeting an additional five positions due to the increase in square footage the Facilities Department maintains. Major renovation projects are underway. The New Courthouse renovations, to make space for the sixth judge, will be completed by the end of 2012. The Ritner Highway campus was purchased and is being renovated to provide additional office space and to co-locate County offices by function. Renovations began in 2010 and will continue through 2012.

Fund Balance

(1) General Fund - Fund balance is decreasing to support the operating budget in 2011. For the past two budget years there has been no real estate tax increases. The commissioners have asked departments to reduce expenditures by another \$1.25 million during 2011 as part of a cost management initiative.

(2) Other Non-Major Funds (Governmental) - The majority of the fund balance decrease is due to the use of bond proceeds. In 2011, the County has two projects funded with bond proceeds. The Public Safety Building broke ground in December 2009 and is expected to be completed in March of 2011. The infrastructure projects are coordinated with the construction of the Public Safety Building.

(3) Nursing Home - Fund balance is decreasing to support the operating budget in 2011. Patient care reimbursement from Medicaid and the veterans association have not kept pace with the increase expense of providing patient care, therefore fund balance is used to supplement costs.

(4) Emergency Telephone - Fund balance is decreasing in 2011. The County was reimbursed from the wireless fund for previous projects. A decision was made to designate the cash to the 911 infrastructure and Public Safety Building projects.

(5) Workers Compensation - Fund balance is decreasing due to the actuarial lowering the required balance for the fifth consecutive year.

(6) Component Units - Fund balance is decreasing to support the operating budget in 2011. Proposed grant allocations from the state have decreased from 2010 levels.

See the 2011 Budget Summary on page number 72

Positions by Performance Management Groups

Administration	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Commissioners	8.0	8.0	8.0	9.0
Human Resources	5.5	5.0	5.1	5.6
IMTO	19.6	20.9	20.0	20.9
Finance	12.0	12.0	11.9	11.9
Assessment	24.0	26.1	25.3	25.1
Elections	6.6	6.6	6.6	6.6
Solicitors	3.0	4.0	4.0	4.0
Total Budgeted Positions	78.7	82.6	80.9	83.1

Criminal Justice

District Attorney	41.9	41.9	44.4	44.8
Public Defender	13.0	13.0	13.0	13.0
Clerk of Courts	11.3	11.9	12.0	12.0
Prison	109.5	114.2	123.2	123.6
Criminal Justice Planning & IP Programs	3.4	3.4	4.4	4.6
Courts	32.4	33.0	36.4	37.7
Magisterial District Judges	38.4	38.9	39.4	39.3
Adult Probation	36.2	35.7	35.0	37.2
Juvenile Probation	28.2	28.7	28.0	27.2
Domestic Relations	41.0	40.4	39.0	38.2
Total Budgeted Positions	355.3	361.1	374.8	377.6

Human Service

Nursing Home	308.3	298.0	327.5	321.1
Children & Youth Services	61.0	63.0	67.0	65.0
Drug & Alcohol	18.1	18.1	19.7	17.7
Office of Aging & Community Services	40.7	39.9	43.4	43.9
Library	14.0	14.2	14.2	14.6
Mental Health/Mental Retardation	52.1	55.1	53.2	52.5
Veteran's Affairs	2.0	2.0	2.0	2.0
Health Choices	1.5	0.5	0.5	0.0
Total Budgeted Positions	497.7	490.8	527.5	516.8

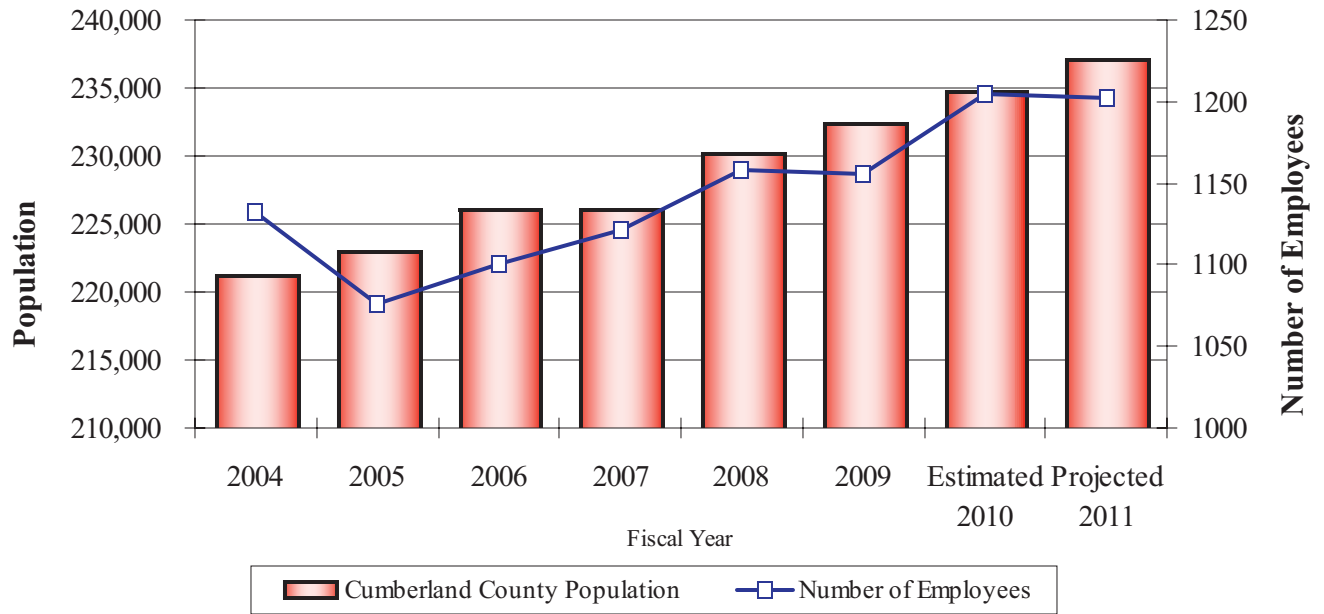
Department of Public Safety

Public Safety	56.8	55.8	55.8	55.8
Coroner	5.1	4.9	5.3	6.0
Sheriff	43.7	43.4	44.3	42.5
Total Budgeted Positions	105.6	104.1	105.4	104.3

Positions by Performance Management Groups

Records and Licensing	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Recorder of Deeds	8.6	8.6	8.6	8.6
Treasurer	4.5	4.5	4.5	4.5
Register of Wills/Clerk of Orphans' Court	6.5	6.5	6.0	7.0
Controller	13.9	12.9	13.3	12.9
Prothonotary	9.0	8.5	8.6	9.0
Records Improvement - County	0.7	1.1	1.3	1.3
Total Budgeted Positions	43.2	42.1	42.3	43.3
Agriculture, Development, and Planning				
Planning	5.1	5.1	5.0	5.0
Conservation District	9.1	9.1	8.0	8.1
Agricultural Extension	6.6	6.6	6.6	5.6
Vector Control and Weights & Measures	3.3	3.5	3.5	3.1
Historical Society	1.0	1.0	1.0	1.0
Total Budgeted Positions	25.1	25.3	24.1	22.8
Transportation and Infrastructure				
Transportation	28.3	26.7	27.4	26.3
County Buildings	17.8	16.7	17.6	23.5
Recycling & Waste Authority	3.0	3.0	3.0	3.0
Total Budgeted Positions	49.1	46.4	48.0	52.8
Other Government Operations				
Grants	0.0	0.0	0.0	0.0
Retirement	1.3	1.3	1.0	1.3
Administrative Services	2.8	2.0	0.6	0.6
Total Budgeted Positions	4.1	3.3	1.6	1.9
Grand Totals	1158.8	1155.7	1204.6	1202.6

County Population And Employees



Cumberland County, Pennsylvania

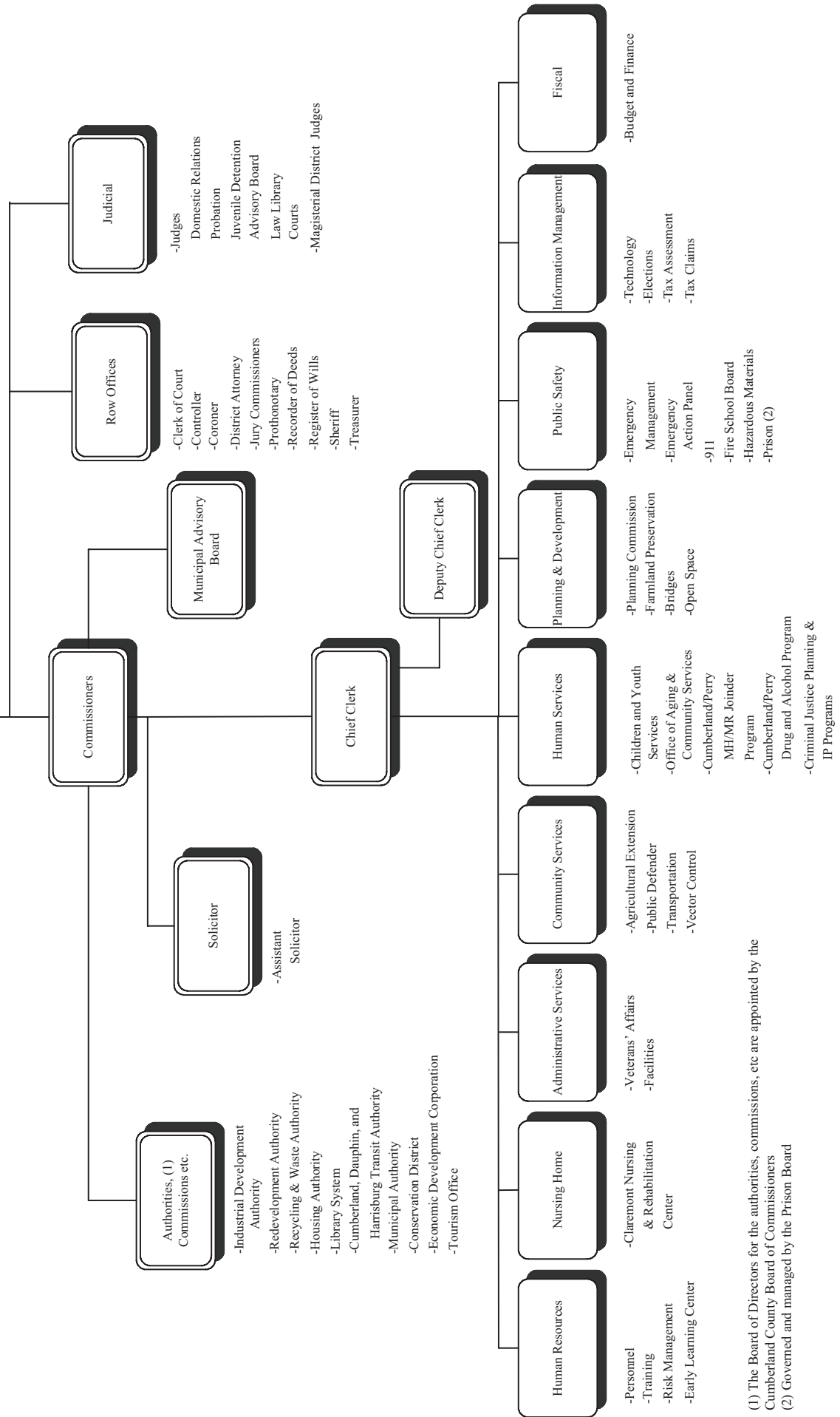
Elected Officials

Commissioner, Chairman	Gary Eichelberger
Commissioner, Vice Chairman	Richard L. Rovegno
Commissioner, Secretary	Barbara B. Cross
Clerk of Criminal Court	Dennis Lebo
Clerk of Orphans Court	Glenda Farner-Strasbaugh
Controller	Alfred Whitcomb
Prothonotary	David D. Buell
District Attorney	David Freed
Recorder of Deeds	Robert Ziegler
Register of Wills	Glenda Farner-Strasbaugh
Sheriff	Ronny R. Anderson
Treasurer	John Gross
Judge	Edward E. Guido
Judge	Albert H. Masland
Judge	J. Wesley Oler, Jr.
President Judge	Kevin A. Hess
Judge	M.L. Ebert, Jr
Jury Commissioner (D)	Richard L. Rovegno
Jury Commissioner (R)	Lowell R. Gates
Coroner	Todd C. Eckenrode

This schedule shows the elected officials in office at the time of the budget adoption.

Cumberland County, Pennsylvania Organizational Chart

Citizens of Cumberland County



(1) The Board of Directors for the authorities, commissions, etc. are appointed by the Cumberland County Board of Commissioners
(2) Governed and managed by the Prison Board

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County Strategy

A Balanced Scorecard for Cumberland County, PA

Mission:

The most livable community with the most efficient and effective public services in Pennsylvania.

Smart Growth & the Environment

Smart Growth

GOAL 1:
Manage our natural resources

Economy & Jobs

GOAL 2:
Promote sound economic development & quality job growth

Transportation

GOAL 3:
Improve transportation alternatives

Efficient Government

Efficient Government

GOAL 4:
Promote quality efficient & effective county services

Safe & Healthy Communities

Healthy Community

GOAL 5:
Promote healthy community

Criminal Justice

GOAL 6:
Promote criminal justice process improvements

Emergency Preparedness

GOAL 7:
Promote safety partnerships

SERVING THE CUSTOMER

Promote sound planning practices that integrate planning & transportation

Preserve farmland & promote agriculture as a key industry

Champion I-81 Corridor initiative

Maintain one of the lowest county tax rates in south central Pennsylvania

Integrate & coordinate human services to achieve favorable outcomes

Improve criminal justice processes to achieve efficient outcomes

Promote public safety communication interoperability

Promote planning practices supporting a balance of land uses

Encourage entrepreneurial activity in county

Support rail & intermodal movement of freight through the county

Implement communication strategy (2 way)

Participate in partnerships to promote clean environment

Implement effective intermediate punishment strategies

Promote local public safety solutions through partnerships

Preserve open space & create recreational opportunities

Foster partnerships to develop diversified employment opportunities

Promote cost-effective mass transit & other infrastructure enhancements

Improve & modernize customer service transactions

Improve system-wide services for older adults

Expand prison to accommodate need

Stabilize emergency services through "best practices"

RUNNING THE BUSINESS

Implement outcome-oriented budgeting & management

Create a system of services responsive to shifting needs

Ensure quality & cost-effective county services

MANAGING RESOURCES

Streamline service delivery (e.g. e-government)

Utilize R.O.I. for decision-making & cost-benefit measurement

Match infrastructure to service needs

DEVELOPING EMPLOYEES

Recruit & retain skilled workforce

Promote learning & growth

Achieve & maintain positive employee climate

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County Strategy

A Balanced Scorecard for Cumberland County, PA

Mission:

The most livable community with the most efficient and effective public services in Pennsylvania

Vision:

A place where family-sustaining economic opportunity is promoted, the environment is respected, public safety is ensured, and quality of life is preserved for the future

Perspectives:

SERVING THE CUSTOMER

RUNNING THE BUSINESS

MANAGING RESOURCES

DEVELOPING EMPLOYEES

Introduction:

The County Commissioners developed a balanced scorecard to help communicate their vision for the future of Cumberland County and their organizational strategy for the coming years. The scorecard provides a framework to align system-level and departmental strategies, goals, and target outcomes.

The County Strategy is comprised of three focus areas:

Smart Growth & the Environment: Smart Growth promotes livable communities through a balance of economic development and appropriate comprehensive land use planning.

Efficient Government: Cumberland County strives to have the most efficient and effective government public services in Pennsylvania.

Safe & Healthy Communities: Cumberland County works to ensure that our citizens' quality of life is maintained through the planning and implementation of public safety services, criminal justice operations, and a broad array of human services.

Smart Growth & the Environment			Efficient Government	Safe & Healthy Communities		
Smart Growth	Economy & Jobs	Transportation	Efficient Government	Healthy Community	Criminal Justice	Emergency Preparedness
GOAL 1: Manage our natural resources	GOAL 2: Promote sound economic development & quality job growth	GOAL 3: Improve transportation alternatives	GOAL 4: Promote quality efficient & effective county services	GOAL 5: Promote healthy community	GOAL 6: Promote criminal justice process improvements	GOAL 7: Promote safety partnerships

The County Strategy also includes an array of seven system-level goals and related key objectives. These objectives are distributed among four operational perspectives - **Serving the Customer / Running the Business / Managing Resources / Developing Employees**. The scorecard reflects the concept that a "balanced" approach to planning plus an alignment of priorities and service strategies across the organization will yield better outcomes for County residents.

Cross-system Management:

Cumberland County has developed various cross-system management teams to analyze issues, develop plans, and implement service strategies across the spectrum of County operations. As an example the Criminal Justice Policy Team has been a guiding force for criminal justice planning over the past 20 years. This Policy Team has successfully deployed various intermediate punishment strategies to better manage a growing criminal justice caseload in the County. The County Electronic Monitoring Program saved 12,856 County prison bed-days and the Day Reporting Center saved 7,704 bed-days in 2009 - solid examples of the impact of cross-system policy and planning.

The County also benefits from the efforts of a Senior Management Team, Human Services Policy Team, Nursing Home Planning Team, and a Public Safety Planning Team. The teams work to ensure the development of appropriate strategies, policies and programs that deliver a framework for delivering efficient and effective services for Cumberland County residents.

The pages that follow contain a compilation of goals, objectives, and results related to the balanced scorecard. Details regarding program activities can be found in the Performance Management section of the *2011 Strategy & Budget*. Additional information can be found in greater detail at www.ccpa.net.



County Strategy

A Balanced Scorecard for Cumberland County, PA

Serving the Customer: Smart Growth

Promote sound planning practices that integrate planning & transportation

Promote planning practices supporting a balance of land uses

Preserve open space & create recreational opportunities

Goal 1: Manage our natural resources

PROMOTE SOUND PLANNING PRACTICES THAT INTEGRATE PLANNING AND TRANSPORTATION

Strategy: Identify County transportation deficiencies and promote further implementation through the Harrisburg Area Transportation Study (HATS).

- Indicators:**
1. Serve as a member of the two specialized committees, which oversee the transportation planning program.
 2. Provide safe and effective integrated management and operation of the multimodal transportation system.
 3. Work to maintain a congestion management process and use it to improve transportation planning and decision making.
 4. Provide a systematic, transparent way for transportation planning agencies to identify and manage congestion.
 5. Identify congestion locations/corridors, identify the causes of congestion, and make recommendations for implementation.

PROMOTE PLANNING PRACTICES SUPPORTING A BALANCE OF LAND USES

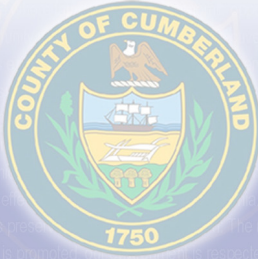
Strategy: Promote meaningful municipal usage of County subdivision and land development reviews and ordinance amendment comments.

- Indicators:**
1. Planning department staff will support an estimated six municipal technical assistance projects.
 2. Enroll four farms in the Farmland Preservation Program.
 3. Update the Cumberland County Comprehensive Plan.
 4. Assist municipalities in updating their respective zoning and subdivision ordinance to reflect current best practices.

PRESERVE OPEN SPACE AND CREATE RECREATIONAL OPPORTUNITIES

Strategy: Improve and expand open spaces and recreational opportunities by developing parks, leisure-based services, and acquiring/reserving land.

- Indicators:**
1. Continue work on the Smart Growth Partnership Project.
 2. Complete Smart Growth Partnership stakeholder involvement to provide input into the pressing issues facing Cumberland County. The input will be used in the update of the Comprehensive Plan.
 3. Partner with the Nature Conservancy to make improvements to the Mt. Holly Marsh Preserve, the only County-owned recreational facility.



County Strategy

A Balanced Scorecard for Cumberland County, PA

Serving the Customer: Economy & Jobs

Preserve
farmland &
promote
agriculture as
a key industry

Encourage
entrepreneurial
activity
in county

Foster
partnerships
to develop
diversified
employment
opportunities

Goal 2: Promote sound economic development and quality job growth

PRESERVE FARMLAND AND PROMOTE AGRICULTURE AS A KEY INDUSTRY

Strategy: Protect the County's resources for current and future generations.

- Indicators:**
1. Preserve 350 acres of farmland.
 2. Review an estimated 225 subdivision and land development reviews.
 3. Convene the Cumberland County Agriculture Leaders group to coordinate the agriculture services provided by Cumberland County.

ENCOURAGE ENTREPRENEURIAL ACTIVITY IN COUNTY

Strategy: Promote Cumberland County as a business location by Knowledge Industry Companies in the Mid-Atlantic United States.

- Indicators:**
1. California-based Alacer Corp. will expand its manufacturing and distribution operations into Pennsylvania with the lease of a 130,000 square-foot facility in Carlisle creating 66 jobs.
 2. Financing will be provided for two West Shore businesses (Land Logics Group, LLC and Kessler's Inc) which will allow both companies to remain competitive and grow.
 3. Continue to market our financing programs throughout the County.

FOSTER PARTNERSHIPS TO DEVELOP DIVERSIFIED EMPLOYMENT OPPORTUNITIES

Strategy: Increase our level of activity in workforce development and create a Steering Committee made up of partners such as Career Link, Workforce Investment Board (WIB), higher education institutions, and other not-for-profits, etc.

- Indicators:**
1. Create a Steering Committee and set a plan of action.
 2. Create a more comprehensive effort including a resume workshop in partnership with the Career Link and a detailed strategic plan for 2011 and 2012.



County Strategy

A Balanced Scorecard for Cumberland County, PA

Serving the Customer: Transportation

Champion I-81 Corridor initiative

Goal 3: Improve transportation alternatives

CHAMPION I-81 CORRIDOR INITIATIVE

Strategy: Provide leadership to a six-state effort aimed at improving the flow of people and goods in the I-81 corridor.

- Indicators:**
1. Identify and discuss the many challenges facing the states and local community's I-81 traverses.
 2. Outlining a solid structure with which to operate a multi-state coalition.
 3. Identify and contact all state elected officials within the Corridor. Introduce the officials to the I-81 Corridor Coalition's vision and mission statements as well as its goals and objectives.
 4. Promote www.I-81coalition.org.

Support rail & intermodal movement of freight through the county

SUPPORT RAIL AND INTERMODAL MOVEMENT OF FREIGHT THROUGH THE COUNTY

Strategy: Improve freight movement infrastructure in the County.

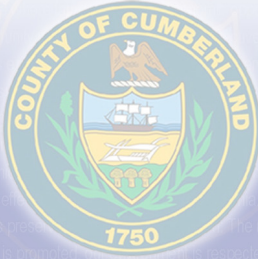
- Indicators:**
1. Participate in the South Central PA Regional Goods Movement Forum to identify critical goods movement needs in the County and region.
 2. Continue the I-81 corridor coalition planning and encourage membership to the I-81 coalition.

Promote cost-effective mass transit & other infrastructure enhancements

PROMOTE COST-EFFECTIVE MASS TRANSIT AND OTHER INFRASTRUCTURE ENHANCEMENTS

Strategy: Improve public transit access through Capital Area Transit (CAT) services.

- Indicators:**
1. Popular routes include express bus routes from Carlisle and Shippensburg to Harrisburg that carry over 150,000 passengers cumulatively and similar routes in Mechanicsburg and Highland Park carry nearly 100,000 passengers each.
 2. Participate in the CAT Service Planning Study to identify potential new transit service areas in Cumberland County.
 3. Finalize the CAT Service Planning Study and consider various routes for implementation.
 4. Examine opportunities for bus rapid transit service in Cumberland County.
 5. Work in partnership with CAT, Dauphin County, Perry County, and the City of Harrisburg to maximize the efficiency of the CAT system.



County Strategy

A Balanced Scorecard for Cumberland County, PA

Serving the Customer: Efficient Government

Maintain one of the lowest county tax rates in south central Pennsylvania

Implement communication strategy (2 way)

Improve & modernize customer service transactions

Goal 4: Promote quality efficient and effective County services

MAINTAIN ONE OF THE LOWEST COUNTY TAX RATES IN SOUTH CENTRAL PA

Strategy: Ensure that financial resources are maintained to efficiently and effectively support and enhance family-sustaining economic opportunity, ensure public safety, respect and preserve the natural environment, and protect our quality of life for the future.

- Indicators:**
1. Maintain the County's AAA bond rating.
 2. The County maintains the lowest property tax per capita among benchmark counties at \$178.
 3. Provide quality service within the "best practices" culture.
 4. Maintain the County's sound fiscal position in both the long and short term.
 5. Promote sound financial management by providing accurate and timely information on the County's financial condition through benchmarking and performance management.

IMPLEMENT COMMUNICATION STRATEGY (2 WAY)

Strategy: Improve the County's outreach to citizens while allowing more opportunities for input.

- Indicators:**
1. Over 250 volunteers serve the County on 30+ boards and authorities.
 2. Award winning County website www.ccpa.net which provides access to over 1,600 pages of information.
 3. Integrate Web 2.0 (ex. Twitter, Facebook, and other social media) tools and strategies into County operations.
 4. Continue commitment to public communications through active engagement with the local public media.

IMPROVE AND MODERNIZE CUSTOMER SERVICE TRANSACTIONS

Strategy: Increase citizen awareness of the County's responsibilities, accomplishments, decisions, and types of services and programs offered.

- Indicators:**
1. Publish the Cumberland County Strategy Update.
 2. Commissioners to hold a yearly State of the County address.
 3. Improve the County's outreach to citizens while allowing more opportunities for input.



County Strategy

A Balanced Scorecard for Cumberland County, PA

Serving the Customer: Healthy Community

Integrate & coordinate human services to achieve favorable outcomes

Goal 5: Promote healthy community

INTEGRATE AND COORDINATE HUMAN SERVICES TO ACHIEVE FAVORABLE OUTCOMES

Strategy: Working through the Human Services Policy Team, establish a “no wrong door” cooperative approach to the delivery of human services to meet the needs of individuals and families in community-based services.

- Indicators:**
1. Provide Children & Youth services to 1,700 families in Cumberland County.
 2. Provide at least 400 students with Drug & Alcohol services through school-based student assistance programs.
 3. Save an estimated \$7,500,000 in long term living facility care through Aging & Community Services.
 4. Introduce families to the County's wide array of services and ensure that the various agencies work together to maximize their effectiveness.
 5. Transition 15 consumers from nursing facilities back into the community.
 6. Deliver an estimated 5,500 home meals.

Participate in partnerships to promote clean environment

PARTICIPATE IN PARTNERSHIPS TO PROMOTE CLEAN ENVIRONMENT

Strategy: Migrate County heating systems and vehicles to non-petroleum fuels.

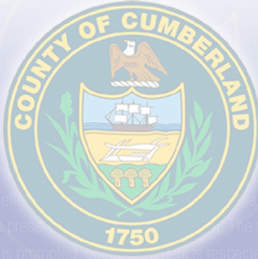
- Indicators:**
1. Use bio-fuel in all County capable vehicles, and use bio-diesel in all County capable vehicles.
 2. Purchase or lease only alternative fuel capable vehicles.

Improve system-wide services for older adults

IMPROVE SYSTEM-WIDE SERVICES FOR OLDER ADULTS

Strategy: Working through the Older Adults Support Team (in collaborations with citizen advisory boards and consumer advisory groups) to implement a system of quality measurement and system improvement to meet the shifting needs.

- Indicators:**
1. Transition 15 consumers from nursing facilities back into the community.
 2. Maintain Home & Community Based services consumer satisfaction rating of 90% or more.
 3. Continue to collaborate with older adults support team, citizen advisory boards, and consumer advisory groups to improve system-wide services.



County Strategy

A Balanced Scorecard for Cumberland County, PA

Serving the Customer: Criminal Justice

Improve
criminal justice
processes to
achieve
efficient
outcomes

Implement
effective
intermediate
punishment
strategies

Expand
prison to
accommodate
need

Goal 6: Promote criminal justice process improvements

IMPROVE CRIMINAL JUSTICE PROCESSES TO ACHIEVE EFFICIENT OUTCOMES

Strategy: Utilize new technologies (such as electronic fingerprinting and photo imaging technology) to enhance law enforcement capacity to correctly identify, apprehend, and prosecute defendants.

- Indicators:**
1. Working toward providing complete quality forensic services to law enforcement entities within the County through the County forensic lab.
 2. Upgrade and expand courtroom technology.
 3. Seek out information management systems to improve criminal justice processes.
 4. Achieve average turnaround time of 20 days for controlled substance testing.

IMPLEMENT EFFECTIVE INTERMEDIATE PUNISHMENT STRATEGIES

Strategy: Utilize intermediate punishment strategies including drug treatment, electronic monitoring, day reporting, and work release programming to improve offender accountability.

- Indicators:**
1. Reduce prison bed days through House Arrest/Electronic Monitoring or Day Reporting by 12,000 days.
 2. Continue working with Criminal Justice Policy Team to implement intermediate punishment strategies.

EXPAND PRISON TO ACCOMMODATE NEED

Strategy: Assist County project manager in managing each phase of the Prison Expansion/Renovation Project, while maintaining a safe environment for the public, prison staff, and inmate population.

- Indicators:**
1. Average daily prison population is estimated to be 423.
 3. Complete the expansion/renovation over the next two years.



County Strategy

A Balanced Scorecard for Cumberland County, PA

Serving the Customer: Emergency Preparedness

Promote public safety communication interoperability

Promote local public safety solutions through partnerships

Stabilize emergency services through "best practices"

Goal 7: Promote safety partnerships

PROMOTE PUBLIC SAFETY COMMUNICATION INTEROPERABILITY

Strategy: Coordinate the integration of dispatch system, radio system, and field components to provide access to system features and capabilities.

- Indicators:**
1. Ensure the Public Safety Answering Point is equipped and staffed with competently trained and certified personnel in accordance with state and federal performance and Quality Assurance Standards.
 2. Ensure the equipment and technology is capable of meeting all anticipated industry standards for wireless, Voice Over Internet Protocol (VOIP), and Next Generation 911 system development and integration.

PROMOTE LOCAL PUBLIC SAFETY SOLUTIONS THROUGH PARTNERSHIPS

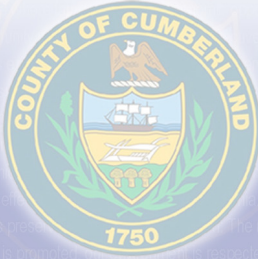
Strategy: Foster an environment where municipalities and the County can prepare, plan, and coordinate response to emergencies.

- Indicators:**
1. Public Safety will provide dispatch and coordination services to:
 - 18 police agencies.
 - 39 fire departments.
 - 12 EMS agencies and other County offices in both Cumberland and Fulton Counties.
 2. Ensure all dispatchers maintain local, state, and federal certifications.
 3. Ensure Emergency Operations Center (EOC) operates and the staff is National Incident Management System (NIMS) compliant.

STABILIZE EMERGENCY SERVICES THROUGH "BEST PRACTICES"

Strategy: Ensure citizens' quality of life is maintained through planning and implementation of public safety procedures.

- Indicators:**
1. Ensure all dispatchers maintain local, state, and federal certifications.
 2. Ensure specialized teams maintain certification and resource typing.
 3. Ensure EOC operates and the staff are NIMS compliant.
 4. Continue to maintain and upgrade the capabilities of the EOC to perform all missions to include compliance of the National Incident Management System.



County Strategy

A Balanced Scorecard for Cumberland County, PA

Running The Business: Efficient Government (continued)

Implement
outcome-
oriented
budgeting
& management

IMPLEMENT OUTCOME-ORIENTED BUDGETING AND MANAGEMENT

Strategy: Maintain an outcome oriented budget that will be monitored based on available funding, resources will be allocated based on prioritized results, and monitored based on goals, measures, objectives, and the related results.

- Indicators:**
1. Receive GFOA Distinguished Budget Presentation Award for the fourth consecutive year.
 2. All departments' expenditures will be kept at or below budget.
 3. Direct financial resources toward achievement of the County's strategic plan.
 4. Ensure the County maintains a strong financial base to support essential services.
 5. Maintain the County's AAA bond rating.

Create a
system of
services
responsive to
shifting needs

CREATE A SYSTEM OF SERVICES RESPONSIVE TO SHIFTING NEEDS

Strategy: Implement a system of quality measurement and system improvement to meet the shifting needs of County residents.

- Indicators:**
1. Drug & Alcohol client satisfaction rating from case management service recipients will average at least 85%.
 2. Maintain the Home & Community Based Services consumer satisfaction rating of 90% or more.
 3. Conduct 175 Mental Health consumer satisfaction interviews.
 4. Respond to Nursing Home resident and family surveys within 72 hours.
 5. Conduct more frequent court reviews for children (ages 5 years or younger) in out-of-home placement.
 6. Maintain strong performance in annual Drug & Alcohol Quality Assurance Assessment site visits by the state.

Ensure
quality &
cost-effective
county
services

ENSURE QUALITY AND COST-EFFECTIVE COUNTY SERVICES

Strategy: Continue using business management tools and principles such as balanced scorecard, benchmarking, and best practices.

- Indicators:**
1. Maintain the County's AAA bond rating.
 2. The County maintains the lowest property tax per capita among benchmark counties at \$178.
 3. Complete an Integrated Children's Service Plan and a departmental scorecard for Mental Health/Mental Retardation.
 4. Continue using trend analysis, forecasting, benchmarking, and performance management as a foundation for the annual budget development process and a comparison of revenue, expenditures, and staffing data.



County Strategy

A Balanced Scorecard for Cumberland County, PA

Managing Resources: Efficient Government (continued)

Streamline
service
delivery
(e.g. e-government)

STREAMLINE SERVICE DELIVERY (E.G. E-GOVERNMENT)

Strategy: Utilize open communications with stakeholder groups in addressing key current and emerging issues and establish active working partnerships to address those issues.

- Indicators:**
1. Publish the Cumberland County Strategy Update.
 2. Commissioners will hold a yearly State of the County address.
 3. Integrate Web 2.0 (ex. Twitter, Facebook, and other social media) tools and strategies into County operations.
 4. Continue commitment to public communications through active engagement with the local public media.

Utilize R.O.I.
for
decision-making
& cost-benefit
measurement

UTILIZE R.O.I. (RETURN ON INVESTMENT) FOR DECISION-MAKING AND COST-BENEFIT MEASUREMENT

Strategy: Continuous performance improvements by department must become the norm.

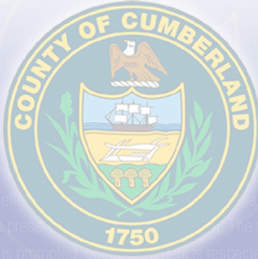
- Indicators:**
1. Maintain the County's AAA bond rating.
 2. The County maintains the lowest property tax per capita among benchmark counties at \$178.
 3. Continue benchmarking the County against selected third class counties.
 4. Continue the bi-annual Financial Analysis Committee presentation to the Commissioners.
 5. Continue with quarterly reporting of performance measures.

Match
infrastructure
to service
needs

MATCH INFRASTRUCTURE TO SERVICE NEEDS

Strategy: Complete a comprehensive space utilization review to assist in future planning efforts.

- Indicators:**
1. Initiate the comprehensive review of moves to accommodate the sixth judge in 2012.
 2. Continue analyzing functional and operational needs of departments to assist in decisions regarding realignment of space for accommodation of the sixth judge in 2012.
 3. Continue with the first phase of moves with Juvenile Probation, and begin looking forward towards the second phase.



County Strategy

A Balanced Scorecard for Cumberland County, PA

Developing Employees: Efficient Government (continued)

Recruit &
retain skilled
workforce

RECRUIT AND RETAIN SKILLED WORKFORCE

Strategy: Review and ensure effectiveness of recruitment/retention. Benchmark compensation/benefits programs within the region.

- Indicators:**
1. Maintain a County employee resignation rate below 10%.
 2. Continue to review all applications, screen candidates, assist County departments in developing interview guides, and review the hiring process to ensure the most qualified candidates are selected for the County positions.

Promote
learning &
growth

PROMOTE LEARNING AND GROWTH

Strategy: Invest in training and skill opportunities to improve employee performance.

- Indicators:**
1. Graduate 20 employees from the Cumberland County Leadership Academy.
 2. Continue to improve the Leadership Academy for all elected officials, department heads, managers, and supervisors to enhance County leadership.

Achieve &
maintain
positive
employee
climate

ACHIEVE AND MAINTAIN POSITIVE EMPLOYEE CLIMATE

Strategy: Make sure all County employees are treated in a fair and consistent manner.

- Indicators:**
1. Graduate 20 employees from the Cumberland County Leadership Academy.
 2. Conduct employee and supervisor training needs assessment, and provide training programs that will enhance employee skills and knowledge with emphasis on management development.

County Goals: Performance Management Groups

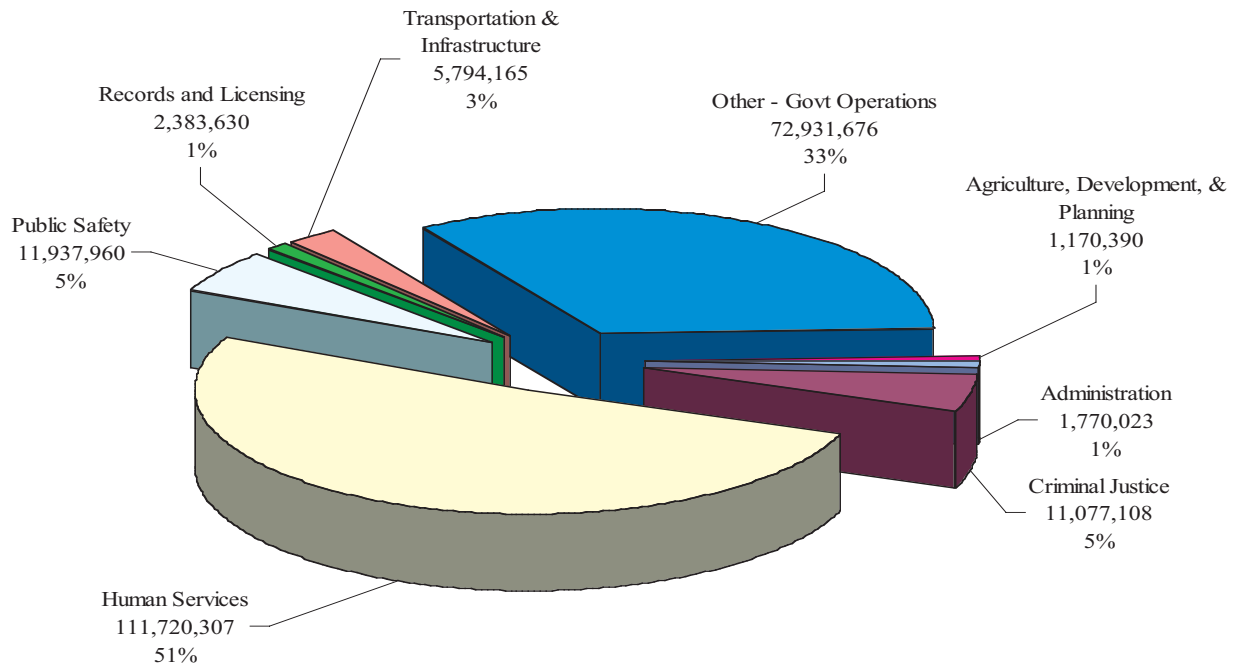
NOTE:

Colored boxes indicate which County Goal(s) each performance management group signifies.

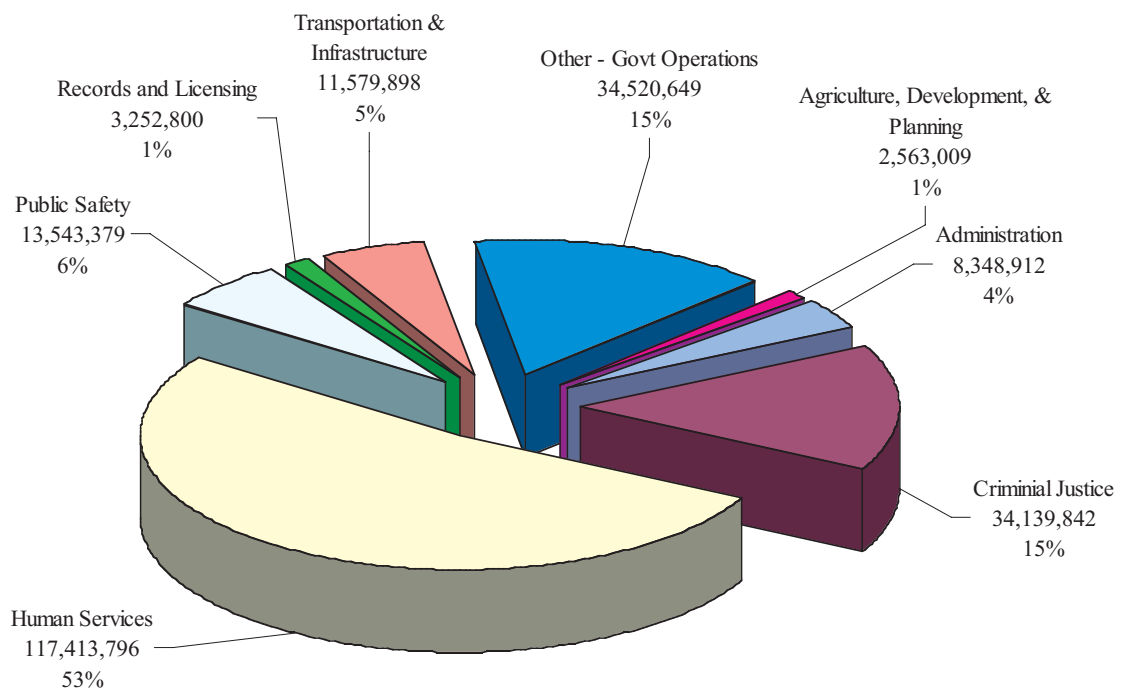
	Smart Growth & the Environment			Efficient Government	Safe & Healthy Communities		
	Smart Growth	Economy & Jobs	Transportation	Efficient Government	Health Community	Criminal Justice	Emergency Preparedness
	Goal 1: Manage natural resources	Goal 2: Promote sound economic development & quality job growth	Goal 3: Improve transportation alternatives	Goal 4: Promote quality efficient & effective county services	Goal 5: Promote healthy community	Goal 6: Promote criminal justice process improvements	Goal 7: Promote safety partnerships
Administration							
Commissioners							
Human Resources							
IMTO							
Finance							
Assessment							
Elections							
Solicitors							
Criminal Justice							
District Attorney							
Public Defender							
Clerk of Courts							
Prison							
Criminal Justice Planning & IP Programs							
Courts							
Magisterial District Judges							
Adult Probation							
Juvenile Probation							
Domestic Relations							
Human Services							
Nursing Home							
Children & Youth Services							
Drug & Alcohol							
Office of Aging & Community Services							
Library							
Mental Health/Mental Retardation							
Veterans' Affairs							
Health Choices							
Early Learning Center							
Public Safety							
Public Safety							
Coroner							
Sheriff							
Records and Licensing							
Recorder of Deeds							
Treasurer							
Register of Wills/Clerk of Orphans' Court							
Controller							
Prothonotary							
Records Improvement - County							
Agricultural, Development, and Planning							
Planning							
Conservation District							
Agricultural Extension							
Vector Control and Weights & Measures							
Transportation and Infrastructure							
Transportation							
County Buildings							
Recycling & Waste Authority							
Bridges/Liquid Fuels							

County Budget: By Function

Revenue by Function



Expenditures by Function



County Budget: By Function

Administration

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	162,838	36	18,231	0	(18,231)	-100.0%
Interfund Revenue	770,722	762,216	678,021	701,753	23,732	3.5%
Other Revenue	746,788	1,200,628	1,121,700	1,068,270	(53,430)	-4.8%
Total Revenue	1,680,348	1,962,880	1,817,952	1,770,023	(47,929)	-2.6%
Salaries and Benefits	4,978,980	5,140,557	5,597,909	5,984,960	387,051	6.9%
Operating Expense	2,358,311	1,800,459	2,457,801	1,912,353	(545,448)	-22.2%
Interfund Expense	50,708	46,429	41,779	37,892	(3,887)	-9.3%
Capital Expense	689,803	541,757	854,157	413,707	(440,450)	-51.6%
Total Expense	8,077,802	7,529,202	8,951,646	8,348,912	(602,734)	-6.7%

Criminal Justice

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	3,773,621	3,896,306	4,135,992	4,131,428	(4,564)	-0.1%
Interfund Revenue	2,022,499	1,531,320	1,599,511	1,548,356	(51,155)	-3.2%
Other Revenue	5,016,418	5,079,860	5,091,901	5,397,324	305,423	6.0%
Total Revenue	10,812,538	10,507,486	10,827,404	11,077,108	249,704	2.3%
Salaries and Benefits	20,757,303	21,574,592	24,361,533	25,609,455	1,247,922	5.1%
Operating Expense	5,945,063	6,089,052	6,977,749	7,374,857	397,108	5.7%
Interfund Expense	966,278	1,004,344	991,066	1,090,854	99,788	10.1%
Capital Expense	337,216	285,629	497,953	64,676	(433,277)	-87.0%
Total Expense	28,005,860	28,953,617	32,828,301	34,139,842	1,311,541	4.0%

Human Services

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	83,526,780	88,205,409	71,973,631	79,793,826	7,764,788	10.8%
Interfund Revenue	2,867,869	4,014,652	6,011,787	4,375,969	(1,635,818)	-27.2%
Other Revenue	25,736,331	26,622,744	27,010,700	27,550,512	539,812	2.0%
Total Revenue	112,130,980	118,842,805	104,996,118	111,720,307	6,668,782	6.4%
Salaries and Benefits	26,811,817	27,746,287	30,768,773	31,531,027	762,254	2.5%
Operating Expense	85,118,479	89,853,012	74,872,308	81,053,142	6,180,834	8.3%
Interfund Expense	3,983,606	4,544,242	4,593,237	4,692,135	98,898	2.2%
Capital Expense	145,890	54,552	313,320	137,492	(175,828)	-56.1%
Total Expense	116,059,792	122,198,093	110,547,638	117,413,796	6,866,158	6.2%

County Budget: By Function

Public Safety

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	3,274,365	2,752,933	4,279,688	3,559,880	(719,808)	-16.8%
Interfund Revenue	2,418,171	1,771,777	5,807,359	5,756,323	(51,036)	-0.9%
Other Revenue	2,709,942	2,539,576	2,460,557	2,621,757	161,200	6.6%
Total Revenue	8,402,478	7,064,286	12,547,604	11,937,960	(609,644)	-4.9%
Salaries and Benefits	6,076,643	6,355,335	6,933,133	7,162,876	229,743	3.3%
Operating Expense	3,289,665	3,117,212	4,414,603	3,635,654	(778,949)	-17.6%
Interfund Expense	1,422,709	57,138	1,197,560	2,724,412	1,526,852	127.5%
Capital Expense	107,607	70,484	129,378	20,437	(108,941)	-84.2%
Total Expense	10,896,624	9,600,169	12,674,674	13,543,379	868,705	6.9%

Records and Licensing

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	4,086	0	7,250	7,250	100.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	2,534,289	2,447,373	2,703,400	2,376,380	(327,020)	-12.1%
Total Revenue	2,534,289	2,451,459	2,703,400	2,383,630	(319,770)	-11.8%
Salaries and Benefits	2,323,645	2,388,564	2,648,186	2,788,344	140,158	5.3%
Operating Expense	320,824	259,666	513,511	448,082	(65,429)	-12.7%
Interfund Expense	13,225	11,625	219,599	10,374	(209,225)	-95.3%
Capital Expense	9,038	111,899	17,964	6,000	(11,964)	-66.6%
Total Expense	2,666,732	2,771,754	3,399,260	3,252,800	(146,460)	-4.3%

Agriculture, Development, and Planning

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	845,098	758,952	631,115	593,921	(37,194)	-5.9%
Interfund Revenue	76,400	109,792	114,494	124,300	9,806	8.6%
Other Revenue	827,428	715,399	433,795	452,169	18,374	4.2%
Total Revenue	1,748,926	1,584,143	1,179,404	1,170,390	(9,014)	-0.8%
Salaries and Benefits	1,349,985	1,364,909	1,431,391	1,431,002	(389)	0.0%
Operating Expense	1,797,464	1,118,563	876,360	869,566	(6,794)	-0.8%
Interfund Expense	13,590	13,073	13,498	12,441	(1,057)	-7.8%
Capital Expense	285,366	492,243	259,875	250,000	(9,875)	-3.8%
Total Expense	3,446,405	2,988,788	2,581,124	2,563,009	(18,115)	-0.7%

County Budget: By Function

Transportation and Infrastructure

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	2,955,705	2,014,612	4,699,927	3,937,436	(762,491)	-16.2%
Interfund Revenue	1,070,117	1,069,390	965,272	1,340,623	375,351	38.9%
Other Revenue	17,726,707	3,228,345	703,682	516,106	(187,576)	-26.7%
Total Revenue	21,752,529	6,312,347	6,368,881	5,794,165	(574,716)	-9.0%
Salaries and Benefits	2,328,900	2,380,339	2,699,877	2,977,889	278,012	10.3%
Operating Expense	2,129,017	2,799,266	4,171,373	3,595,032	(576,341)	-13.8%
Interfund Expense	424,109	274,426	239,170	276,230	37,060	15.5%
Capital Expense	5,017,441	12,335,292	10,432,970	4,730,747	(5,702,223)	-54.7%
Total Expense	9,899,467	17,789,323	17,543,390	11,579,898	(5,963,492)	-34.0%

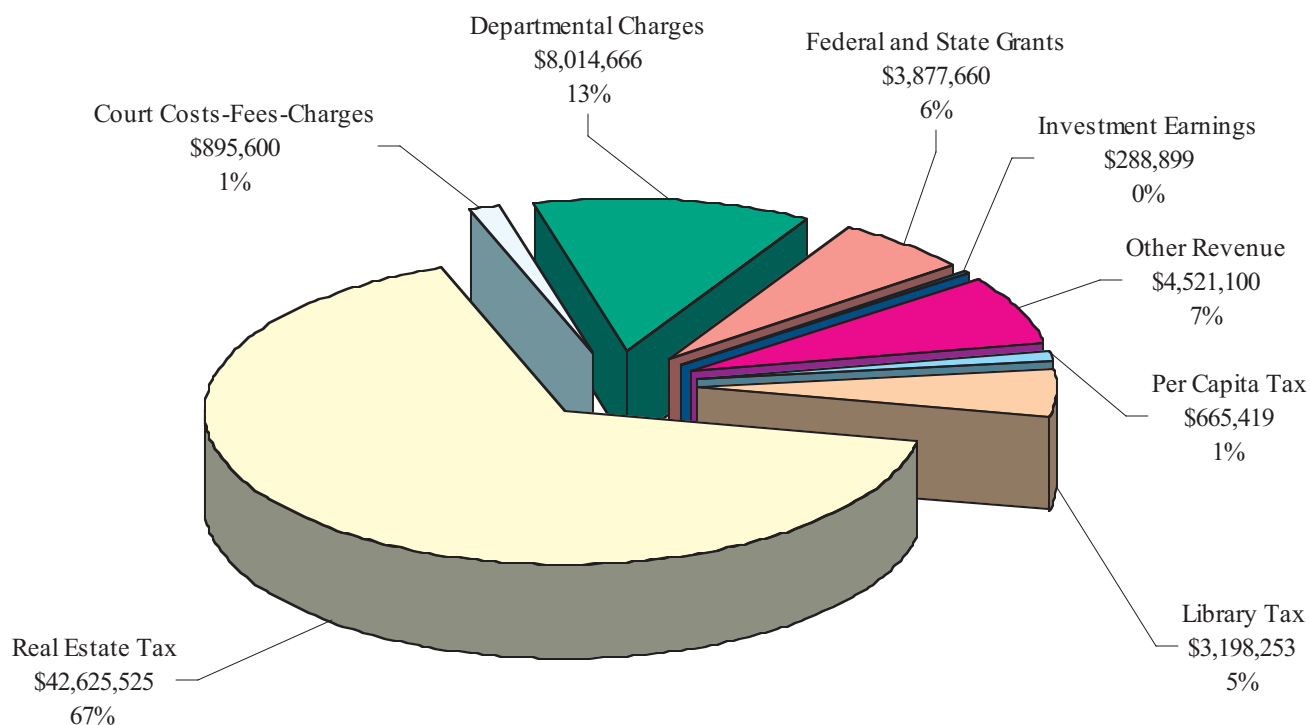
Other Government Operations

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Tax Revenue	43,393,172	46,259,533	47,083,764	47,915,406	831,642	1.8%
Grant Revenue	2,144,292	2,370,723	2,748,000	2,600,000	(148,000)	-5.4%
Interfund Revenue	5,267,790	5,370,517	6,011,442	6,062,720	51,278	0.9%
Other Revenue	(6,693,639)	39,248,910	16,192,064	16,353,550	161,486	1.0%
Total Revenue	44,111,615	93,249,683	72,035,270	72,931,676	896,406	1.2%
Salaries and Benefits	189,720	81,239	86,616	103,220	16,604	19.2%
Operating Expense	20,018,331	23,954,742	24,064,111	21,633,114	(2,430,997)	-10.1%
Interfund Expense	10,018,356	9,647,483	12,126,476	12,609,315	482,839	4.0%
Capital Expense	5,500	(5,500)	179,705	175,000	(4,705)	-2.6%
Total Expense	30,231,907	33,677,964	36,456,908	34,520,649	(1,936,259)	-5.3%

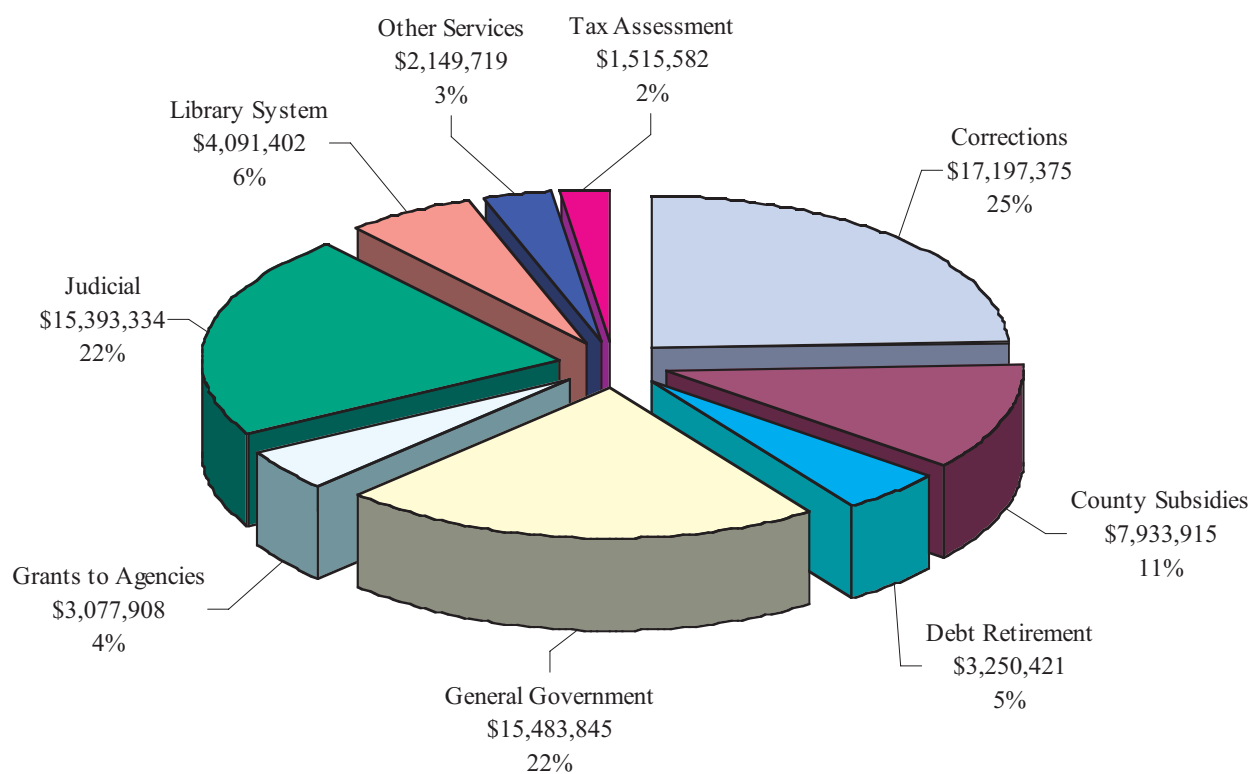
Note: Actuals may be off due to rounding.

County Budget: By Fund

General Fund Revenue



General Fund Expenditures



County Budget: 2011 Budget Summary

Governmental Funds

	General Fund (1)	MH/MR	Children & Youth	Cumberland County Health Choices	Other Non-Major Funds (2)
Revenue					
General Real Estate Tax	46,615,406	0	0	0	1,300,000
Tax Revenue Total	46,615,406	0	0	0	1,300,000
Grants	3,877,660	17,945,122	11,888,859	31,516,255	17,061,054
Grant Revenue Total	3,877,660	17,945,122	11,888,859	31,516,255	17,061,054
Transfers - In	211,813	663,403	2,495,723	0	5,603,468
Internal Charges	3,851,078	140,000	0	0	281,732
Interfund Revenue Total	4,062,891	803,403	2,495,723	0	5,885,200
Licenses and Permits	100,200	0	0	0	0
Departmental Charges	8,014,666	30,686	383,022	0	1,803,498
Court Costs - Fees - Charges	895,600	0	0	0	786,218
Investment Earnings	288,899	25,000	0	1,000	216,780
Rental Income	52,000	0	0	0	0
Contributions and Donations	179,800	0	500	0	33,700
Net Intergovernmental Revenue	0	108,939	0	0	5,611
Other Non-Operating	0	0	0	0	0
Other Revenue Total	9,531,165	164,625	383,522	1,000	2,845,807
Total Revenue	64,087,122	18,913,150	14,768,104	31,517,255	27,092,061
Expense					
Salaries/Benefits	37,145,984	3,295,616	4,033,472	0	8,481,239
Salaries and Benefits Total	37,145,984	3,295,616	4,033,472	0	8,481,239
Purchased Professional Services	4,975,515	13,868,759	9,474,558	29,486,128	9,214,035
Purchased Property Services	2,996,529	17,610	11,802	0	220,818
Other Purchased Services	2,504,308	162,980	154,915	0	376,413
Supplies	1,426,692	22,834	87,418	0	560,087
Payments to Agencies/Non Governmental Entities	6,187,462	0	0	1,890,975	89,107
Debt Service	0	0	0	0	3,241,971
Payments to Other Governments	119,550	0	0	0	564,404
Contingency	1,950,000	0	0	0	0
Other Non-Operating Expenses	0	0	0	0	0
Operating Total	20,160,056	14,072,183	9,728,693	31,377,103	14,266,835
Subsidy	7,622,205	0	0	0	0
Transfer	3,614,406	26,000	167,120	2	1,940,563
Internal Charges	378,706	1,502,351	744,327	140,150	1,795,934
Interfund Total	11,615,317	1,528,351	911,447	140,152	3,736,497
Capital Items	1,172,144	17,000	94,492	0	4,339,423
Capital Total	1,172,144	17,000	94,492	0	4,339,423
Total Expense	70,093,501	18,913,150	14,768,104	31,517,255	30,823,994
Net Increase (Decrease) In Fund Balance	(6,006,379)	0	0	0	(3,731,933)
Fund Balance - January 1	23,241,166	0	0	0	6,445,826
Fund Balance - December 31	17,234,787	0	0	0	2,713,893

See footnotes on page 46 for explanations of changes in fund balance.

Proprietary Funds				Fiduciary Funds			
Nursing Home (3)	Emergency Telephone (4)	Other Non-Major Funds	Workers' Comp (5)	Retirement	Perry County Health Choices	Component Units (6)	Total
0	0	0	0	0	0	0	47,915,406
0	0	0	0	0	0	0	47,915,406
0	3,260,911	1,415,858	0	0	7,169,022	489,000	94,623,741
0	3,260,911	1,415,858	0	0	7,169,022	489,000	94,623,741
0	5,414,190	187,907	0	0	1	124,300	14,700,805
39,242	0	897,187	0	0	0	0	5,209,239
39,242	5,414,190	1,085,094	0	0	1	124,300	19,910,044
0	0	29,150	0	0	0	20,000	149,350
24,552,796	2,009,823	1,879,956	193,000	0	0	116,800	38,984,247
0	0	0	0	0	0	0	1,681,818
100,000	64,984	0	1,000	5,836,000	0	1,020	6,534,683
46,320	0	0	0	0	0	0	98,320
6,500	0	600	0	0	0	12,000	233,100
0	0	0	0	0	0	0	114,550
0	0	0	0	8,540,000	0	0	8,540,000
24,705,616	2,074,807	1,909,706	194,000	14,376,000	0	149,820	56,336,068
24,744,858	10,749,908	4,410,658	194,000	14,376,000	7,169,023	763,120	218,785,259
19,221,994	3,320,036	1,418,766	0	83,831	25,186	562,649	77,588,773
19,221,994	3,320,036	1,418,766	0	83,831	25,186	562,649	77,588,773
2,077,290	168,747	855,473	169,000	465,700	6,713,544	205,284	77,674,033
868,070	735,738	44,585	0	0	0	2,600	4,897,752
308,280	704,830	58,890	0	500	0	16,115	4,287,231
1,804,250	66,201	322,659	0	0	0	48,350	4,338,491
16,542	0	0	0	0	430,141	2,000	8,616,227
412,622	326,060	0	0	0	0	0	3,980,653
3,000	0	0	0	0	0	0	686,954
0	0	0	0	0	0	0	1,950,000
975,212	695,247	1,520,000	500,000	10,400,000	0	0	14,090,459
6,465,266	2,696,823	2,801,607	669,000	10,866,200	7,143,685	274,349	120,521,800
0	0	0	0	0	0	0	7,622,205
0	2,664,812	0	0	0	0	0	8,412,903
586,789	39,622	226,409	0	140	152	3,965	5,418,545
586,789	2,704,434	226,409	0	140	152	3,965	21,453,653
0	0	0	0	175,000	0	0	5,798,059
0	0	0	0	175,000	0	0	5,798,059
26,274,049	8,721,293	4,446,782	669,000	11,125,171	7,169,023	840,963	225,362,285
(1,529,191)	2,028,615	(36,124)	(475,000)	3,250,829	0	(77,843)	(6,577,026)
5,036,802	736,748	1,200,286	642,709	124,165,575	0	163,290	161,632,402
3,507,611	2,765,363	1,164,162	167,709	127,416,404	0	85,447	155,055,376

County Budget: By Fund

100 General Fund

General Fund

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				23,241,166		
Tax Revenue	42,047,981	45,066,826	45,883,764	46,615,406	731,642	1.6%
Grant Revenue	3,733,885	3,874,765	4,167,518	3,877,660	(289,858)	-7.0%
Interfund Revenue	3,837,098	4,041,287	3,961,904	4,062,891	100,987	2.5%
Other Revenue	9,776,093	9,665,059	9,712,311	9,531,165	(181,146)	-1.9%
Total Revenue	59,395,057	62,647,937	63,725,497	64,087,122	361,625	0.6%
Salaries and Benefits	29,847,801	30,723,288	35,099,674	37,145,984	2,046,310	5.8%
Operating Expense	16,131,099	15,938,760	20,295,419	20,160,056	(135,363)	-0.7%
Interfund Expense	8,911,703	8,703,484	11,148,298	11,615,317	467,019	4.2%
Capital Expense	1,445,958	1,586,206	2,090,107	1,172,144	(917,963)	-43.9%
Total Expense	56,336,561	56,951,738	68,633,498	70,093,501	1,460,003	2.1%
Ending Fund Balance				17,234,787		

110 District Attorney - Stop Grant

General Fund

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	89,994	79,648	39,824	0	(39,824)	-100.0%
Interfund Revenue	134,064	139,073	79,310	0	(79,310)	-100.0%
Other Revenue	4	27	0	0	0	0.0%
Total Revenue	224,062	218,748	119,134	0	(119,134)	-100.0%
Salaries and Benefits	164,898	170,692	93,179	0	(93,179)	-100.0%
Operating Expense	58,026	47,007	25,256	0	(25,256)	-100.0%
Interfund Expense	1,137	1,048	699	0	(699)	-100.0%
Capital Expense	0	0	0	0	0	0%
Total Expense	224,061	218,747	119,134	0	(119,134)	-100.0%
Ending Fund Balance				0		

County Budget: By Fund

111 District Attorney - Insurance Fraud Prevention

General Fund

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	100,616	87,956	195,534	225,688	30,154	15.4%
Interfund Revenue	19,364	0	0	0	0	0.0%
Other Revenue	453	301	200	250	50	25.0%
Total Revenue	120,433	88,257	195,734	225,938	30,204	15.4%
Salaries and Benefits	90,724	76,682	146,696	169,539	22,843	15.6%
Operating Expense	8,014	5,974	44,673	50,430	5,757	12.9%
Interfund Expense	2,332	5,600	4,365	5,969	1,604	36.7%
Capital Expense	19,364	0	0	0	0	0.0%
Total Expense	120,434	88,256	195,734	225,938	30,204	15.4%
Ending Fund Balance				0		

112 District Attorney - Auto Theft Prevention

General Fund

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	2,569	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	2	2	0	0	0	0.0%
Total Revenue	2,571	2	0	0	0	0.0%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	0	0	0	0	0	0.0%
Interfund Expense	2,571	2	0	0	0	0.0%
Capital Expense	0	0	0	0	0	0%
Total Expense	2,571	2	0	0	0	0.0%
Ending Fund Balance				0		

County Budget: By Fund

113 District Attorney - Stop Grant

General Fund

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	0	0	125,000	83,333	(41,667)	-33.3%
Interfund Revenue	0	0	162,773	146,347	(16,426)	-10.1%
Other Revenue	0	0	0	0	0	0.0%
Total Revenue	0	0	287,773	229,680	(58,093)	-20.2%
Salaries and Benefits	0	0	193,080	177,040	(16,040)	-8.3%
Operating Expense	0	0	135,336	51,963	(83,373)	-61.6%
Interfund Expense	0	0	1,024	677	(347)	-33.9%
Capital Expense	0	0	0	0	0	0%
Total Expense	0	0	329,440	229,680	(99,760)	-30.3%
Ending Fund Balance				0		

120 Exit 44 Study

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	47,333	35,707	48,444	25,000	(23,444)	-48.4%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	0	0	0	0	0	0%
Total Revenue	47,333	35,707	48,444	25,000	(23,444)	-48.4%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	47,333	35,707	48,444	25,000	(23,444)	-48.4%
Interfund Expense	0	0	0	0	0	0%
Capital Expense	0	0	0	0	0	0%
Total Expense	47,333	35,707	48,444	25,000	(23,444)	-48.4%
Ending Fund Balance				0		

County Budget: By Fund

130 Criminal Justice Planning & IP Programs

General Fund

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	382,447	416,811	364,357	397,857	33,500	9.2%
Interfund Revenue	64,812	59,872	63,777	68,930	5,153	8.1%
Other Revenue	3,060	3,229	3,165	14,393	11,228	354.8%
Total Revenue	450,319	479,912	431,299	481,180	49,881	11.6%
Salaries and Benefits	159,479	178,669	196,429	258,218	61,789	31.5%
Operating Expense	166,592	220,526	119,217	105,592	(13,625)	-11.4%
Interfund Expense	122,985	77,984	115,653	117,370	1,717	1.5%
Capital Expense	0	3,302	0	0	0	0.0%
Total Expense	449,056	480,481	431,299	481,180	49,881	11.6%
Ending Fund Balance				0		

140 Offender Supervision

General Fund

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				623,658		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	549,417	536,459	576,750	624,730	47,980	8.3%
Total Revenue	549,417	536,459	576,750	624,730	47,980	8.3%
Salaries and Benefits	318,036	357,265	519,638	548,537	28,899	5.6%
Operating Expense	23,065	24,254	50,336	35,020	(15,316)	-30.4%
Interfund Expense	76,320	76,413	76,426	76,813	387	0.5%
Capital Expense	0	36,488	20,515	0	(20,515)	-100.0%
Total Expense	417,421	494,420	666,915	660,370	(6,545)	-1.0%
Ending Fund Balance				588,018		

County Budget: By Fund

150 Open Space Preservation / Agricultural Easement Programs

General Fund

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	6,888	0	0	0	0	0.0%
Total Revenue	6,888	0	0	0	0	0.0%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	444,944	0	0	0	0	0.0%
Interfund Expense	0	0	0	0	0	0%
Capital Expense	204,488	0	0	0	0	0.0%
Total Expense	649,432	0	0	0	0	0.0%
Ending Fund Balance				0		

170 County Election Fund

General Fund

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	142,465	0	18,231	0	(18,231)	-100.0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	0	0	0	0	0	0%
Total Revenue	142,465	0	18,231	0	(18,231)	-100.0%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	10,165	0	13,453	0	(13,453)	-100.0%
Interfund Expense	0	0	0	0	0	0%
Capital Expense	132,300	0	4,778	0	(4,778)	-100.0%
Total Expense	142,465	0	18,231	0	(18,231)	-100.0%
Ending Fund Balance				0		

County Budget: By Fund

180 Human Services Administration

General Fund

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	0	0	0	0	0	0%
Grant Revenue	0	2,084	0	900	900	100.0%
Interfund Revenue	46,068	46,485	52,466	58,708	6,242	11.9%
Total Revenue	46,068	48,569	52,466	59,608	7,142	13.6%
Salaries and Benefits	42,273	46,216	50,709	58,342	7,633	15.1%
Operating Expense	3,519	2,143	1,550	950	(600)	-38.7%
Interfund Expense	276	210	207	316	109	52.7%
Capital Expense	0	0	0	0	0	0%
Total Expense	46,068	48,569	52,466	59,608	7,142	13.6%
Ending Fund Balance				0		

200 Affordable Housing

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				50,858		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	227,892	235,550	225,714	200,350	(25,364)	-11.2%
Total Revenue	227,892	235,550	225,714	200,350	(25,364)	-11.2%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	205,980	207,364	214,350	214,350	0	0.0%
Interfund Expense	11,049	11,350	11,416	11,354	(62)	-0.5%
Capital Expense	0	0	0	0	0	0%
Total Expense	217,029	218,714	225,766	225,704	(62)	0.0%
Ending Fund Balance				25,504		

County Budget: By Fund

205 ARD Program

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	419,308	444,834	444,000	444,000	0	0.0%
Total Revenue	419,308	444,834	444,000	444,000	0	0.0%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	135,225	149,116	174,300	175,100	800	0.5%
Interfund Expense	282,763	290,051	269,700	268,900	(800)	-0.3%
Capital Expense	1,320	5,667	0	0	0	0.0%
Total Expense	419,308	444,834	444,000	444,000	0	0.0%
Ending Fund Balance				0		

210 Central Booking

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	431,306	471,531	0	0	0	0.0%
Other Revenue	331,526	364,174	0	0	0	0.0%
Total Revenue	762,832	835,705	0	0	0	0.0%
Salaries and Benefits	678,292	738,904	0	0	0	0.0%
Operating Expense	80,432	77,264	0	0	0	0.0%
Interfund Expense	4,108	4,364	0	0	0	0.0%
Capital Expense	0	15,173	0	0	0	0.0%
Total Expense	762,832	835,705	0	0	0	0.0%
Ending Fund Balance				0		

County Budget: By Fund

215 Children & Youth Services

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	11,738,487	10,668,597	11,650,259	11,888,859	238,600	2.0%
Interfund Revenue	1,402,986	2,306,505	4,186,526	2,495,723	(1,690,803)	-40.4%
Other Revenue	447,661	441,634	415,182	383,522	(31,660)	-7.6%
Total Revenue	13,589,134	13,416,736	16,251,967	14,768,104	(1,483,863)	-9.1%
Salaries and Benefits	3,369,445	3,532,257	4,016,539	4,033,472	16,933	0.4%
Operating Expense	9,358,395	8,946,115	11,337,290	9,728,693	(1,608,597)	-14.2%
Interfund Expense	757,700	920,955	874,618	911,447	36,829	4.2%
Capital Expense	103,595	17,410	23,520	94,492	70,972	301.8%
Total Expense	13,589,135	13,416,737	16,251,967	14,768,104	(1,483,863)	-9.1%
Ending Fund Balance				0		

220 Cumberland County Health Choices

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	22,084,594	25,291,114	24,657,086	31,516,255	6,859,169	27.8%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	13,439	6,569	10,000	1,000	(9,000)	-90.0%
Total Revenue	22,098,033	25,297,683	24,667,086	31,517,255	6,850,169	27.8%
Salaries and Benefits	92,474	0	0	0	0	0.0%
Operating Expense	22,005,404	25,181,879	24,557,157	31,377,103	6,819,946	27.8%
Interfund Expense	154	115,804	109,929	140,152	30,223	27.5%
Capital Expense	0	0	0	0	0	0%
Total Expense	22,098,032	25,297,683	24,667,086	31,517,255	6,850,169	27.8%
Ending Fund Balance				0		

County Budget: By Fund

225 Domestic Relations

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	1,954,619	2,138,680	2,185,727	2,280,688	94,961	4.3%
Interfund Revenue	1,024,990	461,361	877,509	920,148	42,639	4.9%
Other Revenue	50,082	47,171	49,755	41,555	(8,200)	-16.5%
Total Revenue	3,029,691	2,647,212	3,112,991	3,242,391	129,400	4.2%
Salaries and Benefits	2,270,834	2,347,084	2,514,669	2,613,435	98,766	3.9%
Operating Expense	183,954	122,096	168,812	152,153	(16,659)	-9.9%
Interfund Expense	338,128	410,053	398,510	418,127	19,617	4.9%
Capital Expense	46,970	2,750	31,000	58,676	27,676	89.3%
Total Expense	2,839,886	2,881,983	3,112,991	3,242,391	129,400	4.2%
Ending Fund Balance				0		

230 Drug & Alcohol

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				398,134		
Grant Revenue	2,435,449	2,378,835	2,211,731	2,093,402	(118,329)	-5.4%
Interfund Revenue	499,423	492,888	512,709	519,405	6,696	1.3%
Other Revenue	272,367	279,452	221,659	176,299	(45,360)	-20.5%
Total Revenue	3,207,239	3,151,175	2,946,099	2,789,106	(156,993)	-5.3%
Salaries and Benefits	1,020,481	1,113,559	1,200,203	1,170,496	(29,707)	-2.5%
Operating Expense	2,085,204	1,799,655	1,492,764	1,612,129	119,365	8.0%
Interfund Expense	207,319	239,482	247,131	245,872	(1,259)	-0.5%
Capital Expense	7,444	7,454	6,000	6,000	0	0.0%
Total Expense	3,320,448	3,160,150	2,946,098	3,034,497	88,399	3.0%
Ending Fund Balance				152,743		

County Budget: By Fund

235 Hotel Tax

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Tax Revenue	1,345,191	1,192,707	1,200,000	1,300,000	100,000	8.3%
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	22,509	8,931	11,250	3,000	(8,250)	-73.3%
Total Revenue	1,367,700	1,201,638	1,211,250	1,303,000	91,750	7.6%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	26,887	23,836	24,000	26,000	2,000	8.3%
Interfund Expense	1,340,813	1,177,803	1,187,250	1,277,000	89,750	7.6%
Capital Expense	0	0	0	0	0	0%
Total Expense	1,367,700	1,201,639	1,211,250	1,303,000	91,750	7.6%
Ending Fund Balance				0		

240 Human Service Development Fund

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	347,485	336,515	330,733	250,694	(80,039)	-24.2%
Interfund Revenue	0	0	0	28,771	28,771	100.0%
Other Revenue	2,918	787	1,000	500	(500)	-50.0%
Total Revenue	350,403	337,302	331,733	279,965	(51,768)	-15.6%
Salaries and Benefits	124,965	147,005	150,639	155,866	5,227	3.5%
Operating Expense	122,229	121,469	130,106	100,978	(29,128)	-22.4%
Interfund Expense	103,209	68,828	50,988	23,121	(27,867)	-54.7%
Capital Expense	0	0	0	0	0	0%
Total Expense	350,403	337,302	331,733	279,965	(51,768)	-15.6%
Ending Fund Balance				0		

County Budget: By Fund

245 Liquid Fuels

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				640,237		
Grant Revenue	1,001,346	494,147	1,207,853	791,500	(416,353)	-34.5%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	42,964	10,855	11,000	85,150	74,150	674.1%
Total Revenue	1,044,310	505,002	1,218,853	876,650	(342,203)	-28.1%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	318,096	677,712	1,138,000	764,150	(373,850)	-32.9%
Interfund Expense	22,222	19,825	25,000	40,000	15,000	60.0%
Capital Expense	627,631	0	750,000	500,000	(250,000)	-33.3%
Total Expense	967,949	697,537	1,913,000	1,304,150	(608,850)	-31.8%
Ending Fund Balance				212,737		

250 Mental Health / Mental Retardation

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	33,927,516	35,045,525	18,213,057	17,945,122	(323,342)	-1.8%
Interfund Revenue	527,460	703,686	735,850	803,403	67,553	9.2%
Other Revenue	532,353	513,117	185,215	164,625	(20,590)	-11.1%
Total Revenue	34,987,329	36,262,328	19,134,122	18,913,150	(276,379)	-1.4%
Salaries and Benefits	2,710,726	2,855,271	3,230,534	3,295,616	65,082	2.0%
Operating Expense	30,780,023	31,419,437	14,355,023	14,072,183	(282,840)	-2.0%
Interfund Expense	1,479,274	1,530,670	1,524,765	1,528,351	3,586	0.2%
Capital Expense	17,307	23,088	23,800	17,000	(6,800)	-28.6%
Total Expense	34,987,330	35,828,466	19,134,122	18,913,150	(220,972)	-1.2%
Ending Fund Balance				0		

County Budget: By Fund

255 Office of Aging

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	4,082,397	4,514,322	4,316,890	4,265,852	(51,038)	-1.2%
Interfund Revenue	275,235	273,898	295,668	284,668	(11,000)	-3.7%
Other Revenue	183,835	179,410	160,800	161,950	1,150	0.7%
Total Revenue	4,541,467	4,967,630	4,773,358	4,712,470	(60,888)	-1.3%
Salaries and Benefits	1,610,001	1,723,157	1,902,941	1,959,156	56,215	3.0%
Operating Expense	2,415,707	2,618,870	2,455,941	2,390,972	(64,969)	-2.6%
Interfund Expense	501,281	667,504	705,905	673,875	(32,030)	-4.5%
Capital Expense	15,846	6,600	10,000	15,000	5,000	50.0%
Total Expense	4,542,835	5,016,131	5,074,787	5,039,003	(35,784)	-0.7%
Ending Fund Balance				(326,533)		

260 Record Improvement - County

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				747,626		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	108,746	98,128	99,700	83,000	(16,700)	-16.8%
Total Revenue	108,746	98,128	99,700	83,000	(16,700)	-16.8%
Salaries and Benefits	24,579	39,332	44,320	44,088	(232)	-0.5%
Operating Expense	43,730	13,581	82,838	32,000	(50,838)	-61.4%
Interfund Expense	472	546	461	511	50	10.8%
Capital Expense	0	86,986	10,000	6,000	(4,000)	-40.0%
Total Expense	68,781	140,445	137,619	82,599	(55,020)	-40.0%
Ending Fund Balance				748,027		

County Budget: By Fund

261 Record Improvement - Recorder of Deeds

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				61,840		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	122,305	129,170	131,000	120,130	(10,870)	-8.3%
Total Revenue	122,305	129,170	131,000	120,130	(10,870)	-8.3%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	51,150	44,322	127,000	113,100	(13,900)	-10.9%
Interfund Expense	253	139	210,095	86	(210,009)	-100.0%
Capital Expense	9,038	23,796	0	0	0	0.0%
Total Expense	60,441	68,257	337,095	113,186	(223,909)	-66.4%
Ending Fund Balance				68,784		

265 Recycling & Waste Authority

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				1,496,037		
Grant Revenue	450,340	160,115	162,698	164,698	2,000	1.2%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	227,229	149,658	144,000	106,500	(37,500)	-26.0%
Total Revenue	677,569	309,773	306,698	271,198	(35,500)	-11.6%
Salaries and Benefits	202,333	208,275	221,491	228,876	7,385	3.3%
Operating Expense	187,611	228,463	341,865	355,736	13,871	4.1%
Interfund Expense	44,948	38,405	48,051	50,205	2,154	4.5%
Capital Expense	472,576	14,698	21,182	21,182	0	0.0%
Total Expense	907,468	489,841	632,589	655,999	23,410	3.7%
Ending Fund Balance				1,111,236		

County Budget: By Fund

270 Community Services

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				768,323		
Grant Revenue	4,295,792	4,373,489	4,670,214	4,630,113	(40,101)	-0.9%
Interfund Revenue	0	113,350	140,000	130,000	(10,000)	-7.1%
Other Revenue	452,322	400,799	447,850	587,850	140,000	31.3%
Total Revenue	4,748,114	4,887,638	5,258,064	5,347,963	89,899	1.7%
Salaries and Benefits	459,740	486,113	557,586	599,739	42,153	7.6%
Operating Expense	3,891,116	3,995,404	4,402,545	4,367,969	(34,576)	-0.8%
Interfund Expense	389,110	410,463	482,754	523,447	40,693	8.4%
Capital Expense	1,698	0	250,000	5,000	(245,000)	-98.0%
Total Expense	4,741,664	4,891,980	5,692,885	5,496,155	(196,730)	-3.5%
Ending Fund Balance				620,131		

275 Victim Witness Assistance Program

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				49,540		
Grant Revenue	174,025	172,286	172,285	119,997	(52,288)	-30.3%
Interfund Revenue	43,496	68,137	91,795	51,686	(40,109)	-43.7%
Other Revenue	28,661	31,384	29,000	19,750	(9,250)	-31.9%
Total Revenue	246,182	271,807	293,080	191,433	(101,647)	-34.7%
Salaries and Benefits	193,861	217,637	234,943	151,271	(83,672)	-35.6%
Operating Expense	52,556	52,561	56,444	50,175	(6,269)	-11.1%
Interfund Expense	1,753	1,841	1,597	1,038	(559)	-35.0%
Capital Expense	0	1,419	0	0	0	0.0%
Total Expense	248,170	273,458	292,984	202,484	(90,500)	-30.9%
Ending Fund Balance				38,489		

County Budget: By Fund

280 Victim Witness - VOCA

Special Revenue

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	82,075	82,075	56,465	131,332	74,867	132.6%
Interfund Revenue	56,876	67,657	86,470	122,856	36,386	42.1%
Other Revenue	0	0	0	0	0	0%
Total Revenue	138,951	149,732	142,935	254,188	111,253	77.8%
Salaries and Benefits	117,246	132,172	121,415	221,869	100,454	82.7%
Operating Expense	20,679	16,588	20,334	30,503	10,169	50.0%
Interfund Expense	1,027	972	1,187	1,816	629	53.0%
Capital Expense	0	0	0	0	0	0%
Total Expense	138,952	149,732	142,936	254,188	111,252	77.8%
Ending Fund Balance				0		

300 Capital Funds - Improvements

Capital

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				470,000		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	311,710	311,710	100.0%
Other Revenue	89,124	2,503,794	10,000	2,400	(7,600)	-76.0%
Total Revenue	89,124	2,503,794	10,000	314,110	304,110	3041.1%
Salaries and Benefits	108,305	5,579	0	0	0	0.0%
Operating Expense	(87,304)	0	0	0	0	0.0%
Interfund Expense	0	10,540	0	0	0	0.0%
Capital Expense	2,531,842	3,565,728	480,000	722,159	242,159	50.4%
Total Expense	2,552,843	3,581,847	480,000	722,159	242,159	50.4%
Ending Fund Balance				61,951		

County Budget: By Fund

301 Capital Funds - Bond Projects

Capital

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				1,139,573		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	17,294,437	504,444	325,000	174,000	(151,000)	-46.5%
Total Revenue	17,294,437	504,444	325,000	174,000	(151,000)	-46.5%
Salaries and Benefits	0	105,720	118,191	124,767	6,576	5.6%
Operating Expense	0	0	0	0	0	0%
Interfund Expense	176,930	0	0	0	0	0.0%
Capital Expense	957,523	8,489,590	7,637,000	1,776,000	(5,861,000)	-76.7%
Total Expense	1,134,453	8,595,310	7,755,191	1,900,767	(5,854,424)	-75.5%
Ending Fund Balance				(587,194)		

302 Capital Funds - Grant Projects

Capital

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	0	100,000	1,600,000	1,600,000	0	0.0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	0	0	0	0	0	0.0%
Total Revenue	0	100,000	1,600,000	1,600,000	0	0.0%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	0	100,000	455,580	370,594	(84,986)	-18.7%
Interfund Expense	0	0	0	0	0	0%
Capital Expense	0	0	1,144,420	1,229,406	84,986	7.4%
Total Expense	0	100,000	1,600,000	1,600,000	0	0.0%
Ending Fund Balance				0		

County Budget: By Fund

400 Sinking Fund

Debt Service

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	2,736,629	2,666,222	3,271,236	3,241,971	(29,265)	-0.9%
Other Revenue	307	7,161,859	0	0	0	0.0%
Total Revenue	2,736,936	9,828,081	3,271,236	3,241,971	(29,265)	-0.9%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	2,736,937	9,828,081	3,271,236	3,241,971	(29,265)	-0.9%
Interfund Expense	0	0	0	0	0	0%
Capital Expense	0	0	0	0	0	0%
Total Expense	2,736,937	9,828,081	3,271,236	3,241,971	(29,265)	-0.9%
Ending Fund Balance				0		

600 Emergency Telephone 911

Enterprise

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				(696,229)		
Grant Revenue	3,001,977	2,470,344	3,966,548	3,260,911	(705,637)	-17.8%
Interfund Revenue	715,530	1,425,846	4,331,199	2,749,378	(1,581,821)	-36.5%
Other Revenue	2,053,520	1,889,649	1,872,539	2,049,807	177,268	9.5%
Total Revenue	5,771,027	5,785,839	10,170,286	8,060,096	(2,110,190)	-20.7%
Salaries and Benefits	2,756,517	2,897,233	3,148,746	3,320,036	171,290	5.4%
Operating Expense	2,519,950	2,377,524	3,491,121	2,696,823	(794,298)	-22.8%
Interfund Expense	1,400,575	33,757	1,176,751	2,704,434	1,527,683	129.8%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	6,677,042	5,308,514	7,816,618	8,721,293	904,675	11.6%
Ending Fund Balance				(1,357,426)		

County Budget: By Fund

610 911 Infrastructure

Enterprise

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				1,432,977		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	1,365,870	0	1,129,250	2,664,812	1,535,562	136.0%
Other Revenue	34,539	40,606	27,500	25,000	(2,500)	-9.1%
Total Revenue	1,400,409	40,606	1,156,750	2,689,812	1,533,062	132.5%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	0	0	0	0	0	0.0%
Interfund Expense	0	0	0	0	0	0%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	0	0	0	0	0	0.0%
Ending Fund Balance				4,122,789		

620 Early Learning Center

Enterprise

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				203,936		
Grant Revenue	35,299	32,355	11,608	33,607	21,999	189.5%
Interfund Revenue	68,158	29,122	39,326	16,048	(23,278)	-59.2%
Other Revenue	399,429	406,814	481,821	476,000	(5,821)	-1.2%
Total Revenue	502,886	468,291	532,755	525,655	(7,100)	-1.3%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	467,770	434,453	490,443	488,583	(1,860)	-0.4%
Interfund Expense	48,967	49,003	57,155	52,072	(5,083)	-8.9%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	516,737	483,456	547,598	540,655	(6,943)	-1.3%
Ending Fund Balance				188,936		

County Budget: By Fund

630 Hazardous Materials

Enterprise

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				173,069		
Grant Revenue	33,617	36,788	28,737	26,013	(2,724)	-9.5%
Interfund Revenue	90,381	90,238	101,110	102,133	1,023	1.0%
Other Revenue	50,708	58,096	54,768	55,650	882	1.6%
Total Revenue	174,706	185,122	184,615	183,796	(819)	-0.4%
Salaries and Benefits	66,696	65,990	69,016	67,179	(1,837)	-2.7%
Operating Expense	191,781	180,242	192,225	186,945	(5,280)	-2.7%
Interfund Expense	1,210	1,167	897	796	(101)	-11.3%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	259,687	247,399	262,138	254,920	(7,218)	-2.8%
Ending Fund Balance				101,945		

640 Nursing Home

Enterprise

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				5,036,802		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	48,539	48,719	49,242	39,242	(10,000)	-20.3%
Other Revenue	22,697,938	23,636,237	24,256,718	24,705,616	448,898	1.9%
Total Revenue	22,746,477	23,684,956	24,305,960	24,744,858	438,898	1.8%
Salaries and Benefits	16,506,789	16,949,770	18,696,011	19,221,994	525,983	2.8%
Operating Expense	6,340,918	6,621,559	6,507,179	6,465,266	(41,913)	-0.6%
Interfund Expense	488,727	534,266	533,557	586,789	53,232	10.0%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	23,336,434	24,105,595	25,736,747	26,274,049	537,302	2.1%
Ending Fund Balance				3,507,611		

County Budget: By Fund

650 Transportation

Enterprise

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				823,281		
Grant Revenue	1,376,686	1,224,644	1,680,932	1,356,238	(324,694)	-19.3%
Interfund Revenue	1,028,884	1,013,995	905,272	966,913	61,641	6.8%
Other Revenue	72,953	58,165	213,682	148,056	(65,626)	-30.7%
Total Revenue	2,478,523	2,296,804	2,799,886	2,471,207	(328,679)	-11.7%
Salaries and Benefits	1,261,498	1,305,811	1,382,094	1,351,587	(30,507)	-2.2%
Operating Expense	950,071	1,006,125	941,707	896,079	(45,628)	-4.8%
Interfund Expense	167,386	191,260	152,985	173,541	20,556	13.4%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	2,378,955	2,503,196	2,476,786	2,421,207	(55,579)	-2.2%
Ending Fund Balance				873,281		

700 Workers' Compensation

Internal Service

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				642,709		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	849,383	81,369	5,000	194,000	189,000	3780.0%
Total Revenue	849,383	81,369	5,000	194,000	189,000	3780.0%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	113,565	309,072	740,000	669,000	(71,000)	-9.6%
Interfund Expense	0	0	0	0	0	0.0%
Capital Expense	0	0	0	0	0	0%
Total Expense	113,565	309,072	740,000	669,000	(71,000)	-9.6%
Ending Fund Balance				167,709		

County Budget: By Fund

710 Health Reimbursement Arrangement (HRA)

Internal Service

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	0	1,096,708	1,190,000	1,230,000	40,000	3.4%
Total Revenue	0	1,096,708	1,190,000	1,230,000	40,000	3.4%
Salaries and Benefits	0	0	0	0	0	0%
Operating Expense	0	810,789	1,190,000	1,230,000	40,000	3.4%
Interfund Expense	0	0	0	0	0	0%
Capital Expense	0	0	0	0	0	0%
Total Expense	0	810,789	1,190,000	1,230,000	40,000	3.4%
Ending Fund Balance				0		

810 Retirement

Fiduciary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				124,165,575		
Grant Revenue	0	0	0	0	0	0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	(8,908,738)	29,984,100	14,265,000	14,376,000	111,000	0.8%
Total Revenue	(8,908,738)	29,984,100	14,265,000	14,376,000	111,000	0.8%
Salaries and Benefits	70,016	63,454	68,117	83,831	15,714	23.1%
Operating Expense	13,966,964	9,612,353	13,101,200	10,866,200	(2,235,000)	-17.1%
Interfund Expense	199	159	133	140	7	5.3%
Capital Expense	0	0	175,000	175,000	0	0.0%
Total Expense	14,037,179	9,675,966	13,344,450	11,125,171	(2,219,279)	-16.6%
Ending Fund Balance				127,416,404		

County Budget: By Fund

850 Perry County Health Choices

Fiduciary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				0		
Grant Revenue	4,579,760	5,562,573	5,912,053	7,169,022	1,256,969	21.3%
Interfund Revenue	0	0	0	1	1	100.0%
Other Revenue	1,497	387	800	0	(800)	-100.0%
Total Revenue	4,581,257	5,562,960	5,912,853	7,169,023	1,256,170	21.2%
Salaries and Benefits	19,285	21,836	23,000	25,186	2,186	9.5%
Operating Expense	4,561,820	5,541,008	5,889,722	7,143,685	1,253,963	21.3%
Interfund Expense	152	116	131	152	21	16.0%
Capital Expense	0	0	0	0	0	0%
Total Expense	4,581,257	5,562,960	5,912,853	7,169,023	1,256,170	21.2%
Ending Fund Balance				0		

900 Conservation District - Clean Water

Component Unit

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				126,073		
Grant Revenue	50,673	43,981	42,000	43,500	1,500	3.6%
Interfund Revenue	42,800	49,300	49,300	49,300	0	0.0%
Other Revenue	107,749	73,734	100,200	110,800	10,600	10.6%
Total Revenue	201,222	167,015	191,500	203,600	12,100	6.3%
Salaries and Benefits	275,087	248,283	236,768	250,500	13,732	5.8%
Operating Expense	10,404	6,984	12,850	12,018	(832)	-6.5%
Interfund Expense	1,236	1,283	1,120	1,041	(79)	-7.1%
Capital Expense	0	0	0	0	0	0%
Total Expense	286,727	256,550	250,738	263,559	12,821	5.1%
Ending Fund Balance				66,114		

County Budget: By Fund

901 Conservation District - Chesapeake Bay

Component Unit

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				17,757		
Grant Revenue	218,136	179,528	186,200	200,000	13,800	7.4%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	22	409	10	10	0	0.0%
Total Revenue	218,158	179,937	186,210	200,010	13,800	7.4%
Salaries and Benefits	121,110	124,548	131,959	146,183	14,224	10.8%
Operating Expense	95,350	52,170	49,600	56,778	7,178	14.5%
Interfund Expense	1,344	1,163	1,200	1,210	10	0.8%
Capital Expense	0	0	8,000	0	(8,000)	-100.0%
Total Expense	217,804	177,881	190,759	204,171	13,412	7.0%
Ending Fund Balance				13,596		

902 Conservation District - District Programs

Component Unit

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				15,100		
Grant Revenue	309,032	171,483	247,600	228,500	(19,100)	-7.7%
Interfund Revenue	33,600	60,492	65,194	75,000	9,806	15.0%
Other Revenue	39,277	39,565	35,010	38,810	3,800	10.9%
Total Revenue	381,909	271,540	347,804	342,310	(5,494)	-1.6%
Salaries and Benefits	131,441	148,322	157,016	164,054	7,038	4.5%
Operating Expense	247,809	114,612	187,300	190,783	3,483	1.9%
Interfund Expense	2,797	2,153	2,344	1,638	(706)	-30.1%
Capital Expense	2,961	0	0	0	0	0.0%
Total Expense	385,008	265,087	346,660	356,475	9,815	2.8%
Ending Fund Balance				935		

County Budget: By Fund

903 Conservation District - Dirt & Gravel Roads

Component Unit

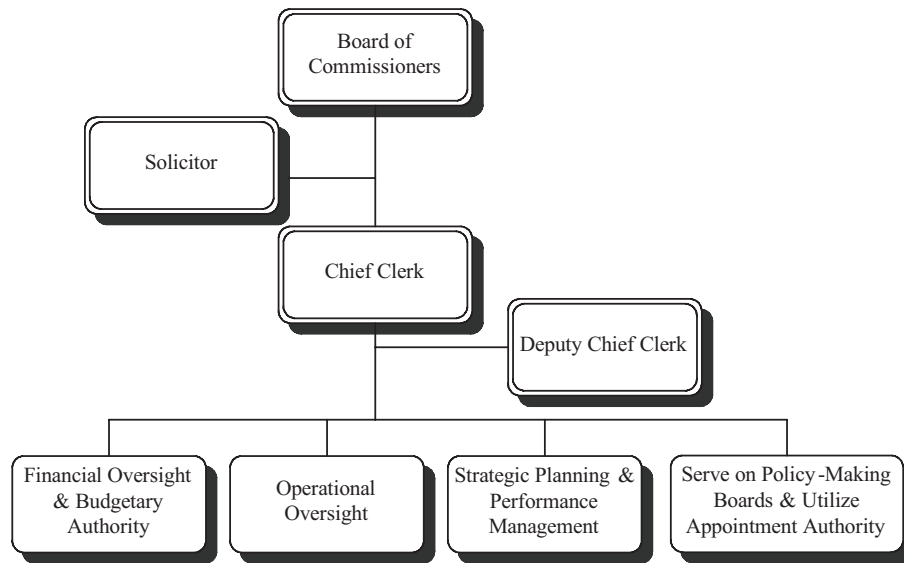
	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				4,360		
Grant Revenue	4,083	28,693	17,000	17,000	0	0.0%
Interfund Revenue	0	0	0	0	0	0%
Other Revenue	84	196	200	200	0	0.0%
Total Revenue	4,167	28,889	17,200	17,200	0	0.0%
Salaries and Benefits	2,060	1,697	1,815	1,912	97	5.3%
Operating Expense	3,989	26,899	15,200	14,770	(430)	-2.8%
Interfund Expense	151	98	83	76	(7)	-8.4%
Capital Expense	0	0	0	0	0	0%
Total Expense	6,200	28,694	17,098	16,758	(340)	-2.0%
Ending Fund Balance				4,802		

Total County Budget

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Beginning Fund Balance				161,632,402		
Tax Revenue	43,393,172	46,259,533	47,083,764	47,915,406	831,642	1.8%
Grant Revenue	96,682,697	100,003,060	88,486,584	94,623,741	6,081,750	6.9%
Interfund Revenue	14,493,569	14,629,664	21,187,886	19,910,044	(1,277,842)	-6.0%
Other Revenue	48,604,263	81,082,832	55,717,799	56,336,068	618,269	1.1%
Total Revenue	203,173,701	241,975,089	212,476,033	218,785,259	6,253,819	2.9%
Salaries and Benefits	64,816,992	67,031,821	74,527,418	77,588,773	3,061,355	4.1%
Operating Expense	120,977,159	128,991,974	118,347,816	120,521,800	2,173,984	1.8%
Interfund Expense	16,892,581	15,598,761	19,422,385	21,453,653	2,031,268	10.5%
Capital Expense	6,597,861	13,886,355	12,685,322	5,798,059	(6,887,263)	-54.3%
Total Expense	209,284,593	225,508,911	224,982,941	225,362,285	379,344	0.2%
Ending Fund Balance				155,055,376		

Note: Actuals may be off due to rounding.

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Mission Statement

The three member Board of Commissioners constitutes the chief governing body of the County. The Board, together with the Chief Clerk and executive staff, manages a large and diverse organization whose mission is to provide quality government services in an efficient, cost effective manner to County residents. Elected every four years, the Commissioners are responsible for policy-making, fiscal management, and administration of County affairs.

Core Activities

Board Service: Commissioners serve on the Salary, Prison, Retirement, Elections, and Nursing Home Boards as well as a variety of other boards affiliated with County departments.

Goal 1: Convene and support work of Criminal Justice Policy Team; collaboration and planning for both community and institutional corrections strategy that will affect County operations for the years to come.

Goal 2: Convene broad planning process around both Claremont Nursing and Rehabilitation Center and community-based services for support of older residents of the County.

Appointment: Commissioners appoint members of County authorities, commissions, boards, and task forces such as the Housing and Redevelopment Authority, Recycling and Waste Authority, Library Board of Directors, and Economic Development Corporation.

Goal 3: Utilize expertise from an extensive number of volunteers who provide input through service on various County boards in reviewing quality of County services and planning for the future.

County Operations: Commissioners, in conjunction with the Chief Clerk, oversee the management of County departments under their jurisdiction and are directly responsible for policy-making, fiscal management, personnel matters, and administration of County operations.

Goal 4: Continue comprehensive review of facilities planning and other resources to improve services in accordance with the County Strategy: Developing Employees (skilled workforce), Managing Resources, Running the Business, and Serving the Customer (appropriate business process to serve the needs of the community).

Primary Objectives for 2011

- Maintain a low cost of government.
- Plan with focus on 2012/2016/2020 windows.
- Work with senior management team to maintain progress on the County's performance management initiative.
- Maintain a debt management strategy to 2020 that allows us to maintain one of the lowest per capita debt ratios among benchmark counties.

Commissioners

Performance Measures

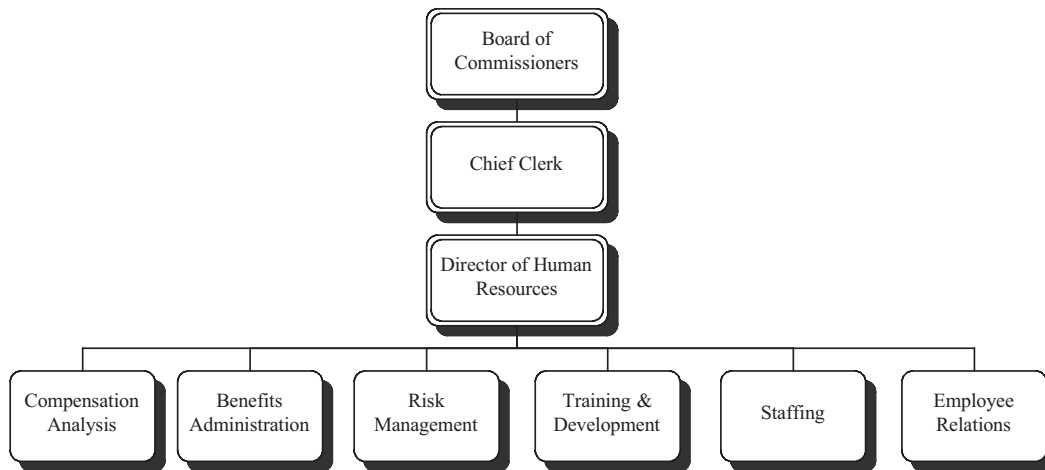
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
4	Maintain at least an AAA bond rating	AAA	AAA	AAA	AAA
4	Consecutive years received the GFOA Distinguished Budget Award	1	2	3	4
4	Property tax per capita within low range of benchmark counties	\$167	\$179	\$178	\$183
4	Debt per capita within low range of benchmark counties	\$255	\$254	\$233	\$301

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	8.0	8.0	8.0	9.0
Budgeted Part-Time FTE's	0.0	0.0	0.0	0.0
Total Budgeted FTE's	8.0	8.0	8.0	9.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	8,928	36	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	210	160	0	120	120	100.0%
Total Revenue	9,138	196	0	120	120	100.0%
Salaries and Benefits	587,352	609,532	655,374	717,485	62,111	9.5%
Operating Expense	67,497	46,285	63,075	61,050	(2,025)	-3.2%
Interfund Expense	3,202	3,252	2,880	2,772	(108)	-3.8%
Capital Expense	1,636	0	565	0	(565)	-100.0%
Total Expense	659,687	659,069	721,894	781,307	59,413	8.2%



Mission Statement

To provide exceptional Human Resources (HR) leadership, service, and support in employment, employee relations, benefits, compensation, training, development, and risk management to employees and management while maintaining and promoting a work environment of trust and respect that adheres to County legal and regulatory requirements.

Core Activities

Human Resources Administration: Provide accurate recordkeeping for all County employees with hard copy employee files in addition to developing electronic recordkeeping capabilities. Review requests for new positions and monitor manpower. Review appraisal forms and compensation programs for effectiveness.

Goal 1: Continue to improve the electronic recordkeeping capabilities as well as develop and improve HR management by creating and utilizing report capabilities of the Human Resource Information System (HRIS).

Goal 2: Develop online systems for performance management and benefits enrollment.

Benefits Administration: Administer and communicate all employee benefit programs to all County employees and prospective employees.

Goal 3: Work with providers to improve cost effectiveness and competitiveness of employee benefits while utilizing and developing electronic recordkeeping and monthly reports to improve the management of all benefits.

Liability Insurance Administration: Administer County liability insurance proactively through accurate recordkeeping, aggressive contract negotiations, and assertive relationships with providers.

Goal 4: Review and refine monthly reports to manage and reduce liability and Workers' Compensation costs.

Hiring Process: Work with County departments to improve and strengthen the recruiting, interviewing, and selection process.

Goal 5: Review all applications, screen candidates, assist County departments in developing interview guides, and review the hiring process to ensure the most qualified candidates are selected for the County positions.

Employee Relations: Work with County management to resolve employee relations issues in a fair and consistent manner while complying with all applicable laws and regulations.

Goal 6: Make sure all County employees are treated in a fair and consistent manner as well as improve communication by attending departmental employee meetings.

Goal 7: Administer Union Contracts as written and establish regular schedules for management labor meetings.

Human Resources

Human Resources Policies: Develop, communicate, and facilitate the consistent application of County policies and procedures.

Goal 8: Review current policies for updates and develop new policies as required.

Employee Training and Development: Provide training and development opportunities for County employees.

Goal 9: Conduct the Cumberland County Leadership Academy for all elected officials, department heads, managers, and supervisors to enhance County leadership.

Goal 10: Conduct pilot on-line training program and evaluate effectiveness for countywide use.

Goal 11: Review Employee Education Assistance Program to ensure County's strategic objectives are met.

Goal 12: Review feedback and survey results of current training programs to determine areas for continuous improvement.

Primary Objectives for 2011

- Continue to improve the Cumberland County Leadership Academy.
- Continue further development of a Performance Based Management System.
- Research on-line applicant tracking software to improve current system.
- Manage and review options to control the cost of insurance.
- Negotiate Teamsters and Prison Union contracts in the best interest of the County.
- Further develop and implement new supervisor basic training.
- Create Cumberland County written Affirmative Action Plan.
- Review 457(B) programs for regulatory compliance and cost effectiveness for employees.
- Create database for tracking exit interviews.
- Develop a strategy to effectively implement regulations under the Healthcare Reform Act.

Human Resources

Performance Measures

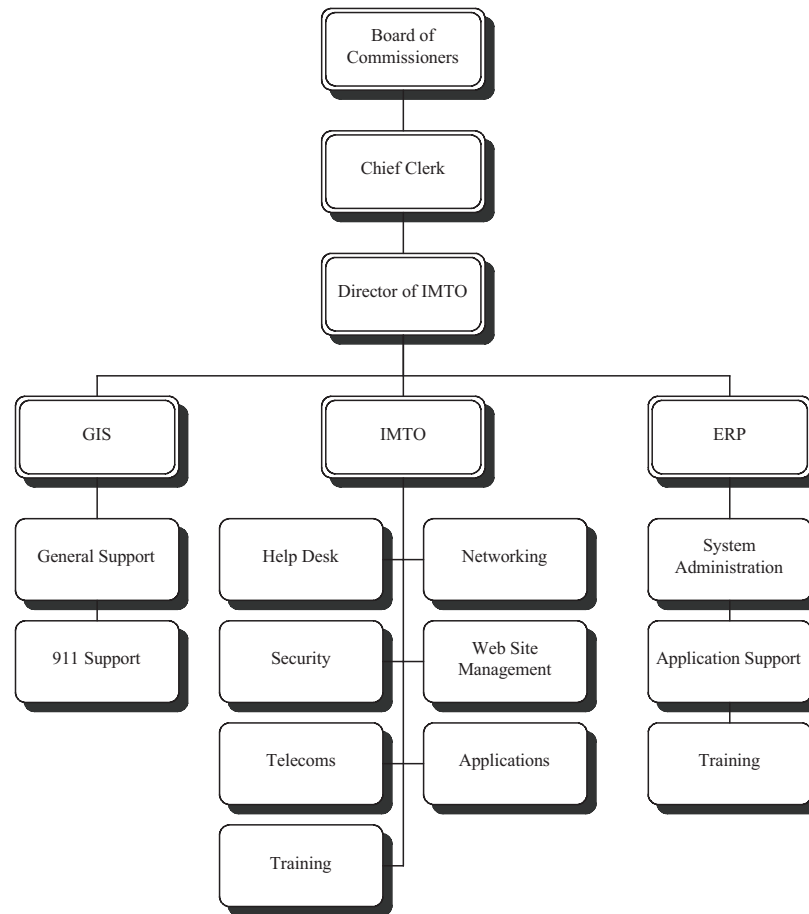
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
8	Number of Leadership Academy graduates	41	22	20	20
4	Number of Workers' Compensation incidents	76	81	85	80
5	Average number of applicants per position	22	31	37	37
7	Employee resignation rate (<10%)	4.00%	3.00%	4.00%	10.00%
4	Maintain Workers' Compensation costs below \$550,000	\$454,194.00	\$230,767.00	\$485,000.00	\$515,000.00
9	Establish on-line training program for employees	n/a	n/a	6	6
3	Review benefit, compensation, and retirement strategies for County workforce	n/a	n/a	yes	yes

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	4.0	3.6	3.6	4.8
Budgeted Part-Time FTE's	1.5	1.4	1.5	0.8
Total Budgeted FTE's	5.5	5.0	5.1	5.6

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	565	457	400	0	(400)	-100.0%
Total Revenue	565	457	400	0	(400)	-100.0%
Salaries and Benefits	291,379	297,767	331,488	402,400	70,912	21.4%
Operating Expense	118,046	59,660	149,560	133,210	(16,350)	-10.9%
Interfund Expense	2,944	3,047	2,530	2,610	80	3.2%
Capital Expense	0	0	2,068	0	(2,068)	-100.0%
Total Expense	412,369	360,474	485,646	538,220	52,574	10.8%



Mission Statement

To provide sufficient and appropriate information and information technology to all aspects of Cumberland County government in order for the County to meet the needs of its citizens at the greatest value to the taxpayer. Implement, maintain, improve, and support the County's integrated financial, procurement, human resource, and payroll information systems. Provide and maintain accurate, current, and complete geospatial data.

Core Activities

County Systems: Ensure system functionality, operability, and security of the County telephone, computer, and networking systems.

Goal 1: Install, service, and upgrade standard software and hardware packages and related equipment in a responsive and economical fashion.

Goal 2: Provide system users with a safe and reliable Information Technology (IT) environment.

Goal 3: Provide system users with high availability email and telephone services.

Goal 4: Provide technical training to raise worker skill levels.

Goal 5: Develop County internet and intranet sites.

Goal 6: Assist County offices and departments in acquiring and implementing more efficient technologies.

Goal 7: Resolve user problems in a responsive and efficient manner.

Enterprise Resource Planning (ERP): Ensure system functionality, operability, and security of the Lawson ERP System and Kronos Time Keeping System.

Goal 8: Perform upgrades and maintenance of applications without business disruption.

IMTO

Goal 9: Provide application training to improve worker skill levels.

Goal 10: Maintain system documentation and user manuals.

Goal 11: Assist departments to improve business practices.

Data Maintenance: Ensure Geographic Information System (GIS) data is maintained in an accurate and useable manner for all public and private users.

Primary Objectives for 2011

- Upgrade 1/5 of Personal Computer fleet.
- Manage departmental Information Technology (IT) relocations.
- Develop a centralized data backup and recovery system.
- Complete installation of new core high capacity inter-building network.
- Continue to build on 2009 Lawson Business Intelligence (LBI) installation (e.g. dashboards for key indicators, reporting enhancements).
- Implement Lawson's improved security model.
- Provide additional employee self service capability.
- Install time and attendance system in Prison and 911.
- Advance development of GIS data and maps for 911 Computer-Aided Dispatch (CAD).
- Increase number of County GIS users and continue training.
- Centralize all GIS databases.

Performance Measures

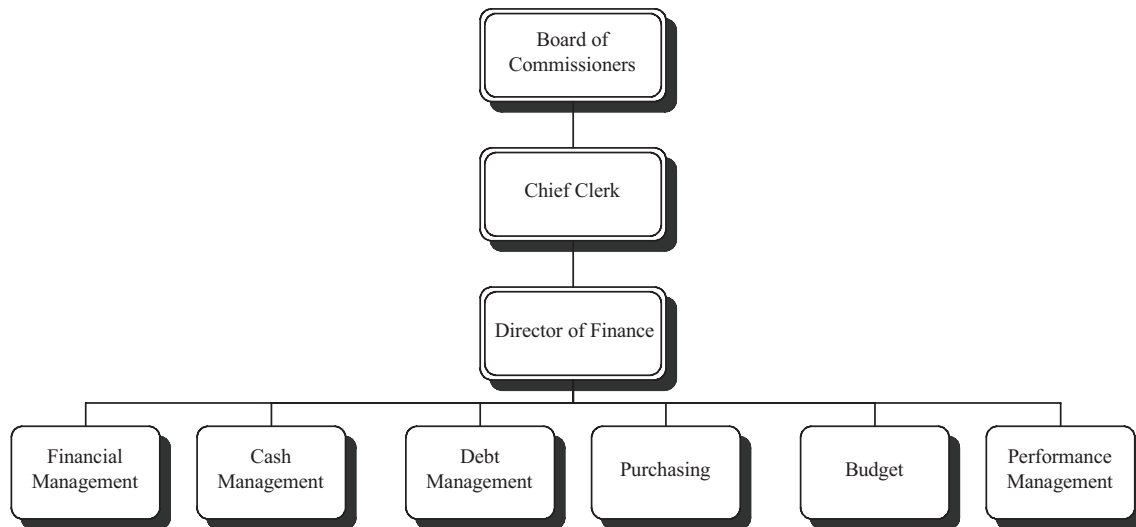
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1,3,7	Staff response to IT problems within 30 minutes	96.0%	96.5%	96.0%	95.0%
2	IT security patches implemented within 48 hours	100.0%	100.0%	100.0%	100.0%
2,3	Data backed up daily; validate data within 10 days	98.0%	97.6%	98.0%	100.0%
2,3	Virus infections contained	100.0%	100.0%	100.0%	100.0%
4	IT training goals met	100.0%	25.5%	100.0%	100.0%
3,7	Network, telephone, and email system availability	99.0%	96.4%	98.0%	100.0%
5	Departments with "Excellent" web site ratings	n/a	100.0%	100.0%	100.0%
8	ERP system availability	100.0%	99.8%	100.0%	100.0%
8	Changes to Lawson security implemented within 24 hours	100.0%	99.5%	100.0%	100.0%
9,10, 11	Lawson training goal met	99.0%	100.0%	100.0%	100.0%
8	Security patches tested in Lawson environment within 48 hours	100.0%	100.0%	100.0%	100.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	19.0	19.0	19.0	19.0
Budgeted Part-Time FTE's	0.6	1.9	1.0	1.9
Total Budgeted FTE's	19.6	20.9	20.0	20.9

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	606,061	607,344	511,021	527,403	16,382	3.2%
Other Revenue	24,335	0	0	0	0	0.0%
Total Revenue	630,396	607,344	511,021	527,403	16,382	3.2%
Salaries and Benefits	1,261,497	1,266,586	1,379,927	1,460,343	80,416	5.8%
Operating Expense	780,625	550,845	913,936	609,858	(304,078)	-33.3%
Interfund Expense	7,773	7,790	6,762	6,533	(229)	-3.4%
Capital Expense	473,520	530,597	846,746	413,707	(433,039)	-51.1%
Total Expense	2,523,415	2,355,818	3,147,371	2,490,441	(656,930)	-20.9%



Mission Statement

To manage the fiscal affairs of the County, provide accountability and oversight for the County budget, and support financial decision-making by the Board of Commissioners, Chief Clerk, other County officials, and County departments. The Finance Office endeavors to administer a financial plan that supports the service delivery strategy of County government. The Finance Office is responsible for budget and administration, financial forecasting, cash management, debt management, procurement, and financial management.

Core Activities

Customer Service: Support departments and management on financial matters.

Goal 1: Assist departments in establishing and meeting budget targets.

Goal 2: Assist departments in resolving budget-related problems, maintain team relationship with departments having financial staff, and provide heightened support to departments without financial staff.

Goal 3: Create a user friendly, customer service oriented purchasing process.

Financial, Budget, Debt, and Cash Management: Ensure cost efficiencies and accountability.

Goal 4: Timely and objective reports and analysis to support financial decisions, including monthly close and year-end close packets for each fund.

Goal 5: Trend analysis and forecasting to provide a foundation for the annual budget development process.

Goal 6: Manage accounting processes (not reserved to Controller or Treasurer) and oversee accounting transactions, including budget adjustments, accounting close packets, and reconciliations while applying current standards, laws, and regulations along with “best practices.”

Goal 7: Cash management and fund balance management to ensure availability of adequate funds to meet all County disbursements.

Goal 8: Create short and long term projection analysis for planning purposes.

Goal 9: Maintain fund balance in the General Fund of at least 60 days of average budgeted General Fund operating expenditures per the County’s Fund Balance Policy.

Goal 10: Avoid tax anticipation notes to meet current obligations of County government.

Goal 11: Manage the budget process for all departments.

Goal 12: Meet or exceed revenue targets for General Fund budget as adjusted.

Goal 13: End year at or below General Fund expenditure budget as adjusted.

Goal 14: Manage the financing for the prison, emergency telephone projects, and various other capital projects.

Goal 15: Meet or exceed benchmark short term investment rates for cash balances.

Goal 16: Issue and redeem debt according to debt policy.

Finance

Goal 17: Create a comprehensive budget document that provides useful information to citizens.

Purchasing: Provide for equitable public purchasing by the County, to maximize the purchasing value of public funds in procurement, and to ensure a procurement system of quality and integrity in compliance with all Pennsylvania public procurement codes.

Goal 18: Manage procurement process to ensure the best value for County-funded purchases while complying with all Pennsylvania public procurement codes and County purchasing policies.

Performance Management: Incorporate performance measurement with budgeting.

Goal 19: Compile and manage performance measurement and benchmarking for the County, including comparison of revenue, expenditures, and staffing data.

Primary Objectives for 2011

- Continue to improve budget document and receive GFOA budget award.
- Continue development of performance measurements in departmental budgeting process.
- Develop benchmarking data to improve performance measurement.
- Develop “morning star” style reporting for major departments.
- Create a user friendly purchasing process.
- Continue to improve financial forecasting.
- Manage the recovery act recipient reporting by training departments and assisting departments in setting up procedures to conform to the requirements and assigning who will report on the County’s behalf.
- Evaluate publishing software with automatic linking capabilities for publishing the budget document.

Finance

Performance Measures

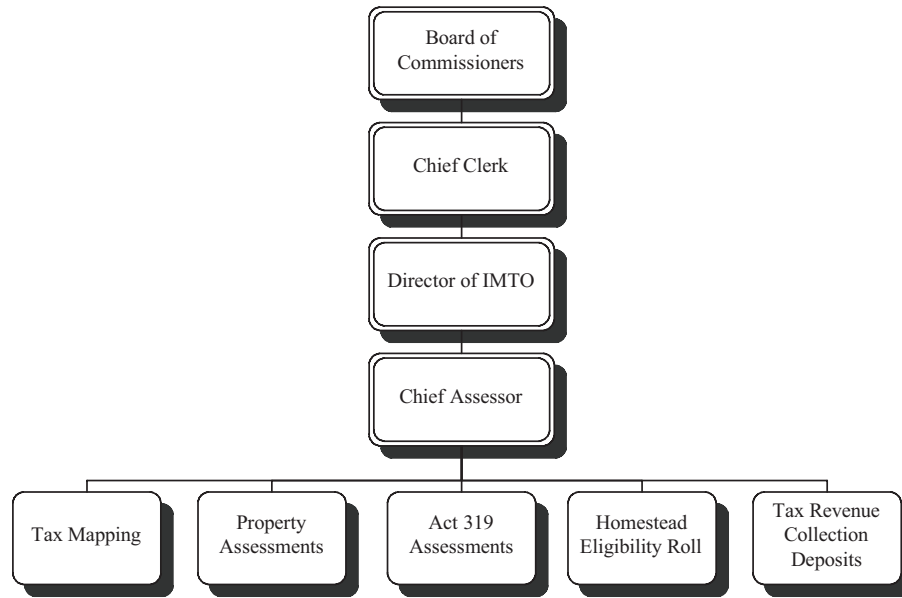
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
All	Maintain at least an AAA bond rating	AAA	AAA	AAA	AAA
17	Consecutive years received the GFOA Distinguished Budget Award	1	2	3	4
17	Overall GFOA Rating Score for the County's annual budget document (324 available points)	223	268	268	280
9	Maintain fund balance of at least 60 days of General Fund average budgeted operating expenses	79	102	122	104
16	Debt per capita within low range of benchmark counties	\$255	\$254	\$233	\$301
11	Dollar value of budgets reviewed	\$209,284,593	\$225,508,911	\$224,982,941	\$225,362,285
15	Invest County funds at or above benchmark rates	100.0%	100.0%	100.0%	100.0%
15	Dollar value of CD's purchased	\$155,217,300	\$197,694,000	\$128,297,000	\$150,000,000
18	Number of contracts reviewed and forwarded to the Solicitor	n/a	816	826	850
18	Value of purchase orders processed	\$7,057,182	\$6,008,224	\$10,000,000	\$11,000,000
9	Avoid tax anticipation notes	yes	yes	yes	yes
9	Adhere to all regulations related to general obligation debt	yes	yes	yes	yes
13	General Fund expenses at or below adjusted budget	yes	yes	yes	yes
7	Meet all County payroll and AP disbursement cycles	100.0%	100.0%	100.0%	100.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	12.0	12.0	11.9	11.9
Budgeted Part-Time FTE's	0.0	0.0	0.0	0.0
Total Budgeted FTE's	12.0	12.0	11.9	11.9

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	160,411	152,422	162,000	169,000	7,000	4.3%
Other Revenue	0	0	0	0	0	0.0%
Total Revenue	160,411	152,422	162,000	169,000	7,000	4.3%
Salaries and Benefits	779,621	805,772	867,496	918,168	50,672	5.8%
Operating Expense	51,834	41,688	67,445	67,200	(245)	-0.4%
Interfund Expense	2,585	2,580	2,144	2,164	20	0.9%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	834,040	850,040	937,085	987,532	50,447	5.4%



Mission Statement

To identify and assign fair and equitable assessments to all real property and persons in Cumberland County for the generation of accurate tax bills. Collect and distribute tax revenues to all taxing authorities in a timely manner.

Core Activities

Tax Mapping: Tax parcel map database.

Goal 1: Maintain and update tax parcel map database.

Goal 2: Maintain current ownership information.

Goal 3: Certify the Uniform Parcel Identifier (UPI) on all documents prior to recording in the Recorder of Deeds Office.

Assessment: Real Property and Occupational/Per Capita Assessment.

Goal 4: Identify all real property and assign uniform and equitable assessments.

Goal 5: Update assessments in a timely manner as property improvements are made.

Goal 6: Maintain all County assessments at 100% of base year value.

Goal 7: Administer Act 319 Clean and Green preferential assessments to approved properties.

Goal 8: Defend County assessments on all formal appeals brought before the Board of Assessment Appeals.

Goal 9: Identify and maintain names and addresses of all persons over eighteen years of age.

Eligibility: Homestead/Farmstead eligibility roll.

Goal 10: Receive and review applications and determine eligibility for Homestead/Farmstead exclusion.

Goal 11: Maintain database of approved properties for Homestead/Farmstead exclusion.

Deposit: Banking of tax revenue collection.

Goal 12: Maintain an accurate account of tax revenue collection.

Goal 13: Make timely deposits of all tax revenues.

Collection: Assembly of outstanding tax claims.

Goal 14: Collect and distribute taxes and penalties of delinquent accounts.

Assessment

Primary Objectives for 2011

- Continue to improve accuracy of tax assessment database.
- Add all eligible residents to per capita roll.
- Single print/mail contract for County bills.
- Final implementation of software to integrate Tax Collectors, Tax Administration, and Tax Claims.

Assessment

Performance Measures

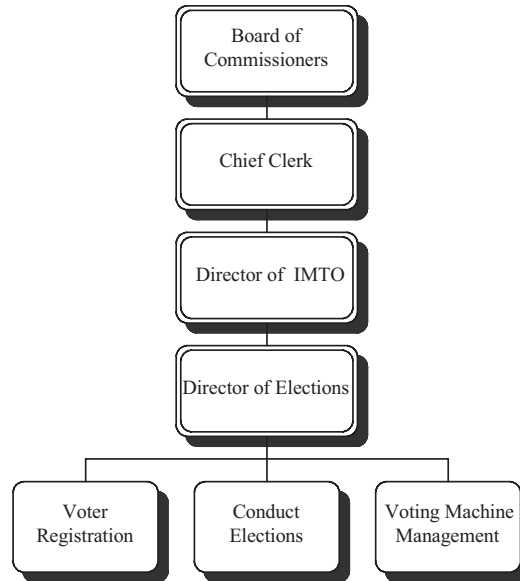
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
2	Number of deeds processed by Tax Mapping	6,624	6,323	5,500	6,000
3	Number of parcels certified for UPI	8,319	44,864	36,500	38,000
4	Number of tax parcels (YTD)	95,883	96,261	96,400	97,000
5	Number of change of assessment notices	9,274	7,950	5,550	8,500
7	Number of Act 319 parcels (YTD)	3,114	3,188	3,375	3,400
8	Number of assessment appeals brought before the Board	64	280	75	150
8	Loss of tax base due to assessment appeals	\$26,230,050	\$40,399,340	\$52,000,000	\$22,000,000
9	Number of persons on the Per Capita roll (YTD)	148,929	150,501	149,650	151,000
10	Number of applications received for Homestead/Farmstead	6,620	7,435	4,539	5,000
11	Number of approved Homestead/Farmstead properties	57,847	58,861	59,686	60,500
12	Amount of tax revenue collected	\$40,594,538	\$43,448,704	\$42,505,384	\$43,993,072
13	Percent of total tax duplicate collected (YTD)	96.5%	96.7%	96.2%	96.5%
14	Number of delinquent accounts (YTD)	2,208	2,000	1,950	1,900
14	Amount of delinquent taxes outstanding	\$3,409,474	\$3,399,753	\$3,796,560	\$3,711,000
14	Amount of delinquent taxes collected	\$6,496,916	\$7,741,397	\$8,067,691	\$9,085,500
14	Percent of delinquent taxes not yet collected (YTD)	34.4%	30.5%	32.0%	29.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	24.0	26.0	25.0	25.0
Budgeted Part-Time FTE's	0.0	0.1	0.3	0.1
Total Budgeted FTE's	24.0	26.1	25.3	25.1

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	11,445	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	721,045	1,193,940	1,121,000	1,067,050	(53,950)	-4.8%
Total Revenue	732,490	1,193,940	1,121,000	1,067,050	(53,950)	-4.8%
Salaries and Benefits	1,398,186	1,484,796	1,648,622	1,736,963	88,341	5.4%
Operating Expense	778,055	648,434	708,531	499,621	(208,910)	-29.5%
Interfund Expense	13,166	12,420	11,287	9,796	(1,491)	-13.2%
Capital Expense	26,109	11,160	0	0	0	0.0%
Total Expense	2,215,516	2,156,810	2,368,440	2,246,380	(122,060)	-5.2%



Mission Statement

Conduct open, transparent, nonpartisan primary, and general elections each year. Provide advice and support to the County Board of Elections.

Core Activities

Voter Registration: Accurate, timely completion of voter registration through initial applications, transfer applications, and PennDOT applications.

Goal 1: Process all applications within 72 hours of receipt (except during periods of closed registration).

Elections: Conduct open elections throughout all stages, from candidate petition, machine programming, absentee/provisional voting, and tabulation of results.

Goal 2: Process absentee ballot applications within 24 hours of receipt.

Goal 3: Process provisional ballots within 24 hours from time polls close.

Goal 4: Have election results available for public inspection within 12 hours of polls closing.

Primary Objectives for 2011

- Conduct elections without ballot or tabulation error.
- Manage five to ten percent expected increase in voter registration activities.
- Construct local election boards and train poll workers to handle expected 75 percent voter turnout.
- Respond within 24 hours to complaints or questions from the public.

Elections

Performance Measures

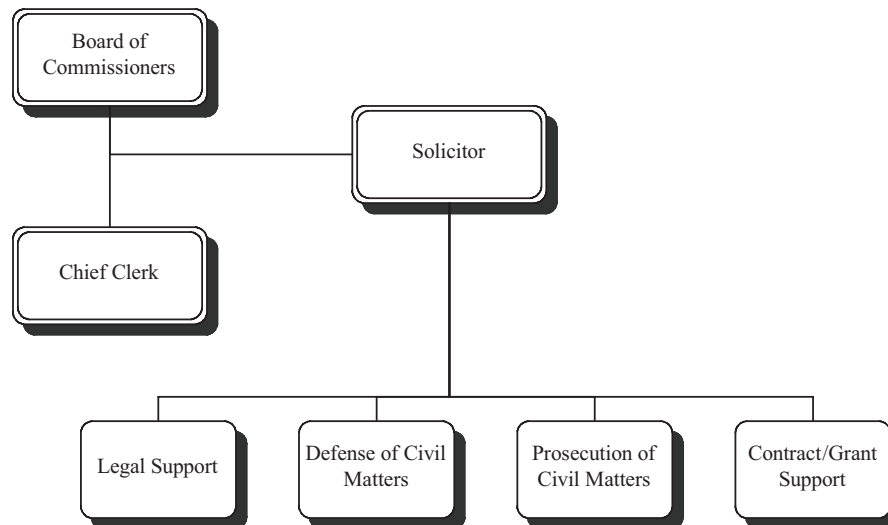
Goal Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
2,3,4Meet all state and federal election timeliness	100.0%	100.0%	100.0%	100.0%
1 Enter all qualified voters into the SURE registry prior to the next election	100.0%	100.0%	100.0%	100.0%
1 Allow all qualified citizens to register to vote	100.0%	100.0%	100.0%	100.0%
4 Ensure all ballot forms are accurate	100.0%	100.0%	100.0%	100.0%
4 Conduct vote tabulation accurately	100.0%	100.0%	100.0%	100.0%
1 Total registered voters	152,346	147,650	148,000	148,000
2,3,4Number of poll workers	1,196	1,049	1,050	1,100
2,3,4Number of voting locations	107	107	107	112
1 Number of registered voters who voted in last election	114,797	34,432	40,000	30,000
2,3,4Percentage of votes cast	75.0%	20.2%	30.0%	25.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	6.0	6.0	6.0	6.0
Budgeted Part-Time FTE's	0.6	0.6	0.6	0.6
Total Budgeted FTE's	6.6	6.6	6.6	6.6

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	142,465	0	18,231	0	(18,231)	-100.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	633	6,071	300	1,100	800	266.7%
Total Revenue	143,098	6,071	18,531	1,100	(17,431)	-94.1%
Salaries and Benefits	360,039	353,829	372,824	392,573	19,749	5.3%
Operating Expense	548,112	447,987	546,456	532,616	(13,840)	-2.5%
Interfund Expense	19,967	16,397	15,371	13,182	(2,189)	-14.2%
Capital Expense	181,516	0	4,778	0	(4,778)	-100.0%
Total Expense	1,109,634	818,213	939,429	938,371	(1,058)	-0.1%



Mission Statement

To advise on all legal matters and litigation affecting the County, and to draft or review contracts and grants involving the County.

Core Activities

Legal Support: Advise the Commissioners and all departments under their jurisdiction on all legal matters and litigation involving the County.

Goal 1: Provide legal opinions in an expeditious manner, depending upon complexity and urgency of matter.

Goal 2: With the support of the Board of Commissioners, administration and senior staff, attend department head meetings to be able to anticipate legal issues and enable the provision of proactive legal assistance.

Defense: Defend all actions or suits brought against the County and oversee all legal matters entrusted to outside counsel.

Goal 3: Help ensure that the interests of the County are fully protected.

Goal 4: Ensure that each phase of litigation is processed appropriately to comply with statutory and procedural time limits.

Prosecution: Commence and prosecute in a timely fashion all suits brought by the County and oversee all legal matters entrusted to outside counsel.

Goal 5: Ensure that each phase of litigation is processed appropriately to comply with statutory and procedural time limits.

Goal 6: Continue to augment and monitor the automated system for litigation, informational records, and administrative oversight of contract compliance and status of existing and new contracts.

Contract and Grant Support: Draft and/or review all ordinances and resolutions to be adopted by the County and all contracts for purchase of services, personal property, and any other legally binding contracts.

Goal 7: Review all contracts and grant applications within two weeks from receipt.

Goal 8: Negotiate revisions to contracts as promptly as possible under the circumstances.

Solicitors

Primary Objectives for 2011

- Continue to improve and standardize contracting procedures.
- Continue to identify and cure instances of deficient purchasing.
- Guide the County Open Records Officer with respect to compliance with the Right to Know law.
- Continue transition to a paperless office.

Solicitors

Performance Measures

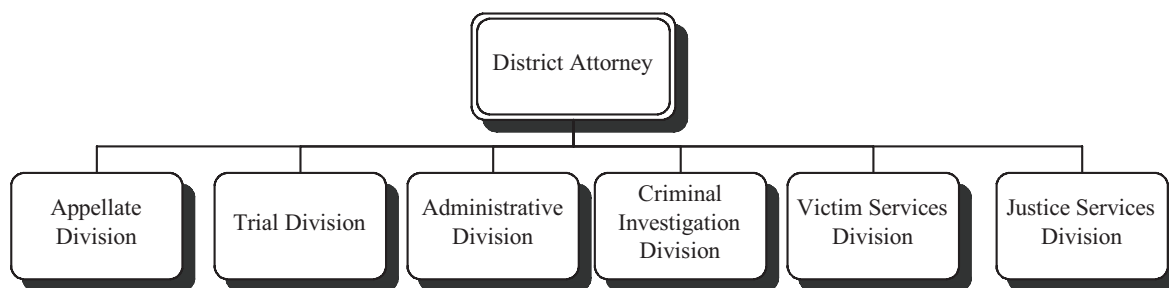
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Comply with statutory and procedural time limits	100.0%	100.0%	100.0%	100.0%
7	Review all contracts within two weeks	100.0%	100.0%	100.0%	100.0%
7	Review all grant applications within two weeks	100.0%	100.0%	100.0%	100.0%
2	Enable the provision of proactive legal assistance	n/a	n/a	n/a	100.0%
3	Help ensure the interests of the County are fully protected	n/a	n/a	n/a	100.0%
4	Ensure each phase of litigation is processed appropriately	n/a	n/a	n/a	100.0%
6	Monitor litigation, records & admin oversight	n/a	n/a	n/a	100.0%
8	Negotiate revisions to contracts	n/a	n/a	n/a	100.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	3.0	4.0	4.0	4.0
Budgeted Part-Time FTE's	0.0	0.0	0.0	0.0
Total Budgeted FTE's	3.0	4.0	4.0	4.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	4,250	2,450	5,000	5,350	350	7.0%
Other Revenue	0	0	0	0	0	0.0%
Total Revenue	4,250	2,450	5,000	5,350	350	7.0%
Salaries and Benefits	300,906	322,275	342,178	357,028	14,850	4.3%
Operating Expense	14,142	5,560	8,798	8,798	0	0.0%
Interfund Expense	1,071	943	805	835	30	3.7%
Capital Expense	7,022	0	0	0	0	0.0%
Total Expense	323,141	328,778	351,781	366,661	14,880	4.2%



Mission Statement

Through leadership, the Office of the District Attorney of Cumberland County will ensure that justice is done in a fair, effective, and efficient manner.

Core Activities

Appellate Division: Litigate all appeals resulting from criminal cases in Cumberland County in both state and federal courts.

Goal 1: The District Attorney will ensure that all appellate deadlines are met, and file appeals on behalf of the Commonwealth in appropriate cases.

Trial Division: Oversee the investigation and prosecution of all crimes committed in the County.

Goal 2: The District Attorney will ensure effective presentation of cases for trial while maximizing all avenues of case resolution.

Goal 3: Understanding that crime prevention is a worthy endeavor, the District Attorney will continue aggressive use of diversion programs such as Accelerated Rehabilitative Disposition (ARD), Driving Under the Influence (DUI), Intermediate Punishment (IP), Treatment Court, and Day Reporting and continue to support education programs in our schools.

Administrative Division: Ensure efficient and effective operation of the Office of the District Attorney.

Goal 4: The District Attorney will ensure that all persons arrested for criminal offenses are processed in order to establish identity, prior criminal record, and mental health impact and thereby facilitate valid bail consideration and outstanding arrest warrant status.

Criminal Investigation Division: Provide investigative support to the Office of the District Attorney, coordinate various countywide enforcement operations, and assist local law enforcement upon request.

Goal 5: Pursuant to 71 Pa.C.S.A. §732-206, as Chief Law Enforcement Officer of Cumberland County, the District Attorney will investigate and prosecute all crimes regardless of the lack of resources of other criminal justice agencies.

Victim Services Division: Ensure that all crime victims receive the rights guaranteed by the Crime Victims Bill of Rights.

Goal 6: The District Attorney will ensure that all victims of crimes are represented as required by the Crime Victims Bill of Rights, 18 Pa.C.S.A §11.101, and ensure that their, authorized, legal claims for restitution are processed.

Justice Services Division: Provide complete quality forensic services to Law Enforcement entities within the County.

Goal 7: Realizing the cost and redundancy of each local law enforcement agency attempting to provide forensic services, the District Attorney will lead County efforts to provide fundamental forensic services in the fields of digital imagery, drug testing, blood alcohol testing, and computerized fingerprint analysis.

District Attorney

Primary Objectives for 2011

- Complete all criminal cases within the time limits established by Pennsylvania Rule of Criminal Procedure 600.
- Increase efficiency of trial weeks by reducing trial continuances and encouraging case resolutions of all kinds.
- Achieve average turnaround time of 20 days for controlled substance testing.
- File all documents relating to appeals within the time limits set out in the Rules of Appellate Procedure.
- Collect restitution information in proper cases for presentation at time of sentence.

District Attorney

Performance Measures

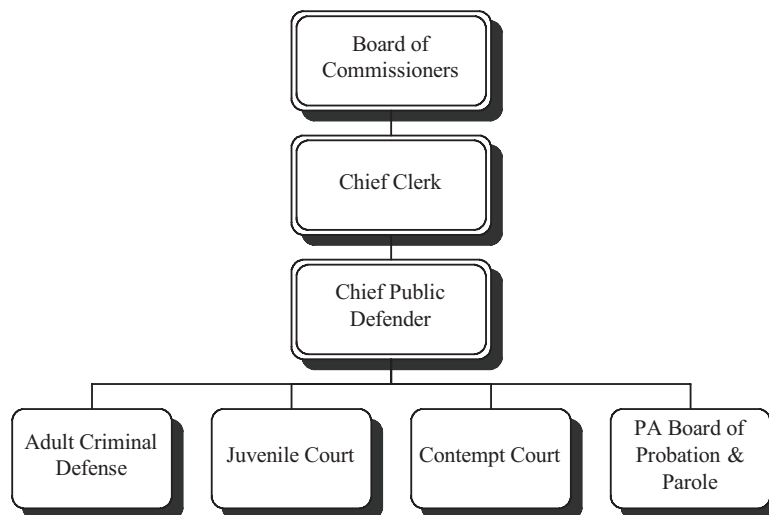
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
2	Number of criminal cases/Number dismissed pursuant to Rule 600 (<10)	0.00	2.00	2.00	10.00
2	Number of jury trials completed in a trial week	49	55	56	60
7	Number of controlled substance tests/Average turnaround time (Days)	37	50	35	30
1	Number of appeals/Number dismissed for late filing of documents	62	64	64	60
4	Number of cases with restitution/Number of modifications requested post-sentence (> 50)	13	15	12	40

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	40.3	40.2	42.5	42.3
Budgeted Part-Time FTE's	1.6	1.7	1.9	2.5
Total Budgeted FTE's	41.9	41.9	44.4	44.8

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	542,269	488,815	691,168	595,350	(95,818)	-13.9%
Interfund Revenue	253,800	274,867	420,348	320,889	(99,459)	-23.7%
Other Revenue	172,956	201,462	286,752	338,736	51,984	18.1%
Total Revenue	969,025	965,144	1,398,268	1,254,975	(143,293)	-10.2%
Salaries and Benefits	2,543,815	2,606,176	3,026,259	3,170,272	144,013	4.8%
Operating Expense	546,914	494,300	792,353	611,631	(180,722)	-22.8%
Interfund Expense	31,095	32,337	28,220	36,019	7,799	27.6%
Capital Expense	126,456	63,861	328,933	0	(328,933)	-100.0%
Total Expense	3,248,280	3,196,674	4,175,765	3,817,922	(357,843)	-8.6%



Mission Statement

To furnish quality legal counsel in proceedings where legal counsel is constitutionally required for persons who lack sufficient funds to obtain their own counsel.

Core Activities

Adult Criminal Defense: Provide quality legal representation to all eligible adult defendants charged either with a criminal offense, contempt of court, or a violation of County parole/probation.

Goal 1: Maintain a talented and dedicated professional staff.

Goal 2: Staff shall receive the required Continuing Legal Education (CLE) credits to remain licensed to practice, and also enough to obtain and retain eligibility to provide representation in capital homicide cases.

Goal 3: Maintain a manageable caseload for the attorneys in the office so there is sufficient time for case preparation.

Goal 4: Ensure availability of supportive forensic services such as investigations, psychiatric evaluations, and expert witness retention.

Goal 5: Provide professional staff support from the local law schools by facilitating work by two to four student law clerks that shall be eligible for certification to make Court appearances during their time of service.

Goal 6: Actively participate in the planning and operation of programs in the Cumberland County Criminal Justice System such as Treatment Court, Restricted Intermediate Punishment with Electronic Monitoring for repeat DUI offenders, the Day Reporting Center, Early Attention to Mentally Ill Defendants, and prisoner pretrial conferences.

Goal 7: Data shall be collected about the work of the office so that it can be determined whether our goals and objectives are met.

Juvenile Court Defense: Provide quality legal representation to all juveniles charged with being delinquent or charged in a direct file with a criminal offense.

Goal 8: Maintain a talented and dedicated attorney assigned to Juvenile defense.

Goal 9: Maintain manageable caseload for the Juvenile defender so there is a sufficient time for case preparation.

Goal 10: Ensure availability of supportive forensic services such as investigations, psychiatric evaluations, and expert witness retention.

Pennsylvania Board of Probation and Parole Revocation Hearings: Provide quality legal representation to defendants incarcerated in Cumberland County [normally at SCI Camp Hill] who are charged with violating their state parole.

Goal 11: Maintain a talented and dedicated professional staff.

Goal 12: Maintain a manageable caseload for the attorneys in the office so there is sufficient time for case preparation.

Public Defender

Primary Objectives for 2011

- The experienced professional staff shall either be retained or, if there are vacancies, shall be replaced with experienced criminal defense attorneys.
- As the office loses part-time attorneys by attrition, the replacement attorney shall be full-time attorneys.
- Our newest attorneys will obtain all CLE credits needed to become eligible to handle capital cases as soon as each meets the criteria related to years of experience and number of jury trials.
- Our caseload for adult criminal and juvenile defense shall be monitored and our compliance with national standards for maximum caseload that we have used for 15 years shall improve.
- The portion of the overall criminal docket in the County that is represented by the Public Defender Office attorneys shall not increase despite the downturn in the economy.
- A completed interview form shall exist in all files where the defendant was sentenced to jail for a period of 6 months or more, this form will evidence a quality interview between the attorney and client.
- Our Juvenile Defender shall visit at least two of the facilities used for placement of delinquent children from the County.
- We shall monitor the collection of payments from other counties for our representation in state parole revocation hearings.
- There shall be a smooth transition of office leadership after the retirement of our Chief of 34 years.
- Our office staff and space shall expand to meet the needs of a sixth judge and increasing caseload, and to accommodate the establishment of an in-house investigative function.

Public Defender

Performance Measures

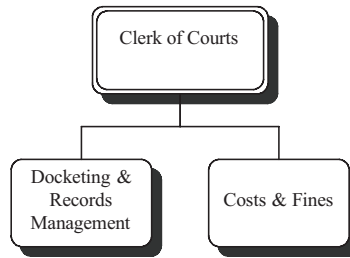
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Number of attorneys in the office with sufficient experience and training to be eligible under PA Supreme Court Rules to handle a capital case	6	6	6	6
3	Public Defender Office shall have improved compliance with maximum caseload standards for felonies, misdemeanors, juvenile cases, appeals, and capital cases	157.00%	118.25%	158.00%	140.00%
3	Percentage of the list of cases that are public defender clients in each of the 12 arraignment lists and the 5 pretrial lists (< 60%)	58.00%	62.28%	62.50%	62.50%
3	Percentage of case files in serious misdemeanor or felony cases [minimum jail sentence >6 months], or in cases that go to trial, where there is a completed interview sheet showing that there was an interview of significant time between counsel and client	68.0%	55.0%	71.1%	80.0%
11	Number of cases where a Court has determined that our office provided counsel that was legally ineffective	0	0	0	0

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	12.0	12.0	12.0	12.0
Budgeted Part-Time FTE's	1.0	1.0	1.0	1.0
Total Budgeted FTE's	13.0	13.0	13.0	13.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	17,414	16,673	0	0	0	0.0%
Other Revenue	21,200	16,500	16,000	10,000	(6,000)	-37.5%
Total Revenue	38,614	33,173	16,000	10,000	(6,000)	-37.5%
Salaries and Benefits	857,958	891,714	953,872	976,942	23,070	2.4%
Operating Expense	69,461	83,350	151,400	149,495	(1,905)	-1.3%
Interfund Expense	4,529	4,691	3,984	3,990	6	0.2%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	931,948	979,755	1,109,256	1,130,427	21,171	1.9%



Mission Statement

To act as custodian for all official filing and recordkeeping related to the Court of Common Pleas, to collect and distribute all costs, fines, and restitution imposed by the Court, and to post court processing and docket entries to the Administrative Office of PA Courts (AOPC) and PennDOT.

Core Activities

Criminal Court Records: Responsible for the records of the criminal court from the creation of the original docket through arraignment, pretrial conference, pleas, and sentencing. Also, maintain systems to process, file, and record search warrants and grand jury proceedings.

Goal 1: Maintain accurate and timely records, books, and dockets of the Criminal Court.

Goal 2: Process incoming documents within five days of their file date.

Goal 3: Create electronic file for each criminal and summary docket containing electronic images of all papers filed to provide electronic access to case documents as authorized by the electronic case record public access policy of the unified judicial system of Pennsylvania, and in preparation for archiving those documents when appropriate.

Goal 4: Scan criminal case files from 1968 through 1980 and transfer to storage boxes to await destruction after microfilm is created.

Courtroom Activities: Provide clerks to the courtroom on weekly, miscellaneous, and pretrial court days, and for criminal trial weeks. The clerk manually records guilty pleas, sentences, bench warrants, revocations, extraditions, and arraignments on miscellaneous court days. During trial weeks, the clerks assist in the picking of juries and reading verdicts. All information hand recorded in the courtroom is then entered into the Common Pleas Case Management System (CPCMS) by the clerk.

Goal 5: Maintain accurate and timely records, books, and dockets of the Criminal Court.

Reporting: Use AOPC's CPCMS to generate and expedite the transmission of mandated reports to AOPC and PennDOT.

Goal 6: Transmit traffic reports to PennDOT within ten days of sentencing.

Goal 7: Prepare and submit state commitments to the proper authorities in a timely manner.

Cost and Collection: Receive costs, fines, and restitution ordered by the Court and distribute said funds to appropriate victims and county and state agencies, and report monthly collections to state agencies and the Department of Revenue.

Goal 8: Maintain unqualified opinions on county and state audits.

Non-Criminal Court Records: Maintain non-criminal court records pertaining to juvenile dependency cases, private investigators, constables, professional bondsmen, tax collector bonds, road resolutions, and various other miscellaneous records.

Goal 9: Scan docket books containing dockets prior to computerization.

Clerk of Courts

Primary Objectives for 2011

- To continue to provide these services to the satisfaction of the Court, the criminal justice system, and the public.

Clerk of Courts

Performance Measures

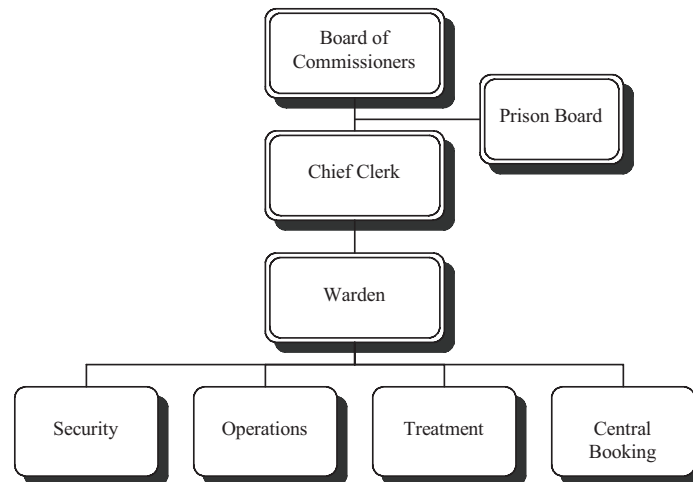
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
2	Process incoming documents within 5 days	100.0%	100.0%	100.0%	100.0%
6	Transmit traffic reports to PennDOT within 10 days of sentencing	100.0%	100.0%	100.0%	100.0%
7	Prepare and submit state commitments to the proper authorities within 7 days of court order	100.0%	100.0%	100.0%	100.0%
8	Maintain unqualified opinion on county and state audits	100.0%	100.0%	100.0%	100.0%
4	Years scanned (1992-Current)	100.0%	100.0%	100.0%	100.0%
4	Previous years scanned (1968-1991)	1992-1999	1992-1996	1968-1974	1968-1980
2	Number of documents filed	78,655	88,283	82,742	82,742
2	Monthly average of documents filed	6,554	7,357	6,895	6,895
1	Number of payments	28,501	31,030	32,373	33,668
1	Average monthly payments	2,375	2,586	2,698	2,806

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	11.0	11.0	12.0	12.0
Budgeted Part-Time FTE's	0.3	0.9	0.0	0.0
Total Budgeted FTE's	11.3	11.9	12.0	12.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	553,174	581,491	527,059	549,400	22,341	4.2%
Total Revenue	553,174	581,491	527,059	549,400	22,341	4.2%
Salaries and Benefits	588,383	603,010	673,821	700,187	26,366	3.9%
Operating Expense	32,202	31,307	59,238	37,458	(21,780)	-36.8%
Interfund Expense	2,837	2,619	2,365	2,308	(57)	-2.4%
Capital Expense	1,650	1,118	16,000	6,000	(10,000)	-62.5%
Total Expense	625,072	638,054	751,424	745,953	(5,471)	-0.7%



Mission Statement

To confine prisoners as directed by the Courts, provide a physical environment that ensures maximum possible safety for the public, prison staff, and inmates and provide treatment services and programs that offer inmates the opportunity for positive personal change.

Core Activities

Administration and Support: Functions which include fiscal, personnel, food service, maintenance, and laundry.

Goal 1: Ensure the fiscal management of the prison is administered efficiently and responsibly.

Goal 2: Provide food service that is nutritionally adequate and prepare and serve it in a sanitary manner, at a reasonable cost.

Security: Maintain a secure institutional environment.

Goal 3: Prevent escapes through the use of suitable physical, mechanical, and procedural safeguards.

Goal 4: Maintain an orderly environment with clear expectations of behavior and systems of accountability.

Service: Inmate services and programs.

Goal 5: Provide programming which may reduce an inmate's length of stay and recidivism.

Goal 6: Provide quality inmate health care that satisfies statutory requirements at reasonable costs.

Central Booking: Processing and/or detaining criminal defendants prior to arraignment.

Goal 7: Provide service to County law enforcement agencies by making positive identification of criminal defendants and collecting pertinent information.

Goal 8: Provide service to County law enforcement agencies by processing and collecting evidence on DUI offenders.

Primary Objectives for 2011

- Manage eligible inmate's length of stays by using earned time, intermediate punishment programs, and the day reporting program.
- Assist County Project Manager in planning for and managing phases II/III of the Prison Expansion/Renovation Project.

Prison

Performance Measures

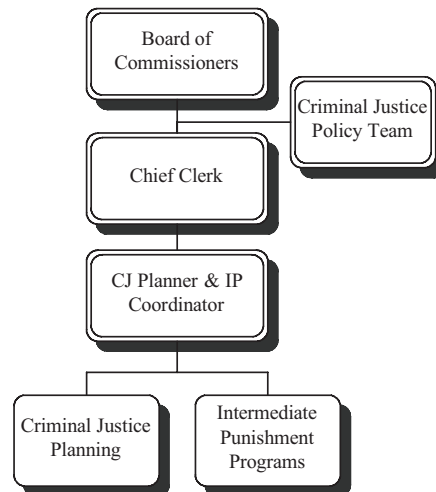
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1,5	Average daily population	370	377	407	423
1,5	Number of commitments to Prison	2,991	3,077	3,120	3,245
1,4,5	Number of releases from Prison	2,768	3,044	3,094	3,218
2,6	Cost per meal	\$0.94	\$0.98	\$1.05	\$1.10
3,4	Number of escapes from secure areas	0	0	0	0
5	Number of inmates in Work Release Program	539	527	586	551
5	Number of community work crew projects	31	38	34	34
5	Number of inmates in Earned Time Program	157	142	128	142
5	Number of inmates in a treatment plan	1,212	1,136	1,158	1,169
7	Number of criminal defendant processing's	3,350	3,919	4,362	4,755
8	Number of DUI processing's	1,280	1,163	1,062	1,168

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	101.0	111.0	120.0	121.0
Budgeted Part-Time FTE's	8.5	3.2	3.2	2.6
Total Budgeted FTE's	109.5	114.2	123.2	123.6

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	10,329	15,445	8,500	32,433	23,933	281.6%
Interfund Revenue	598,807	643,547	162,877	163,389	512	0.3%
Other Revenue	1,634,877	1,641,413	1,649,800	1,856,100	206,300	12.5%
Total Revenue	2,244,013	2,300,405	1,821,177	2,051,922	230,745	12.7%
Salaries and Benefits	6,313,876	6,661,232	7,751,872	8,148,708	396,836	5.1%
Operating Expense	2,754,748	2,946,567	3,308,854	3,910,149	601,295	18.2%
Interfund Expense	33,603	33,488	28,700	30,453	1,753	6.1%
Capital Expense	19,276	20,614	27,334	0	(27,334)	-100.0%
Total Expense	9,121,503	9,661,901	11,116,760	12,089,310	972,550	8.7%



Mission Statement

The department provides integral planning assistance to professionals, policy makers, and elected officials in matters of criminal justice administration and systemic improvements. This includes policy-level system changes and long-term goal implementation. The department advises key decision-makers of funding avenues for criminal justice programs and initiatives, identifies areas of need and assesses the potential implication of change across agencies, provides descriptive and statistical data for consideration, and assists criminal justice departments with the development of planning strategies and performance measures.

Core Activities

Improve Criminal Justice Processes to Achieve Efficient Outcomes: Criminal Justice Policy Team (CJPT) coordination.

- Goal 1:** Utilize the CJPT as a forum for information exchange, problem-solving, and strategic planning.
- Goal 2:** Produce a managed response to the expanding offender population.
- Goal 3:** Make efficient and effective use of current resources.

Implement Effective Intermediate Punishment Strategies: Manage Intermediate Punishment Programs.

- Goal 4:** Develop and oversee quality assurance efforts for IP Programs.
- Goal 5:** Produce a managed expansion of the use of IP as appropriate alternatives to incarceration.
- Goal 6:** Hold offenders accountable for the cost of their crimes and the opportunity for rehabilitation.
- Goal 7:** Optimize offender behavior modification through Evidence-Based Practices.

Grant Application and Management: Preparation of grant applications and reports.

- Goal 8:** Manage fund accounts and monitor system for grant expenditures.
- Goal 9:** Provide technical assistance to Criminal Justice Departments writing grant applications.

Primary Objectives for 2011

- Implementation of the Criminal Justice Balanced Scorecard.
- Promote data-driven decision making by establishing Data Review Subcommittee of the Criminal Justice Policy Team.
- Promote results-focused Intermediate Punishment Programs by establishing Quality Assurance Subcommittee of the Criminal Justice Policy Team.
- Incorporate Evidence-Based Practices into Intermediate Punishment Programs.
- Expand Intermediate Punishment Drug Testing Program.
- Implement Centralized DUI Court.
- Report required data and submit annual updated IP Plan to Pennsylvania Commission on Crime and Delinquency.

Criminal Justice Planning & IP Programs

Performance Measures

Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
4	Number of successful completions of RIP Program	90	84	84	100
5	Bed days saved by alternative sentences to IP Programs, Work Release, Electronic Monitoring, House Arrest, Inpatient Treatment, and Halfway House Facilities	13,462	11,629	12,000	15,000
5	Number of IP participants accepted	130	73	75	120
7	Maintain number of terminations under 10%	0	0	0	0
7	Number of active participants ending year without completion or termination	63	58	55	75

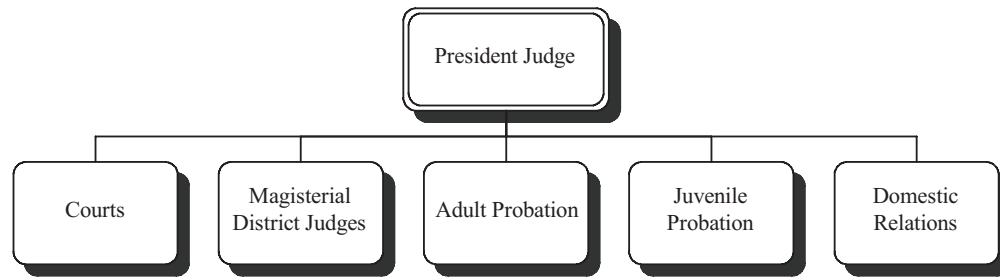
Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	3.4	3.4	4.4	4.3
Budgeted Part-Time FTE's	0.0	0.0	0.0	0.3
Total Budgeted FTE's	3.4	3.4	4.4	4.6

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	382,447	416,811	364,357	397,857	33,500	9.2%
Interfund Revenue	64,812	59,872	63,777	68,930	5,153	8.1%
Other Revenue	3,060	3,229	3,165	14,393	11,228	354.8%
Total Revenue	450,319	479,912	431,299	481,180	49,881	11.6%
Salaries and Benefits	159,479	178,669	196,429	258,218	61,789	31.5%
Operating Expense	166,592	220,526	119,217	105,592	(13,625)	-11.4%
Interfund Expense	122,985	77,984	115,653	117,370	1,717	1.5%
Capital Expense	0	3,302	0	0	0	0.0%
Total Expense	449,056	480,481	431,299	481,180	49,881	11.6%

Courts Consolidated

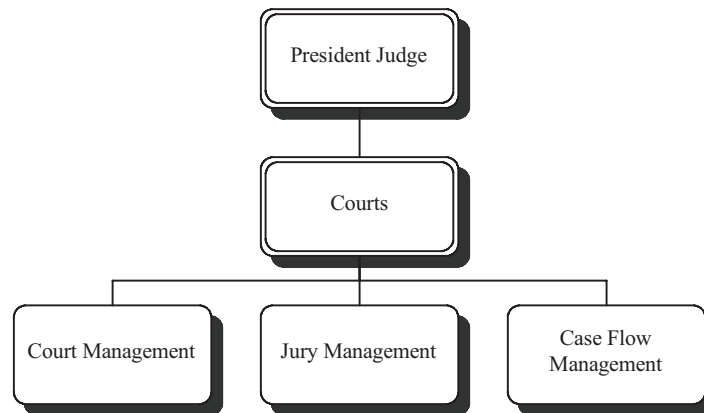


Mission Statement

See individual sections for mission, core activities, goals, and primary objectives.

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	2,838,577	2,975,235	3,071,967	3,105,788	33,821	1.1%
Interfund Revenue	1,087,666	536,361	952,509	995,148	42,639	4.5%
Other Revenue	2,631,151	2,635,765	2,609,125	2,628,695	19,570	0.8%
Total Revenue	6,557,394	6,147,361	6,633,601	6,729,631	96,030	1.4%
Salaries and Benefits	10,293,791	10,633,791	11,759,280	12,355,128	595,848	5.1%
Operating Expense	2,375,146	2,313,002	2,546,687	2,560,532	13,845	0.5%
Interfund Expense	771,229	853,226	812,144	900,714	88,570	10.9%
Capital Expense	189,834	196,734	125,686	58,676	(67,010)	-53.3%
Total Expense	13,630,000	13,996,753	15,243,797	15,875,050	631,253	4.1%



Mission Statement

To ensure the administration of justice in a fair and swift manner through efficient management of the Cumberland County Court of Common Pleas.

Core Activities

Court Management: Oversee operations under the direction of the President Judge.

- Goal 1:** Assume responsibility for the enforcement of Court rules.
- Goal 2:** Enforce court rules.
- Goal 3:** Implement technological innovations to enhance case flow management, court scheduling, jury management, public access, and other responsibilities.
- Goal 4:** Appoint counsel for indigent defendants in accordance with statutes in a timely manner.
- Goal 5:** Provide access to Court information for the general public and media.
- Goal 6:** Educate the public about the Court and its operations.
- Goal 7:** Ensure reasonable and secure access for the storage of records and case information.
- Goal 8:** Review statutes and regulations to determine the schedule for retention and destruction of records and develop plans to improve archive procedures and storage systems.
- Goal 9:** Support the Court Appointed Special Advocate (CASA) Program in its efforts to recruit and train volunteers to support CASA through its public awareness endeavors and to assist the program in its efforts to facilitate communication between the Court and Children & Youth Services.

Jury Management: Assist in jury selection and be responsible for services related to summoning citizens of the County for jury service in a fair, judicious, and economic fashion.

- Goal 10:** Utilize, with the help of technology, a fair, economic, and judicious process in summoning citizens for jury duty and selecting prospective jurors for jury service.
- Goal 11:** Keep jury trial costs under \$1,200 per trial.

Case flow Management: Coordinate case and judge assignments and arrange all court schedules.

- Goal 12:** Review strategies to manage caseload, schedule court calendars, and maintain open communications regarding the status of case settlements and their impact on the Court and individual judge calendars.
- Goal 13:** Record and schedule all motions and petitions within 24 hours of receipt.
- Goal 14:** Seek out information management systems to automate administrative and case management and improve the process and speed with which cases at the Common Pleas level are resolved.
- Goal 15:** Establish and comply with recognized standards for timely case processing while keeping current with incoming caseload.

Courts

Primary Objectives for 2011

- Continue refining use of jury management software to improve jury management and reduce costs.
- Review and refine the Treatment Court's programs practices.
- Upgrade and expand courtroom technology.
- Continue to work with related departments to eliminate duplication of effort and work.
- Complete and schedule exercises for Court Continuity of Operations plan (COOP).

Courts

Performance Measures

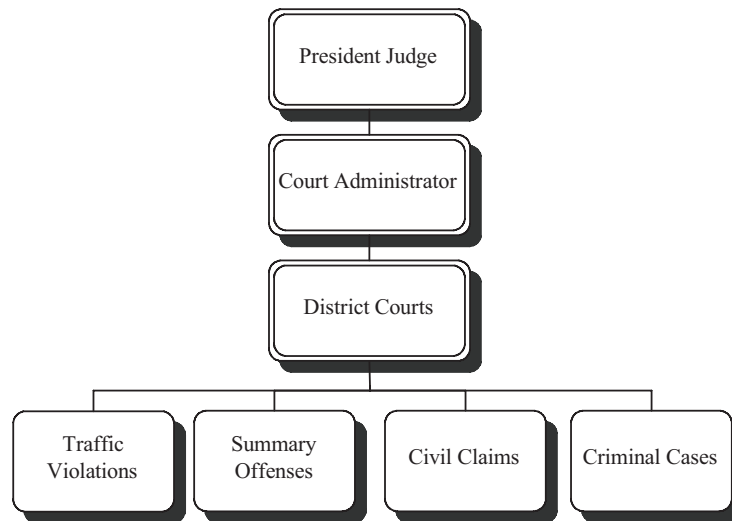
Goal	Measure	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget
11	Maintain jury trial costs below \$1,200 per trial	\$847.00	\$978.17	\$1,100.00	\$1,100.00
10	Effective use of jurors by maintaining juror yield at 40% (Total number serving / Total potentially available X 100)	36.0%	35.6%	35.0%	40.0%
4	Timely appointment of counsel for indigent defendants within 3 business days of receipt	95.0%	92.2%	98.0%	95.0%
15	Custody conciliations scheduled within 5 days of filing date	74.8%	69.0%	75.0%	80.0%
15	Custody conciliations scheduled to be heard within 45 days (required by statute)	97.5%	97.7%	98.0%	95.0%
13	Record and send all motions and petitions to chambers within 2 business days of receipt	82.6%	90.9%	98.0%	95.0%
9	CASA-Number of children served	72	263	100	100
9	CASA-Number of active volunteers	43	204	65	65
9	CASA-Number of reports issued	88	105	120	120
9	Number of CASA's sworn in	n/a	30	18	18

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	25.0	24.0	29.0	30.1
Budgeted Part-Time FTE's	7.4	9.0	7.4	7.6
Total Budgeted FTE's	32.4	33.0	36.4	37.7

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	350,273	317,762	354,100	304,100	(50,000)	-14.1%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	223,389	201,046	177,000	183,000	6,000	3.4%
Total Revenue	573,662	518,808	531,100	487,100	(44,000)	-8.3%
Salaries and Benefits	1,774,796	1,924,896	2,197,520	2,325,379	127,859	5.8%
Operating Expense	905,441	971,340	947,795	988,985	41,190	4.3%
Interfund Expense	37,718	39,733	35,680	33,001	(2,679)	-7.5%
Capital Expense	137,649	6,629	37,215	0	(37,215)	-100.0%
Total Expense	2,855,604	2,942,598	3,218,210	3,347,365	129,155	4.0%



Mission Statement

To serve as the liaison between the President Judge and the ten Magisterial District Judges' (MDJ) offices for the purpose of assisting the President Judge in providing supervision and administrative control.

Core Activities

Magisterial District Judge Support: Assist Magisterial District Judges in both daily administrative activities and judicial procedures and resolve complaints filed by the public against the Magisterial District Judges.

Goal 1: Assist Magisterial District Judges in the interpretation of the law and the rules of procedure.

Goal 2: Serve as liaison between the Magisterial District Judges' office, the District Attorney's office, and the various police departments serving the County.

Goal 3: Schedule meetings and educational training sessions for all Magisterial District Judges in a timely manner.

Goal 4: Prepare all necessary court orders in a prompt manner.

Goal 5: Create schedule assignments for Magisterial District Judges and mail schedules to County police departments in a timely manner.

Goal 6: To provide prompt, courteous service to the public in the major functions of the Magisterial District Courts.

Primary Objectives for 2011

- To continue to promote cross training so that staff can assist in three or four different areas in the Magisterial District Judges' offices.
- To continue to promote communication among the Courts when performing functions for other District Courts.
- To improve customer relations by maintaining courteous, professional customer service.
- To maintain prompt disbursement of funds to the county, state and local municipalities, and school districts.
- To implement and maintain the DUI Central Court.

Magisterial District Judges

Performance Measures

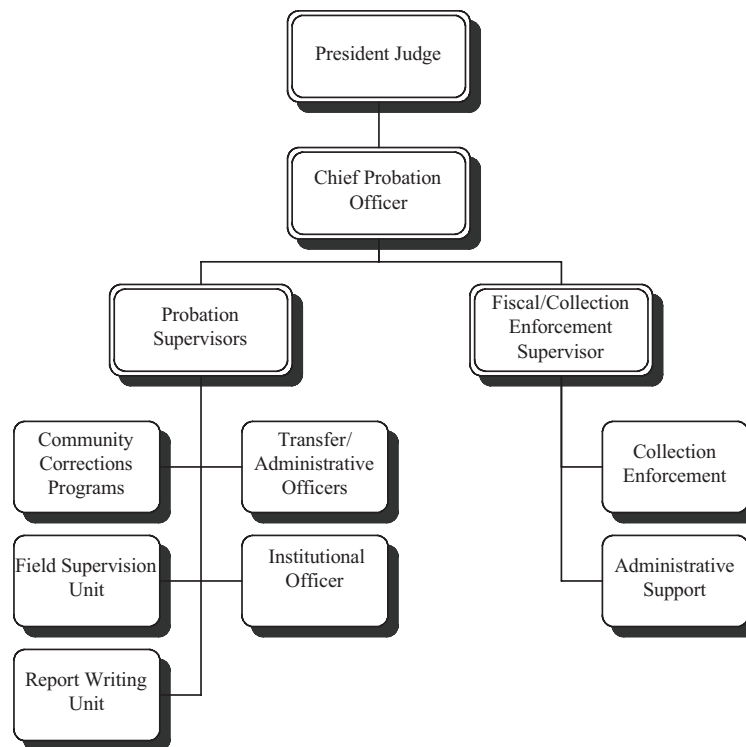
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
6	Total filings (criminal, traffic, summary, civil)	69,890	67,267	82,942	95,383
6	Total dispositions	70,173	73,404	59,827	100,000

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	38.0	38.0	39.0	39.0
Budgeted Part-Time FTE's	0.4	0.9	0.4	0.3
Total Budgeted FTE's	38.4	38.9	39.4	39.3

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	1,302,329	1,306,402	1,266,600	1,208,000	(58,600)	-4.6%
Total Revenue	1,302,329	1,306,402	1,266,600	1,208,000	(58,600)	-4.6%
Salaries and Benefits	1,857,801	1,898,466	2,122,506	2,212,933	90,427	4.3%
Operating Expense	724,539	719,831	812,791	844,061	31,270	3.8%
Interfund Expense	17,862	17,567	15,523	15,865	342	2.2%
Capital Expense	1,110	0	29,104	0	(29,104)	-100.0%
Total Expense	2,601,312	2,635,864	2,979,924	3,072,859	92,935	3.1%



Mission Statement

The Cumberland County Adult Probation Department is committed to serving the community and reducing the risk of criminal behavior by supervising offenders, providing accurate information to the Court, enforcing Court orders, and facilitating offender treatment services. We advocate for victims by monitoring and enforcing the collection of restitution in an effort to restore victims to their pre-crime status. The Department is dedicated to maintaining a safe and efficient working environment for staff and providing opportunities for offenders to become crime-free members of our communities.

Core Activities

Court-Ordered Reports: Prepare court-ordered reports.

Goal 1: Complete 95% of court-ordered reports within required time frame.

Supervision: Using evidenced based practices to determine supervision levels based on offender needs and risk to re-offend.

Goal 2: Assign 20% of new cases to Administrative Supervision.

Goal 3: Attain 90% officer compliance with established case management requirements.

Collections: Monitor and enforce the payment of fines, fees, costs, and restitution as imposed by the Court.

Goal 4: Mail delinquent notices to offenders that are at least 30 days in arrears.

Goal 5: File court petitions for offenders who have been 90-120 days delinquent in their payments.

Community Corrections: Use of DUI-IP and Day Reporting Center Programs to address offender needs, supply appropriate sanctions, and use prison bed days more appropriately.

Goal 6: Save prison bed days by assigning offenders to the DUI-IP program.

Goal 7: Save prison bed days by assigning offenders to Drug Rehabilitation Center (DRC) program.

Adult Probation

Primary Objectives for 2011

- Expand and enhance the House Arrest/Electronic Monitoring Program.
- Develop Offender Supervision Plans based on Risk/Needs Assessments.
- Renew and refine the Treatment Court's program practices.
- Continue to implement department strategic planning goals.
- Continue to implement evidence based practices by developing Cognitive Behavioral Therapy and Life Skills Programming.
- Continue to explore programs designed to be an alternative to incarceration.

Adult Probation

Performance Measures

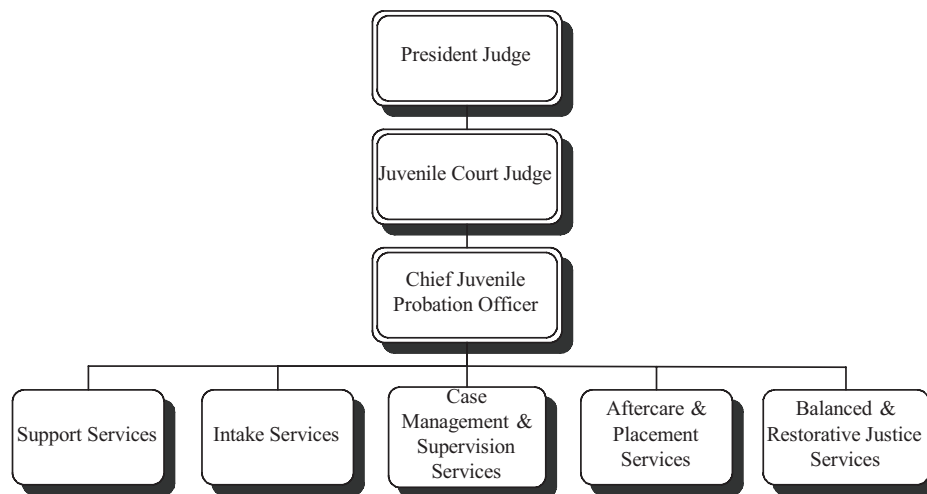
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Complete 95% of court-ordered reports within required time frame	99.0%	99.5%	99.0%	98.0%
2	Assign 20% of new cases to Administrative Supervision	n/a	29.6%	25.0%	20.0%
3	Attain 90% officer compliance rate with established case management requirements	n/a	85.0%	90.0%	90.0%
4	Mail notices to offenders that are at least 30 days delinquent	7,313	8,135	8,000	8,000
5	Petitions prepared on non-compliant offenders per quarter	754	665	710	700
6	Prison bed days saved by use of the Day Reporting Center	10,315	7,704	7,200	8,000
7	Prison bed days saved by use of DUI-IP program	13,462	12,846	11,500	12,000

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	34.0	34.0	34.0	37.0
Budgeted Part-Time FTE's	2.2	1.7	1.0	0.2
Total Budgeted FTE's	36.2	35.7	35.0	37.2

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	282,700	280,217	284,000	270,000	(14,000)	-4.9%
Interfund Revenue	62,676	75,000	75,000	75,000	0	0.0%
Other Revenue	1,029,091	1,057,839	1,087,770	1,148,140	60,370	5.5%
Total Revenue	1,374,467	1,413,056	1,446,770	1,493,140	46,370	3.2%
Salaries and Benefits	2,395,630	2,408,549	2,711,817	2,837,324	125,507	4.6%
Operating Expense	409,144	377,232	454,776	396,600	(58,176)	-12.8%
Interfund Expense	368,006	375,804	353,777	354,732	955	0.3%
Capital Expense	1,320	165,392	20,515	0	(20,515)	-100.0%
Total Expense	3,174,100	3,326,977	3,540,885	3,588,656	47,771	1.3%



Mission Statement

To administer the directives of the Cumberland County Juvenile Court. The Juvenile Probation Department is committed to policies and programming that will ensure a generation of productive and positive youth. The Probation Department supports and embraces balanced attention to the protection of the community, as well as development of youth competencies, coupled with the principle of victim restoration.

Core Activities

Intake: Provide appropriate screening/assessment on each youth/family to determine the criminogenic needs for each youth.

Goal 1: Maintain above 20% of juvenile offenders directed to appropriate pre-court services such as the Youth Aid Panel.

Goal 2: Develop evidence-based assessment process to determine the risk and need level for each court involved youth.

Restorative Justice: Determine, impose, and enforce the completion of required community service hours. Determine the amount, impose the condition, and enforce the collection of court-ordered restitution owed to victims. Emphasize the development of youth competencies, coupled with the principle of victim restoration. Match appropriate services to the criminogenic need areas of each youth

Goal 3: Ensure more than 95% of juveniles assigned to community service have completed their obligation prior to release from supervision.

Goal 4: Ensure more than 95% of juveniles court-ordered to make full restitution to victims have successfully completed their obligation while under supervision.

Primary Objectives for 2011

- Continue using performance measurement in departmental budget process.
- Continue implementation and expansion of countywide Youth Aid Panel.
- Continue implementation and expansion of countywide Victim Awareness Program.
- Continue oversight of countywide Community Service/Work Restitution Program.
- Maintain Balanced and Restorative Justice Unit designed to focus on the development of competency skills for youth under supervision.
- Utilize Day Treatment Center as focal point for competency skill development.

Juvenile Probation

Performance Measures

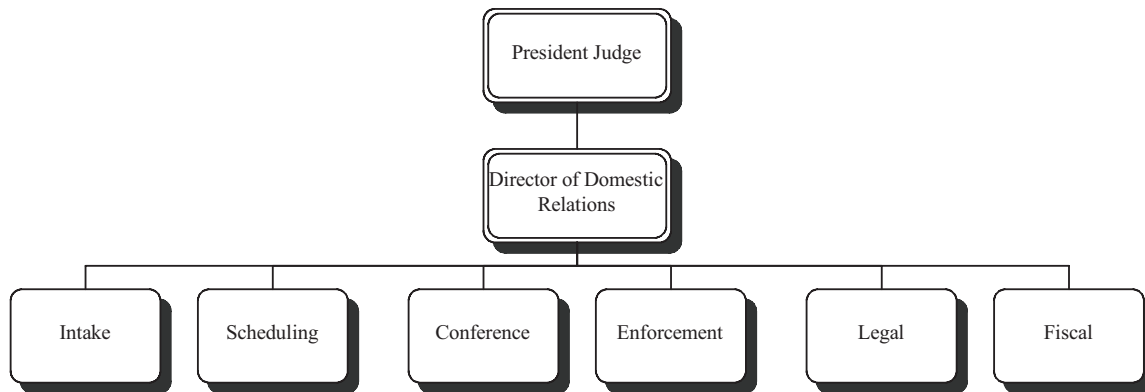
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
3	Maintain above 90% of juveniles who are employed or engaged in an educational or vocational activity at case closing	92.0%	99.9%	95.0%	95.0%
3	Ensure more than 90% of juveniles assigned to community service have completed their obligations prior to release from supervision	99.0%	99.2%	98.0%	95.0%
1	Maintain above 10% of juvenile offenders directed to appropriate pre-court services such as the Youth Aid Panel	24.0%	24.8%	20.0%	20.0%
4	Ensure more than 95% of juveniles court-ordered to make full restitution to victims have successfully completed their obligation while under supervision	99.0%	94.5%	95.0%	95.0%
3	Increase the number of juvenile offenders who are directed/ordered to participate in the Victim Awareness Program	186	225	225	225
1	Average number of juveniles referred per month	42	43	40	40
1	Average number of cases processed each month	79	88	85	85
1	Average number of juveniles pending or under supervision per officer per month	20	19	20	20

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	26.0	27.0	27.0	27.0
Budgeted Part-Time FTE's	2.2	1.7	1.0	0.2
Total Budgeted FTE's	28.2	28.7	28.0	27.2

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	250,985	238,575	248,140	251,000	2,860	1.2%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	26,261	23,308	28,000	48,000	20,000	71.4%
Total Revenue	277,246	261,883	276,140	299,000	22,860	8.3%
Salaries and Benefits	1,994,731	2,054,796	2,212,768	2,366,057	153,289	6.9%
Operating Expense	152,069	122,503	162,513	178,733	16,220	10.0%
Interfund Expense	9,514	10,068	8,654	78,989	70,335	812.7%
Capital Expense	2,786	21,963	7,852	0	(7,852)	-100.0%
Total Expense	2,159,100	2,209,330	2,391,787	2,623,779	231,992	9.7%



Mission Statement

To establish, enforce, and monitor orders for the support of children and spouses. To ensure the trauma of a broken family is at least mitigated by improving the financial security of those most adversely affected. To minimize County funding by maximizing federal incentive funding through maintaining federal performance measures.

Core Activities

Locate: The process of locating absent parents for the establishment and enforcement of support orders.

Goal 1: Continue to exceed federal and state averages to maximize federal incentives.

Goal 2: Maintain performance above 80% threshold.

Intake: The process where clients file all legal documents for application of support and the process of inputting demographic information in the statewide Pennsylvania Child Support Enforcement System (PACSES).

Goal 3: Continue to exceed federal and state averages to maximize federal incentives.

Goal 4: Maintain performance above 80% threshold.

Paternity Establishment: The process of determining the fatherhood of children born outside a marriage through acknowledgments of paternity or through genetic testing.

Goal 5: Continue to exceed federal and state averages to maximize federal incentives.

Goal 6: Maintain performance above 90% threshold.

Establishment: The process of scheduling and conducting conferences for review of financial information in determining support obligations.

Goal 7: Continue to exceed federal and state averages to maximize federal incentives.

Goal 8: Maintain performance above 80% threshold.

Distribution: The process of collecting and distributing support obligation monies.

Goal 9: Continue to exceed federal and state averages to maximize federal incentives.

Goal 10: Maintain performance above 80% threshold.

Enforcement: The process of enforcing the court-ordered support obligations through income attachments, enforcement conferences, contempt hearings, and arrests.

Goal 11: Continue to exceed federal and state averages to maximize federal incentives.

Goal 12: Maintain performance above 80% threshold.

Domestic Relations

Primary Objectives for 2011

- To maintain all of the goals of the aforementioned core activities and to maximize the federal incentive funding by maintaining at least the minimum threshold requirement of 80% on the four performance measures that follow.

Domestic Relations

Performance Measures

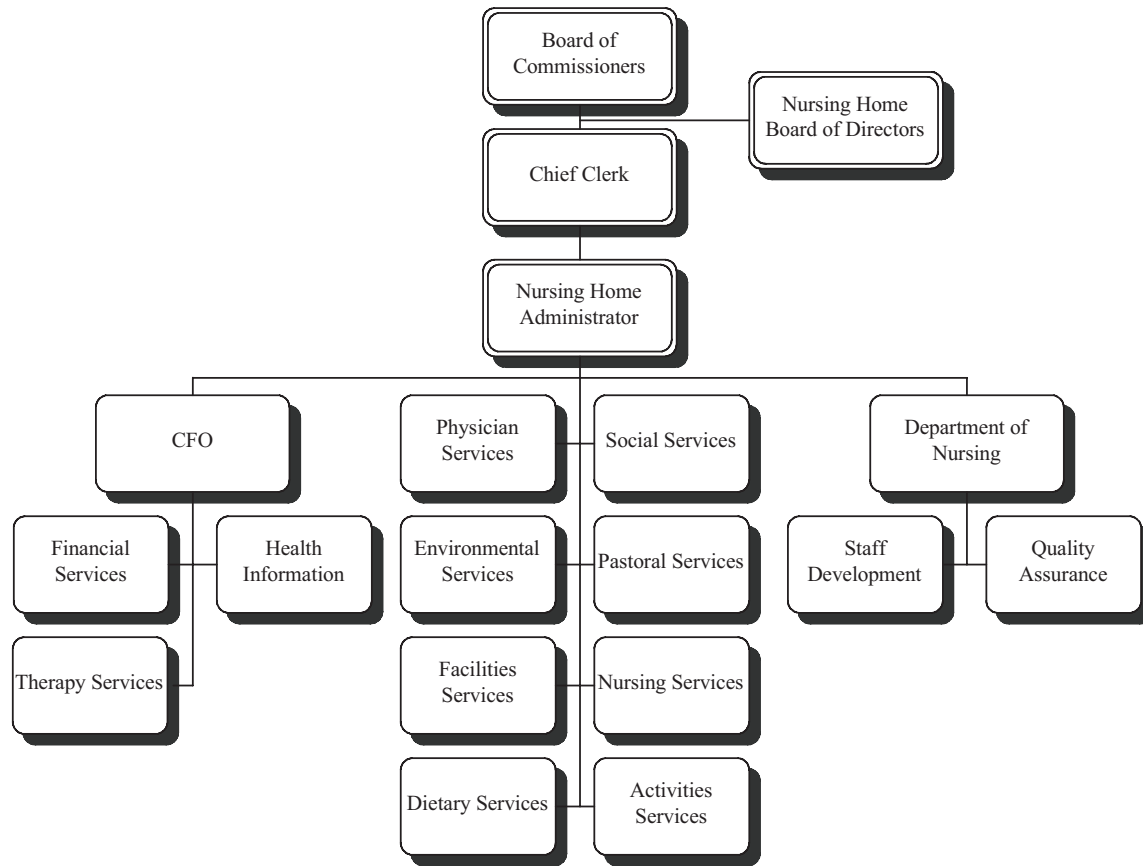
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
7,8	Number of open (active) cases	5,651	5,631	5,600	5,600
7,8	Percentage of open cases with orders	94.1%	94.0%	94.0%	94.0%
5,6	Percentage of paternity establishment	109.4%	110.0%	110.0%	110.0%
9,10	Amount of child support collected	\$27,246,376	\$26,935,053	\$27,850,000	\$28,000,000
9,10	Percentage of monies collected on active charging orders	84.4%	85.0%	84.0%	84.0%
11,12	Number of cases in arrears	n/a	n/a	n/a	n/a
11,12	Cases where arrears have been paid	86.7%	86.0%	85.0%	85.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	38.0	38.0	38.0	38.0
Budgeted Part-Time FTE's	3.0	2.4	1.0	0.2
Total Budgeted FTE's	41.0	40.4	39.0	38.2

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	1,954,619	2,138,680	2,185,727	2,280,688	94,961	4.3%
Interfund Revenue	1,024,990	461,361	877,509	920,148	42,639	4.9%
Other Revenue	50,082	47,171	49,755	41,555	(8,200)	-16.5%
Total Revenue	3,029,691	2,647,212	3,112,991	3,242,391	129,400	4.2%
Salaries and Benefits	2,270,834	2,347,084	2,514,669	2,613,435	98,766	3.9%
Operating Expense	183,954	122,096	168,812	152,153	(16,659)	-9.9%
Interfund Expense	338,128	410,053	398,510	418,127	19,617	4.9%
Capital Expense	46,970	2,750	31,000	58,676	27,676	89.3%
Total Expense	2,839,886	2,881,983	3,112,991	3,242,391	129,400	4.2%



Mission Statement

To serve our customers, i.e. facility residents, by providing health care, and services characterized by compassion, dignity, and an emphasis on assisting residents to achieve their highest practicable level of functioning. To serve our customers, i.e. our residents, their families and/or responsible parties, by providing our services coupled with prudent financial management and sound fiscal stewardship.

Core Activities

Quality Management: To provide quality health care and services, and to maintain the industry standards, i.e. quality measures and indicators at acceptable levels.

Goal 1: Maintain a budgeted census of 275 with a good case mix.

Goal 2: Respond to resident and family surveys within 72 hours.

Performance-based Management: To establish and develop quality and efficient financial systems and benchmarks, to ensure that the facility team achieves and exceeds its goals in an efficient and effective manner.

Goal 3: Maintain a per day cost (\$235-\$250) comparable to other county facilities.

Goal 4: To score below the 75th percentile on the 34 Quality Measures.

Education: To ensure that referral sources, health care providers, social service agencies, and the community at large are kept abreast of the service capabilities of the facility.

Goal 5: Plan to market by having the Admission Director along with a Therapy Representative visit other Nursing Homes, Doctor's offices, etc.

Goal 6: Plan to update the Admission brochure.

Nursing Home

Primary Objectives for 2011

- Collect all monies due to us from residents, their families, or 3rd party payers that are owed during their stay.
- Manage procurement process to ensure best value for County-funded purchases while complying with all Pennsylvania public procurement codes and County purchasing policies.
- Cost-effective facility enhancements.
- Continued financial stabilization.
- Keep the number of days of revenue outstanding at the current rate of 38 days.
- Develop a long term strategic plan for Claremont Nursing and Rehabilitation Center (CNRC) to meet the needs of the residents of Cumberland County and surrounding counties.
- Install an Electronic Medical Record system and billing system in order to increase reimbursement and increase the accuracy of daily documentation.

Nursing Home

Performance Measures

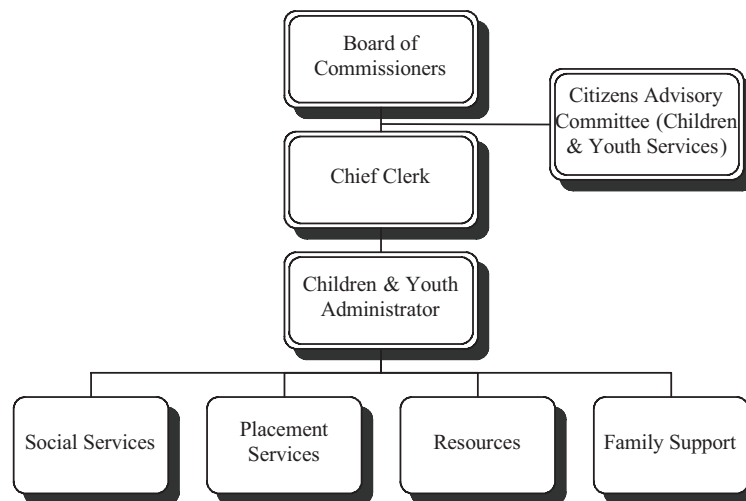
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
3	Maintain a minimum of 93% of maximum occupancy (290 beds)	93.4%	94.8%	94.8%	94.8%
4	Maintain an operating margin comparable to not-for-profit nursing care facilities range of 2%-3%	3.0%	5.5%	5.0%	6.0%
3	Score below the 75th percentile on the 34 CMS Quality Measures/Indicators where 0% to 75% indicates that a facility is meeting the accepted standards of care	85.0%	84.9%	88.2%	90.0%
2	Maintain a per day cost of care within the mid range of \$205-\$270, comparable to County-owned nursing facilities with 270-325 beds	\$235.00	\$227.52	\$239.42	\$244.00
1	Respond to resident and/or family concerns within 72 hours of notification	100.0%	100.0%	100.0%	100.0%
1	Consistently exceed the state-mandated minimum nursing staffing level of 2.7 hours of care per resident per day by 26% to ensure a high standard of care	3.60	3.60	3.60	3.50
1	Reduce turnover rate of new hires by 15%	17.0%	5.5%	6.2%	6.0%
2	Hours of therapy provided	9,959	14,819	15,500	16,000
2	Number of patients admitted to the facility	227	173	185	200

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	248.7	261.4	281.4	279.3
Budgeted Part-Time FTE's	59.6	36.6	46.1	41.8
Total Budgeted FTE's	308.3	298.0	327.5	321.1

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	48,539	48,719	49,242	39,242	(10,000)	-20.3%
Other Revenue	22,697,938	23,636,237	24,256,718	24,705,616	448,898	1.9%
Total Revenue	22,746,477	23,684,956	24,305,960	24,744,858	438,898	1.8%
Salaries and Benefits	16,506,789	16,949,770	18,696,011	19,221,994	525,983	2.8%
Operating Expense	6,340,918	6,621,559	6,507,179	6,465,266	(41,913)	-0.6%
Interfund Expense	488,727	534,266	533,557	586,789	53,232	10.0%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	23,336,434	24,105,595	25,736,747	26,274,049	537,302	2.1%



Mission Statement

The mission of the Cumberland County Children & Youth Services (CCC&Y) is to provide professional social services in order to protect the safety and welfare of the children, identify safe environments and permanent homes for children unable to remain in their own homes, and promote child well-being.

Core Activities

Protection from Abuse and Neglect: Provide first and foremost protection from abuse and neglect.

Goal 1: Prevent recurrence of abuse of children known to CCC&Y.

Permanency: Provide children with permanency in their own homes when possible or in a substitute permanent home.

Goal 2: Reunify children with their families within 12 months for at least 76.2% of children in out-of-home placement.

Goal 3: Reduce the number of placement settings for children in out-of-home placement to no more than two for at least 86.7% of the children.

Goal 4: Reduce the rate of return to placement within 12 months to less than 8.6%.

Goal 5: Achieve adoption finalization within 24 months or less from the time of placement for 54% of children for whom reunification is not possible.

Primary Objectives for 2011

- Reduce the length of time for children in out-of-home placement.
 - Conduct more frequent court reviews for children (ages 5 years or younger) in out-of-home placement.
 - Provide Intensive Reunification Services for children (ages 5 years or younger) in out-of-home-placement.
 - Provide Intensive in-home services to prevent placement of adolescents.
- Reduce the length of time to adoption finalization.
 - Conduct more frequent court reviews for children (ages 5 years or younger) in out-of-home placement.
 - Reduce Court delays by combining required hearings prior to finalization.

Children & Youth Services

Performance Measures

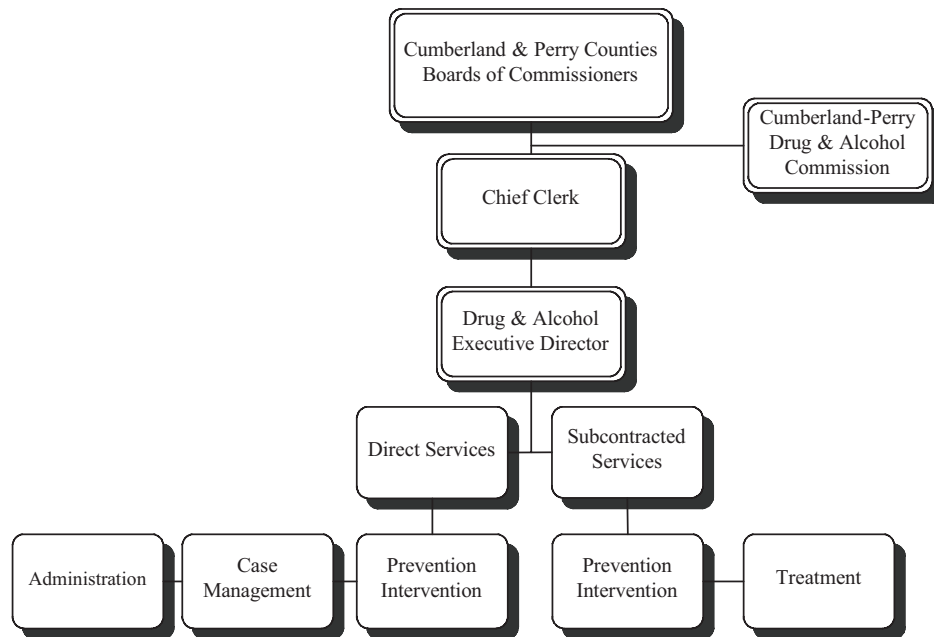
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Prevent reoccurrence of abuse of children known to CCC&YS (Federal Standard-94.9%)	99.0%	90.0%	95.0%	98.0%
2	Reduce the rate of return to placement within 12 months to less than 8.6%	23.00%	28.43%	29.00%	35.00%
3	Reduce the number of placement settings for children in out-of-home placement to no more than two for at least 86.7% of the children	83.0%	67.0%	75.0%	80.0%
4	Reunify children with their families within 12 months for at least 76.2% of children in out-of-home placements	65.0%	71.0%	72.0%	75.0%
5	Achieve adoption finalization within 24 months or less from the time of placement for 54% of children for whom reunification is not possible	49.0%	48.0%	50.0%	52.0%
1	Number of families receiving services	1,652	1,700	1,700	1,700
2	Average number of children in out-of-home placement per month	167	160	130	125

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	61.0	63.0	67.0	65.0
Budgeted Part-Time FTE's	0	0	0	0
Total Budgeted FTE's	61.0	63.0	67.0	65.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	11,738,487	10,668,597	11,650,259	11,888,859	238,600	2.0%
Interfund Revenue	1,402,986	2,306,505	4,186,526	2,495,723	(1,690,803)	-40.4%
Other Revenue	447,661	441,634	415,182	383,522	(31,660)	-7.6%
Total Revenue	13,589,134	13,416,736	16,251,967	14,768,104	(1,483,863)	-9.1%
Salaries and Benefits	3,369,445	3,532,257	4,016,539	4,033,472	16,933	0.4%
Operating Expense	9,358,395	8,946,115	11,337,290	9,728,693	(1,608,597)	-14.2%
Interfund Expense	757,700	920,955	874,618	911,447	36,829	4.2%
Capital Expense	103,595	17,410	23,520	94,492	70,972	301.8%
Total Expense	13,589,135	13,416,737	16,251,967	14,768,104	(1,483,863)	-9.1%



Mission Statement

Ensure that a full continuum of quality, public-funded substance abuse prevention, intervention, and treatment services are available for eligible Cumberland and Perry County residents.

Core Activities

Administration and System Management: Plan, implement, and manage a continuum of public-funded drug and alcohol services for residents of the two county area.

Goal 1: Manage funds in an efficient and responsible fashion by complying with all applicable accounting and fiscal reporting requirements.

Goal 2: Meet all state contract compliance requirements including deadlines for fiscal and programmatic reports and monthly invoices.

Goal 3: Ensure the provision of quality behavioral health services through Health Choices, the mandatory managed care program for Medical Assistance recipients.

Goal 4: Answer all calls to the Commission office in a courteous and timely fashion.

Case Management and Treatment: Improve service coordination and effectiveness by providing an array of case management and treatment services to eligible Cumberland and Perry County residents.

Goal 5: Provide access to the Commission-funded network of drug and alcohol treatment services to all eligible residents of Cumberland and Perry Counties.

Goal 6: Provide quality outpatient treatment services to substance abusers and their families.

Goal 7: Provide quality inpatient non-hospital treatment services for chemically dependent individuals assessed as appropriate for that level of care.

Goal 8: Provide quality case management services as measured by a prompt response to service requests and as measured by feedback gathered from consumers of case management services.

Goal 9: Improve utilization of Intermediate Punishment special initiative funds by working closely with the various County criminal justice related departments to identify, assess, refer, and monitor eligible clients.

Goal 10: Assume responsibility for conducting Court Reporting Network (CRN) screening for Cumberland County DUI offenders in support of a new DUI Central Court.

Drug & Alcohol

Student Assistance: Develop and support programs which identify school-age youth who are harmfully involved with alcohol, or other drugs, and refer these youth and their families to appropriate and helpful resources.

Goal 11: Assist secondary schools in carrying out an effective system for identifying and referring students who are substance abusers.

Goal 12: Provide professional assessment services for students to identify their level of involvement with alcohol and other drugs, and make appropriate referrals.

Goal 13: Maximize the quality and the effectiveness of substance abuse assessment, referral, and consultation services provided to schools, students, and families.

Goal 14: Maintain cost sharing arrangements with school districts who receive Commission-funded drug and alcohol support services for their student assistance teams.

Prevention and Training: Expand the number of individuals from Cumberland and Perry Counties who are actively involved in substance abuse prevention activities, and increase the skill level of these individuals.

Goal 15: Increase community awareness about substance abuse among Cumberland and Perry County youth and the associated consequences.

Goal 16: Maximize the quality and the effectiveness of school and community-based substance abuse prevention activities in Cumberland and Perry Counties.

Goal 17: Strengthen and expand tobacco prevention and cessation services available to Cumberland and Perry County residents.

Goal 18: Serve as a substance abuse resource clearinghouse by providing brochures, posters, and information/referral services.

Goal 19: Ensure access to quality substance abuse training services.

Primary Objectives for 2011

- Strengthen the Restrictive Intermediate Punishment (RIP) Court Mandated Treatment Program for multiple DUI offenders.
- Strengthen, convert, and expand comprehensive tobacco control services to reflect new state priorities and the unit cost methodology of regional primary contractor.
- Maintain strong performance in annual Quality Assurance Assessment site visits by the state.
- Maximize parent/guardian involvement in the process of carrying out substance abuse screenings and referrals with students.
- Maximize student/family follow through with student assistance recommendations.
- Maintain strong performance in delivery of public-funded substance abuse case management and treatment services.
- Assist schools and community organizations in implementing evidence based, research based, innovative, and promising substance abuse prevention practices.
- Develop capacity to conduct Court Reporting Network (CRN) screenings with Cumberland County DUI offenders.

Drug & Alcohol

Performance Measures

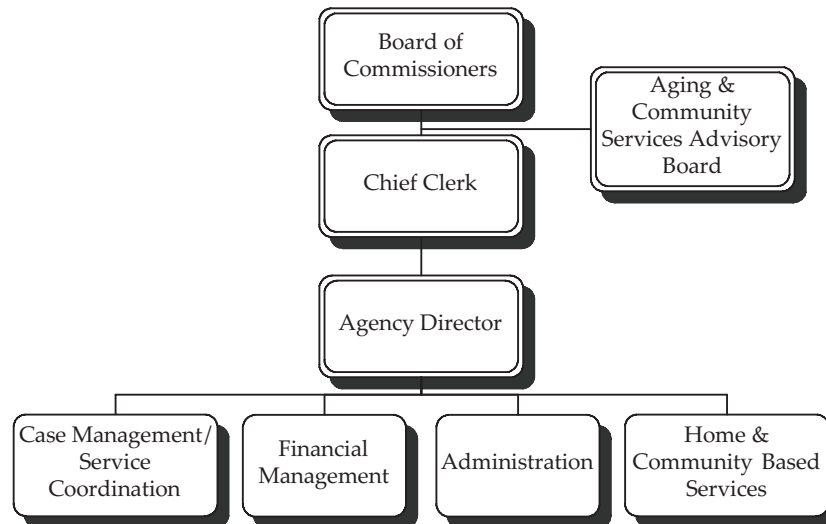
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
5	Increase number of participants in court mandated treatment program	256	103	70	75
16	Increase number of adults completing tobacco cessation program	220	544	500	450
8	Quality Assurance Assessment will result in 5 or less findings	3.00	n/a	0.00	5.00
15	Parents will be involved in at least 90% of SAP interventions	91.0%	94.3%	90.0%	90.0%
15	Follow-through on SAP referrals of at least 58%	58.0%	71.0%	65.0%	60.0%
8	Client satisfaction ratings from case management service recipients will average at least 85%	89.0%	85.5%	90.0%	87.0%
7	Commission subcontractors will provide inpatient substance abuse treatment to at least 270 residents of Cumberland or Perry Counties (unduplicated count)	312	229	240	240
6	Commission subcontractors will provide outpatient substance abuse treatment to at least 800 residents of Cumberland or Perry Counties (unduplicated count)	523	848	850	800
12	At least 400 students will receive D&A services through school-based student assistance programs	383	440	350	320
13	At least 60 students will receive school-based or community-based tobacco intervention or cessation	n/a	n/a	n/a	60
10	Commission will complete CRN screening for at least 400 DUI offenders	n/a	n/a	n/a	400

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	18.1	18.1	19.7	17.7
Budgeted Part-Time FTE's	0.0	0.0	0.0	0.0
Total Budgeted FTE's	18.1	18.1	19.7	17.7

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	2,435,449	2,378,835	2,211,731	2,093,402	(118,329)	-5.4%
Interfund Revenue	499,423	492,888	512,709	519,405	6,696	1.3%
Other Revenue	272,367	279,452	221,659	176,299	(45,360)	-20.5%
Total Revenue	3,207,239	3,151,175	2,946,099	2,789,106	(156,993)	-5.3%
Salaries and Benefits	1,020,481	1,113,559	1,200,203	1,170,496	(29,707)	-2.5%
Operating Expense	2,085,204	1,799,655	1,492,764	1,612,129	119,365	8.0%
Interfund Expense	207,319	239,482	247,131	245,872	(1,259)	-0.5%
Capital Expense	7,444	7,454	6,000	6,000	0	0.0%
Total Expense	3,320,448	3,160,150	2,946,098	3,034,497	88,399	3.0%



Mission Statement

To enhance the quality of life for Cumberland County citizens by providing a variety of Human Service programs, most of which are designed to assist low income seniors, adults, families, and adults with disabilities to remain in their homes; and to assist community groups and other public and private Human Service organizations to identify and develop solutions to unmet Human Service needs.

Core Activities

Access Services: Anyone needing information and/or access to the wide range of Human Service programs in Cumberland County is able to make informed decisions about, and easily access, the existing health and Long-Term-Living options.

Goal 1: Enable older adults, adults with disabilities, their families, and caregivers to make informed decisions on Long-Term-Living options.

Home and Community-Based Services (HCBS): Cumberland County's adult citizens who need Long Term Living Services may avoid or delay admission to an institutional setting by accessing those services in their homes or communities for as long as it's safely and medically possible.

Goal 2: Enable older adults and adults with disabilities to live in the setting of their choice.

Health Promotion and Fitness: Focuses on health promotion and disease prevention activities for older adults with a special focus on exercise, nutrition, chronic conditions, incontinence, mental health, injury prevention, medication management, and alcoholism.

Goal 3: Empower older adults to stay active and healthy in the community.

Elder Rights and Protection: Ensure Cumberland County's older adults are aware of their rights as consumers of Long Term Living Services and are protected from abuse, neglect, or exploitation, and that all complaints regarding possible violation of those rights of protections are investigated and resolved.

Goal 4: Protect the rights of older adults and ensure that they are free from abuse, neglect, exploitation, and abandonment.

Office of Aging & Community Services

Service Development: The unmet Human Service needs of select target populations are identified and, where feasible, resources to meet those needs are identified, developed, or enhanced.

Goal 5: Improve overall system capacity to meet the needs of consumers, their families, and caregivers.

Efficient and Effective Management: Our consumers' needs are met by way of quality services provided in the most appropriate setting by a courteous and skilled staff in a timely, efficient, and effective manner.

Goal 6: Continue to implement and utilize state-of-the-art management practices, including performance standards and outcomes, to demonstrate the value of agency services.

Primary Objectives for 2011

- Promote and encourage preventative health care including lifelong health behaviors.
- Improve emergency preparedness and response capability for vulnerable at-risk populations by implementing Phase 1 of a GIS based system for first responders.
- Conduct a countywide meeting, and several specialized 'focus groups' to plan improvements in the system of services to older adults.
- Automate two additional means of monitoring and reporting the performance and outcomes of Agency programs/services.

Office of Aging & Community Services

Performance Measures

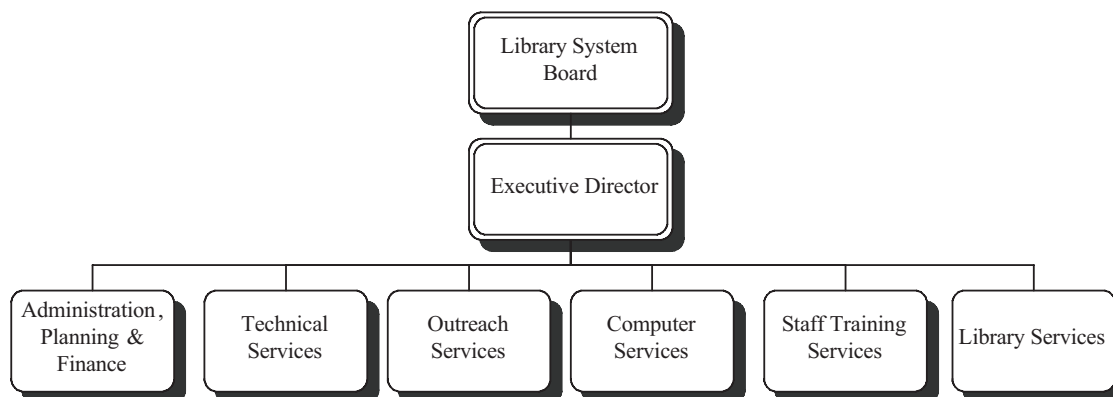
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
6	Estimated Long Term Living savings (HCBS vs. Nursing Facility Care)	\$4,691,339	\$6,441,564	\$8,280,045	\$7,500,000
6	Number of NFCE Consumers Served in HCBS	201	230	252	250
2	Positive HCBS consumer satisfaction rating of 90% or more	100.0%	98.0%	95.0%	90.0%
6	Number of consumers transitioned from Nursing facilities back to the community	8	15	17	15
2	Percentage of agency budgets County property tax revenue	0.0%	0.0%	0.0%	0.0%
1	Number of I&A requests	18,325	13,938	15,835	16,000
2	Number of Consumers receiving rental/in home assistance	7,064	7,342	7,280	7,000
1	Number of assessments/reassessments	2,315	1,909	1,933	1,900
1	Number of people on the waiting list for service	0	0	0	0
1	Average number of days on waiting list	0	0	0	0
1	Number of senior citizen trips	50,152	48,628	43,332	45,500
2	Number of adult day care days provided	5,029	4,765	4,855	4,800
2	Number of home meals delivered	7,123	6,855	5,735	5,500

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	39.0	39.9	41.5	41.5
Budgeted Part-Time FTE's	1.7	0.0	1.9	2.4
Total Budgeted FTE's	40.7	39.9	43.4	43.9

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	8,725,675	9,224,326	9,317,837	9,146,659	(171,178)	-1.8%
Interfund Revenue	275,235	387,248	435,668	443,439	7,771	1.8%
Other Revenue	639,074	580,997	609,650	750,300	140,650	23.1%
Total Revenue	9,639,984	10,192,571	10,363,155	10,340,398	(22,757)	-0.2%
Salaries and Benefits	2,194,706	2,356,275	2,611,166	2,714,761	103,595	4.0%
Operating Expense	6,429,051	6,735,744	6,988,592	6,859,919	(128,673)	-1.8%
Interfund Expense	993,600	1,146,795	1,239,647	1,220,443	(19,204)	-1.5%
Capital Expense	17,544	6,600	260,000	20,000	(240,000)	-92.3%
Total Expense	9,634,901	10,245,414	11,099,405	10,815,123	(284,282)	-2.6%



Mission Statement

To plan, develop, coordinate, and provide comprehensive public library services for residents through a cooperative network of public libraries.

Core Activities

Library Services: Includes providing County residents and taxpayers a free library card that provides access to countywide public library services, library material delivery services, reference databases, and library system web site service. Service development and improvements are coordinated through a number of member library advisory groups, including member library directors, children's librarians, computer services staff, technical services staff, training services staff, and outreach staff.

Goal 1: Provide core library service (circulation, card holders, program attendance, library visits) to Cumberland County residents.

Information Technology: Includes computer hardware/software upgrades, maintenance, and telecommunications costs for the County's network using Horizon library management software for circulation, cataloging, online public access catalogs, and internet services.

Goal 2: Provide Cumberland County residents with basic online reference database access.

Goal 3: Provide Cumberland County residents with an online catalog and public internet computers.

Technical Services: Includes acquisitions, cataloging, and processing of new and donated library materials for member libraries. Also includes bibliographic database maintenance and clean-up activities.

Goal 4: Provide customers with new library materials in a timely manner by maintaining the system's current turnaround time for items.

Training Services for Staff and Board Members: Includes countywide training for new and existing staff, with an emphasis on maintaining and improving technology skills. Also provides higher level skills development for existing staff and board members and an annual countywide staff development day.

Goal 5: Provide library staff with free or inexpensive training opportunities.

Goal 6: Provide library board members with trustee support web site, registering and training at least two-thirds of library board members for intranet accounts.

STAR Outreach Services: STAR (Service to Adult Readers) provides free, personalized selection and delivery of large print and audio book library materials. Costs include staff, large print, and audio library materials.

Goal 7: Provide Cumberland County homebound, adult residents with library service via the STAR program.

Library

Advocacy, Public Relations, and Marketing: Includes outreach to elected officials and fostering partnerships with community agencies such as Success by Six and Hospice of Central PA. Also includes strategic services marketing initiatives such as One Book, One Community yellow pages advertising, and brochure printing.

Goal 8: Annually maintain an advocacy and public relations activities to promote the value and importance of public libraries to County's elected officials, leaders, and residents.

Administrative and Financial Services: Includes group health insurance plans and reimbursements for approximately 25 member library staff, group dental and vision insurance, employee assistance program, systemwide grant applications, and group purchasing of office and library supplies (such as book jackets, labels, audio/DVD cases, etc.).

Goal 9: Maintain the number of system level grant applications.

Primary Objectives for 2011

- Improve currency and use of technology, health and business collections at member libraries through the use of Library Services and Technology Act (LSTA) grants, totaling \$35,000.
- In accordance with 5-year life cycle plans, replace approximately 70% of public internet computers as well as the system's internet filtering device.
- Provide ongoing support for STAR volunteers and STAR customers.
- Provide and improve public web site services and web site support for library trustees and library staff through user-testing and evaluation.
- Implement methods to consolidate member library magazine subscriptions to achieve cost-savings.
- Provide staff with continued training opportunities, especially orientation and support for new staff at member libraries.
- Design and develop new office location space for Cumberland County Library System administrative office.
- Apply for federal grant and Pennsylvania Public Library Subsidy funding.
- Work with system Finance Committee to determine long-term financial plans, especially as related to county and state funding projected for FY 2011 and 2013.
- Working in partnership with Capital Area Library District (Perry, Dauphin, and Cumberland Counties), the Capital Area Library Region (Adams, Cumberland, Dauphin, Franklin, Fulton, Lancaster, Lebanon, and York counties), and Commonwealth Libraries Statewide Integrated Library System Task Force, identify additional cost efficiencies and service improvements that may be achieved.

Library

Performance Measures

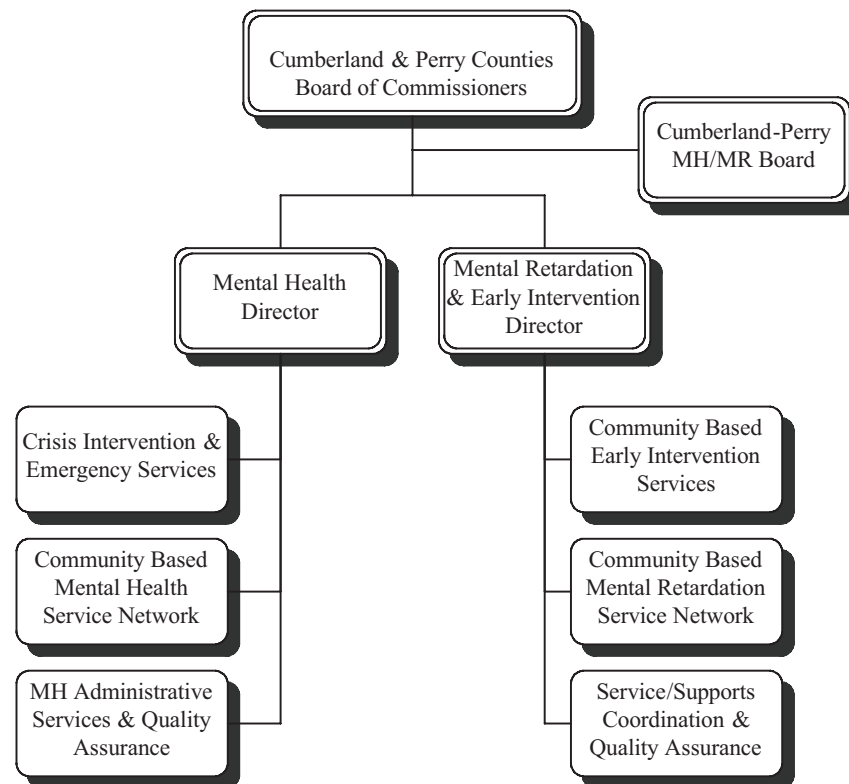
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Library material check outs (circulation)	2,608,936	2,763,270	2,627,948	2,365,153
1	Library card holders	101,516	94,656	100,238	90,214
1	Library program attendance	116,154	124,587	125,428	112,885
1	Library visits	1,272,642	1,337,811	1,260,262	1,134,236
2	Library system home page hits	753,649	748,874	713,954	642,559
3	Online Library Catalog Search Sessions	7,761,494	6,166,530	2,951,182	2,656,064
3	Public internet computer use sessions	157,251	185,526	161,392	145,253
2	Reference database searches	243,592	188,929	129,200	90,440
2	Reference database items examined	370,900	305,022	554,056	387,839
4	Number of new rush requests items handled	13,878	11,024	10,996	8,247
4	Turnaround time for new rush (request) items	2	2	2	2
4	Number of new non-rush requests items handled	1,629	19,947	17,432	13,074
4	Turnaround time for new non-rush items	50	20	20	20
5	Number of staff trained	614	311	452	300
5	Number of staff learning hours	1,582	798	621	700
6	Number of trustee training sessions	6	2	6	6
7	STAR materials delivered	11,978	11,987	11,560	10,404
8	Number of library system stories reported in news media outlets	31	37	30	30
9	Number of grant and funding applications	25	27	25	25

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	10.0	11.0	11.0	10.0
Budgeted Part-Time FTE's	4.0	3.2	3.2	4.6
Total Budgeted FTE's	14.0	14.2	14.2	14.6

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	731,189	757,538	829,655	893,150	63,495	7.7%
Total Revenue	731,189	757,538	829,655	893,150	63,495	7.7%
Salaries and Benefits	751,745	763,365	824,616	888,305	63,689	7.7%
Operating Expense	2,990,475	3,093,402	3,148,167	3,200,902	52,735	1.7%
Interfund Expense	2,716	2,691	2,233	2,195	(38)	-1.7%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	3,744,936	3,859,458	3,975,016	4,091,402	116,386	2.9%



Mission Statement

To develop and maintain a public-funded system of services and supports that respond to the needs of residents in Cumberland and Perry Counties whose lives are affected by mental illness, intellectual and developmental disabilities, or developmental delay by collaborating with consumers, family members, providers, and other stakeholders.

Core Activities

Mental Health: Develop a recovery focused mental health system that improves the scope and quality of community-based treatment services and rehabilitative supports. The program strives to provide supports that foster overall wellness and give people opportunities to have health community connections and achieve fulfilling lives.

Goal 1: Develop and monitor a seamless network of community based supports and services, focusing on system transformation, to meet the needs of more than 4,000+ individuals receiving mental health services via County funded programs.

Goal 2: Maintain an effective administrative and quality assurance system to continually improve the effectiveness of the Mental Health system.

Goal 3: To maintain effective relationships with customers and families, local, regional, and state organizations, human service agencies, providers, and other stakeholders.

Intellectual and Developmental Disabilities (Previously Mental Retardation): Develop a network of community-based supports to empower individuals with intellectual and developmental disabilities and young children with developmental delays to pursue independence, inclusion, and individuality - to experience everyday lives.

Goal 4: Develop and monitor an accessible and seamless network of community-based supports to meet the needs of a projected 1,000+ individuals with intellectual and developmental disabilities and 300+ families seeking early intervention services via County funded programs.

Goal 5: To implement the new operational and administrative functions delegated to the County by the Office of Developmental Programs as they relate to the approved Consolidated and Person/Family Directed Support Waivers.

Mental Health/Mental Retardation

Goal 6: To maintain effective administrative services and quality assurance system to continually improve the effectiveness of Mental Retardation (MR) and Early Intervention (EI) services for residents of Cumberland and Perry Counties.

Goal 7: To maintain strong positive relationships with local, regional, and state organizations, human service agencies, providers, families, consumers, and other stakeholders to provide for partnership in program development.

Primary Objectives for 2011

- Develop and monitor strategies to ensure the recruitment and retention of qualified staff to implement community-based services.
- Ensure the development of skills and competency for staff and service providers to support community-based services and supports with each staff member having a training goal for the year.
- Improve management, coordination, and delivery of MH, MR, and EI services to maximize funding and meet the needs of consumers and families.
- Improve overall system capacity to meet the needs of 4,000 MH consumers, 1,000 MR consumers, and 300 EI consumers.
- Improve utilization of available Best Practice programs.
- Improve the quality of MH, MR, and EI services and supports to improve outcomes for consumers in community settings by using proven quality standards.
- Increase accountability for improvements to the service system, including access, quality, appropriateness, and cost of services.
- Enhance the use of Child and Adolescent Service System Program (CASSP), Older Adult Support Team, Consumer Family Satisfaction Team (CFST), Independent Monitoring For Quality (IM4Q), and other cross-system forums to improve consumer outcomes.
- Monitor the implemented system changes to ensure community-based services and supports as defined in the MH Plan and MR Plan (noted in the Networked Neighborhood addendum).
- Improve the network of consumer-focused and community-based services and supports.
- Involve consumers in monitoring and improving County-funded services and supports, including consumer forums and focus groups, CFST, and IM4Q.
- Involve other stakeholders in monitoring and improving County-funded services and supports.
- Maintain a leadership role in the integration of Children's Services.

Mental Health/Mental Retardation

Performance Measures

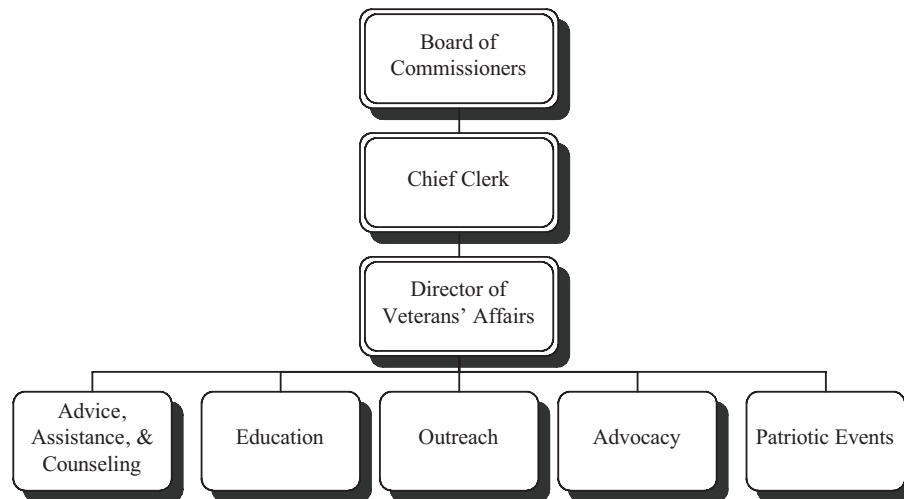
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
4,5,6,7	Increase residential opportunities for consumers	234	245	258	264
4,6,7	Increase life sharing opportunities for consumers	11	12	17	19
4,5,6,7	Increase number of consumers who are competitively employed	115	108	109	112
4,5,6,7	Decrease number of restraints of consumers	23.0%	17.0%	22.0%	16.0%
4,5,6,7	Increase consumer/family satisfaction with supports coordination process	94.0%	94.0%	95.0%	96.0%
4,5,6,7	Conduct family/consumer public forums	12	15	15	15
4,6,7	Number of children referred to EI	397	388	528	544
4,6,7	Number of EI evaluations completed	371	304	224	526
4,6,7	Number of referrals eligible for EI services	252	234	186	447
4,6,7	Percentage of referrals eligible for EI services	68.0%	77.0%	83.0%	85.0%
4,6,7	Percentage of services to consumers started timely (within 14 days)	69.0%	69.0%	55.0%	95.0%
4,6,7	Percentage of service plans completed timely (within 45 days)	94.0%	95.0%	99.0%	100.0%
2,3	Number of consumers satisfaction interviews for MH (CFST & Provider) - goal 45/quarter	105	126	160	175
1,2,3	Overall positive ratings for key MH measures - goal 85%	86.0%	86.0%	85.0%	85.0%
1,2,3	Improve Provider Program Audit compliance scores for MH - goal 70% compliance	67.0%	68.5%	70.0%	72.0%
1,2	Increase percentage of MH customers who become competitively employed through Supported Employment goal 40%	n/a	n/a	40.0%	40.0%
1,3	CASSP school based - number of new families served	210	261	260	260
1,2,3	CASSP school based family satisfaction phone surveys goal 80% satisfaction rate	100.0%	100.0%	90.0%	90.0%
2,3	Satisfaction with CASSP process - 85%	n/a	98.0%	95.0%	95.0%
All	Number of families/children served by cross systems initiative	n/a	n/a	185	185

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	50.1	52.1	51.2	50.2
Budgeted Part-Time FTE's	2.0	3.0	2.0	2.3
Total Budgeted FTE's	52.1	55.1	53.2	52.5

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	33,927,516	35,047,610	18,213,057	17,946,022	(322,442)	-1.8%
Interfund Revenue	573,528	750,171	788,316	862,111	73,795	9.4%
Other Revenue	532,353	513,117	185,215	164,625	(20,590)	-11.1%
Total Revenue	35,033,397	36,310,898	19,186,588	18,972,758	(269,237)	-1.4%
Salaries and Benefits	2,752,999	2,901,487	3,281,243	3,353,958	72,715	2.2%
Operating Expense	30,783,541	31,421,581	14,356,573	14,073,133	(283,440)	-2.0%
Interfund Expense	1,479,550	1,530,880	1,524,972	1,528,667	3,695	0.2%
Capital Expense	17,307	23,088	23,800	17,000	(6,800)	-28.6%
Total Expense	35,033,397	35,877,036	19,186,588	18,972,758	(213,830)	-1.1%



Mission Statement

To provide high quality advice, assistance, counseling, education, outreach, and advocacy to veterans and their families for obtaining appropriate federal, state, and County veterans' benefits and services in accordance with applicable laws, regulations, and policies.

Core Activities

Veterans' Assistance: Assist veterans and their family members in understanding, filing for, and obtaining the full range of federal, state, and County veterans' benefits.

Goal 1: Respond to all (100%) queries for assistance/information within 24 hours of receipt.

Burial assistance: Provide veterans and eligible surviving spouses with burial benefits.

Goal 2: Process all (100%) burial and marker allowance requests received within 2 days of the check request cutoff date as established by the Controller.

Education: Educate and inform veterans, family members, agencies, nursing homes, assisted living facilities, senior organizations/facilities, and veterans' organizations on veterans' benefits and services by speaking to appropriate groups and providing information directly or through the media.

Goal 3: Conduct at least 10 briefings per year on veterans' benefits to organizations and senior facilities.

Events, Ceremonies, and Memorials: Coordinate and participate in patriotic events, ceremonies, and memorials.

Goal 4: Participate in, coordinate, conduct, or attend at least six patriotic events, ceremonies, and memorial services.

Goal 5: Provide flags/markers for all identified veterans' graves in the County for Memorial Day.

Primary Objectives for 2011

- Continue to provide top quality advice, assistance, counseling, education, outreach, and advocacy.

Veterans' Affairs

Performance Measures

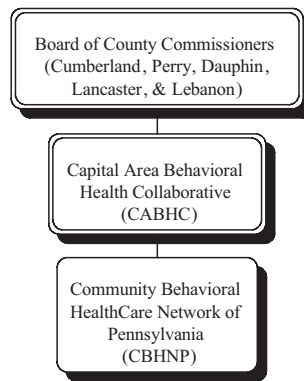
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
2	Burial allowances	yes	yes	yes	yes
2	Marker allowances	yes	yes	yes	yes
3	Briefings	yes	yes	yes	yes
1	Communications	yes	yes	yes	yes
3	Public information	yes	yes	yes	yes
1	Assistance	yes	yes	yes	yes
4	Patriotic events	yes	yes	yes	yes

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	2.0	2.0	2.0	2.0
Budgeted Part-Time FTE's	0	0	0	0
Total Budgeted FTE's	2.0	2.0	2.0	2.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	1,384	0	0	0	0	0.0%
Total Revenue	1,384	0	0	0	0	0.0%
Salaries and Benefits	103,894	107,739	115,995	122,855	6,860	5.9%
Operating Expense	95,902	77,617	104,421	103,729	(692)	-0.7%
Interfund Expense	4,721	4,251	3,864	4,346	482	12.5%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	204,517	189,607	224,280	230,930	6,650	3.0%



Mission Statement

The Capital Area Behavioral Health Collaborative (CABHC) will ensure access to, and delivery of, a coordinated and effectively managed array of quality mental health and substance abuse services that reflect the holistic needs of eligible residents throughout a five county service area.

Core Activities

The Provider Network Committee: Responsible for the oversight of the provider network developed by Community Behavioral Healthcare Network of Pennsylvania, Capital Area (CBHNP), who is contracted by Behavioral Health Managed Care Organization (BH-MCO).

Goal 1: To monitor the BH-MCO provider network to ensure access standards, choice, and specialty need services are available.

Goal 2: To monitor provider's satisfaction surveys and provider profiling reports.

The Clinical Committee: Responsible for the oversight of all treatment-related activities.

Goal 3: To assess and coordinate standards regarding treatment.

Goal 4: Monitor additional services and support development of new services.

The Fiscal Committee: Responsible for the oversight of all financial matters of the program and corporation.

Goal 5: Review and monitor the corporation's financial statements and budget.

Goal 6: Review and monitor Health Choices overall solvency.

The Consumer/Family Focus Committee(C/FFC): Responsible for the oversight of the inclusion of member-related stakeholders in the program.

Goal 7: Recruit and educate consumers/families to support committee structure.

Goal 8: Provide a voice representing interests of the customers and families to the collaborative.

Health Choices

Primary Objectives for 2011

- Use the CBHNP Quality Assurance (QA) Utilization Management (UM) Committee to monitor quality-of-care indicators to improve the delivery of behavioral health treatment services for 26,000+ Health Choices eligible consumers in Cumberland and Perry Counties.
- Use the CBHNP QA/UM Committee to monitor service delivery patterns and to improve access to behavioral health treatment for 26,000+ Health Choices eligible consumers.
- Use Health Choices benchmark data to monitor service utilization and expenditures at all levels of care to manage the growth and effectiveness of Medicaid behavioral health spending for the counties.
- Maintain a unified system of care (as budget allows) for behavioral health consumers to ensure continuity of services and support as consumers migrate in and out of Health Choices eligibility.

Health Choices

Performance Measures

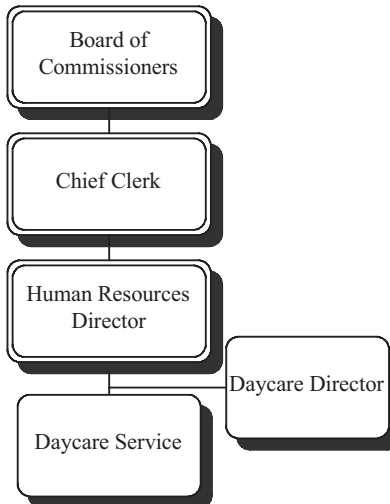
Goal Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1,3, MH consumers served 5,6	5,912	7,870	7,870	8,000
3,4, Health Choices eligible members (%) 5,6	13.0%	15.7%	14.0%	14.0%
1,3, Overall positive ratings for key measures (average-above 4,7 average)-goal 85%	80.7%	81.6%	84.0%	85.0%
1,2, Satisfaction with services received rating - goal 85% 3,4, 7,8	86.0%	89.6%	88.0%	89.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	1.5	0.5	0.5	0.0
Budgeted Part-Time FTE's	0	0	0	0
Total Budgeted FTE's	1.5	0.5	0.5	0.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	26,664,353	30,853,686	30,569,139	38,685,277	8,116,138	26.6%
Interfund Revenue	0	0	0	1	1	100.0%
Other Revenue	14,935	6,956	10,800	1,000	(9,800)	-90.7%
Total Revenue	26,679,288	30,860,642	30,579,939	38,686,278	8,106,339	26.5%
Salaries and Benefits	111,759	21,836	23,000	25,186	2,186	9.5%
Operating Expense	26,567,224	30,722,887	30,446,879	38,520,788	8,073,909	26.5%
Interfund Expense	307	115,920	110,060	140,304	30,244	27.5%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	26,679,290	30,860,643	30,579,939	38,686,278	8,106,339	26.5%



Mission Statement

The Cumberland County Learning Center, managed by Hildebrandt Learning Center LLC, is committed to providing young children and their families with quality care on an individual and daily basis. The Learning Center was established in 2002 as a benefit to County employees and their families.

Core Activities

Community: Create a caring community of learners.

Goal 1: Through the development of supportive relationships between teachers and children, among children, among teachers, and between teachers and families, a caring and inclusive community will be developed in which all children can develop and learn.

Education: Teaching to enhance development and learning.

Goal 2: Achievement of an optimal basis between children's self initiated learning and adult guidance or support.

Goal 3: Acceptance of responsibility and active support from teachers for children's development. Opportunities shall be provided for children to acquire important knowledge and skills.

Curriculum: Construct an appropriate curriculum.

Goal 4: Childhood curriculum will be determined by many factors, including social or cultural values; family input; the individual growth, development, interests, and present knowledge level of each child; and age appropriate activities that address a child's emotional, social, linguistic, aesthetic, and cognitive development.

Learning & Development: Assess children's learning and development.

Goal 5: Assessment and curriculum are integrated, with teachers continually engaging in observational assessment, for the purpose of improving teaching and learning.

Relationships: Establish reciprocal relationships with families.

Goal 6: Reciprocal relationships between teachers and families will be encouraged through mutual respect, cooperation, shared responsibility, and negotiation of conflicts toward achievement of shared goals in providing quality care for children.

Goal 7: Families will be welcome in the program and are encouraged to partner in the development and learning of their child.

Early Learning Center

Primary Objectives for 2011

- Maintain a positive enrollment level.
- Provide a safe environment where children can learn both educationally and socially.
- Provide nutritious meals and snacks.
- Review and assess the effectiveness of curriculum.
- Provide quality day care at affordable rates for our employees and business affiliates.

Early Learning Center

Performance Measures

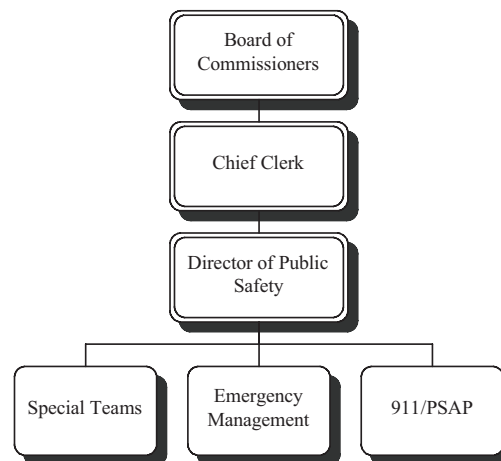
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
4	Childcare enrollment levels	59	51	51	51
4	Assess level of safety	yes	yes	yes	yes
1	Assess and maintain the facility	yes	yes	yes	yes
5	Assess the level of observed growth and development of children weekly	yes	yes	yes	yes
1	Maintain a 5 star nutrition level of meals and snacks	yes	yes	yes	yes
1	Complete an annual comparison of rates to ensure competitiveness	yes	yes	yes	yes

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	0	0	0	0
Budgeted Part-Time FTE's	0	0	0	0
Total Budgeted FTE's	0	0	0	0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	35,299	32,355	11,608	33,607	21,999	189.5%
Interfund Revenue	68,158	29,122	39,326	16,048	(23,278)	-59.2%
Other Revenue	399,429	406,814	481,821	476,000	(5,821)	-1.2%
Total Revenue	502,886	468,291	532,755	525,655	(7,100)	-1.3%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	467,770	434,453	490,443	488,583	(1,860)	-0.4%
Interfund Expense	48,967	49,003	57,155	52,072	(5,083)	-8.9%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	516,737	483,456	547,598	540,655	(6,943)	-1.3%



Mission Statement

To coordinate essential public safety activity among federal, state, regional, county, municipal agencies, and volunteer organizations to provide quick, reasoned responses to the needs of our citizens during daily public safety operations and emergencies for both natural and man-made disasters.

Core Activities

911 Enhanced Emergency Telephone: Ensure the 911 Center/Public Safety Answering Point (PSAP) is equipped to receive, document, record, and manage all forms of incoming emergency calls, from telephone, cellular, Voice Over Internet Protocol (VoIP) and radio to include those from special devices for individuals with special needs. Then determine the appropriate response and rapidly dispatch those first responder agencies and personnel while concurrently conducting the management and coordination of the response until Incident Command is established.

Goal 1: Ensure the PSAP is staffed with competently trained and certified personnel in accordance with state and federal performance and Quality Assurance Standards.

Goal 2: Ensure the equipment and technology is capable of meeting all anticipated industry standards for wireless, VoIP, and Next Generation 911 system development and integration.

Public Safety Radio Communications: Ensure the Communications Center is equipped to receive, document, record, and manage the infrastructure and facilities of the Public Safety Communications System, to include Computer Aided Dispatch (CAD), records management, field component registration and provisioning; and to develop and administer dispatch policy and operating procedures to manage/coordinate system operations.

Goal 3: Make operational scalable redundancy in the communications network by ensuring that additional system capacity will accommodate expansion and digital applications.

Goal 4: Execute improvement plans that define the life cycle of existing system with full consideration to determine Federal requirements for legacy system standards and develop capital plans for expansion of paging and system standards and develop capital plans for expansion of paging and system interoperability.

Emergency Operations Center (EOC): Facilities designed, maintained, and equipped to receive, analyze, and display information about the events to enable strategic Public Official critical decision-making and to coordinate incident information and resources for incident management. The EOC is a fixed facility that utilizes appropriate technology to acquire, prioritize, deploy, and track critical resources assets. EOC operations will infuse intelligence to enhance tactical decision making with effective communication, collaboration, and coordination. The EOC must provide support staff with the ability to develop, update, or modify plans, annexes, directives, and related documents in preparation for, and execution of, emergency operations in support of mitigation, preparedness, response, and recovery from disasters or emergencies.

Public Safety

Goal 5: Develop and implement Standard Operating Guidelines for operations that fully utilize the applied technology in the Virtual Emergency Operations Center environment. The use of this technology will maximize the effectiveness of strategic and tactical emergency management operations and provide comprehensive situational awareness with the emerging technology being utilized.

Goal 6: Develop and modify plans, annexes, and emergency support functions to promulgate a comprehensive emergency operations plan in compliance with state and federal guidance, directives, and standards.

Planning Procedures and Support: Provide appropriate response plans, standard guidelines, regional collaborations, and technical expertise to facilities and public safety providers involved in addressing homeland security and all hazards threat assessments, critical infrastructure protection, and continuity of operations. Additionally, provide managerial and some financial support to the County Hazardous Material and other Specialized Response Teams that provide incident management resources and subject matter experts.

Goal 7: Maintain accurate listings of all Superfund Amendment Reauthorization Act (SARA) reporting and planning facilities. Maintain Emergency Response Plans.

Goal 8: Maintain a Certified Hazardous Material Response Team in accordance with state and federal standards.

Goal 9: Develop and implement a Critical Infrastructure/Key Resource (CIKR) planning data to ensure continuity and availability.

Goal 10: Develop and exercise County Continuity of Operations and Continuity of Government plans for County offices and facilities.

Training and Development: Support the development of trained and qualified volunteer and career personnel required to maintain a viable volunteer and paid emergency services and specialized response program.

Goal 11: Prepare and implement a master development plan for the Emergency Services Training Academy (ESTA) so that infrastructure installation and physical site improvements can be collaboratively developed to meet or exceed those testing sites for certification. The facility is to provide appropriate full Module level state certification training and testing provided as a satellite site of the Public Safety Training Center of Harrisburg Area Community College.

Goal 12: Develop and sustain educational and technological training programs in accordance with Educational Training Agencies and the state and federal certification programs.

Goal 13: Continue to develop and deliver Homeland Security training programs and initiatives in accordance with state, federal, and regional standards.

Primary Objectives for 2011

- Collaborate with our public safety partners to find, embrace, and deploy technology that enhances all aspects of public safety operations.
- Create a succession plan, conduct talent reviews, and establish a mentoring program.
- Continuously improve customer service focus and continue to increase collaboration with our partners to enhance all aspects of public safety.
- Nurture and care for our staff through sharing knowledge and ideas to promote a culture of individual growth and development for their personal fulfillment.
- Sustain continuity of operations, promote and support recruitment and retention of volunteers, be cost effective through responsible spending, establish, refine, and enhance a contingency plan for alternative 911/EOC functions and facilities.
- Communicate effectively. Individuals must commit to the process “we must live it”. Celebrate achievements by sharing (i.e, rewards & recognition). Establish metrics, monitor progress, periodically review progress, and take appropriate corrective action.

Public Safety

Performance Measures

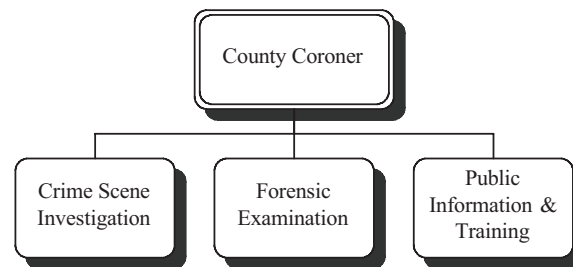
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1.2	Ensure all dispatchers maintain local, state, and federal certifications (hours per year)	39	39	570	570
1	Exceed Act 78 standards of answering 90% of 911 calls in 10 seconds	n/a	98.4%	90.0%	90.0%
6	Ensure EOC operates and the staff is NIMS compliant (hrs)	5	35	1,356	1,356
6	Ensure all required EOP plans are current and executable	0	35	315	315
8	Ensure Specialized Teams maintain certification and resource typing (hrs)	9	9	221	221
7,9	Develop and maintain Critical Infrastructure/Key assets plans	n/a	n/a	100.0%	100.0%
1	Number of 911 calls answered	87,214	85,488	82,817	82,817
1	Number of non-emergency calls answered	251,180	209,515	200,491	200,491

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	56.0	55.0	55.0	55.0
Budgeted Part-Time FTE's	0.8	0.8	0.8	0.8
Total Budgeted FTE's	56.8	55.8	55.8	55.8

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	3,126,276	2,605,696	4,118,005	3,409,480	(708,525)	-17.2%
Interfund Revenue	2,171,781	1,516,084	5,561,559	5,516,323	(45,236)	-0.8%
Other Revenue	2,140,563	1,988,466	1,955,057	2,130,457	175,400	9.0%
Total Revenue	7,438,620	6,110,246	11,634,621	11,056,260	(578,361)	-5.0%
Salaries and Benefits	3,298,888	3,455,782	3,779,413	3,971,254	191,841	5.1%
Operating Expense	2,812,307	2,665,704	3,830,979	3,088,952	(742,027)	-19.4%
Interfund Expense	1,405,898	39,091	1,181,528	2,709,275	1,527,747	129.3%
Capital Expense	20,585	36,847	23,528	20,437	(3,091)	-13.1%
Total Expense	7,537,678	6,197,424	8,815,448	9,789,918	974,470	11.1%



Mission Statement

To investigate sudden, unexplained, violent, or suspicious deaths occurring in the County to determine the cause of death, the manner of death, and whether criminal activity was involved. To provide timely information regarding these findings to the family of the deceased as well as other investigating agencies. We are sworn to protect the property of the deceased and preserve the confidentiality of all information received.

Core Activities

Death Scene Investigation: Conduct a thorough death scene investigation and determine whether any other persons were involved with the death other than the decedent. Protect and preserve the death scene for the purpose of gathering relative facts, circumstances, and evidence related to the cause and manner of death, while preventing all persons present from contracting any biological contamination.

Goal 1: Determine if the death scene shows any evidence of a crime and protect and preserve the scene for the purpose of gathering relevant facts, circumstances, and evidence related to the cause and manner of death and to prevent all persons present from contracting any biological contamination.

Victim History and Identification: Obtain all information necessary to establish a positive identification and supplement the background history. Identify, locate, and notify the decedent's legal next of kin.

Goal 2: Obtain all information necessary to establish a positive identification and supplement the background history and locate and notify the legal next of kin.

Forensic Examination: Determine the need, and arrange for the completion, of various studies by the appropriate experts in any given circumstance, which include, but are not limited to, autopsy, toxicology, radiology, odontology, anthropology, and entomology examination.

Goal 3: Determine the need, and arrange for the completion, of various studies by the appropriate experts to bring the investigation to a successful conclusion.

Training: Provide training programs for the public, fire, police, and emergency medical personnel regarding death, death scenes, and explaining our responsibilities and the importance of the emergency personnel forwarding information to the Coroner's Office.

Goal 4: Provide educational and training programs for the public, fire, police, and emergency medical personnel.

Primary Objectives for 2011

- Conduct at least seven public information sessions explaining the duties and responsibilities of the office.
- Conduct at least eight emergency personnel training sessions.
- Organize and provide a register of counselors and assistance organizations for support of grieving families who have suffered the sudden loss of a loved one.

Coroner

Performance Measures

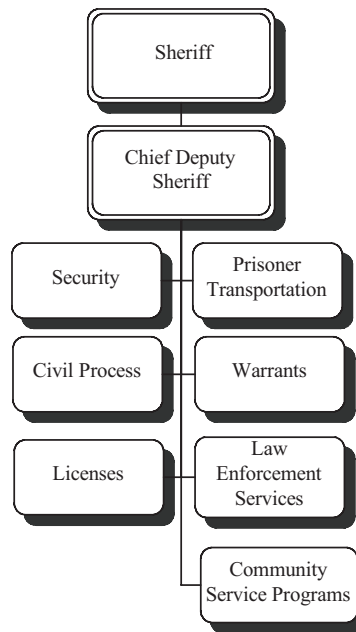
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Provide training sessions for County emergency personnel	7	7	7	8
1	Provide public information sessions on duties and responsibilities of the Coroner	7	7	7	7
1	Average number of on-call staff hours per case	n/a	n/a	n/a	3
1	Average number of investigations per Coroner/Deputy	n/a	n/a	n/a	75
1	Locate and notify legal next of kin who will accept responsibility for the deceased	n/a	n/a	n/a	100.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	4.0	4.0	4.0	6.0
Budgeted Part-Time FTE's	1.1	0.9	1.3	0.0
Total Budgeted FTE's	5.1	4.9	5.3	6.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	146,951	146,790	161,683	150,400	(11,283)	-7.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	60,778	48,336	51,700	51,700	0	0.0%
Total Revenue	207,729	195,126	213,383	202,100	(11,283)	-5.3%
Salaries and Benefits	315,751	361,344	361,499	402,928	41,429	11.5%
Operating Expense	306,300	285,390	360,538	337,600	(22,938)	-6.4%
Interfund Expense	4,738	5,006	4,604	3,560	(1,044)	-22.7%
Capital Expense	8,452	0	42,250	0	(42,250)	-100.0%
Total Expense	635,241	651,740	768,891	744,088	(24,803)	-3.2%



Mission Statement

To ensure public safety by maintaining law enforcement presence, responding to calls for service, apprehending law violators in a timely fashion, and providing security for County-owned and leased properties. To make certain that proper and timely civil process is completed. To ensure the safe and secure transportation of prisoners to and from court appearances. To educate the public through community service programs. To issue licenses to sell firearms, sell precious metals, and to carry firearms to qualified applicants.

Core Activities

Security: Provide security to County-owned and/or leased properties and persons within those buildings, and to provide security to the Courts. Provide security while prisoners are in a health facility. Oversee the uniformed County Security Department.

Goal 1: Operate an efficient and effective office in coordination with County offices/agencies.

Goal 2: Ensure the safety of the public, County employees, inmates, and County property by preventing the introduction of unattended or prohibited items into County facilities.

Goal 3: Expansion of the new access control and video management system to accommodate county offices and /or agencies as they relocate.

Civil Process: Serve and enforce court orders, writs of summons, complaints, money judgments, and injunctions in a timely and effective manner according to the Pennsylvania Rules of Civil Procedure, and serve subpoenas to witnesses and victims.

Goal 4: Ensure the proper docketing, service, and return of all civil process in accordance with Pennsylvania Rules of Civil Procedure.

Licenses: Issue several types of licenses, such as license to sell firearms, license to sell precious metals, and license to carry firearms to qualified applicants.

Goal 5: Process all applications for licenses within the requirements set forth by the Commonwealth of Pennsylvania.

Goal 6: Implement the new state required software program to manage License to Carry Firearms applications.

Goal 7: Accommodate the public with the application process by making it more convenient to apply for a license and to be given the license immediately after approval.

Sheriff

Prisoner Transportation: Provide safe and secure transportation of prisoners to and from federal, state, or local institutions for court appearances. Provide safe and secure transportation of juveniles to facilities when directed by order of the Court, and transport inmates to and from mental health facilities.

Goal 8: Work in cooperation with the Courts to streamline prisoner transports and to safely transport all inmates to and from local, state, and federal facilities in the most cost effective manner.

Warrants: Process all warrants issued by the Courts and attempt to locate those individuals in a timely manner.

Goal 9: Complete the implementation of the new software program to more efficiently and effectively manage processing and service of warrants.

Goal 10: Reduce the backlog of bench warrants.

Goal 11: Maintain the appointment of two full time Deputies to the United States (U.S.) Marshall Service to provide support to the U.S. Marshall Fugitive Unit.

Law Enforcement Services: Assist with the investigation of crimes involving County employees or County-owned and/or leased properties. Enforce violations of the PA Crimes and Vehicle Code. Provide law enforcement assistance and support to other law enforcement agencies.

Goal 12: React to criminal misconduct and violations of the vehicle code.

Goal 13: Provide resources to assist local, state, and federal law enforcement agencies.

Goal 14: To be named the primary agency to investigate crimes involving County employees or County owned and/or leased properties.

Community Service Programs: Provide education, assistance, and awareness to the public through community service programs; such as the ID a Child, Child Safety Seat Program, and K-9 Demonstrations.

Goal 15: Educate and promote awareness to the public through community service programs.

Primary Objectives for 2011

- React in a timely manner to all threats against the safety of the public, County employees, or inmates while they are engaged in activity in a County-owned/leased property where security services are provided.
- Maintain annual and bi-annual certifications for Deputies.
- Repair or replace any vehicles or equipment that poses safety concerns.
- Compare costs of inmate transports with private transport companies.
- Continue to provide community services such as Child Identifications and Child Safety Seat Checks to the public.
- Continue to support the South Central Task Force with manpower as needed.
- Continue participation with the U.S. Marshall Fugitive Task Force.
- Complete the implementation of the County Suite Bench Warrant software program to improve the operation and record management of the Bench Warrant division.
- Ensure all applicants for licenses to carry a concealed firearm, licenses to sell firearms, or licenses to sell precious metal are lawfully entitled to be licensed.
- Continue the implementation and improvement of the state required software system to manage applications for Licenses to Carry Concealed Firearms.
- Continue training Deputies and staff to use the required software system to manage applications for Licenses to Carry Concealed Firearms.
- Schedule business hours outside of the normal workday to accept applications for License to Carry Concealed Firearms and to receive the license.
- Attempt service of Writs of Execution against Personal Property a minimum of three times within the first thirty days of receipt.
- Attempt service of civil process complaints, notices, court orders, and summonses at a minimum of three times prior to the expiration.
- Attempt service of emergency court orders to involved parties the same day as receipt of the order.
- Implement internet capability in mobile data units to allow “live” feedback to the office on the status of civil process cases and bench warrants.

Sheriff

Performance Measures

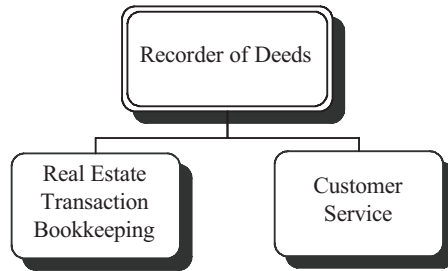
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
5	Number of licenses to carry concealed firearms issued	n/a	2,946	2,900	2,900
8	Number of inmates transported in criminal or civil actions to court appearances in Cumberland County	n/a	3,808	3,708	3,800
4	Number of properties in Cumberland County scheduled for Sheriff's Real Estate Sale	n/a	393	450	475
4	Number of services performed by Deputies upon parties named in civil law suits	n/a	10,500	11,000	11,300
15	Number of children fingerprinted and photographed as part of the Child ID program	n/a	1,451	1,200	1,400

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	40.0	40.0	41.0	39.0
Budgeted Part-Time FTE's	3.7	3.4	3.3	3.5
Total Budgeted FTE's	43.7	43.4	44.3	42.5

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	1,139	447	0	0	0	0.0%
Interfund Revenue	246,390	255,692	245,800	240,000	(5,800)	-2.4%
Other Revenue	508,601	502,774	453,800	439,600	(14,200)	-3.1%
Total Revenue	756,130	758,913	699,600	679,600	(20,000)	-2.9%
Salaries and Benefits	2,462,003	2,538,209	2,792,221	2,788,694	(3,527)	-0.1%
Operating Expense	171,057	166,118	223,086	209,102	(13,984)	-6.3%
Interfund Expense	12,073	13,041	11,428	11,577	149	1.3%
Capital Expense	78,570	33,637	63,600	0	(63,600)	-100.0%
Total Expense	2,723,703	2,751,005	3,090,335	3,009,373	(80,962)	-2.6%



Mission Statement

To record and preserve public copies of all real estate transactions within the County.

Core Activities

Bookkeeping: Record documents related to real estate transactions and collect relevant fees and taxes.

Goal 1: Make all records readily available in a timely and fashionable manner.

Primary Objectives for 2011

- Look to make improvements as deemed prudent.

Recorder of Deeds

Performance Measures

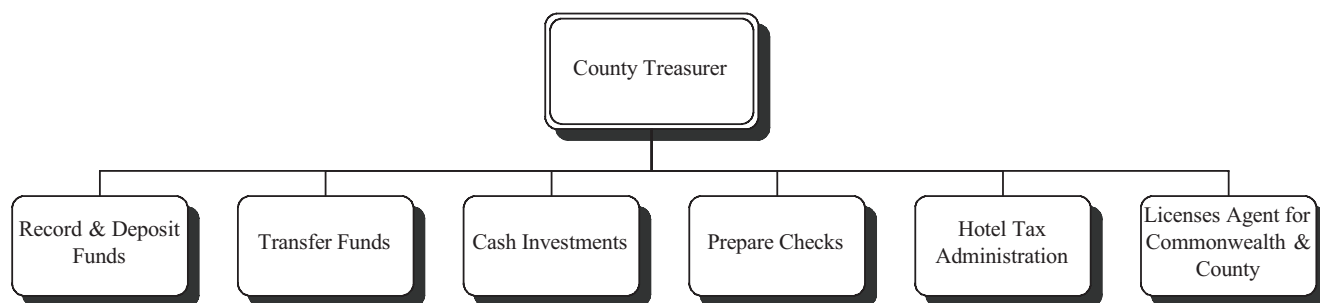
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Number of deeds recorded	5,864	5,591	5,100	5,800
1	Number of mortgages recorded	13,827	14,783	11,600	13,500
1	Number of miscellaneous items recorded	20,681	22,345	18,300	20,700
1	Total documents recorded	40,372	42,719	35,000	40,000

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	8.0	8.0	8.0	8.0
Budgeted Part-Time FTE's	0.6	0.6	0.6	0.6
Total Budgeted FTE's	8.6	8.6	8.6	8.6

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	1,278,067	1,261,815	1,381,800	1,240,880	(140,920)	-10.2%
Total Revenue	1,278,067	1,261,815	1,381,800	1,240,880	(140,920)	-10.2%
Salaries and Benefits	420,958	413,389	500,290	524,792	24,502	4.9%
Operating Expense	81,974	66,284	170,200	147,700	(22,500)	-13.2%
Interfund Expense	2,378	2,034	211,712	1,600	(210,112)	-99.2%
Capital Expense	9,038	23,796	0	0	0	0.0%
Total Expense	514,348	505,503	882,202	674,092	(208,110)	-23.6%



Mission Statement

To provide detailed accountability and maintain accurate records in order to ensure that the County is aware of its financial picture.

Core Activities

Record and Deposit all Monies: Receive, classify, record, and deposit monies for all operational accounts/funds of the County.

Goal 1: Record and deposit all monies accurately and on a daily basis.

Transfer Money: Invest County operational funds, and all means of transferring money, for the purchase and redemption of investments.

Goal 2: Complete the investment of operational funds and the transfer of investments in accordance with the directives of the Finance Office.

Reconcile: Maintain, update, and reconcile all cash investments.

Goal 3: Perform reconciling accurately and on a daily basis.

Prepare Checks: Prepare checks for reimbursement and disbursement of expenses from payroll, general expenses, and indirect costs associated with the accounts.

Goal 4: Prepare checks in an accurate and timely manner.

Hotel Tax: As per County Ordinance 2001-03, this activity has been added to the responsibility of the Treasurer's Office. Section VII regulates the collection and disposition of revenues collected regarding a County Hotel Tax. The Treasurer shall collect the tax and deposit the monies in a special fund. The Treasurer must also disburse the money in a manner established by statute.

Goal 5: Regulate the collection and disposition of revenues collected regarding County Hotel Tax.

Licensing: As per state statutes, this office issues licenses/permits for seven different types of functions; the categories of these licenses/permits are: Dog (PA Dept. of Agriculture), Fishing and Boat Permits (PA Fish & Boat Commission), Hunting (PA Game Commission), Sportsmen's Firearms Permits (PA State Police), and Bingo & Small Games of Chance. Licenses are issued daily and deposited into two different accounts, with disbursements disbursed according to statute.

Goal 6: Properly issue licenses and disburse proceeds.

Primary Objectives for 2011

- Work with IMTO to develop a new licensing database for tracking information and retaining prior years' data.
- Develop an online issuance for Dog License.
- Work with bank to develop debit card payment of licensing issuance.

Treasurer

Performance Measures

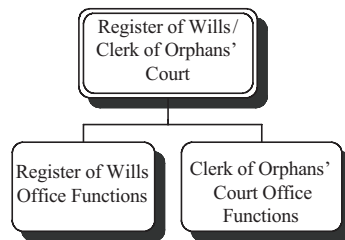
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Record and deposit all monies accurately and on a daily basis	100.0%	100.0%	100.0%	100.0%
2	Complete the investment of operational funds and the transfer of investments in accordance with the directives of the Finance Office	100.0%	100.0%	100.0%	100.0%
3	Perform reconciling accurately and on a daily basis	100.0%	100.0%	100.0%	100.0%
4	Prepare checks in an accurate and timely manner	100.0%	100.0%	100.0%	100.0%
6	Properly issue licenses and disburse proceeds	100.0%	100.0%	100.0%	100.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	4.0	4.0	4.0	4.0
Budgeted Part-Time FTE's	0.5	0.5	0.5	0.5
Total Budgeted FTE's	4.5	4.5	4.5	4.5

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	40,131	46,040	40,900	41,400	500	1.2%
Total Revenue	40,131	46,040	40,900	41,400	500	1.2%
Salaries and Benefits	256,655	260,693	266,137	277,422	11,285	4.2%
Operating Expense	6,970	7,512	9,151	10,050	899	9.8%
Interfund Expense	1,214	1,289	1,079	1,026	(53)	-4.9%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	264,839	269,494	276,367	288,498	12,131	4.4%



Mission Statement

The Cumberland County Register of Wills and Clerk of Orphans' Court is a dual office of the Court of Common Pleas, whose mission is to effectively process court documents in an efficient manner and to guarantee both the accuracy and accessibility of those documents for their legal and historic value to the citizens we serve.

Core Activities

Register of Wills: The Register of Wills is a judicial office of the Court of Common Pleas. Estate administration for residents domiciled in Cumberland County at the time of death begins in this office with the filing of probate documents. The Register of Wills has judicial authority to determine if the documents are to be admitted for probate and to decide who shall serve as the personal representative for the estate. The Register of Wills also serves as an agent for the Commonwealth of Pennsylvania Department of Revenue to collect and document the receipt of inheritance tax payments.

Goal 1: Report to the county and state on funds collected and disbursed for the month by the tenth day of the following month.

Goal 2: Transmit estate information, inheritance tax returns, copies of inheritance tax payments, taxpayer information notices, and create decedent records for the Pennsylvania Department of Revenue on a weekly basis.

Goal 3: Perform a monthly audit of additional probate fees based on the filing of inheritance tax returns which detail the amount of probatable assets compared to the estimated value of the probatable assets as stated on the Petition for Grant of Letters.

Clerk of Orphans' Court: The Clerk of Orphans' Court is a division of the Court of Common Pleas that maintains and ensures the accuracy of the records for all miscellaneous matters of the Court including, but not limited to, adoptions, marriage license applications and issuance, guardianship, trusts, minors' estates, claims against estates, birth and death records from 1894 to 1906, and accounts of estates, guardians, and trusts.

Goal 4: Report to the Administrative Office of the Pennsylvania Courts the number of new and adjudicated accounts, guardianships, adoptions, and parental rights' terminations processed for the month by the fifteenth day of the following month.

Primary Objectives for 2011

- Continue the scanning and archiving of all documents filed in both offices.
- Provide staff development for all staff members.
- Update and enhance the Register of Wills and Clerk of Orphans' Court Procedural Manual.
- Continue with phase II of the Backfile Scanning Project to archive records through IMR.

Register of Wills/Clerk of Orphans' Court

Performance Measures

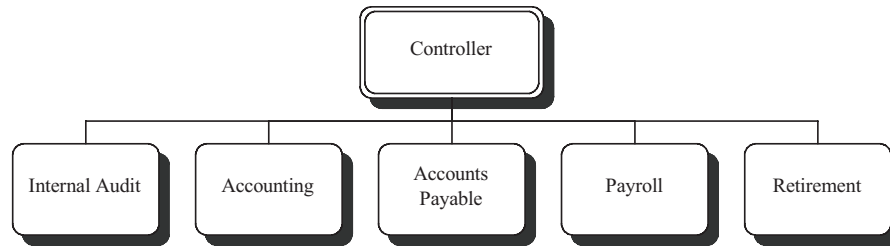
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Report to the County and State on funds collected and disbursed for the month by the tenth day of the following month	100.0%	100.0%	100.0%	100.0%
4	Report to the Administrative Office of the Pennsylvania Courts the number of new and adjudicated accounts, guardianships, adoptions, and parental rights' terminations processed for the month by the fifteenth day of the following month	100.0%	100.0%	100.0%	100.0%
2	Transmit estate information, inheritance tax returns, copies of inheritance tax payments, taxpayer information notices, and create decedent records for the Pennsylvania Department of Revenue on a weekly basis	100.0%	100.0%	100.0%	100.0%
3	Perform a monthly audit of additional probate fees based on the filing of inheritance tax returns which detail the amount of probatable assets compared to the estimated value of the probatable assets as stated on the Petition for Grant of Letters	100.0%	100.0%	100.0%	100.0%
4	Number of marriage licenses applications taken	1,139	1,202	1,140	1,210
4	Number of new estate dockets opened	1,202	1,112	1,150	1,150
4	Number of new adoptions dockets opened	134	119	120	120
4	Number of new guardianships dockets opened	32	47	30	30
4	Number of new Orphans' Court dockets opened	87	105	85	85

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	6.0	6.0	6.0	7.0
Budgeted Part-Time FTE's	0.5	0.5	0.0	0.0
Total Budgeted FTE's	6.5	6.5	6.0	7.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	574,762	506,710	551,000	552,000	1,000	0.2%
Total Revenue	574,762	506,710	551,000	552,000	1,000	0.2%
Salaries and Benefits	352,226	364,015	391,045	430,413	39,368	10.1%
Operating Expense	42,671	36,476	67,078	68,170	1,092	1.6%
Interfund Expense	2,302	2,063	1,710	2,010	300	17.5%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	397,199	402,554	459,833	500,593	40,760	8.9%



Mission Statement

To supervise the fiscal affairs of the County, including the accounts and official acts related to all elected officials and other County employees and organizations that collect, receive, hold, or disburse public monies of the County (County Code Section 1702). To keep the County's books which support financial statements in accordance with generally accepted accounting principles (County Code Section 1705). To scrutinize, audit, and decide on all bills and other claims against the County prior to their payment (County Code Section 1750). To annually audit, settle, and adjust the accounts of all County officers (County Code Section 1702). To prepare and publish for the citizens, the County's Annual Financial Report (CAFR) and create an annual financial report for the Commonwealth Department of Commerce and Economic Development (County Code Section 1720).

Core Activities

Internal Audit: Perform financial, compliance, and internal control audits, to ensure that fiscal affairs of the County are being executed in accordance with management and regulatory requirements and investigate fraud allegations.

Goal 1: Adopt and implement a more efficient paperless audit process satisfying American Institute of Certified Public Accountants (AICPA) and U.S. Government Accountability Office (GAO) standards for review and approval of audit planning, audit documentation standards, and "lock-down" of electronic audit workpapers.

Goal 2: Reduce the probability of fraud involving County cash and other assets through internal control recommendations and the use of the County's Fraud Hotline. Increasing the perception of detection is the greatest fraud deterrent, according to the association of Certified Fraud Examiners.

Goal 3: Effectively manage professional audit fees by preparing the County's CAFR in-house and incorporating into internal audit's annual audit plan the significant audit areas of the County's CAFR audit and reflecting the resulting savings as a result.

Accounting: Maintain County's books on Generally Accepted Accounting Principles (GAAP) and timely prepare a CAFR having favorable impact on County's bond rating.

Goal 4: Maintain the County's books on governmental GAAP basis of accounting and maintain Lawson "push button" financial reporting capabilities for all balance sheets, statements of net assets and statements of revenues, expenditures/expenses and changes in fund balance/net assets, and government-wide financial statements.

Goal 5: Prepare and publish, with wide distribution to County residents, an annual summary financial report that uses graphs and other easy to understand presentations to communicate the County's financial condition and financial activities.

Goal 6: Achieve both the Commonwealth's Department of Commerce and Economic Development and the Government Finance Officers Association's financial reporting deadlines.

Accounts Payable: Ensure that disbursements are in accordance with County payment policies and procedures.

Goal 7: Continue establishment of written disbursement policy and post on intranet as completed; train end users in procedures.

Goal 8: Minimize department rework (no check request returns).

Controller

Payroll: Ensure that disbursements are in accordance with County payment policies and procedures.

Goal 9: Produce accurate payroll checks (.6 checks incorrect per payroll).

Goal 10: Complete Kronos phase II implementation.

Retirement: Maintain accurate employee accounts and pay on time.

Goal 11: Respond to information requests in a timely fashion.

Goal 12: Implement retirement fund employee administration software.

Primary Objectives for 2011

- Continue implementation of online accounts payable user procedures and establish pre-audit function based on implementation procedures by adding four new topical areas of the guide.
- Continue implementation of online payroll user procedures and establish pre-audit function where applicable by adding four new topical areas of the guide.
- Continue implementation of phase II of document imaging process.
- Maintain the County's compliance with the Governmental Accounting Standards Board (GASB) accounting and reporting standards (GAAP for state and local governments) by gaining familiarity with new GASB pronouncements and guiding the County's implementation of those that are relevant.
- Continue to adhere to the American Institute of Certified Public Accountants (AICPA's) generally accepted auditing standards and the U.S. GAO's generally accepted governmental auditing standards, as applicable, and updating the audit quality control binder as necessary.
- Address identified control deficiencies through the communication to management of internal control recommendations.
- Promote the County's fraud hotline twice per year.
- Start investigating fraud tips within 24 hours of receipt.

Controller

Performance Measures

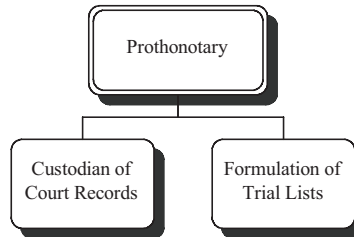
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1,2,3	Internal audit: Number of hours of internal audit assistance on countywide audit/contractual commitment (300 hours)	267	352	300	300
1,2,3	Number of audits in the previous year's audit plan performed annually	13	13	18	13
2	Percentage of fraud hotline responses YTD for which investigations were begun within 24 hours	100.0%	100.0%	100.0%	100.0%
1,2,3	Number of year end audit adjustments	5	5	0	0
6	GFOA Excellence in Comprehensive Annual Financial Reporting deadline met	yes	yes	yes	yes
6	Commonwealth's DCED countywide financial reporting deadline met	yes	yes	yes	yes
6	PAFR produced and distributed by 6/30	yes	yes	yes	yes
7	Percentage of accounts payable invoices in compliance with online County procedures (of phased implementation)	69.0%	77.2%	75.0%	80.0%
9	Number of checks returned for re-work by reason of error (decreased by)	20.0%	6.3%	5.0%	5.0%
3	Percentage of payroll checks in error	0.04%	0.04%	0.04%	0.04%
11	Percentage of departments participating in preparing timesheets using Excel	69.0%	69.0%	69.0%	69.0%
8	Percentage of retirement archive records scanned	0.0%	0.0%	10.0%	80.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	13.9	12.9	13.3	12.9
Budgeted Part-Time FTE's	0	0	0	0
Total Budgeted FTE's	13.9	12.9	13.3	12.9

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	15	0	0	0	0	0.0%
Total Revenue	15	0	0	0	0	0.0%
Salaries and Benefits	835,573	855,492	959,623	984,016	24,393	2.5%
Operating Expense	121,188	109,398	116,765	125,591	8,826	7.6%
Interfund Expense	3,442	3,579	2,984	3,124	140	4.7%
Capital Expense	0	0	2,690	0	(2,690)	-100.0%
Total Expense	960,203	968,469	1,082,062	1,112,731	30,669	2.8%



Mission Statement

To maintain and provide appropriate public access to all legal civil records necessary for the operation of the Court of Common Pleas.

Core Activities

Custodian of Court Records: Responsible for the filing, maintaining, and archival retrieval accuracy of legal documents for the Court of Common Pleas.

Goal 1: Processing of all legal court documents within 24 hours of receipt.

Goal 2: Accurate and confidential processing of Protection From Abuse (PFA) Orders by the close of business day filed.

Goal 3: Accurate and timely filing of appeals to The Superior and Commonwealth Court of Pennsylvania.

Goal 4: Follow all Homeland Security guidelines for the processing of U.S. Passports and passport photos.

Goal 5: Responsible for conducting the Naturalization Process and name changes of new U.S. Citizens while maintaining and archiving on-line publication of all subsequent Naturalization Records.

Goal 6: Timely and accurately prepare and publish all Court lists by the Court appointed deadline.

Goal 7: Timely and accurately disburse monies due to the county, state, arbitration, and judgment orders of Court.

Primary Objectives for 2011

- Work with President Judge to create E-filing platform for remote filing capabilities.
- Storage, microfilming, and electronic scanning of 2003 records.
- Continue digital scanning of 1800 - 1904 Naturalization Records for view via remote access.
- Utilize Allen Road Storage Facility and re-organization of Prothonotary basement to aid in the preservation of Cumberland County historical documents.

Prothonotary

Performance Measures

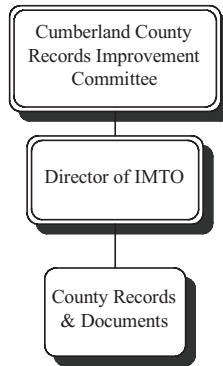
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Processing of all legal court documents within twenty-four hours of receipt	n/a	n/a	n/a	95.0%
2	Accurate and confidential processing of Protection From Abuse Orders by the close of business day filed	n/a	n/a	n/a	100.0%
3	Accurate and timely filing of appeals to the Superior and the Commonwealth Court of Pennsylvania	n/a	n/a	n/a	100.0%
4	Follow all Homeland Security guidelines for the processing of U.S. Passport photos	n/a	n/a	n/a	100.0%
5	Responsible for conducting the Naturalization Process and name changes of new U.S. Citizens while maintaining, archiving on-line publication of all subsequent Naturalization records	n/a	n/a	n/a	100.0%
6	Timely and accurately prepare and publish all court lists by the Court appointed deadline	n/a	n/a	n/a	100.0%
7	Timely and accurately disburse monies due to the County, State, Arbitration, and Judgment Orders of Courts	n/a	n/a	n/a	100.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	9.0	8.0	8.0	9.0
Budgeted Part-Time FTE's	0.0	0.5	0.6	0.0
Total Budgeted FTE's	9.0	8.5	8.6	9.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	532,568	534,680	630,000	459,100	(170,900)	-27.1%
Total Revenue	532,568	534,680	630,000	459,100	(170,900)	-27.1%
Salaries and Benefits	433,653	452,445	486,771	527,613	40,842	8.4%
Operating Expense	24,291	25,529	67,479	57,321	(10,158)	-15.1%
Interfund Expense	3,418	2,114	1,653	2,103	450	27.2%
Capital Expense	0	1,117	5,274	0	(5,274)	-100.0%
Total Expense	461,362	481,205	561,177	587,037	25,860	4.6%



Mission Statement

To improve the security and accessibility of Cumberland County's historical documents and permanent records.

Core Activities

County Documents: Identify and arrange record series, update and refinement of inventories and database, and addition of record series to web site with digitized images as applicable.

Goal 1: Update and refine inventory.

Goal 2: Add historical content to the web.

Goal 3: Centralize permanent record storage.

Primary Objectives for 2011

- Institute electronic filing for Prothonotary dockets.
- Continue inventory of County documents on loan to Cumberland County Historical Society (CCHS) and reunification with proper series.
- Expand Internet listings of County documents.
- Prepare the Cumberland County Records Center (CCRC) at 310 Allen Road for storage of permanent County records.
- Begin transfer of permanent files to the CCRC.

Records Improvement - County

Performance Measures

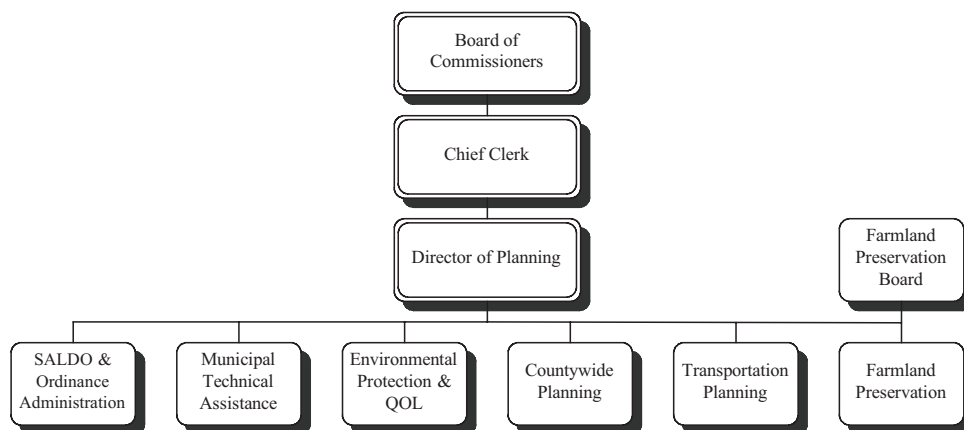
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Update and refine departmental inventories	2	5	38	0
2	Web additions: volume series	41	173	0	0
2	Web additions: paper series	15	14	50	25
2	Web additions: microfilm series	47	0	1	1
2	Web additions: digitized images, paper series	6	5	50	25
3	Permanent records transferred to CCRC: series	n/a	n/a	n/a	275

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	0	0	0	0
Budgeted Part-Time FTE's	0.7	1.1	1.3	1.3
Total Budgeted FTE's	0.7	1.1	1.3	1.3

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	4,086	0	7,250	7,250	100.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	108,746	98,128	99,700	83,000	(16,700)	-16.8%
Total Revenue	108,746	102,214	99,700	90,250	(9,450)	-9.5%
Salaries and Benefits	24,579	42,531	44,320	44,088	(232)	-0.5%
Operating Expense	43,730	14,468	82,838	39,250	(43,588)	-52.6%
Interfund Expense	472	546	461	511	50	10.8%
Capital Expense	0	86,986	10,000	6,000	(4,000)	-40.0%
Total Expense	68,781	144,531	137,619	89,849	(47,770)	-34.7%



Mission Statement

To investigate, coordinate, and administer all matters that have direct and/or indirect impact upon Cumberland County so as to maintain the highest quality of life (QOL) for its inhabitants, maintain a balance between urban centers and rural areas, and meet and anticipate the needs of the County's present and future population growth without compromising the needs of future generations.

Core Activities

Subdivision Land Development and Zoning Administration: Provide the legally mandated County review of all subdivision and land development plans and zoning ordinance amendments in Cumberland County.

Goal 1: Streamline review and response time on all planning reviews while maintaining a high standard of quality.

Municipal Planning Technical Assistance: Provide broad-based planning technical assistance as requested by our municipal partners.

Goal 2: Provide staff and technology support for municipal planning and other special projects.

Goal 3: Provide training opportunities to increase the planning capacity of municipal elected and appointed officials.

Environmental Protection and Quality of Life Initiatives: Protect the environment and enhance the quality of life of the County through open space, recreation, and environmental planning activities.

Goal 4: Protect the water quality of Cumberland County through municipal implementation of the County Stormwater Management Plan and Model Ordinance.

Comprehensive Plan: Develop, implement, and update the County Comprehensive Plan.

Goal 5: Update the future land use chapter by the end of the fourth quarter.

Farmland Preservation: Preserve the agriculture industry by preserving prime agriculture soils and supporting the retention and expansion of existing farms.

Goal 6: Preserve prime farmland and the agriculture industry.

Planning

Primary Objectives for 2011

- 95% of Subdivision and Land Development (SALDO) reviews completed with 20 days of receipt.
- Number of plans reviewed.
- Number of municipal technical assistance projects supported.
- Number of training sessions conducted.
- Number of attendees per session.
- Number of municipalities adopting the Stormwater Management Plan and Model Ordinance.
- Complete draft of the transportation chapter by the end of the fourth quarter.
- Number of acres of farmland preserved.
- Meet with 1/2 of the county farmers enrolled in the farmland preservation program.
- Number of farms enrolled in the farmland preservation program.

Planning

Performance Measures

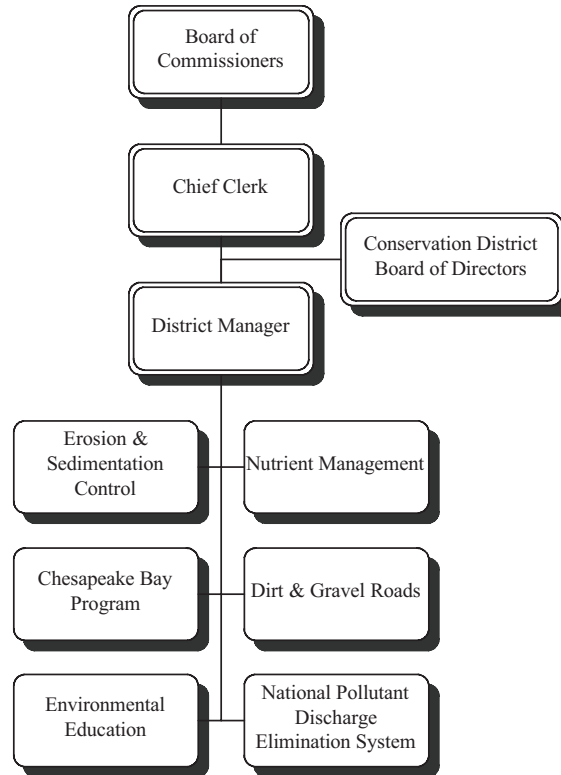
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	90% of subdivision and land development reviews completed within 20 days of receipt	n/a	98.8%	98.0%	95.0%
1	Number of plans reviewed	n/a	189	225	225
2	Number of municipal technical assistance projects supported	138	41	6	6
3	Number of training sessions conducted	n/a	4	3	3
3	Number of attendees per session	n/a	278	n/a	n/a
4	Number of municipalities adopting Stormwater Management Plan and Model Ordinance	n/a	n/a	0	20
5	Complete draft of the chapter by the end of the fourth quarter	n/a	yes	yes	yes
6	Number of acres of farmland preserved	926	386	386	350
6	Number of business retention visits conducted with county farmers	n/a	2	2	50
6	Number of farms enrolled in the farmland preservation program	n/a	4	4	4

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	5.0	5.0	5.0	5.0
Budgeted Part-Time FTE's	0.1	0.1	0.0	0.0
Total Budgeted FTE's	5.1	5.1	5.0	5.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	204,189	277,484	52,559	33,821	(18,738)	-35.7%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	240,169	342,723	137,302	130,599	(6,703)	-4.9%
Total Revenue	444,358	620,207	189,861	164,420	(25,441)	-13.4%
Salaries and Benefits	299,619	310,926	335,887	356,336	20,449	6.1%
Operating Expense	1,060,860	667,442	479,199	463,267	(15,932)	-3.3%
Interfund Expense	2,956	3,161	2,740	2,434	(306)	-11.2%
Capital Expense	266,061	492,243	250,000	250,000	0	0.0%
Total Expense	1,629,496	1,473,772	1,067,826	1,072,037	4,211	0.4%



Mission Statement

Cumberland County Conservation District, authorized by the Legislature under Act 217 “Conservation District Law” and guided by a board of local volunteers, is committed to minimizing the adverse impact of activities on, and enhancing the natural resources of, the County through a combination of enforcement of laws and regulations, education, and cooperative agreements with government agencies and private individuals.

Core Activities

Clean Water Program: Implementation of Erosion and Sedimentation Control and National Pollutant Discharge Elimination System (NPDES) delegated programs.

Goal 1: Minimize or eliminate accelerated erosion and to prevent sediment pollution to waters of the Commonwealth as a result of earthmoving activities.

Goal 2: Implement PA’s Erosion and Sedimentation Pollution Control program as required by the delegation agreement.

Chesapeake Bay Program: Conduct Chesapeake Bay financial assistance program.

Goal 3: The Pennsylvania Chesapeake Bay Financial Assistance Funding Program goal is to assist landowners within Pennsylvania’s portion of the Chesapeake Bay drainage basin with the cost of installing agricultural Best Management Practices (BMP’s) to achieve nutrient management and associated erosion and water control.

Goal 4: The Cumberland County goal is to reduce nutrients and sediments into streams and waters within the County resulting in improved countywide water quality and ultimately the Chesapeake Bay.

Conservation District

Nutrient Management Program: Ensure concentrated animal operations, volunteer operations, and implement approved nutrient management.

Goal 5: Assist Cumberland County producers in determining if they fall under the Nutrient Management Act Regulations.

Goal 6: Assist Cumberland County farmers who have a current Nutrient Management Plan to meet the requirements set fourth in the plan.

Watershed Program: Ensure County watershed protection.

Goal 7: Provide stormwater management education through the implementation of the rain barrel program.

Goal 8: Provide technical assistance to the watershed organization of Cumberland County.

Environmental Education: Environmental education to county students and the general public.

Goal 9: Conduct annual County Environthon for all schools of Cumberland County.

Goal 10: Educate the public through two well and septic system management workshops.

Dirt and Gravel Roads Program: Implementation of delegated program.

Goal 11: Fund safe, efficient, and environmentally sound maintenance of sections of dirt and gravel roads that have been identified as sources of dust and sediment pollution.

Goal 12: Implement Dirt and Gravel Program as per contract with the State Conservation Commission.

Primary Objectives for 2011

- Continue to secure state grants to assist County landowners to improve water quality.
- Complete a strategic plan for the Conservation District.
- Strive to reach all output measures in state delegated programs.

Conservation District

Performance Measures

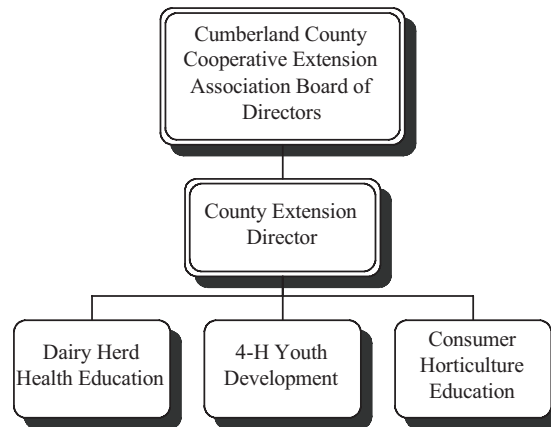
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1,2	Number of Erosion and Sedimentation Control plans reviewed by Conservation District staff within state deadlines: General Permits	31	22	22	40
1,2	Percentage of Erosion and Sedimentation Control plans reviewed by Conservation District staff within state deadlines: General Permits (30 days)	100.0%	100.0%	100.0%	100.0%
1,2	Number of Erosion and Sedimentation Control plans reviewed by Conservation District staff within state deadlines: Individual Permits	17	8	8	12
1,2	Percentage of Erosion and Sedimentation Control plans reviewed by Conservation District staff within state deadlines: Individual Permits (66 days)	100.0%	100.0%	100.0%	100.0%
11, 12	Number of earthmoving sites inspected to determine if site falls within state compliance	509	549	500	450
5,6	Number of County farmers participating in Nutrient Management Program	211	230	200	200
9,10	Number of environmental and agriculture education opportunities provided by the Conservation District	10	14	12	12

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	9.1	9.0	8.0	8.0
Budgeted Part-Time FTE's	0.0	0.1	0.0	0.1
Total Budgeted FTE's	9.1	9.1	8.0	8.1

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	581,925	423,685	492,800	489,000	(3,800)	-0.8%
Interfund Revenue	76,400	109,792	114,494	124,300	9,806	8.6%
Other Revenue	147,132	113,904	135,420	149,820	14,400	10.6%
Total Revenue	805,457	647,381	742,714	763,120	20,406	2.7%
Salaries and Benefits	529,698	522,849	527,558	562,649	35,091	6.7%
Operating Expense	357,551	200,664	264,950	274,349	9,399	3.5%
Interfund Expense	5,528	4,697	4,747	3,965	(782)	-16.5%
Capital Expense	2,961	0	8,000	0	(8,000)	-100.0%
Total Expense	895,738	728,210	805,255	840,963	35,708	4.4%



Mission Statement

Penn State Cooperative Extension is an educational network that gives people in each of Pennsylvania's sixty-seven counties access to Penn State's resources and expertise in the program areas of agriculture, 4-H and youth development, horticulture and gardening, natural resources, human nutrition, diet, and health. Penn State Extension provides this information through non-formal educational settings and individual assistance.

4-H Program Mission - Help young people become self-directed, productive, and contributing members of a diverse society through life skill and project skill development.

Core Activities

Dairy Herd Health Education: To upgrade the dairy herd health knowledge and management skills of dairy producers in Cumberland County.

Goal 1: Dairy Herd Health Group training sessions will educate dairy producers and agribusiness personnel about new management procedures for herd health.

Goal 2: Number of farm consultations on herd health.

4-H Youth Development Educational Programming: The 4-H program will provide leadership, citizenship, and life skill development through traditional club experiences for youth ages 8-19. The 4-H program will also provide opportunity for project skill development at the direction of volunteer 4-H leaders. The 4-H program will also provide educational experiences to non-4-H youth through embryology projects in school classrooms, agricultural science day camps, and farm safety day camps.

Goal 3: Involve 250 youth in countywide 4-H activities and 20 youth in teen volunteer positions.

Goal 4: Maintain 20 4-H clubs serving a total of 250 enrolled 4-H members.

Goal 5: Provide embryology projects to 900 students and day camp experiences to 100 youth.

Consumer Horticulture Education: Penn State Extension will train and supervise volunteer participants in the Master Gardener program. Master Gardeners will gain knowledge and skills to teach peers and the general public about all aspects of home horticulture. Penn State Extension will provide high quality horticulture education outreach to the citizens of Cumberland County.

Goal 6: Number of consumers reached with consumer horticulture educational information.

Goal 7: Number of Master Gardener volunteer hours assisting consumers at garden hotlines and plant clinics.

Primary Objectives for 2011

- County residents will increase their knowledge of horticulture and will apply all pesticides at recommended rates.
- County residents will follow recommended gardening practices gained through educational outreach conducted by the Consumer Horticultural Extension Educator and the Master Gardeners.

Agricultural Extension

Performance Measures

Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
2	Number of farm consultations conducted on Dairy Herd Health	78	156	77	75
1	Small group Dairy Herd Health training sessions with 6-15 persons per session	11	4	7	5
1	Large Dairy Herd Health group training sessions with at least 15 persons per group	3	n/a	15	15
4	Maintain at least 15 4-H clubs	20	18	16	18
3	Total number of youth served in the County	1,413	1,485	1,086	1,200
4	Number of adult 4-H leaders	140	103	116	120
6	Number of consumers reached with consumer horticulture educational information	1,147	1,286	1,044	1,200
7	Number of Master Gardener volunteer hours assisting consumers on the Cumberland County Extension Garden Hotline	95	85	80	85
7	Total number of Master Gardener volunteer hours	4,269	5,528	2,969	4,000

Full Time Equivalents

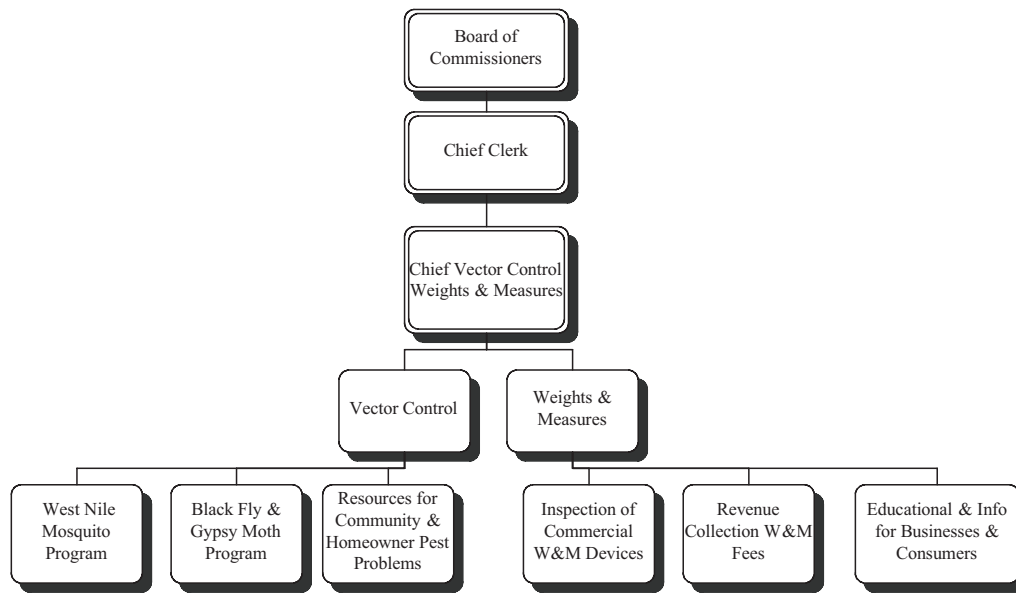
	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	6.0	6.0	6.0	5.0
Budgeted Part-Time FTE's	0.6	0.6	0.6	0.6
Total Budgeted FTE's	6.6	6.6	6.6	5.6

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Expense	0	0	0	0	0	0.0%
Other Revenue	0	0	0	1,750	1,750	100.0%
Total Revenue	0	0	0	1,750	1,750	100.0%
Salaries and Benefits	276,193	283,370	302,754	245,053	(57,701)	-19.1%
Operating Expense	111,369	81,304	99,300	103,800	4,500	4.5%
Interfund Expense	3,631	3,764	4,336	4,029	(307)	-7.1%
Capital Expense	16,344	0	1,875	0	(1,875)	-100.0%
Total Expense	407,537	368,438	408,265	352,882	(55,383)	-13.6%

Vector Control and Weights & Measures

Agriculture, Development, & Planning



Mission Statement

Vector Control: To safeguard against the outbreak of related health diseases and unacceptable nuisance populations of mosquitoes and other specific community and household pests.

Weights & Measures (W&M): Conduct registration and regular inspections to ensure “equity in the market place” for consumers and businesses that conduct commerce by means of weighing and measuring devices.

Core Activities

Mosquito and West Nile Virus: Surveillance and control program.

Goal 1: Detect and manage reproduction locations of mosquitoes to limit their emergence and proliferation.

Goal 2: Publicize results of surveys, treatments, and associated data on County website including GIS mapping and local news media.

Inspection and Testing: Annual inspection of commercial weighing and measuring devices.

Goal 3: Register and inspect, approve or reject County W&M commercial devices.

Goal 4: Inform public regarding quick response to inquiries and selling/purchasing related information.

Primary Objectives for 2011

- Emphasize homeowner solutions to aid in lowering mosquito reproduction in densely populated areas with a focused media campaign to local municipalities and elected officials.
- Continue analyzing inspection due dates and business locations and altering them to improve operations and efficiency.
- Modernize inspection data for reporting in web publication.

Vector Control and Weights & Measures

Performance Measures

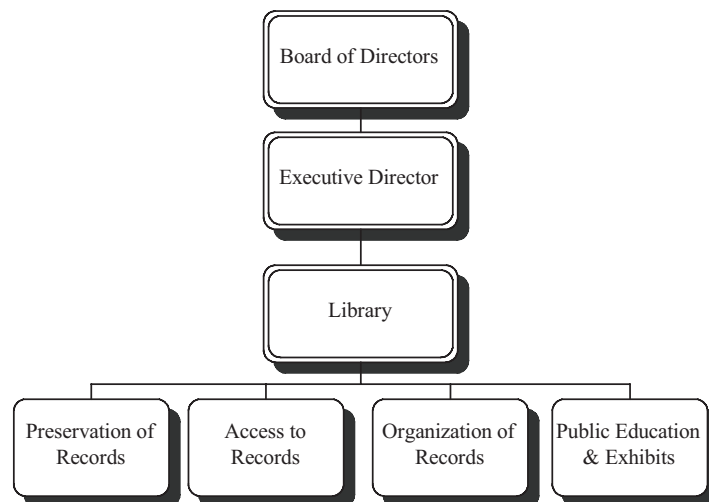
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Inmate sampling mosquito and treatment (8-10 per wk)	92.0%	97.5%	95.0%	95.0%
1	Adult sampling and treatment (8-10 per wk)	88.0%	96.0%	96.0%	100.0%
1	Samples to DEP lab for ID confirmation (within 72 hours)	100.0%	100.0%	100.0%	100.0%
3	Percentage of businesses/devices inspected (within 30 days of annual due month)	92.0%	97.5%	94.0%	96.0%
3	Invoicing/collection registration fees (60 days of notice)	93.0%	92.6%	90.0%	95.0%
4	Consumer/resident info request (within 24 hrs) and resolution (within 48 hours)	95.0%	99.5%	100.0%	100.0%
2	Provide information to the public, municipalities, and press as needed or at minimum every 2 months	85.0%	90.0%	90.0%	95.0%
4	Inspection records data: document and post on website including GIS mapping system monthly	25.0%	0.0%	40.0%	65.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	3.0	3.0	3.0	3.0
Budgeted Part-Time FTE's	0.3	0.5	0.5	0.1
Total Budgeted FTE's	3.3	3.5	3.5	3.1

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	58,984	57,783	85,756	71,100	(14,656)	-17.1%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	429,185	247,720	150,000	160,000	10,000	6.7%
Total Revenue	488,169	305,503	235,756	231,100	(4,656)	-2.0%
Salaries and Benefits	187,791	191,999	207,821	208,448	627	0.3%
Operating Expense	267,684	169,152	32,911	28,150	(4,761)	-14.5%
Interfund Expense	1,301	1,279	1,532	1,868	336	21.9%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	456,776	362,430	242,264	238,466	(3,798)	-1.6%



Mission Statement

The mission of the Cumberland County Historical Society (CCHS) is to collect, preserve, and interpret the history of the County.

Core Activities

Memorandum of Understanding: To successfully implement the Memorandum of Understanding established between the Commissioners of Cumberland County and the CCHS.

Goal 1: Future cataloging efforts done at CCHS will be coordinated with the recent work done by County archivist.

Goal 2: Provide for the long-term preservation of County government and court records by storing them in a protected environment following current conservation standards.

Goal 3: Provide government employees and the public access to County government records housed at the Society.

Primary Objectives for 2011

- Host displays pertaining to County records.
- Coordinate with County's archivist effort to achieve organization of records for computerization.
- Assist County employees and the public with access to, and use of, County records housed at the Society.
- Provide space for two County employees and an intern for work on County record projects at CCHS.
- Provide access for two County employees and an intern to computers and microfilm machines.

Historical Society

Performance Measures

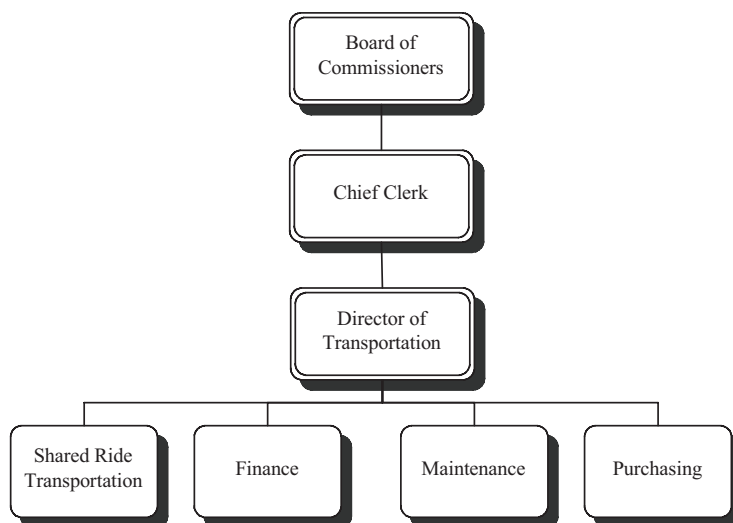
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Develop finding aids for Register of Wills - Renunciations and Affidavits of death	n/a	n/a	n/a	100.0%
2	Host County records displays in the Hamilton Library	n/a	n/a	100.0%	100.0%
3	Create updated County Records information on Historical Society's Web page	n/a	n/a	n/a	100.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	1.0	1.0	1.0	1.0
Budgeted Part-Time FTE's	0	0	0	0
Total Budgeted FTE's	1.0	1.0	1.0	1.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	10,942	11,052	11,073	10,000	(1,073)	-9.7%
Total Revenue	10,942	11,052	11,073	10,000	(1,073)	-9.7%
Salaries and Benefits	56,684	55,764	57,371	58,516	1,145	2.0%
Operating Expense	0	0	0	0	0	0.0%
Interfund Expense	174	172	143	145	2	1.4%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	56,858	55,936	57,514	58,661	1,147	2.0%



Mission Statement

To provide safe, dependable, and efficient transportation for all eligible County residents.

Core Activities

Provide Safe Transportation: Ensure all drivers are drug and alcohol free, and have completed all required specialized training.

Goal 1: Ensure that all drivers have proper certification to include a Commercial Driver's License (CDL) and training to safely operate all vehicles and deal with the special needs of passengers.

Goal 2: Ensure that all drivers are drug and alcohol free, and that random drug and alcohol testing is administered according to regulations.

Provide Dependable Transportation: Maintain fleet through preventative maintenance practices and coordinate the needs of the clients to the established routes.

Goal 3: Secure the safe operation and longevity of each vehicle by conducting periodic safety checks and performing preventative maintenance.

Goal 4: Plan for the scheduled replacement of vehicles in accordance with the PennDOT serviceability rules, through the use of grant programs.

Goal 5: Ensure that the vehicle matches the special needs of the passenger scheduled for pickup.

Provide Efficient Transportation: Provide a minimum of 15 runs per day.

Goal 6: Provide service for all legitimate trip requests for transportation.

Goal 7: Pick up customers promptly and deliver them to their scheduled appointments.

Goal 8: Continue to use and upgrade technological links to improve processing, dispatching, maintenance, and recordkeeping procedures.

Goal 9: Continue to use technological links to improve the process to access clients eligibility from County Human Services.

Goal 10: Support the County's fuel initiative.

Transportation

Primary Objectives for 2011

- Do preventative maintenance within the manufacture's recommended time frame.
- Replace vehicles with available PennDOT funds.
- Provide a minimum of 15 routes per day.
- Develop a plan to add mapping to our software implementation to take place in the last quarter, if funds are available.
- To be able to access MH/MR's client authorizations as a read only file.

Transportation

Performance Measures

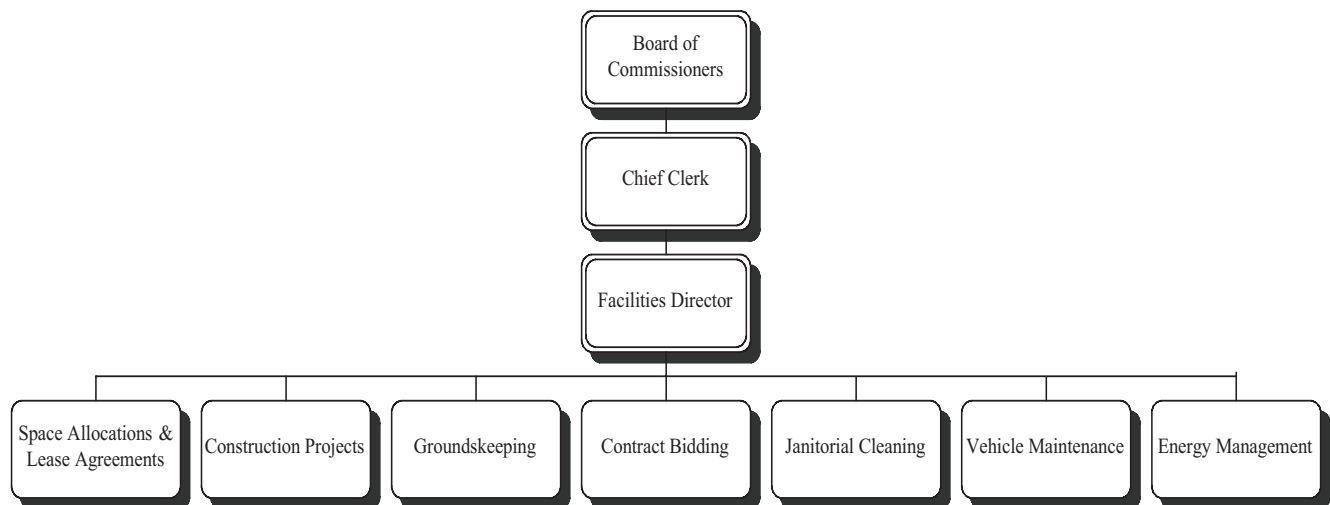
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
6	Maintain an average of 15 runs per day	100.0%	100.0%	100.0%	100.0%
3	Percentage of vehicles that obtained preventative maintenance within manufacture's recommended time frame	100.0%	99.3%	100.0%	100.0%
1	Require 100% operator participation in Special Training Classes	100.0%	97.0%	100.0%	100.0%
2	Conduct random drug and alcohol testing by an independent agency which reflects pass/fail results	100.0%	100.0%	100.0%	100.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	17.0	18.0	18.0	18.0
Budgeted Part-Time FTE's	11.3	8.7	9.4	8.3
Total Budgeted FTE's	28.3	26.7	27.4	26.3

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	1,376,686	1,224,644	1,680,932	1,356,238	(324,694)	-19.3%
Interfund Revenue	1,028,884	1,013,995	905,272	966,913	61,641	6.8%
Other Revenue	72,953	58,165	213,682	148,056	(65,626)	-30.7%
Total Revenue	2,478,523	2,296,804	2,799,886	2,471,207	(328,679)	-11.7%
Salaries and Benefits	1,261,498	1,305,811	1,382,094	1,351,587	(30,507)	-2.2%
Operating Expense	950,071	1,006,125	941,707	896,079	(45,628)	-4.8%
Interfund Expense	167,386	191,260	152,985	173,541	20,556	13.4%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	2,378,955	2,503,196	2,476,786	2,421,207	(55,579)	-2.2%



Mission Statement

To manage and maintain the County facilities and grounds in order to provide a safe, energy efficient, and accommodating environment for the public and County employees.

Core Activities

County Operations: To work behind the scenes and beyond the view of most casual observers, maintaining, servicing, and repairing the many mechanical, electrical, structural, and architectural components of County facilities.

Goal 1: To direct and manage County construction projects from start to completion in a cost effective manner and within time constraints allotted.

Goal 2: Maintain facility grounds providing an aesthetically pleasing view by planting, mulching, trimming, mowing, and removing snow and ice during winter months to provide a safe environment for employees and the public.

Goal 3: Prepare detailed technical specifications for facility bid specs to ensure projects, preventative maintenance, and purchases are completed accurately and are cost advantageous to the County.

Goal 4: Oversee contracted services including janitorial to make sure all work is completed within compliance of contracts and/or purchase orders.

Goal 5: Implement performance measures to ensure work is completed in a timely manner and within scheduled time frames.

Goal 6: Oversee vehicle maintenance to keep all County vehicles operating efficiently by conducting scheduled preventative maintenance and repairing vehicles as needed.

Goal 7: Direct the energy management within the County to provide cost savings in areas of electric, water, sewer, and fuel.

Goal 8: Prepare County maintenance budget each year to determine cost savings or expenditures that will benefit the County in the future.

Goal 9: Pursue state contract pricing when available and conduct cost comparisons on all projects and items purchased.

Primary Objectives for 2011

- Reduce energy costs by monitoring and scheduling County resources and usage of buildings on a daily basis.
- Incorporate a comprehensive preventative maintenance program to increase life of equipment and reduce outside vendor repairs of equipment.
- Research cost saving areas in maintenance as it applies to contracts and purchasing.
- Clean up and organize areas within the County to provide increased storage within County facilities.
- Renovate areas for relocation of departments which will include construction, moving, and set up of various offices.
- Work with various Magisterial District Judges offices, townships, and contractors in relocation efforts to provide a more productive and safe working environment.

County Buildings

Performance Measures

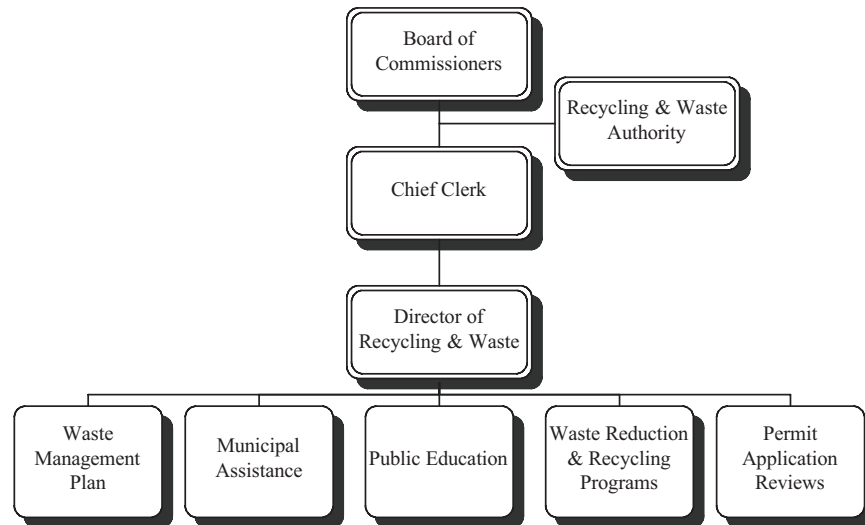
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
5,6	Preventative maintenance performed	95.0%	95.0%	95.0%	95.0%
9	Obtain competitive contract quotes	100.0%	100.0%	100.0%	100.0%
6	Maintain all County vehicles to written PM's	100.0%	100.0%	100.0%	100.0%
2	Maintain landscaping as scheduled	100.0%	100.0%	100.0%	100.0%
7	Energy management performed	90.0%	90.0%	90.0%	90.0%
7	Yearly dollars saved through energy management	\$296,012	\$305,028	\$305,000	\$305,000
1	Construction projects completed within time constraints and within budget	100.0%	100.0%	100.0%	100.0%
5	Performed HVAC, electrical, and plumbing requests within 30 days	100.0%	100.0%	100.0%	100.0%
6	Quarterly number of vehicle services performed in house	n/a	316	300	300
1	Quarterly number of maintenance work orders	n/a	4,660	4,500	4,500
1	Quarterly percentage of completed work orders	n/a	95.0%	95.0%	95.0%

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	17.0	16.0	17.0	22.5
Budgeted Part-Time FTE's	0.8	0.7	0.6	1.0
Total Budgeted FTE's	17.8	16.7	17.6	23.5

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	80,000	100,000	1,600,000	1,600,000	0	0.0%
Interfund Revenue	41,233	55,395	60,000	373,710	313,710	522.9%
Other Revenue	17,383,560	3,009,667	335,000	176,400	(158,600)	-47.3%
Total Revenue	17,504,793	3,165,062	1,995,000	2,150,110	155,110	7.8%
Salaries and Benefits	865,069	866,253	1,096,292	1,397,426	301,134	27.5%
Operating Expense	625,907	851,259	1,701,357	1,554,067	(147,290)	-8.7%
Interfund Expense	189,553	24,936	13,134	12,484	(650)	-4.9%
Capital Expense	3,917,234	12,320,594	9,661,788	4,209,565	(5,452,223)	-56.4%
Total Expense	5,597,763	14,063,042	12,472,571	7,173,542	(5,299,029)	-42.5%



Mission Statement

To provide for the long term capacity and disposal of Cumberland County municipal waste in an environmentally sound and cost effective manner. Reduce overall County waste generation while increasing overall County recycling, and provide County residents with proper disposal options for certain items that are generally considered inappropriate for municipal solid waste disposal facilities.

Core Activities

County Municipal Waste Management Plan: Implement the County Municipal Waste Management Plan by administering waste disposal contracts for disposal of County generated municipal waste, ensuring County generated municipal waste collectors/haulers comply with County waste regulations.

Goal 1: Register all municipal waste collectors and haulers hauling County generated municipal waste and check compliance with County waste hauler regulations.

Goal 2: Review contracted waste disposal facility operations to ensure the disposal methods used are environmentally sound and are cost effective technologies.

Goal 3: Check compliance with disposal service contract agreements and PA Department of Environmental Protection (DEP) permit conditions over the term of the contract.

Waste Management Consulting Services: Provide waste management consulting services and assistance to County municipalities in a timely and cost effective manner in the following areas: PA DEP recycling grant application development and submission, waste management and recycling ordinance development, recycling program development and management, waste reduction and beneficial use program development, and operation and other general waste management areas.

Goal 4: Communicate with, and respond to, requests from municipal officials for advice, assistance, and recommendations on either developing or refining municipal waste management and recycling programs, ordinances, and submission of recycling grants.

Goal 5: Offer waste management and recycling information/presentations to County municipalities, businesses, and organizations.

Recycling & Waste Authority

Waste Management Education: Provide waste management education for County residents, municipalities, school districts, and businesses by developing, initiating, and maintaining a waste management and recycling education program in a cost-effective manner.

Goal 6: Develop, maintain, and offer waste management and recycling education programs for classroom and assembly presentations by staff and professional educators/performers for County School Districts, Parochial School, and Home School Organizations.

Goal 7: Through Authority web page as well as newspaper articles, provide waste management and recycling information to encourage waste reduction and recycling.

Waste Management Recycling Program: Provide waste management and recycling programs by developing, initiating, and maintaining programs to reduce municipal waste generation, diverting municipal waste to beneficial use, or recycling and encouraging/ensuring proper disposal of municipal waste generated within the County.

Goal 8: Provide equipment for four unmanned municipal drop-off recycling sites located on municipal or leased property in western Cumberland County.

Goal 9: Develop, provide, and evolve events for the collection and, where possible recycling of, household hazardous waste, computers, and electronics.

Goal 10: Provide to participating municipalities and offer yard waste processing equipment to new municipalities to enhance or develop yard waste programs and facilities through purchase, maintenance, and use of owned yard waste equipment.

Goal 11: Sponsor and assist volunteer group drop-off recycling events.

Waste Permit Application Technical and Administrative Reviews: Provide waste permit application technical and administrative reviews, by reviewing and investigating all waste permit applications submitted to the County, or requested by municipalities, residents, organizations, and County agencies related to waste disposal facility development, waste management planning, recycling, and land use of sewage sludge/septic.

Goal 12: Conduct a technical and administrative review of permit applications for waste disposal facilities operating, or proposed to operate, in the County when requested.

Goal 13: Assist municipalities, when requested, with their review of permit applications for waste disposal facilities.

Primary Objectives for 2011

- Provide equipment for four unmanned municipal drop-off recycling sites located on municipal property in western Cumberland County.
- Provide a door-to-door Household Hazardous Waste Program for County households and collect a \$20 copay per participant.
- Develop and implement a revised County Municipal Waste Management Plan.
- Expand the Yard Waste Equipment Program.

Recycling & Waste Authority

Performance Measures

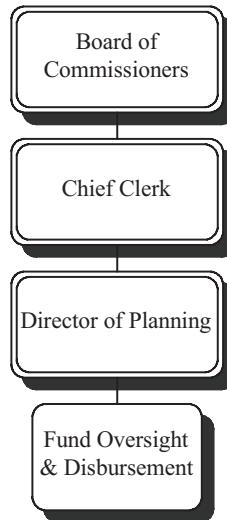
Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
9	800 household combined participation in Authority's Household Hazardous Waste and Computer & Electronic Material collection program	2,213	2,523	500	800
1	Review and approve/disapprove completed waste hauler registration applications within 5 working days of receipt	100.0%	100.0%	100.0%	100.0%
6	Conduct at least 18 public education sessions per year	34	24	22	20
10	Maintain the current 14 participating municipalities in the Yard Waste Equipment Program	14	14	14	14
12	Complete Solid Waste PA DEP permit application reviews within 60 days of assignment	yes	yes	yes	yes

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	3.0	3.0	3.0	3.0
Budgeted Part-Time FTE's	0.0	0.0	0.0	0.0
Total Budgeted FTE's	3.0	3.0	3.0	3.0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	450,340	160,115	162,698	164,698	2,000	1.2%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	227,229	149,658	144,000	106,500	(37,500)	-26.0%
Total Revenue	677,569	309,773	306,698	271,198	(35,500)	-11.6%
Salaries and Benefits	202,333	208,275	221,491	228,876	7,385	3.3%
Operating Expense	187,611	228,463	341,865	355,736	13,871	4.1%
Interfund Expense	44,948	38,405	48,051	50,205	2,154	4.5%
Capital Expense	472,576	14,698	21,182	21,182	0	0.0%
Total Expense	907,468	489,841	632,589	655,999	23,410	3.7%



Mission Statement

Manage the disbursement of State Liquid Fuels Tax appropriation for the reconstruction, maintenance, and repair of roads and bridges.

Core Activities

Liquid Fuels: Maintenance and replacement of County owned bridges.

Goal 1: Replace priority County bridges with new structures.

Goal 2: Implement a preventative maintenance program for County owned bridges.

Primary Objectives for 2011

- Complete 75% of the preliminary engineering activities for the Craighead Bridge by the end of the fourth quarter.
- Value of maintenance contracts let in second and third quarters.

Bridges/Liquid Fuels

Performance Measures

Goal	Measure	2008 Actuals	2009 Actuals	Estimated 2010	Target 2011
1	Initiate pre-construction activities for Craighead Bridge by the second quarter	n/a	yes	yes	yes
2	Value of maintenance contracts let in second and third quarters	n/a	\$409,323	\$87,000	\$50,000

Full Time Equivalents

	2008 Budget	2009 Budget	2010 Budget	2011 Budget
Budgeted Full-Time FTE's	0	0	0	0
Budgeted Part-Time FTE's	0	0	0	0
Total Budgeted FTE's	0	0	0	0

Budget Summary

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	1,048,678	529,854	1,256,297	816,500	(439,797)	-35.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	42,964	10,855	11,000	85,150	74,150	674.1%
Total Revenue	1,091,642	540,709	1,267,297	901,650	(365,647)	-28.9%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	365,429	713,419	1,186,444	789,150	(397,294)	-33.5%
Interfund Expense	22,222	19,825	25,000	40,000	15,000	60.0%
Capital Expense	627,631	0	750,000	500,000	(250,000)	-33.3%
Total Expense	1,015,282	733,244	1,961,444	1,329,150	(632,294)	-32.2%

General Fund Revenue

Other Governmental Operations

Description

- **Real Estate Taxes:** Taxes levied by the Commissioners against agricultural, commercial, residential, or personal property pursuant to law and in proportion to the assessed valuation of said property, or other appropriate basis. The total real estate levy for Cumberland County is based on \$22,637,251,500 of taxable assessed value. The millage rate for 2011 is 2.045 mills of which .143 mills are applied to the Library System.
- **Per Capita Tax:** The County receives revenue from the flat tax that is levied upon each person 18 years of age and over, living in the County.
- **Investment Earnings:** Monies received from interest income or proceeds from the sale, lease, or rental of an agency's property.
- **Contributions and Donations:** Funds received from other governmental units or an organization.
- **Transfers In:** Operating transfers (in) of monies to the agency from another agency or fund.
- **Internal Charges:** The County receives revenue from reimbursements from the Library System as well as maintenance for the Human Services Building and the Domestic Relations Building.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Tax Revenue	42,047,981	45,066,826	45,883,764	46,615,406	731,642	1.6%
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	2,517,515	2,704,295	2,740,206	2,820,749	80,543	2.9%
Other Revenue	1,107,319	680,204	495,100	350,200	(144,900)	-29.3%
Total Revenue	45,672,815	48,451,325	49,119,070	49,786,355	667,285	1.4%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	0	0	0	0	0	0.0%
Interfund Expense	0	0	0	0	0	0.0%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	0	0	0	0	0	0.0%

Grants

Other Governmental Operations

Description

To support various community and County endeavors.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	2,144,292	2,370,723	2,748,000	2,600,000	(148,000)	-5.4%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	0	189	0	0	0	0.0%
Total Revenue	2,144,292	2,370,912	2,748,000	2,600,000	(148,000)	-5.4%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	2,570,396	2,742,234	3,157,449	3,017,678	(139,771)	-4.4%
Interfund Expense	85,172	60,248	100,211	60,230	(39,981)	-39.9%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	2,655,568	2,802,482	3,257,660	3,077,908	(179,752)	-5.5%

The following list represents disbursements of some of the major grants and contributions. This list is not all inclusive.

CAT/Transit Authority	\$269,349
Black Fly	\$85,729
Economic Development	\$60,000
Pomfret Street Garage	\$20,000
Legal Services	\$15,000
Redevelopment Authority Downtown Coordinator	\$12,000
Fire Protection	\$8,000
Cumberland Cty Women's Commission	\$3,000
I-81 Corridor	\$2,000
Letort Regional Authority	\$1,600
Capital Region Council of Governments	\$500
Ag Expo	\$500

Description

Debt service is a combination of the General Fund debt service department and the Sinking Fund. The General Fund debt service is the transfer of money to make the principal and interest payments for the General Fund's long-term debt. The Sinking Fund is used "to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest" [NCGA statement 1, paragraph 3]. The Sinking Fund receives transfers from the Governmental Funds and makes the associated debt service payments. Debt service payments for the proprietary funds are budgeted in their respective budgets.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	2,736,629	2,666,222	3,271,236	3,241,971	(29,265)	-0.9%
Other Revenue	307	7,161,859	0	0	0	0.0%
Total Revenue	2,736,936	9,828,081	3,271,236	3,241,971	(29,265)	-0.9%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	2,743,916	9,841,800	3,277,356	3,249,591	(27,765)	-0.8%
Interfund Expense	2,539,669	2,641,740	3,263,448	3,242,801	(20,647)	-0.6%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	5,283,585	12,483,540	6,540,804	6,492,392	(48,412)	-0.7%

Subsidies

Other Governmental Operations

Description

To provide financial support from the General Fund for various County agencies that are not part of the General Fund.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	0	0	0	0	0	0.0%
Total Revenue	0	0	0	0	0	0.0%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	0	0	0	0	0	0.0%
Interfund Expense	6,017,075	5,740,338	7,485,824	7,933,915	448,091	6.0%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	6,017,075	5,740,338	7,485,824	7,933,915	448,091	6.0%

Support for the following major County agencies:

Emergency Telephone 911	\$2,749,378
* Children & Youth Services	\$2,495,723
Domestic Relations Office	\$920,148
* MH/MR	\$496,283
Transfer Out-Capital Fund - Improvements	\$311,710
* Drug & Alcohol	\$205,939
Stop Grant	\$146,347
* Victim Witness VOCA	\$122,856
Hazardous Materials	\$102,133
Conservation District - District Programs	\$75,000
* Transportation	\$69,726
* CJ Planning & IP Programs	\$68,930
* Human Services Administration	\$52,708
Victim Witness Asst Program	\$51,686
Conservation District - Clean Water	\$49,300
Early Learning Center	\$16,048

* Note: An estimate of the amount of revenues and corresponding expenditures for Human Service and other fiscally funded program activities is difficult due to reliance upon Commonwealth of Pennsylvania funding streams, which are not fairly known until the Commonwealth's adoption of its budget. That budget is predicated upon a fiscal year commencing July 1. Thus, this calendar year County budget reflects solely the amount of County general fund revenues and expenditures allocated to Human Services and other fiscally funded programs. A copy of the 2010-2011 County fiscal year budget for Human Services and other fiscally funded programs has been placed on display with this budget. The 2011-2012 County fiscal year budget will be placed on display at least 20 days prior to its adoption mid-year by the Board of Commissioners. Public input with respect to the fiscal year budget will be accepted at that time.

Insurance

Other Governmental Operations

Description

Cumberland County carries an insurance policy that covers the County for general liability including property, auto insurance, law enforcement, errors and omissions, and employee dishonesty.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	0	1,096,708	1,190,000	1,230,000	40,000	3.4%
Total Revenue	0	1,096,708	1,190,000	1,230,000	40,000	3.4%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	363,133	1,166,530	1,522,755	1,562,755	40,000	2.6%
Interfund Expense	115	38	76	120	44	57.9%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	363,248	1,166,568	1,522,831	1,562,875	40,044	2.6%

Hotel Tax

Other Governmental Operations

Description

Act 142 was signed into law in late 2000 authorizing the collection of a Hotel Occupancy Tax. The Cumberland County Commissioners adopted County Ordinance 2009-06 establishing the tax at a rate of 3.0%. The tax is collected by each operator of a hotel on any person who pays for consideration of occupancy of a room, or rooms, at their business. The tax is paid monthly to the County, of which 98% is remitted to Cumberland County Economic Development to promote tourism, and the remaining 2% is retained by the County for administrative expenses.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Tax Revenue	1,345,191	1,192,707	1,200,000	1,300,000	100,000	8.3%
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	22,509	8,931	11,250	3,000	(8,250)	-73.3%
Total Revenue	1,367,700	1,201,638	1,211,250	1,303,000	91,750	7.6%
Salaries & Benefits	0	0	0	0	0	0.0%
Operating Expense	26,887	23,836	24,000	26,000	2,000	8.3%
Interfund Expense	1,340,813	1,177,803	1,187,250	1,277,000	89,750	7.6%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	1,367,700	1,201,639	1,211,250	1,303,000	91,750	7.6%

Workers' Compensation

Other Governmental Operations

Description

The Workers' Compensation Trust Fund provides monies for the County's self-insured workers' compensation program. This self-insured program is in lieu of the County purchasing commercial insurance for workers' compensation. This program provides statutory requirements at a lower price and also gives the County more control over its workers' compensation claims.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	849,383	81,369	5,000	194,000	189,000	3780.0%
Total Revenue	849,383	81,369	5,000	194,000	189,000	3780.0%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	113,565	309,072	740,000	669,000	(71,000)	-9.6%
Interfund Expense	0	0	0	0	0	0.0%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	113,565	309,072	740,000	669,000	(71,000)	-9.6%

Retirement

Other Governmental Operations

Description

To develop and administer the investment policy of the County and employee contributions to the County's retirement fund. To provide retirement services on behalf of the County to current and terminated employees and to plan retiree's. To ensure compliance with regulatory requirements.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	(8,908,738)	29,984,100	14,265,000	14,376,000	111,000	0.8%
Total Revenue	(8,908,738)	29,984,100	14,265,000	14,376,000	111,000	0.8%
Salaries and Benefits	70,016	63,454	68,117	83,831	15,714	23.1%
Operating Expense	13,966,964	9,612,353	13,101,200	10,866,200	(2,235,000)	-17.1%
Interfund Expense	199	159	133	140	7	5.3%
Capital Expense	0	0	175,000	175,000	0	0.0%
Total Expense	14,037,179	9,675,966	13,344,450	11,125,171	(2,219,279)	-16.6%

Administrative Services

Other Governmental Operations

Description

To provide administrative support to implement the priorities of the Board of Commissioners.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	13,646	0	0	0	0	0.0%
Other Revenue	7,252	0	0	0	0	0.0%
Total Revenue	20,898	0	0	0	0	0.0%
Salaries and Benefits	119,704	17,785	18,499	19,389	890	4.8%
Operating Expense	27,363	51,554	104,629	77,540	(27,089)	-25.9%
Interfund Expense	24,265	15,807	78,118	83,755	5,637	7.2%
Capital Expense	5,500	(5,500)	4,705	0	(4,705)	-100.0%
Total Expense	176,832	79,646	205,951	180,684	(25,267)	-12.3%

Description

To expand housing opportunities for households with incomes under 100% of the area median income.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	227,892	235,550	225,714	200,350	(25,364)	-11.2%
Total Revenue	227,892	235,550	225,714	200,350	(25,364)	-11.2%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	205,980	207,364	214,350	214,350	0	0.0%
Interfund Expense	11,049	11,350	11,416	11,354	(62)	-0.5%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	217,029	218,714	225,766	225,704	(62)	0.0%

Description

Cumberland County Economic Development Corp. provided value-added services that connect Cumberland County business with county, state, federal, and local public and private assistance programs. The department existed to selectively invest County resources into initiatives that can demonstrate a strong return on investment, which would ultimately protect and enhance the viability of the County's economy in its diversity, strength, and ongoing value. On May 1, 2005, the Cumberland County Commissioners created the Economic Development Corp. This independent non-profit organization, led by a board of directors, oversees economic development in the County, and new Tourism Promotion Agency.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Tax Revenue	0	0	0	0	0	0.0%
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	436	0	0	0	0	0.0%
Total Revenue	436	0	0	0	0	0.0%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	127	0	0	0	0	0.0%
Interfund Expense	0	0	0	0	0	0.0%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	127	0	0	0	0	0.0%

Other-Government Operations

Other Governmental Operations

Description

The majority of the Other Governmental Departments is program innovation and contingencies. The County budgets for support initiatives, capital projects, and contingencies in a central location. All program innovations and improvements are reviewed and approved based on their need. If funds are needed and approved, the budget is moved from this department into the requesting department's budget where the actual expenses will be recorded.

	2008 Actuals	2009 Actuals	2010 Budget	2011 Budget	Variance	% Change
Grant Revenue	0	0	0	0	0	0.0%
Interfund Revenue	0	0	0	0	0	0.0%
Other Revenue	0	0	0	0	0	0.0%
Total Revenue	0	0	0	0	0	0.0%
Salaries and Benefits	0	0	0	0	0	0.0%
Operating Expense	0	0	1,922,372	1,950,000	27,628	1.4%
Interfund Expense	0	0	0	0	0	0.0%
Capital Expense	0	0	0	0	0	0.0%
Total Expense	0	0	1,922,372	1,950,000	27,628	1.4%

Supplementary Information

Capital Expenditures: Routine

<u>Funding Source</u>	<u>Department</u>	<u>Description</u>	<u>Amount</u>
General Fund	Information Technology	Computer life cycle replacements	\$350,940.00
General Fund	Agricultural Land Preservation	Land preservation	\$250,000.00
General Fund/Grant	Children & Youth Services	Life cycle replacements & conversion to CAPS	\$84,350.00
Fees/General Fund	911 Eligible	Life cycle replacement	\$62,700.00
General Fund	County Bldgs - NCH	Upgrades and replacements for HVAC	\$47,000.00
General Fund	Information Technology	Backup Project Software	\$40,267.00
General Fund/Fees	Domestic Relations Office	Computer software	\$29,676.00
General Fund/Fees	Domestic Relations Office	Vehicle	\$29,000.00
Fees	CNRC Administration	Patient equipment	\$28,000.00
Fees	Recycling and Waste	Collection equipment & computer upgrades	\$21,182.00
Grant	Hazardous Material HMFR	Technical Rescue Turnout Gear, Heating & Cooling Equipment for decontamination tents	\$19,076.00
Grants/General Fund	MH/MR/EI	Life cycle replacement	\$17,000.00
Fees	CNRC Central Supply	Patient supplies and equipment	\$16,581.00
General Fund	ERP	SQL 2008 and Windows 2008 OS	\$16,500.00
Grant/Fees	Aging	Life cycle replacement	\$15,000.00
Fees	CNRC Admin	Copier	\$15,000.00
General Fund	OEP-Radio Emerg. Response	Flat panel TV	\$12,500.00
Fees	911 Ineligible	Camera system	\$11,300.00
Fees/General Fund/Grants	Children & Youth Services	New position setup	\$10,142.00
Grant	CCPA Fire Training Program	Fire training	\$7,937.00
Fees	CNRC - Dietary	Steam table	\$7,500.00
General Fund/Grant	Drug and Alcohol	Life cycle replacement	\$6,000.00
Fees	Clerk of Courts Automation	Discretion of Elected Official	\$6,000.00
Fees	Records Improvement - County	Outfit public reading rm CCRC	\$6,000.00
General Fund	ERP	LBI Reporting Server	\$6,000.00
Grant	Community Service	Life cycle replacement	\$5,000.00
General Fund	Hazmat Non Grant	Laptops for Hazmat response vehicle	\$4,800.00
Subtotal			\$1,125,451.00
	911 Eligible	Capital Contra	-\$62,700.00
	CNRC	Capital Contra	-\$28,000.00
	Hazmat HMFR	Capital Contra	-\$19,076.00
	CNRC Central Supply	Capital Contra	-\$16,581.00
	CNRC Admin	Capital Contra	-\$15,000.00
	911 Ineligible	Capital Contra	-\$11,300.00
	CNRC Dietary	Capital Contra	-\$7,500.00
	Hazardous Materials Non-grant	Capital Contra	-\$4,800.00
Total Routine			\$960,494.00

Capital Expenditures: Non-Routine

<u>Funding Source</u>	<u>Department</u>	<u>Description</u>	<u>Amount</u>
Bond/Fees/General Fund	Public Safety	Public Safety Bldg Infrastructure	\$4,272,883.00
Bond	Public Safety Bldg	Public Safety Bldg Construction	\$1,276,000.00
Grant	Grant Projects	Energy grant	\$1,229,406.00
General Fund/Fees	Public Safety	800 MHz Radio Enhancements	\$1,019,111.00
Note	Ritner Highway Bldg	Ritner Highway Improvement	\$822,159.00
Grant	Liquid Fuels Fund	Craighead Bridge Project	\$500,000.00
Grant	Transportation	Transportation buses	\$250,000.00
General Fund	County Bldgs - NCH	Strategic planning & space allocation	\$250,000.00
General Fund	Retirement	Pension software	\$175,000.00
Fees	CNRC Maintenance	Renovations and HVAC	\$118,000.00
General Fund	County Bldgs - HSB	Roof replacement	\$85,000.00
General Fund	Public Safety	SMTMA Water tank antenna systems	\$30,000.00
Subtotal			\$10,027,559.00

Supplementary Information

911 Infrastructure Eligible	Capital Contra	-\$2,100,000.00
911 Infrastructure Wireless	Capital contra	-\$1,564,883.00
911 Eligible	Capital Contra	-\$1,049,111.00
Transportation	Capital Contra	-\$250,000.00
CNRC	Capital Contra	-\$118,000.00
911 Infrastructure Ineligible	Capital contra	-\$108,000.00
Total Non-Routine		\$4,837,565.00

Capital Expenditures: Summary

<u>Description</u>	<u>Amount</u>
Routine	\$1,125,451.00
Nonroutine	\$10,027,559.00
Total Capital Expenditures	\$11,153,010.00
Routine - Capital contra	-\$164,957.00
Nonroutine - Capital contra	-\$5,189,994.00
Total Capital Expenditures less Capital contra	\$5,798,059.00

Note: Enterprise funds are budgeted for on the accrual basis of accounting. Depreciation is budgeted instead of acquisition of the capital assets. The County uses a "contra" capital account to remove the capital from the budget while allowing us to plan for capital costs. Listed above are the capital assets netted with the contra accounts to tie into the budget.

Supplementary Information

Capital Expenditures: Non-Routine

Public Safety Building

Department: Public Safety

Estimated completion: March 2011

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
413,154	3,714,826	1,276,000	0	Bond/Grant/Fees/ General Fund

Description: Due to the prison renovation and expansion, it is necessary to relocate the County's public safety operations. Construction of a stand-alone building began in 2010, and is expected to be completed by July 2011. The building will house the 911 communications and dispatch center, office for County emergency management staff, and space for training and public education. The new facility is approximately 21,000 square feet and is designed to accommodate advanced technologies. Operating expense estimates were based on current cost per square foot and is anticipated to increase \$134,000.

911 Infrastructure

Department: Public Safety

Estimated completion: March 2011

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
372,800	32,445	4,272,883	0	Bond/Grant/Fees/ General Fund

Description: The 911 infrastructure project is to purchase or upgrade, and relocate existing emergency communications and 911 equipment and systems. The project is coordinated with the construction of the Public Safety Building.

Ritner Highway Building & Improvement

Department: Ritner Highway

Estimated completion: 2012

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
0	65,000	822,159	100,000	Note/General Fund

Description: The purchase of the 1601 Ritner Highway property will provide additional office space, to aid in the County space allocation program. The space allocation program will co-locate County offices by function. Renovation to the Ritner Highway property began in 2010 and will continue through 2012. Federal stimulus funds will be used for energy related upgrades to the building. Several county departments will be relocated to the new facility. Operating costs for the building were calculated using previous owner expense history and 2011 expenses are projected to be \$55,064.

Energy Grant

Department: Capital Funds-Grant Projects

Estimated completion: 2012

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
100,000	352,117	1,229,406	518,447	Grant

Description: Through the American Recovery and Reinvestment Act (ARRA), Cumberland County was awarded a \$2.2 million block grant from the United States Department of Energy to implement a variety of energy efficiency and conservation projects. Cumberland County implemented internal projects and sub-grants to municipalities and non-governmental organizations with eligible projects. This is a three year grant, with all funds to be expended by 2012. The Energy Grant project will provide energy cost saving for the County and reduce operating expense.

Supplementary Information

Craighead Bridge Project
Department: Liquid Fuels
Estimated completion: 2012

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
0	161,000	500,000	1,854,000	Grant

Description: Preliminary engineering for the Craighead Bridge replacement project began in 2010, final design, right of way, and utilities are scheduled for 2010-2011, and construction in 2011-2012. The 110 year old steel thru truss bridge carries nearly 2,000 vehicles per day across the Yellow Breeches Creek. It connects two of the largest manufacturing business in Cumberland County to adjacent state highways. The bridge is functionally obsolete and structurally deficient. The bridge is the top replacement priority for Cumberland County. There are no anticipated increases to operating costs.

Pension Software
Department: Retirement
Estimated completion: 2011

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
0	0	175,000	0	Fees

Description: Retirement software would enable the County to prepare preliminary in-house retirement quotations for participating members within a 24 hour turnaround time. In addition, Retirement Administration Software would provide a stable, defined, single database for retiree maintenance (benefits, beneficiaries, etc.), participant maintenance (contributions, interest earned, beneficiaries), and fund payment administration, for the constant growing retiree population and every steady population of contributing employee members. Increase operating of \$3,000 is anticipated for annual maintenance.

Transportation Buses
Department: Transportation
Estimated completion: 2011

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
0	407,420	250,000	250,000	Grant

Description: In order to maintain a fleet of vehicles to safely transport clients, transportation requests grant funding each year. Historically the department replaces approximately two buses per year. It is anticipated this year's grant funds can be used to replace two buses and computer equipment. No increased operating costs are anticipated.

Water tank antenna systems modifications
Department: Public Safety
Estimated completion: 2011

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
0	0	30,000	0	General Fund

Description: South Middleton Twp Municipal Authority (SMTMA) is planning repairs, modifications, and painting of Tank #2 in Boiling Springs. The project will require relocation of existing antenna systems owned by the County. The funding for the antenna mounting systems will be a split cost with the SMTMA, the County, and T-Mobile who is also co-located at the site. Additional work by the County is required to relocate ice bridging, new antenna cabling, and possibly new antennas.

Supplementary Information

800 MHz Radio Enhancements

Department: Public Safety – 911 Eligible

Estimated completion: 2011

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
0	0	1,019,111	0	General Fund

Description: The 800MHz public safety radio system is managed by the Cumberland County Department of Public Safety and provides radio communications for local police, fire, emergency medical services, and County government operations. These enhancements are possible through the cooperation of local municipalities sharing radio frequencies so that greater capacity and coverage can be achieved. This will be the largest performance enhancement to the radio system to date.

CNRC Renovations

Department: CNRC – Maintenance

Estimated completion: on going

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
114,500	85,000	118,000	285,000	Fees

Description: Continue interior changes and upgrades to enhance the appearance, safety, and provide comfort for the residents. Funds will be allocated yearly for continuous upgrades and renovations of the facility. The facility plans for 2011 the replacement of Singer heating/air conditioning units, replacement of kitchen hoods, and to replace the therapy department floor.

New Courthouse Renovations

Department: Maintenance New Courthouse

Estimated completion: 2012

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
0	116,000	250,000	250,000	General Fund

Description: The Governor signed legislation in 2008 creating an additional judgeship in Cumberland County. The Facilities Department developed a long-range plan for the space needs for the sixth judge. The final plan which is currently being implemented includes a sixth courtroom, chambers, office, and jury deliberation room. Other departments will be relocated in order to accomplish these renovations for the new judge. Increased operating impact is the addition of five new maintenance positions, with yearly salary and benefit costs of \$243,000.

Human Service Bldg Roof Replacement

Department: Maintenance Human Service Building

Estimated completion: 2011

Previous Actuals	Projected 2010	Budgeted 2011	Estimated 2012	Funding Source(s)
0	0	85,000	0	General Fund

Description: The roof of the Human Services Building has reached it's useful life. The roof has been patched several times and will be replaced to protect from leaks and damage. The total projected cost of \$85,000 is budgeted for 2011.

Supplementary Information

Capital Expenditures: Long Range Plans

The County has a ten year plan for capital expenditures for all County buildings and infrastructure. The plan is reviewed and updated annually.

Vehicles are on a replacement cycle based on maintenance history and cost, mileage, and age of vehicles.

IMTO has all County computers and servers on a life cycle replacement of every five years.

The Department of Public Safety has a five year plan for capital expenditures. The plan is reviewed and updated annually.

Capital Expenditures: Priorities

Capital expenditures are prioritized based on the following:

- Improves customer service.
- Achieves outcome-oriented system improvement.
- Return on investment analysis.
- Reponds to identified need.

Supplementary Information

County Demographics

Overview

Cumberland County, founded in 1750, was the sixth county created in the Commonwealth of Pennsylvania and once stretched along the Maryland border to the Ohio River. The County is located in south central Pennsylvania approximately 100 miles west of Philadelphia, 175 miles east of Pittsburgh and is adjacent to the State Capital City of Harrisburg. The County occupies 550 square miles stretching 42 miles within the Cumberland Valley from the Susquehanna River in the east to the Borough of Shippensburg in the west. The population of the County has been increasing and is currently estimated to be 233,971 in 2010, 16.5% more than in 1990. The Borough of Carlisle is the County seat. The County has 33 political subdivisions consisting of 11 boroughs and 22 townships.

Form of Government

Cumberland County is a fourth class county governed by a Board of three Commissioners elected for four-year terms. Other officials elected at large for four-year terms include: the Clerk of Courts, Controller, Coroner, District Attorney, two Jury Commissioners, Prothonotary, Recorder of Deeds, Register of Wills, Sheriff, and Treasurer. In addition, there are four Judges of the Court of Common Pleas elected for ten-year terms and a senior President Judge. There are ten elected Magisterial District Judges and they are elected for six year terms. The Board of Commissioners appoints the Chief Clerk to help oversee the operations and fiscal management of the County government.

History

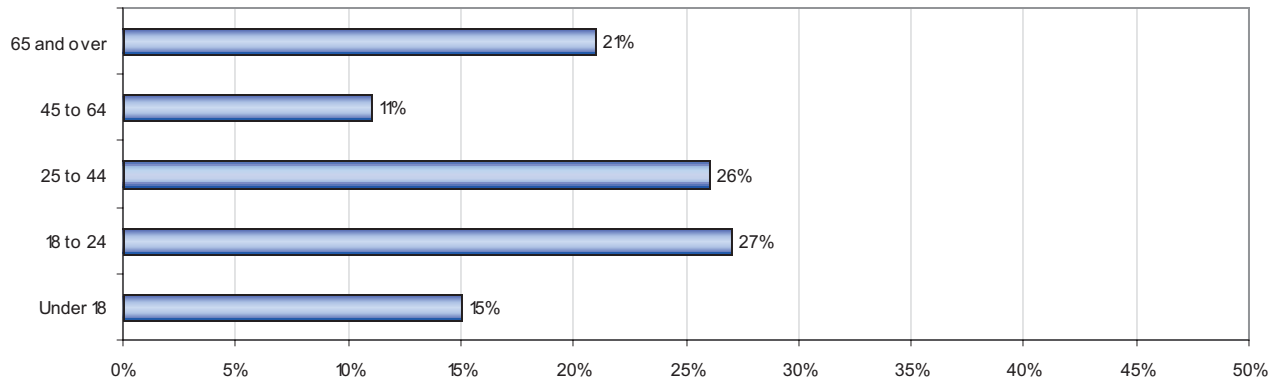
Cumberland County, created on January 27, 1750, was named for Cumberland, England. In 1753 Benjamin Franklin successfully negotiated an Indian treaty with several tribes in Carlisle. The Carlisle Barracks, established in 1757, is the second oldest military post in the US and is currently home to the US Army War College. Local Revolutionary War Generals included William Thompson, William Irving, John Armstrong, and the legendary Revolutionary War heroine Mary Hays, known as Molly Pitcher, who lived and is buried in Carlisle. President George Washington spent a week in Carlisle in 1794 while mustering troops for the march to western Pennsylvania to quell the Whiskey Rebellion. Prior to the Civil War, future Confederate Generals J.E.B. Stuart and Fitzhugh Lee were stationed at the Barracks when it was a Cavalry Post and later ordered their troops to burn the Barracks in June 1863 on their way to Gettysburg. In 1879, the Carlisle Barracks became the site of the Carlisle Indian Industrial School where approximately 11,000 Native Americans, from almost every tribe in the country, attended until it closed in 1918. Among its notable students was famed athlete Jim Thorpe who won gold medals in the 1912 Summer Olympic Games in Stockholm, Sweden.

Education

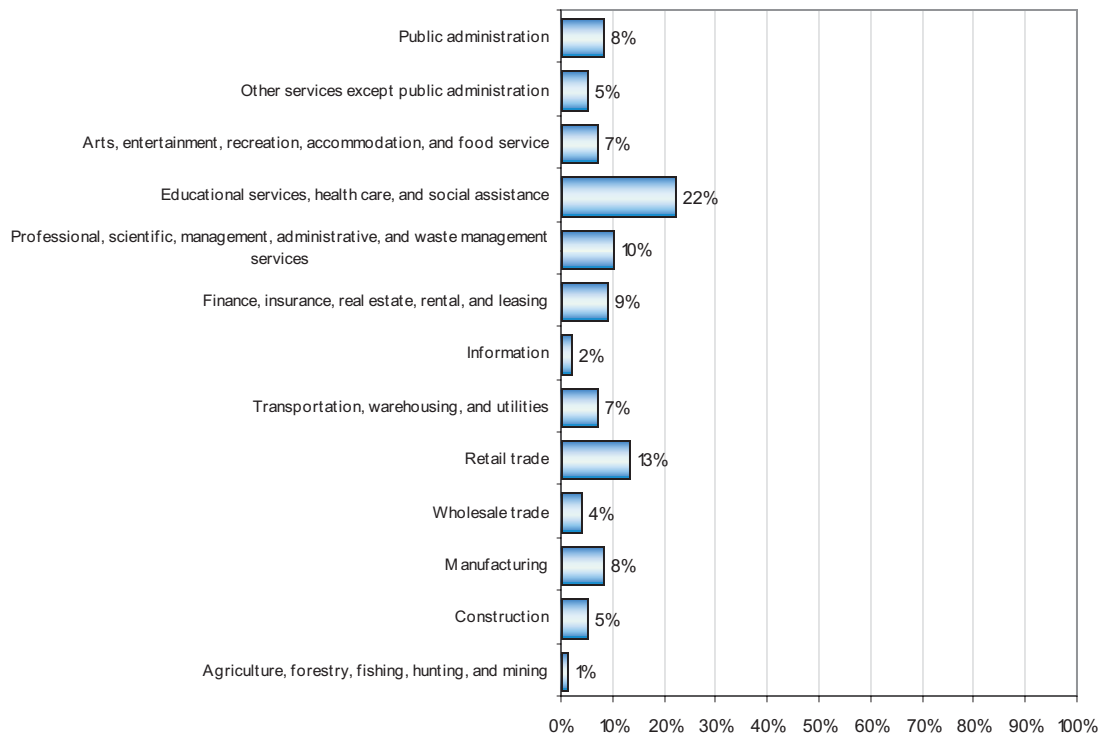
Public education is provided by nine school districts providing elementary and secondary education. There are numerous private and parochial schools in the County. The County is home to six colleges and universities including the US Army War College, Shippensburg University, Dickinson College, Penn State Dickinson School of Law, Central Pennsylvania College, and Messiah College.

Supplementary Information

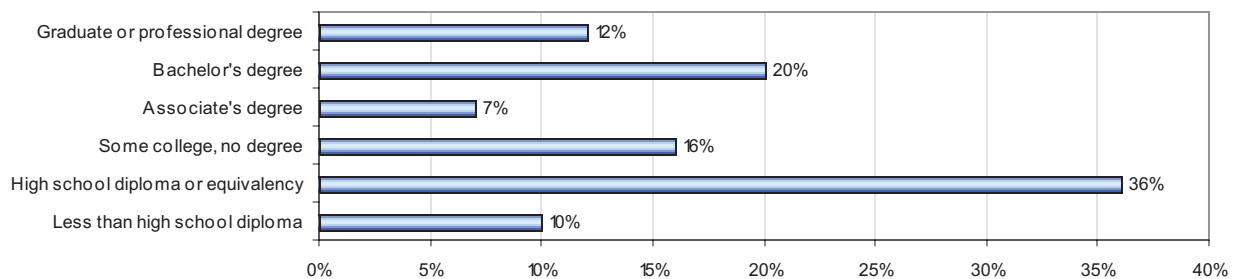
Age Distribution of People in Cumberland County, PA 2006-2008



Employment by Industry in Cumberland County, PA 2006 - 2008



Educational Attainment of People in Cumberland County, PA 2006 - 2008



Source: U.S. Census Bureau, American FactFinder

Supplementary Information

Demographic and Economic Information

Year	Population	Total Personal Income (thousands of dollars)	Per Capita Personal Income	Median Household Income	School Enrollment	Annual Unemployment Rate (1)
2000	213,674	\$6,652,270	\$31,090	\$47,556	33,138	3.2%
2001	215,187	\$6,842,800	\$31,804	\$47,353	33,088	3.8%
2002	217,490	\$7,146,777	\$32,862	\$48,096	33,504	4.2%
2003	219,336	\$7,396,006	\$33,697	\$49,077	33,100	4.2%
2004	220,974	\$7,785,388	\$35,206	\$50,733	33,183	3.9%
2005	223,017	\$7,989,744 (B)	\$35,903 (B)	\$55,429 (A)	33,689	3.7%
2006	226,117	\$8,380,912 (B)	\$37,168 (B)	\$56,426 (A)	34,308	3.3%
2007	227,762 (A)	\$8,805,167 (B)	\$38,755 (B)	\$58,268 (A)	34,720	3.2%
2008	230,329 (A)	*	*	\$60,285 (A)	34,726	4.3%
2009	232,483 (A)	*	*	*	35,352	6.7%

Notes: * information not yet available

(1) Annual, not seasonally adjusted, unemployment data

Sources: • Pennsylvania Department of Labor & Industry, Labor Market Information, Center for Workforce Information & Analysis
 • Pennsylvania Department of Education
 • (A) U.S. Census Bureau, American Factfinder
 • (B) Bureau of Economic Analysis, U.S. Department of Commerce
 • Cumberland County CAFR for Year ended December 31, 2009

Supplementary Information

2009 Top Ten County Employers

			Percentage of Total County Employment (3)
Rank	Employer	Employees	
1	U.S. Government- Naval Inventory Control Point & Carlisle Barracks	5,892 (1)	5%
2	Highmark Blue Shield	3,793	3%
3	Giant Foods	3,201	3%
4	Holy Spirit Hospital	2,682	2%
5	Commonwealth of Pennsylvania	1,915 (2)	2%
6	Cumberland County Government	1,317	1%
7	Wal-Mart	1,300	1%
8	Cumberland Valley School District	1,194	1%
9	West Shore School District	1,191	1%
10	HP Enterprise Services	1,100	1%
Total		23,585	21%

Notes:

- (1) Includes SPCC, DDRE and other Agencies at that location.
- (2) Excluding Pennsylvania State University, SEPTA, Department of Higher Education
- (3) Percentages based on Cumberland County labor force total furnished by the Pennsylvania Department of Labor and Industry

Source: Cumberland County CAFR for Year ended December 31, 2009

Supplementary Information

Civilian Labor Force and Unemployment Rates for the past 5 years

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Cumberland County					
Civilian Labor Force	120,200	122,400	122,900	125,600	125,000
Unemployment Rate	3.7%	3.3%	3.2%	4.3%	6.7%
Pennsylvania					
Civilian Labor Force	6,270,000	6,309,000	6,330,000	6,441,000	6,414,000
Unemployment Rate	5.0%	4.5%	4.3%	5.3%	8.1%
United States					
Civilian Labor Force	149,320,000	151,428,000	153,124,000	154,287,000	154,142,000
Unemployment Rate	5.1%	4.6%	4.6%	5.8%	9.3%

*Source: Pennsylvania Department of Labor and Industry, Statistics, Center for Workforce Information & Analysis

Supplementary Information

Principal Taxpayers as of December 31, 2009

<u>Taxpayer</u>	<u>2009 Assessed</u> <u>Valuation</u>	<u>% of Total</u> <u>Assessed</u> <u>Valuation (1)</u>
1. Prologis NA3 PA LP	\$98,365,000	0.56%
2. Carlisle HMA Inc.	65,328,360	0.37%
3. Allen Distribution	61,095,180	0.35%
4. LIT Industrial LP	58,038,000	0.33%
5. Highmark Blue Shield	56,987,300	0.32%
6. Keystone Operating Partners LP	38,883,740	0.22%
7. Carlisle Partners Bldg C LLC	37,440,000	0.21%
8. Cedar-Camp Hill LLC	36,600,000	0.21%
9. DDRTC Carlisle Commons LLC	36,196,760	0.21%
10. PR CC Limited Partnership	35,480,130	0.20%
	<u>\$524,414,470</u>	<u>2.98%</u>

Notes:

(1) Percentage based on total County taxable assessed valuation for 2009: \$17,596,518,690

Source: Cumberland County CAFR for Year ended December 31, 2009

Supplementary Information

Assessed Value and Estimated Actual Value of Taxable Property

Fiscal Year	Commercial					Total Taxable			Total		Assessed Value as a Percentage of Actual Value (5)
	Residential Property	Property	Agricultural	Recreation	Assessed Value	Utility & Tax Exempt Property	Tax Rate (3)	Estimated Taxable Value (4)			
2002	(1)	8,891,668,140	3,720,380,780	599,934,690	28,280,880	13,240,264,490	1,675,775,320	2.149	13,428,260,131	98.6	
2003	(1)	9,141,838,220	3,726,763,850	596,577,690	27,998,970	13,493,178,730	1,783,006,990	2.149	14,143,793,218	95.4	
2004	(1)	9,412,693,650	3,803,587,230	600,635,420	27,910,060	13,844,826,360	1,793,680,360	2.352	15,315,073,407	90.4	
2005	(2)	10,487,126,920	4,332,597,620	668,547,100	29,008,730	15,517,280,370	2,015,198,460	2.186	15,517,280,370	100.0	
2006	(2)	10,801,168,820	4,440,201,950	673,647,300	30,065,890	15,945,083,960	2,349,724,010	2.377	18,160,687,882	87.8	
2007	(2)	11,129,659,300	4,574,598,980	700,313,470	29,406,010	16,433,977,760	2,374,030,750	2.465	20,041,436,292	82.0	
2008	(2)	11,441,197,970	4,669,758,070	715,304,350	28,548,970	16,854,809,360	2,453,087,320	2.465	21,254,488,474	79.3	
2009	(2)	11,704,349,810	4,788,918,720	725,187,210	28,470,540	17,246,926,280	2,961,390,860	2.579	21,803,852,313	79.1	

Notes:

(1) Properties valued at 2000 reassessment base year

(2) Properties valued at 2004 reassessment base year

(3) Direct Tax Rate:

	County	Library	Total
2002	2.046	0.103	2.149
2003	2.046	0.103	2.149
2004	2.149	0.203	2.352
2005	2.006	0.18	2.186
2006	2.197	0.18	2.377
2007	2.285	0.18	2.465
2008	2.285	0.18	2.465
2009	2.399	0.18	2.579

* Millage adjustment due to 5% cap for reassessment

(4) Estimated actual value is calculated by dividing assessed value by the State Tax Equalization Board's common level ratios

(5) Rates are based on the State Tax Equalization Board's common level ratio

(6) Less than ten years of data is presented due to lack of access to data for early years

Source: Cumberland County CAFR for Year ended December 31, 2009

Supplementary Information

County Real Estate Tax Levies and Collections

Year Ended December 31		Subsequent		Collected within they Year of the Levy		Collections in Subsequent		Total Collections to Date	
		Total Tax Levy for Year (1) (4)	Adjustments to Tax Levy for Year	Amount (2)	Percentage of Levy	Years (3)	Amount	Percentage of Levy	
2000		\$20,803,548	\$79,487	\$20,158,765	96.90	\$724,261	\$20,883,026	100.00	
2001		\$22,506,536	\$129,404	\$21,661,814	96.25	\$973,976	\$22,635,790	100.00	
2002		\$26,309,738	\$89,557	\$25,445,830	96.72	\$953,270	\$26,399,100	100.00	
2003		\$26,873,618	\$114,307	\$26,197,392	97.49	\$790,329	\$26,987,721	100.00	
2004		\$28,758,495	\$83,103	\$28,040,734	97.41	\$827,483	\$28,868,217	100.00	
2005		\$31,038,004	\$91,867	\$30,237,147	97.42	\$891,429	\$31,128,576	100.00	
2006		\$35,006,702	\$121,878	\$34,043,952	97.25	\$1,082,451	\$35,126,403	99.99	
2007		\$37,433,426	\$129,240	\$36,337,073	97.07	\$1,209,929	\$37,547,002	99.96	
2008		\$38,340,545	\$141,245	\$37,051,611	96.64	\$1,008,069	\$38,059,680	98.90	
2009		\$41,143,956	N/A	\$39,842,692	96.84	N/A	\$39,842,692	96.84	

Notes:

- (1) Includes additions to duplicates and penalties
- (2) Includes discounts, penalties, rebates and adjustments
- (3) Includes penalties and adjustments
- (4) The library tax approved by the electorate is not included in this schedule

Source: Cumberland County CAFR for Year ended December 31, 2009

Supplementary Information

Library Tax Levies and Collections

Year Ended December 31	Total Tax Levy for Year (1) (2)	Subsequent Adjustments to Tax		Collected within they Year of the Levy		Collections in Subsequent Years (4)		Total Collections to Date	
		Levy for Year	Amount (3)	Percentage of Levy	Years (4)	Amount	Percentage of Levy		
2000	\$1,200,576	\$4,577	\$1,163,348	96.90	\$41,805	\$1,205,153	100.00		
2001	\$1,303,100	\$7,823	\$1,254,188	96.25	\$56,727	\$1,310,915	100.00		
2002	\$1,324,512	\$4,616	\$1,281,025	96.72	\$48,093	\$1,329,118	100.00		
2003	\$1,352,904	\$5,940	\$1,318,864	97.48	\$39,970	\$1,358,834	100.00		
2004	\$2,719,168	\$7,303	\$2,648,830	97.41	\$77,595	\$2,726,425	100.00		
2005	\$2,785,074	\$9,680	\$2,714,995	97.48	\$79,639	\$2,794,634	100.00		
2006	\$2,868,081	\$10,129	\$2,789,226	97.25	\$88,804	\$2,878,030	99.99		
2007	\$2,948,801	\$11,004	\$2,863,235	97.10	\$95,318	\$2,958,553	99.96		
2008	\$3,020,262	\$11,135	\$2,918,610	96.63	\$78,934	\$2,997,544	98.88		
2009	\$3,087,088	N/A	\$2,989,454	96.83	N/A	\$2,989,454	96.83		

Notes:

- (1) Includes additions to duplicate and penalties.
- (2) Includes discounts, penalties, rebates, and adjustments.
- (3) Includes penalties and adjustments.

Source: Cumberland County CAFR for Year ended December 31, 2009

Glossary of Terms

Accrual Basis: Refers to the basis of accounting in which revenues are earned and expenses are recognized when they are incurred.

Adopted budget: Financial plan adopted by the governing body, forming the basis for appropriations.

Appropriations: Expenditure authority approved by the governing body with specific limitations as to amount, purpose, and time.

Arbitrage: Earning more interest on an investment than the interest cost of the tax exempt debt proceeds used to make that investment. The Internal Revenue Code regulates the amount and conditions under which arbitrage on the investment is permissible and the 1986 Tax Reform Act requires with a few exceptions that arbitrage earnings must be rebated (paid) to the federal government.

Assigned Fund Balance: Portion of fund balance that reflects a government's intended use of resources for a specific purpose.

Authority: A government or public agency created to perform a single function or a restricted group of related activities. An authority may be completely independent of other governments or be partially dependent upon other governments for its financing or the exercise of certain powers.

Balanced Budget: $\text{Revenues} + \text{Fund Balance} + \text{Transfers} \geq \text{Expenses}$.

Benchmarking: A method of comparing the performance of Cumberland County to select 3rd class counties in Pennsylvania.

Best Practices: The processes, practices, and systems identified in organizations that performed exceptionally well and are widely recognized as improving performance and efficiency in specific areas or programs. Successfully identifying and applying best practices can reduce expenses and improve program efficiency.

Blended Component Unit: A non-major, special revenue fund.

Budget: The plan of financial operation for each calendar year estimating proposed expenditures and the proposed means of financing them. Upon approval by the Commissioners, the budget appropriation ordinance is the legal basis for expenditures during the budget year.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the appropriate governing body.

Capital Projects Fund: Accounts for the financial resources used for acquisition and capital construction of major capital facilities in governmental funds.

Cash flow: Amount of cash generated and used in a given period.

Glossary of Terms

Committed Fund Balance: Government imposed constraints on the use of resources by formal action by the Commissioners.

Component Unit Funds: Used to account for legally separate organizations for which the primary government is financially accountable.

Contingency: An appropriation category to cover unforeseen events which occur during the budget year.

Credit Rating: The credit worthiness, determined through a statistical analysis of available credit data.

Criminogenic: Producing or tending to produce crime or criminals.

Debt Financing: When a government raises money for capital expenditures by selling bonds, bills, or notes to individual and/or institutional investors. In return for lending the money, the individuals or institutions become creditors and receive a promise to repay principal and interest on the debt.

Debt Service: Scheduled payments of principal and interest on long-term and short-term debt.

Debt Service Fund: The fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

Depreciation: An allowance made for loss in value of property because of age, wear, or market conditions.

Domiciled: The status or attrition of being a permanent resident in a particular jurisdiction.

DUI Central Court: A Magisterial District Judge Court that centralizes the processing of the majority of DUI cases at the preliminary hearing stage. Criminal justice system staff and human services staff are co-located at the Court to expedite the entry of defendants into specialty court programs and drug and alcohol treatment. Attorneys are present to negotiate and enter pleas. A Central Court reduces congestion on regular preliminary hearing days at all MDJ offices and reduces the number of cases listed for trial at the Common Pleas level.

Embryology: Is a science which is about the development of an embryo from fertilization.

Encumbered: Commitments related to appropriated funds for future expenditures. Funds are encumbered by means of purchase orders and contracts.

Enterprise Funds: Account for the County's ongoing activities that are similar to private business enterprises - where the intent of the County is that the costs (expenses, including depreciation) of providing services to the general public on a continuing basis be financed or recovered primarily through user charges or cost reimbursement plans.

ERP: An enterprise-wide information system designed to coordinate all the resources, information, and activities needed to complete business processes. An enterprise resource planning system

Glossary of Terms

supports most of the business system that maintains the data needed for a variety of business functions such as Financials, Projects, HR, and Payroll in a single database. The common database can allow every department of a business to store and retrieve information in real time.

Expenditures: The cost of goods received or services rendered regardless of when payment is actually made. Expenditures decrease a fund's assets. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements, and shared revenue.

Fiduciary Funds: Fiduciary funds are used to account for resources held for the benefit of parties outside the County. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support the County's own programs.

Fringe Benefits: Employee benefits paid by employer (FICA, Withholding Tax, Insurance, Workers' Compensation, etc.).

Full Time Equivalent: A quantifiable unit of measurement used to convert hours worked by part-time or temporary employees into the equivalency of a full-time position.

Fund: A grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives.

Fund Balance: The excess of a fund's assets over its liabilities. For accounting purposes, fund balance is identified as non-spendable, restricted, committed, assigned, or unassigned.

General Fund: The General Fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. The General Fund is the main operating fund of the County.

General Obligation Bonds: Bonds whose repayment is backed by the full faith and credit of the government issuing them.

Generally Accepted Accounting Principals: Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. The primary authoritative body on the application of GAAP to governments is the Government Accounting Standards Board.

Goal: A long-term, attainable target for an organization. Its vision of the future.

Government Finance Officers Association: An association of public finance professionals which develops and promotes generally accepted accounting principles for state and local governments, and sponsors a Certificate of Achievement for Excellence in Financial Reporting Program.

Governmental Funds: A group of funds that consists of General, Special Revenue, Debt Service, and Capital Projects Funds.

Glossary of Terms

Grant: A contribution of cash or other assets by one governmental unit to another, usually for a specified purpose or activity.

Interest: A fee paid for using other people's money. To the borrower it is the cost of using money, the lender interest is the income from lending money.

Intergovernmental Revenues: Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Internal Service Fund: Used to account for the County's self-insured risk management activities related to liabilities incurred as a result of workplace injuries.

Intranet: A privately maintained computer network that uses internet protocols and network connectivity to securely share any part of an organizations information or operational systems with its employees.

Kronos: The time reporting system used for submitting employee hours to payroll and it is also a full featured job scheduling system.

Lawson: The County ERP software application which provides easy web access to a multitude of information ranging from purchase requisitions and invoices to financial reports and personnel information. Departments use this tool to enter their own data directly on screen and report on the information, preventing duplicate data entry and saving time requesting and waiting for reports.

Liabilities: Debt or other legal obligation arising from transactions in the past that must be liquidated, renewed, or refunded at a future date.

Licenses & Permits: Revenues from issuing licenses or permits to carry on a business or activity such as permits for small games of chance.

Major Fund: Any fund whose revenues or expenditures, excluding other financing sources and uses, is more than 10 percent of the total revenue or expense budget.

Mill: One one-thousandth of a dollar of assessed value.

Millage: Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

Mission Statement: Provides a clear presentation of a department's function or mandate. A good mission statement answers who the stakeholders are, why the program is needed, and what services are provided.

Modified Accrual Basis: Refers to the basis of accounting in which revenues are recognized when they become susceptible to accrual, that is, when they are both measurable and available to finance expenditures of the fiscal period. Revenues considered susceptible to accrual include principal property taxes, interest and rent, grants, and certain miscellaneous revenues.

Glossary of Terms

Non-Major Fund: Any fund whose revenues or expenditures, excluding other financing sources and uses, is less than 10 percent of the total revenue or expense budget.

Nonspendable Fund Balance: Legally restricted and the resources that is represents can be used for the restricted purpose only.

Pass-through: Money given to a government or organization with a condition that it be given (passed through) to another government or organization.

Per Capita: A unit of measurement that indicates an amount of some quantity per person in the County.

Performance Measure: Data collected to determine how effective or efficient a program is in achieving its objectives.

Principal: The original amount of a debt on which interest is calculated.

Proprietary Funds: Classification used to account for a government's ongoing organization and activities that are similar to those found in the private sector (i.e. enterprise and internal service funds).

Prothonotary: All civil litigation is filed with this office.

Restricted Fund Balance: Resources that are subject to enforceable legal restrictions by: external parties, constitutional provisions, or enabling legislation.

Revenues: Financial resources received from tax payments, fees for service, licenses and permits, fines, costs and forfeitures, grants, rents, and interest. Revenues increase a fund's assets.

Special Revenue Fund: Are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.

Tax Rate: The amount of tax stated in terms of a unit of the tax base. For example, one mill represents \$1 of tax per \$1,000 of assessed value.

Tax Roll: The official list showing the amount of taxes levied against each property.

Unassigned Fund Balance: Net resources in excess of what is properly categorized in one of the four categories.

Unencumbered: Free of encumbrance, not subject to claims.

Acronyms Glossary

ARRA: American Reinvestment & Recovery Act

AICPA: American Institute of Certified Public Accountants

AOPC: Administrative Office of PA Court

AP: Accounts Payable

ARD: Accelerated Rehabilitative Disposition

BH-MCO: Behavioral Health Managed Care Organization

BMP: Best Management Practices

CABHC: Capitol Area Behavioral Health Collaborative

CAD: Computer-Aided Design

CAFR: Comprehensive Annual Financial Report

CAPS: Child Accounting Profile System

CASA: Court Appointed Special Advocate

CASSP: Child and Adolescent Service System Program

CAT: Capital Area Transit

CBHNP: Community Behavioral Healthcare Network of Pennsylvania

CCC&Y: Cumberland County Children & Youth Services

CCED: Cumberland County Economic Development

CCHRA: Cumberland County Housing and Redevelopment Authority

CCHS: Cumberland County Historical Society

CCPA: Cumberland County Pennsylvania

CCRC: Cumberland County Records Center

CD: Certificate of Deposit

CDL: Commercial Driver's License

C/FFC: Consumer/Family Focus Committee

Acronyms Glossary

CFO: Chief Financial Officer

CFST: Consumer Family Satisfaction Teams

CID: Criminal Investigation Division

CIKR: Critical Infrastructure and Key Resource

CJ: Criminal Justice

CJPT: Criminal Justice Policy Team

CLE: Continuing Legal Education

CLEAN: Commonwealth Law Enforcement Access Network

CMS: Centers for Medicare and Medicaid Services

CNRC: Claremont Nursing and Rehabilitation Center

COLA: Cost of Living Adjustment

COOP: Continuity Of Operations Plan

CPA: Certified Public Accountant

CPCMS: Common Pleas Case Management System

CRN: Court Reporting Network

CSP: Community Support Program

D&A: Drug & Alcohol

DCED: Department of Community and Economic Development

DDRE: Defense Distribution Region East

DEP: Department of Environmental Protection

DRC: Drug Rehabilitation Center

DRO: Domestic Relations Office

DUI: Driving Under the Influence

DUI-IP: Driving Under the Influence - Intermediate Punishment

Acronyms Glossary

DVD: Digital Video Disc

EI: Early Intervention

EMP: Emergency Management Program

EMS: Emergency Medical Services

EOC: Emergency Operations Center

EOP: Emergency Operations Plan

ERP: Enterprise Resource Planning

ESAP: Emergency Services Action Panel

ESTA: Emergency Service Training Academy

FCC: Federal Communications Commission

FIRS: Fire Incident Reporting System

FTE: Full Time Equivalent

FY: Fiscal Year

GAAP: Generally Accepted Accounting Principals

GAAS: Generally Accepted Auditing Standards

GAGAS: Generally Accepted Government Auditing Standards

GAO: U.S. Government Accountability Office

GASB: Governmental Accounting Standards Board

GED: General Education Diploma

GF: General Fund

GFOA: Government Finance Officers Association

GIS: Geographic Information System

GOB: General Obligation Bonds

GPS: Global Positioning System

Acronyms Glossary

HACC: Harrisburg Area Community College

HATS: Harrisburg Area Transportation Study

HCBS: Home and Community Based Services

HHW: Household Hazardous Waste

HIPAA: Health Insurance Portability and Accountability Act

HMFR: Hazardous Materials for First Responders

HR: Human Resources

HRA: Health Reimbursement Arrangement

HRIS: Human Resource Information System

HSA: Health Saving Account

HSB: Human Services Building

HSEEP: Homeland Security Exercise and Evaluation Program

HVAC: Heating Ventilation and Air Conditioning

I&A: Issues and Activities

IC: Incident Command

ICS: Incident Command System

ICSP: Integrated Children's Service Plan

ID: Identification

IM4Q: Independent Monitoring for Quality

IMTO: Information Management Technology Office

IP: Intermediate Punishment

IRS: Internal Revenue Service

IT: Information Technology

J-Net: Pennsylvania Justice Network

Acronyms Glossary

LBI: Lawson Business Intelligence

LEMC: Local Emergency Management Coordinators

LEPC: Local Emergency Planning Committee

LLC: Limited Liability Company

LPA: Local Planning Assistance

LSF: Lawson System Foundation

LSTA: Library Service and Technology Act

MANTEC: Manufacturers' Technology Assistance Center

MDJ: Magisterial District Judge

MH: Mental Health

MR: Mental Retardation

NBIS: National Bridge Inspection Standards

NCGA: National Council on Governmental Accounting

NCH: New Courthouse

NFCE: Nursing Facility Clinically Eligible

NIMS: National Incident Management System

NPDES: National Pollutant Discharge Elimination System

OEP: Office of Emergency Preparedness

OS: Operating system

PACSES: Pennsylvania Child Support Enforcement System

PA DEP: Pennsylvania Department of Environmental Protection

PAFR: Popular Annual Financial Report

PCCD: Pennsylvania Commission on Crime and Delinquency

PEMA: Pennsylvania Emergency Management Agency

Acronyms Glossary

PennDOT: Pennsylvania Department of Transportation

PFA: Protection From Abuse

PM: Preventative Maintenance

PS: Public Safety

PSAP: Public Safety Answering Point

QA: Quality Assurance

QOL: Quality of life

QS: Quarter Session

RFP: Request for Proposal

RIP Program: Restrictive Intermediate Punishment Program

ROI: Return on Investment

RP: Road Papers

SALDO: Subdivision and Land Development Ordinance

SAP: Student Assistance Program

SARA: Superfund Amendment Reauthorization Act

SCI: State Correctional Institute

SEC: Securities and Exchange Commission

SEPTA: Southeastern Pennsylvania Transportation Authority

SMTMA: South Middleton Township Municipal Authority

SPCC: Shipping Parts Control Center

SQL: Structured Query Language

STAR: Services to Adult Readers

SURE: State Uniform Registry of Elections

UM: Utilization Management

Acronyms Glossary

UPI: Uniform Parcel Identifier

U.S.: United States

VA: Veterans Affairs

VOCA: Victims of Crime Act

VOIP: Voice Over Internet Protocol

W&M: Weights and Measures

WIB: Workforce Investment Board

YTD: Year to Date

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