

2020

Strategy & Budget

Board of Commissioners:

Vincent DiFilippo | Chairman

Jim Hertzler | Vice Chairman

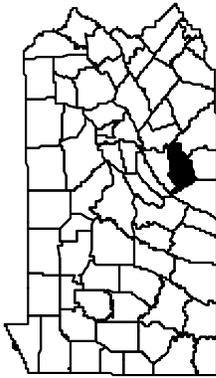
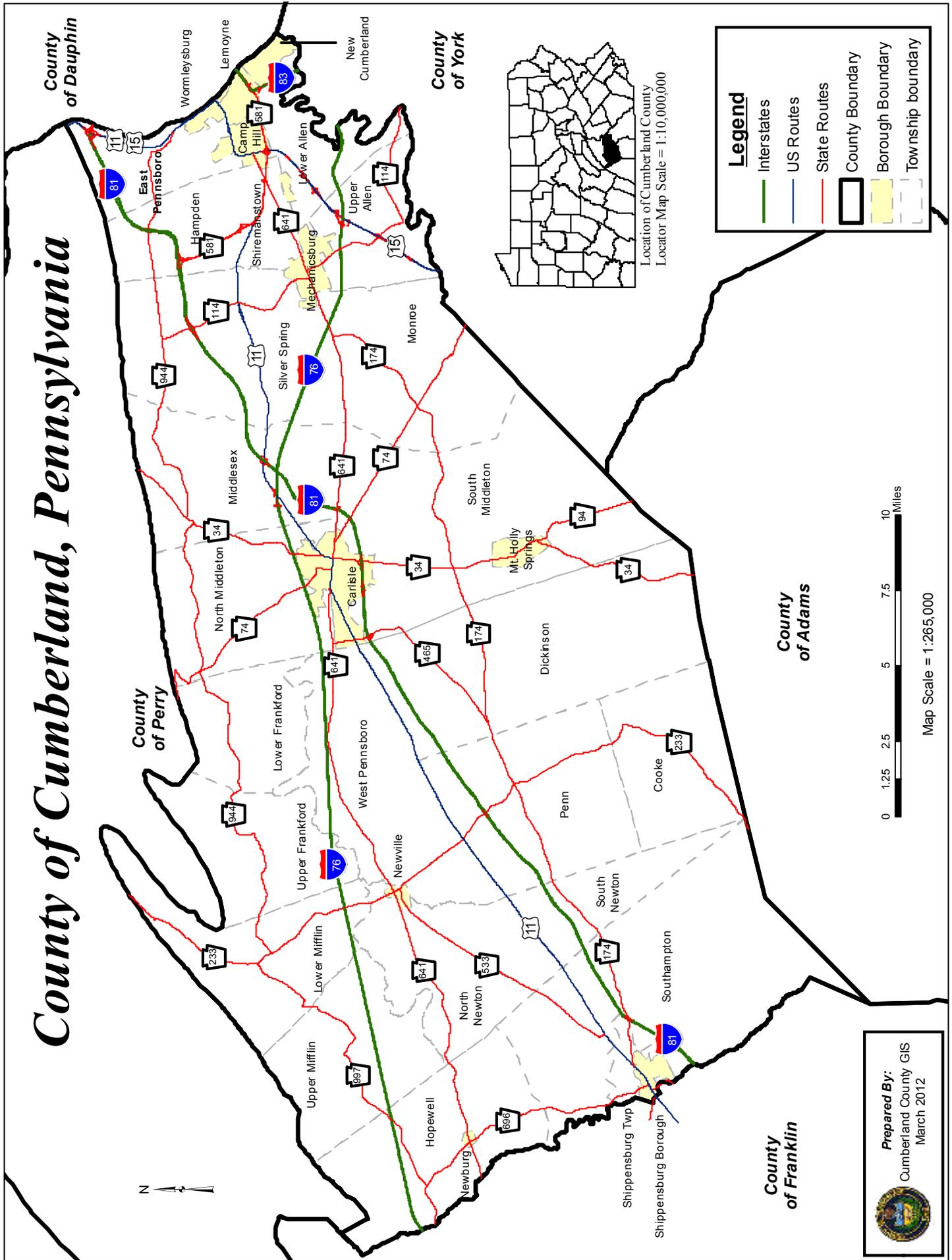
Gary Eichelberger | Secretary

Sandy Moyle | Chief Clerk

Dana Best | Chief Financial Officer



County of Cumberland, Pennsylvania



Legend

- Interstates
- US Routes
- State Routes
- County Boundary
- Borough Boundary
- Township boundary



Map Scale = 1:265,000

Prepared By:
Cumberland County GIS
March 2012

2020

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January 1, 2019

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Cumberland County, Pennsylvania (PA) for the Annual Budget beginning January 01, 2019. 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

The following guide should assist the reader with answering some of the common questions concerning the 2020 Cumberland County Budget.

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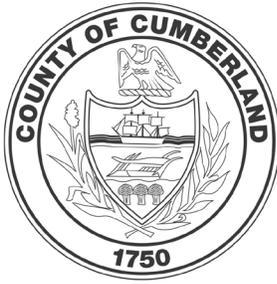
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COMMISSIONERS OF CUMBERLAND COUNTY



Vincent T. DiFilippo
Chairman

Jim Hertzler
Vice Chairman

Gary Eichelberger
Secretary

December 2, 2019

TO: The Board of Commissioners and Citizens of Cumberland County

Introduction

The County adheres to an array of budget planning and financial management principles that include:

- Maintaining a financial base to support essential services even in a changing environment.
- Directing financial resources toward the 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 limit the cost of government and financial risks.
- Maximizing the level of public goods and services while limiting the levels of debt and tax.

These principles are integrated into the everyday management practices of the County. The County uses key management teams to develop operational 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 Criminal Justice Policy Team (CJPT) (now in its 30th year). The CJPT is made up of a large cross-section of departments and is charged with maintaining an array of institutional and community correction strategies to hold offenders accountable while managing the population of the prison.

The County also relies on other teams including the Senior Management Team, Human Services Policy Team, Public Safety Review Team, and the Claremont Review Team.

Additional information and examples of the financial management principles can be found throughout the text of this document and on the County's website at www.ccpa.net.

Cumberland County is in a stable, short-term financial situation as we enter the 2020 budget cycle. Stable in the sense that current revenues and expenses are in rough equilibrium. The County continues to face the structural imbalance between natural growth in the real estate market and other revenues versus the increasing expenditures related to continued pressures to provide additional services in a fast-growing County, the tight labor market, the opioid epidemic, and other increasing costs.

While the County can take satisfaction with its financial situation in 2020, the forecast contains multiple obstacles and question marks. The success the County has had over the past six years in balancing the budget without a real estate tax increase can be attributed to:

- Slowing the growth in short- and long-term costs, particularly in the area of salaries and benefits;
- Prudent borrowing and savvy debt management;
- Incentivizing staff to improve cost efficiency; and

Introduction (continued)

- The benefits of population growth and economic recovery.

Over the past few years, we have been discussing the projects that will be impacting us through 2024. Those projects will begin effecting us in 2020 and will be discussed in later sections. In the following sections, we will address cost pressures (including the ones mentioned above) and revenue prospects over the next five years; and how the two can be balanced through a strategic approach.

Modernization of County Government

The County's strategy for balancing costs and revenues remains to modernize County government. It must be run on a businesslike basis. While the County should not be run on a for-profit basis, it should be no less efficient and businesslike than organizations in the private sector. What does that mean?

Our approach is based on the following tenets:

1. Slowing the rate of increase in the overall compensation costs, particularly in the area of benefits.
2. Maintaining zero growth in the overall workforce as much as possible through process improvement, automation, and shifting resources from low priority, inefficient departments to high-demand areas.
3. Continuous improvement of efficiency in operations, data-guided decision-making, basing funding decisions on Return on Investment (ROI), outcomes management, and evidence-based practice criteria.
4. Investment in the County workforce's productivity through Merit Based Compensation (MBC), prudent automation, skills training, management development, and gainsharing (share the benefits of cost savings with those who produce the savings).
5. Prioritization of needs and services within a more precise definition of the County's role.
6. Looking to private citizens to take on a more substantial role in financially supporting specific areas of interest: such as libraries, farmland preservation, Claremont Nursing and Rehabilitation Center (CNRC), and public safety.
7. Reasonable cost-sharing with municipalities on expenses associated with libraries and public safety.
8. Continued disengagement from inefficient, small-scale municipal authorities in favor of efficient, consolidated regional organizations in the areas of transportation and public safety.
9. Long-term, integrated financial planning particularly in the area of big-ticket capital projects.
10. Continued smart use of debt and ongoing debt management.

Results to Date

County management pays very close attention to the graph on the next page. The trend lines indicate the rate at which the County's reserves will decline based on the historical performance of costs and revenues. Given that costs have risen more rapidly than revenues over many years, the trend lines point downward in a southeasterly direction. This means that if nothing is done to slow the rate of increase in costs relative to revenues, our reserves would eventually disappear. In reality, we would not let this happen. The projected deficit would have to be made up by tax increases, other revenue increases, or reductions to costs in order to balance the budget with sufficient reserve days remaining.

Results to Date (continued)

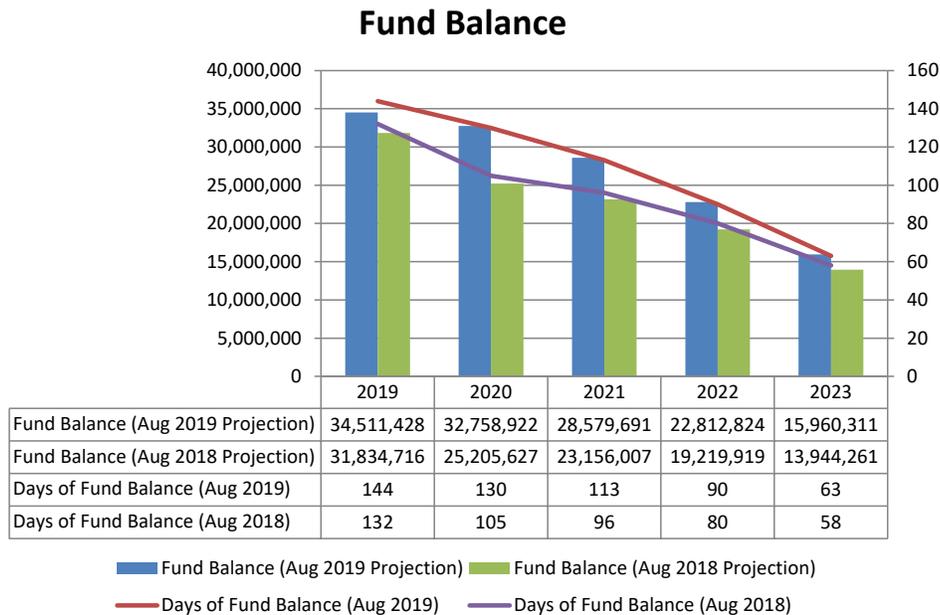
The challenge to the County is how to bridge the projected gaps. Some counties regularly increase taxes and/or cut back on services. After the 3.0% tax increase in 2014, our approach has been to maintain services without real estate tax increases through increasing productivity and efficiency; i.e., modernizing the way we do business.

So far we have been successful.

The purple trend line is based on the green columns and represents projections done in 2018. Based on the theoretical assumption that budget deficits would not be eliminated, this shows our fund balance reduced to levels below our established fund balance policy.

The red trend line is based on the blue columns. This represents the projected fund balance for 2019, with the trend adjusted for the outlying years based on the slightly better than projected performance in 2018. This shows fund balance decreasing less than the 2018 projections.

The flatter the trend line is, the better. It means that the gap between costs and revenues is moderating and less is needed to bridge the gap. Ideally, the trend line would be parallel to the X-axis and our fund balance would stay at the desired level. That can't happen in reality, but it is our goal to push the trend line up as close as we can get it, and do so without increasing taxes or cutting essential services. The graph below shows that we are doing better than projected in 2018. The small improvement creates a slight improvement in the slope of the trend line in the desired (flatter) direction that ripples through the subsequent years. The fact that we are not forced to raise real estate taxes or cut services in 2020 shows that we were able to carry the benefits of modernization forward.



Cost Pressures

We mentioned above the structural imbalance. Our natural growth in revenues has historically not kept pace with inflation and the added costs pressures that are occurring. Here are some examples of how this phenomenon currently impacts Cumberland County:

- Child protective cases – The enactment of the Sandusky legislation in 2015, in conjunction with worsening conditions for many young families, led to an exponential increase in the number of referrals to Children & Youth Services (CYS). In addition, the ongoing opioid epidemic is placing additional pressures on CYS because the crisis is changing the family dynamics of the affected families.
- Costs related to the opioid epidemic – This public health crisis is effecting departments throughout the County. The effects have overtaxed our prison, judiciary, rehab, drug and alcohol, and child protective services; especially in the area of expanded treatment.
- Electronics recycling – As existing legislation has failed, discarded televisions begin to dot our landscape more and more. Without a statewide solution and multi-source funding, local governments are forced to take on the cost of disposing of this equipment.
- Judicial costs – The County will expand to a 7th Common Pleas Court on January 1, 2020. This requires major space reallocations, departmental moves, and expanded staffing.
- Criminal prosecution – We currently have several, death penalty and/or murder trials pending.
- Claremont Nursing and Rehabilitation Center (CNRC) – CNRC is facing many challenges and obstacles in the changing long-term care environment while being faced with relatively flat or reduced funding. With our historic unemployment trends in this region, maintaining sufficient staff at a reasonable cost is one of our biggest challenges. Salaries and benefits account for nearly 60.0% of the nursing home's expenses. In addition, over 75.0% of our population is paid by Medicaid, The Medicaid rates have remained flat over the past decade. On average, the Medicaid rate is \$45 less than the cost of care for the specific resident. If that trend does not change, the General Fund will be forced to start subsidizing the nursing home in the very near future.
- Human Services – There is a significant growing demand in the areas of child protection, mental health, drug and alcohol, and aging services. Such pressures are not new, however, we have had reduced or flat funding from the state/federal government.

Regardless of federal and state funding, we are responsible for the quality of life and financial health of our communities. We have to set our agenda on services and spending limits while refining the fiscal management processes that will deliver the greatest value to Cumberland County taxpayers and residents.

In addition to pressures on operating costs, the County faces some major capital expenses between now and 2024:

- 9-1-1 radios and infrastructure – The County faces \$20 - \$40 million in costs between now and 2024 to upgrade its towers, transmitters, and radios essential to emergency response. Financing options are under consideration to reduce the direct burden on the General Fund via borrowing and/or cost-sharing. County staff has mapped out a multi-year plan for the emergency radio and infrastructure project. The Finance Department has been involved from the onset to see what mix of funding sources can be used for these costs. Outreach to municipalities regarding vendor choice and cost-sharing has begun.
- Election Equipment – All election equipment used in Pennsylvania must be state-certified and meet all requirements of the Election Code. Our original estimate was the replacement of the current machines and system in the next five years with another certified system. However, the state has mandated that counties choose a new certified system by December 2019 and must implement for

Cost Pressures (continued)

the next presidential primary in 2020. The County Election Board was given several demos of the newly certified equipment that included time for the public to try the certified equipment and provide comments. After the demos, opportunity for public comment, and staff input, the County Election Board chose the new equipment and recommended that the Board of Commissioners move forward with the purchase. The order has been placed for the new equipment at a cost of just under four million dollars. We are expecting the state to provide a 60.0% grant for the cost of the equipment and about \$270,000 in Help America Vote Act (HAVA) grant funding. The County has also done a reimbursement resolution and may borrow money to fund the County's portion of the equipment with debt.

- 7th Common Pleas Court – Cumberland County will add a 7th Common Pleas Court in 2020. We are estimating an additional \$600,000 in ongoing operational costs.
- CNRC infrastructure – While CNRC continues to provide quality care to its many residents, a number of its buildings have aged. In order to compete, CNRC will have to modernize a portion of its infrastructure over the next ten years.
- Four County-owned bridges are expected to be in the construction phase in 2020. Slate Hill Road Bridge is owned by York and Cumberland counties and expected to begin construction in 2020. In order to meet the cash flow needs, the County is pursuing a Pennsylvania Infrastructure Bank (PIB) loan to fund the construction of Sample Bridge.

We have been preparing for a majority of these projects for multiple years and they are quickly approaching along with new stressors. We will continue to look at the County with a long-term strategic vision.

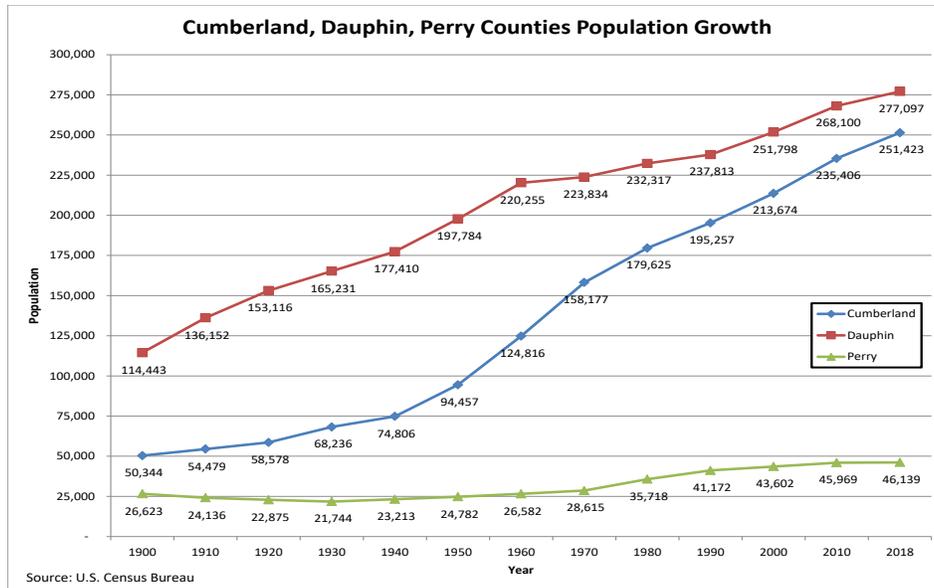
We have re-engineered the senior management team and have a renewed vision for long-term planning that includes implementing a strategic vision with the inclusion of the Courts, elected officials, and department heads of the County. We will continue to evaluate County operations with an eye for implementing cross-departmental efficiencies.

What About Revenues?

The other side of a budgetary structural imbalance is relatively flat growth in revenues. A balanced fiscal strategy seeks to optimize revenues at the same time costs are contained. However, the options are limited and few provide much relief in the short-term.

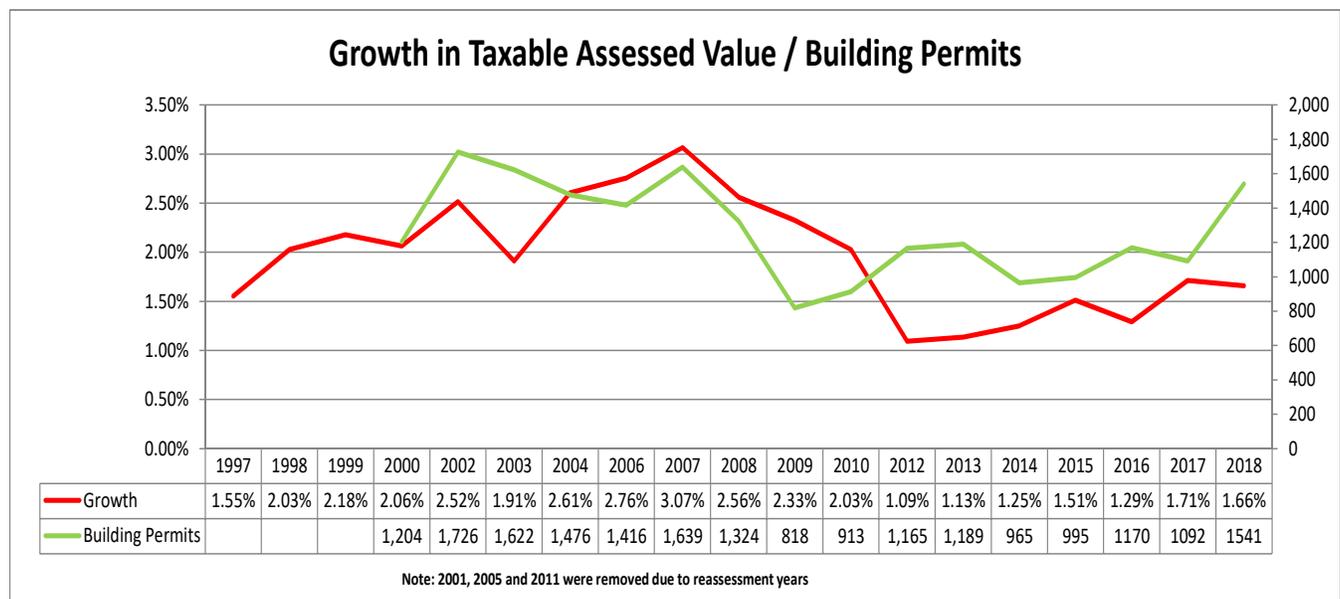
Population Growth and Revenues- Much has been made about the fact that Cumberland County has been the fastest-growing county in PA since 2010, along with other economic indicators. Cumberland County may catch Dauphin County in the next 20 years. The greatest growth has taken place in and around Mechanicsburg. Some mistakenly think that a fast-growing population equates to increased tax revenues. While population growth portends well for economic growth in the mid- to long-term, there are many reasons why it does not translate into a sharp increase in revenues.

What About Revenues? (continued)



The County’s dependence on property taxes means that any growth factor has to translate into more residential and commercial starts to produce increases in revenue. Since 2012, the County’s taxable assessed property values have increased by approximately 1.5% annually. In 2020, we are budgeting a 1.6% increase in both growth and collections. Over the past year, we have been watching the consumer price index hover at just under 2.0%. This is not an uncommon occurrence that the County’s growth in taxable properties increases at a lower rate than the consumer price index. That is just one measure that shows the structural imbalance inherent in the County’s revenue streams.

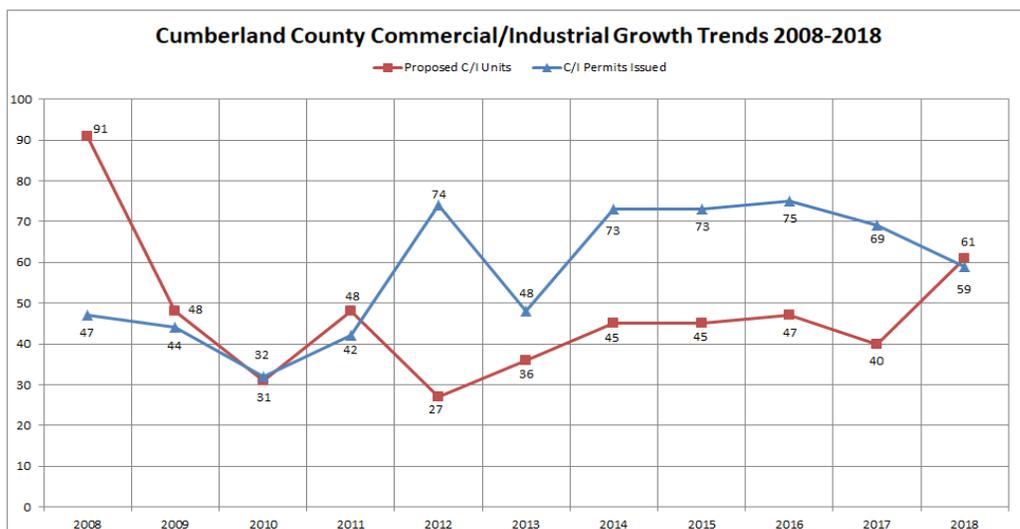
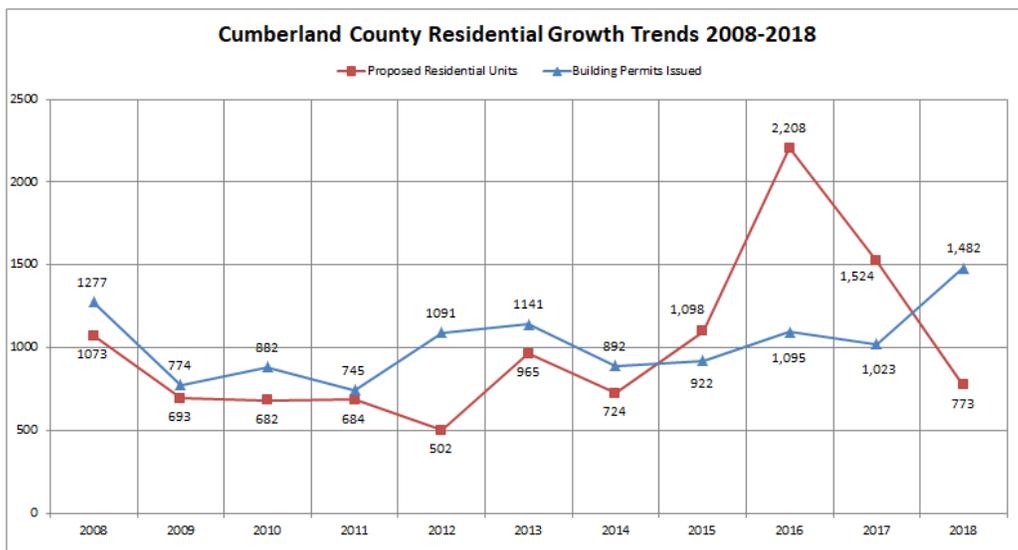
Population growth will likely cause a gradual increase in start-ups which will produce incremental increases in County revenue. Population and job growth are key elements of an effective, long-term economic development strategy but it does not directly impact the County’s major revenue source, the real estate property tax. The chart below shows the growth in the assessed value for the past 20 years. While we are one of the fastest-growing counties, if not the fastest in Pennsylvania, our growth in assessed value does not keep pace with inflation.



What About Revenues? (continued)

Economic Development and Revenues- Cumberland County entered into a Tax Increment Financing (TIF) District with the Borough of Carlisle. A TIF is a public financing method that assists in paying for redevelopment and infrastructure improvements. Taxing bodies commit to investing all or a portion of their “tax increment” to pay debt service on a loan used to fund the necessary improvements that directly benefit the TIF district. The types of public improvements that can be paid for are intersection improvements, street construction, public parks, multi-use trails, stormwater enhancements, utility upgrades, etc.

The current TIF District is the Carlisle Auto Industries, Inc. located at the old Masland/Leer site on Carlisle Spring Road. The County, Carlisle School District, and Carlisle Borough have pledged 100.0% of the tax increment revenue generated on the project for the purpose of paying the debt service on the bonds/notes over 20 years. The TIF will assist in developing this underutilized property into a robust economic site. Examples of the expected improvements to the property are retail space, a hotel, residential units, office space, restaurants, and parking garages. The current property assessment is approximately \$1.2 million. The assessed value is estimated to increase by about \$62 million. In addition to the increase in property values, the property is expected to have an additional positive economic impact with an additional estimated impact of \$140 million to the local economy.



What About Revenues? (continued)

Federal/State Funding- All indications point to flat or declining revenue flows from the federal and state governments in most areas. The federal/state funding is our biggest resource countywide and funds about 89.0% of our Human Services Departments.

Collections- One area that we have seen significant improvement in is the collections of restitution, court costs, and fines. This increase is due in part to the Collections Advisory Group (CAG), which is the cross-departmental management team responsible for oversight of the collections process. Over the next year, we will review options to enhance the reporting that is available to the County. The goal of enhanced reporting is to improve our management and analysis capabilities. We will be able to better target and measure different processes and their success.

Interest Earnings- We are experiencing increased earnings from our investments. We are expecting our investment earnings to continue to grow.

Departmental Fees- County departments review their fees and charges on an ongoing basis to assure that we are appropriately charging fees.

Cost Savings Opportunities

Given upward operational and capital cost pressures and slowly increasing revenues, it is imperative that the County addresses long-term cost drivers in ways that provide sustainable reductions and moderations in the cost of government. Through ongoing strategic planning, the County continues to look for cost savings opportunities to be implemented in 2020 and beyond. These have the potential to cut costs by millions of dollars each year while maintaining services, assuming spending overall is kept in check. These major cost savings efforts, in conjunction with ongoing improvements in efficiency, that dampen the rate of operational cost increase, create budgetary space that can be used to fund investments in staff, technology, expanded services, or paying the cost of unfunded mandates without requiring tax increases.

Savings Through Consolidation of Regional Services- The most exciting opportunity in this area is the consolidation of transportation services across seven to ten counties in South Central PA. According to a PA Department of Transportation (PennDOT) Phase II study, significant savings of administrative staff can be achieved through the consolidation of the multiple transit authorities currently serving these counties. This would eliminate redundant personnel, functions, and facilities; and take advantage of economies of scale in systems, purchasing, maintenance, and benefits. Act 89 funds would be made available to participating counties to pay the costs of transition. If savings targets set by PennDOT are reached, the participating counties would receive a five-year grace period on the local match for transportation services.

Cumberland County, which currently pays Capital Area Transit (CAT) between \$300,000 - \$325,000 per year as its local match for fixed-route service, has come out solidly in favor of the PennDOT plan. In addition to cost savings, regionalization creates the potential to expand and improve service throughout South Central PA. An integrated system would help promote tourism and economic development in the region, bringing in greater revenues to the local economies.

The County has withdrawn financial support for redundant services provided by Tri-County Planning Commission. Cumberland County has its own planning department and does not require many of the services Tri-County charges us for and is seeking to reduce its contribution to the organization for only those unique services, associated with transportation, it needs.

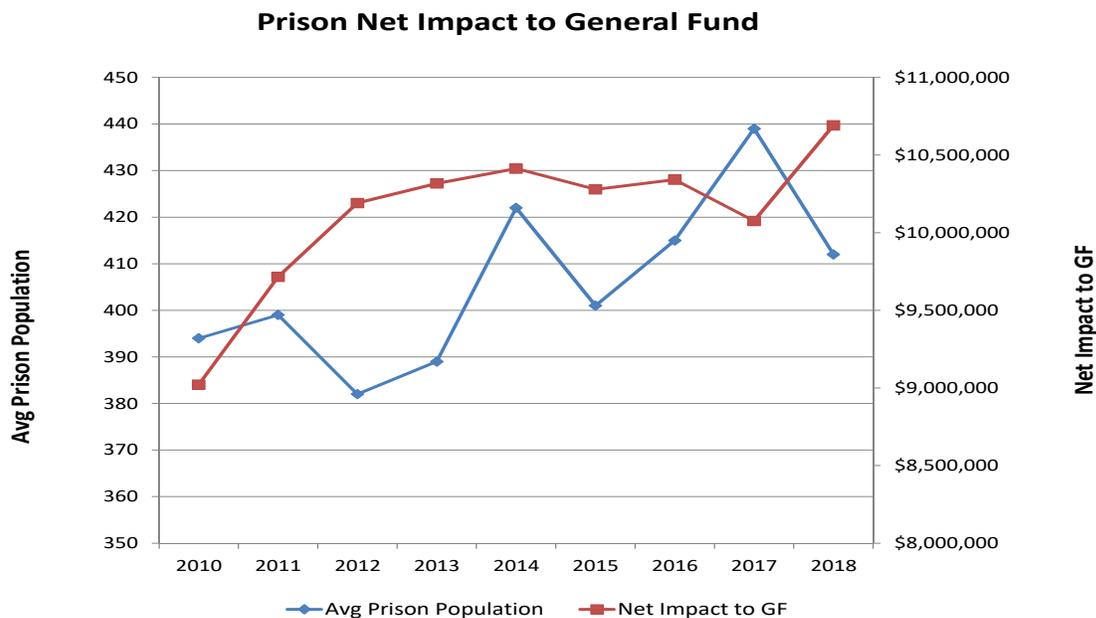
Costs Savings Opportunities (continued)

Consolidation of Shared-Ride Services with Central Pennsylvania Transportation Authority (CPTA)- Cumberland County historically provided its own shared-ride services with a combination of General Fund and Human Services state funding. In 2015, the County transferred this function to CPTA (doing business as “rabbittransit”) and officially joined CPTA in 2016. CPTA now provides shared-ride transportation services over a ten-county area and is able to provide those services at a lower cost due to the economies of scale and technology improvements of their operations.

Self-Insurance for Health Benefits- Over the past several years, the County took measures to improve its loss ratio in order to transition to a self-insured model. The County implemented an incentive-driven wellness program to adopt healthier lifestyles. It also levied a surcharge on employees on the County plan who carry spouses with access to insurance through their own employers. Both of these programs have been successful. We experienced rate reductions from our third-party vendor in 2017. In 2018, the County transitioned the health insurance from a third-party vendor to “self-insurance.” The County purchases stop-loss insurance of \$250,000 per claimant. We are expecting, over time, that moving to the self-insured platform will help to hold down the cost of the County’s health insurance benefits.

Technology- The County has already made a considerable investment in Enterprise Resource Planning (ERP) software to improve efficiency in basic business functions, accounting, payroll, and reporting. More recently, we have expanded the timekeeping and scheduling program Kronos across all County departments. Having data on a real-time basis allows for timely management analysis and decision-making.

Correctional Services- Like nearly all counties along the I-81 Corridor, Cumberland County was facing alarming increases in opioid-related addiction and deaths. While violent crime remains low overall, drug-related crime has helped fuel an increase in our prison population. The County has taken dramatic action to help find solutions to this national epidemic at a county level. The graph below shows the change in the number of inmates in our prison and the related impact on the County’s General Fund. We will continue to closely monitor the programs through the CJPT. Information about what the County is doing is discussed under the Growing Demand for Services section on page 23.

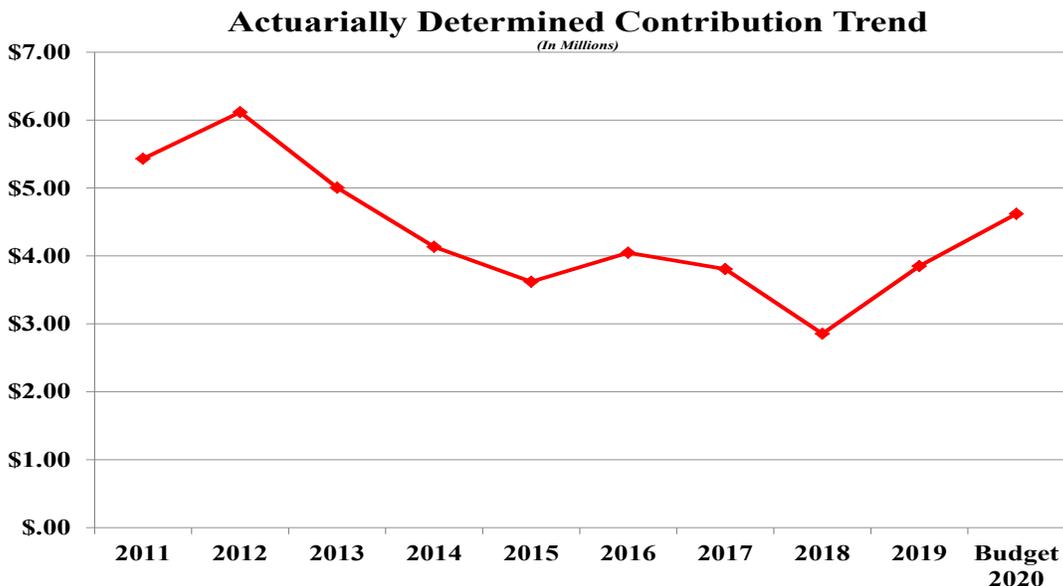


Costs Savings Opportunities (continued)

While we have successfully lowered the prison population, there is an increase in the scope, intensity, and cost of services provided to inmates. The number of inmates with addiction and mental health issues has grown significantly over the last six years. Detoxification, rehabilitation, and therapeutic services are required to stabilize these inmates. While never the intent, the County Prison has become one of the largest detoxification service providers in the area. These necessary services add significantly to the overall cost of housing and feeding inmates with those issues.

Through the Criminal Justice Policy Steering Committee, the County has expanded diversion programs, Intermediate Punishment (IP), and risk assessment to reduce the rate of increase in the prison population. Early in 2018, we started discussing the need to open two units that are not currently operational. Activating them would not increase overhead, but would require additional corrections staff and operating costs associated with the care and feeding of prisoners. We were at a point that the prison population was growing and opening the unit was becoming inevitable if the trend was not changed or addressed. We were able to continue to delay opening the units by implementing two pre-trial courts, mental health (Together Optimizing Mental Health Solutions (TOMS) court) and Opioid Intervention Court (OIC), with the intention to help alleviate the time spent in prison pre-sentencing. Our length of stay pre-sentencing had increased to about 40 days. We will continue to monitor and analyze the impact of these programs on not only the prison population but the individuals' recovery. More information concerning the pre-trial courts can be found under the Growing Demand for Services section on page 23.

Pension- The County is obligated to provide pension benefits to its employees under the conditions of federal and state law. Unlike some other counties facing increasing costs, the County has consistently funded its pension obligations in accordance with financial and actuarial best practices. This is a key factor behind the County's superior financial rating, which gives us access to favorable interest rates and terms. Strong equity returns over the past seven years have substantially grown plan assets. This has led to an increase in the plan funded ratio and reduced the Actuarially Determined Contribution (ADC). However, over time, funding levels fluctuate with the ROI of financial instruments.



A Balanced Budget

The 2020 Budget is a balanced budget that is based on the priorities set forth in the Commissioners' County Strategy. In order to balance the budget, the Commissioners are not increasing real estate taxes in 2020 and are implementing long-term structural adjustments such as MBC, quality improvement by re-engineering workflows and business processes, long-term integrated financial planning particularly with large capital projects, adjustment to user fees, smart economic development, and sharing services with neighboring counties.

Some of the 2020 pressure points are child protective cases, opioid epidemic, judicial costs, criminal prosecution, election equipment, human services, CNRC, 9-1-1 radios and infrastructure, technology, and pension.

The General Fund budget shows a potential transfer of \$6,228,397 from reserves. This amount will be reduced directly by results from the Commissioners' efforts at addressing long-term cost drivers that provide sustainable reductions and moderations in the cost of government. The end result will be an estimated ending fund balance of \$32.8 million and a projected transfer from reserves of \$1,752,506. The chart below shows the actual expectations with the contingencies and continuation of the cost containment and revenue enhancement measures incorporated into the projections in order to meet the fund balance target of \$32.8 million. The estimates are based on a balance of expenditure reductions and revenue adjustments that continue beyond the 2020 budget year.

2020 - 2023 Ending Fund Balance Projection

	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Projected Beginning Fund Balance	34,511,428			
Real Estate Taxes	54,643,697	55,463,352	56,350,766	57,252,378
All Other Revenue	31,576,659	29,663,792	30,196,309	30,808,630
Total General Fund Revenue	86,220,356	85,127,144	86,547,075	88,061,008
Total General Fund Expenses	85,023,983	88,641,274	91,632,214	94,214,749
Salary	32,255,250	33,304,538	34,395,547	35,523,796
Benefit	12,481,597	13,173,492	13,851,347	14,563,205
Operating	25,965,845	26,292,536	26,643,402	26,997,811
Subsidy	8,076,475	9,111,520	9,608,707	10,172,013
Capital	3,413,411	3,064,204	2,965,269	3,040,059
Transfers	2,831,405	3,694,984	4,167,942	3,917,865
Unassigned FB moved to Assigned FB	2,948,879	665,101	681,728	698,772
Projected Ending Fund Balance with no change	32,758,922	28,579,691	22,812,824	15,960,311
Required Changes	1,639,311	2,880,952	1,291,191	724,552
Projected Ending Fund Balance with changes	34,398,233	34,739,265	34,783,852	34,467,345

Strategic Reporting and Performance Management

Financial forecasts can be found at www.ccpa.net/finance which are part of the semi-annual Financial Analysis Committee presentations to the Commissioners at a public meeting. On the previous page are the projections for 2020 - 2023. Each year we added the required changes for a break-even budget. The changes can be changes to our expenses, revenues, or a combination of both. Each year we are projecting that changes will continue to be made to balance the budget.

During 2020, the County will continue reviewing quarterly progress towards the priorities set forth in this document. There are six main sections in the 2020 County Strategy and Budget: Introduction, 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, issued initial instructions to departments to keep 2020 expenses at or below 2019 levels. The guidelines sought level or reduced funding for core operating expenses. The fifth payout from the MBC plan will tie compensation to achievement, rather than merely rewarding seniority for employees not governed by an existing bargaining agreement.

Economic and Financial Condition

There are several economic impacts affecting the 2020 Budget. The Actuarially Determined Contribution is expected to increase by approximately 19.8%. The County is self-insured for medical insurance and the medical premium expenses are increasing by 7.7%. The County has several large projects in 2020 which include Project 25 (P25), Computer-Aided Dispatch (CAD), CNRC infrastructure, and the construction of four County-owned bridges.

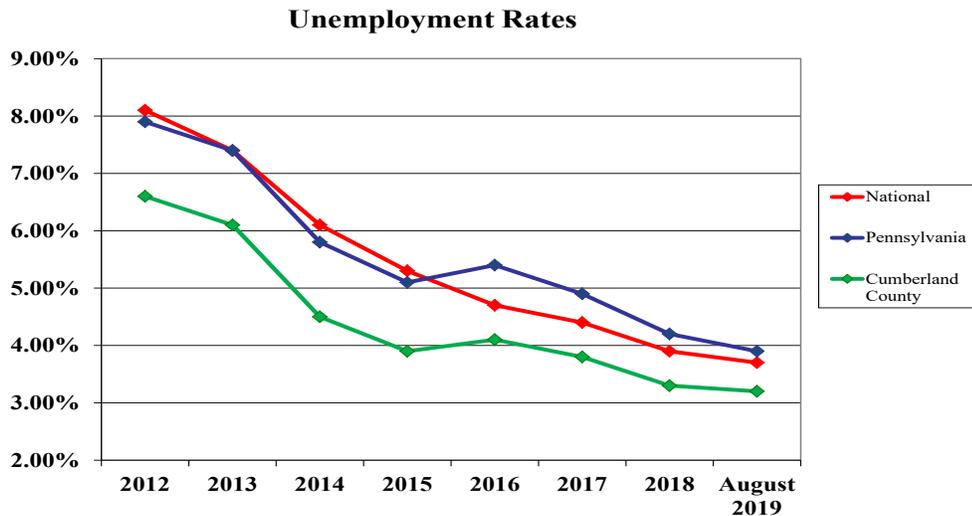
The County is committed to an ongoing search for innovative ways to lower overall costs to the taxpayer and will continue to look for ways to lower the County's expenses and bend the cost curve down. PA county governments are reliant on property tax revenue. There is a structural imbalance because of this mandate. Normal revenue growth does not keep pace with inflation. Cumberland County is committed to finding innovative ways to alleviate some of the structural imbalance while maintaining quality service to the citizens.

Principle Issues Facing Cumberland County

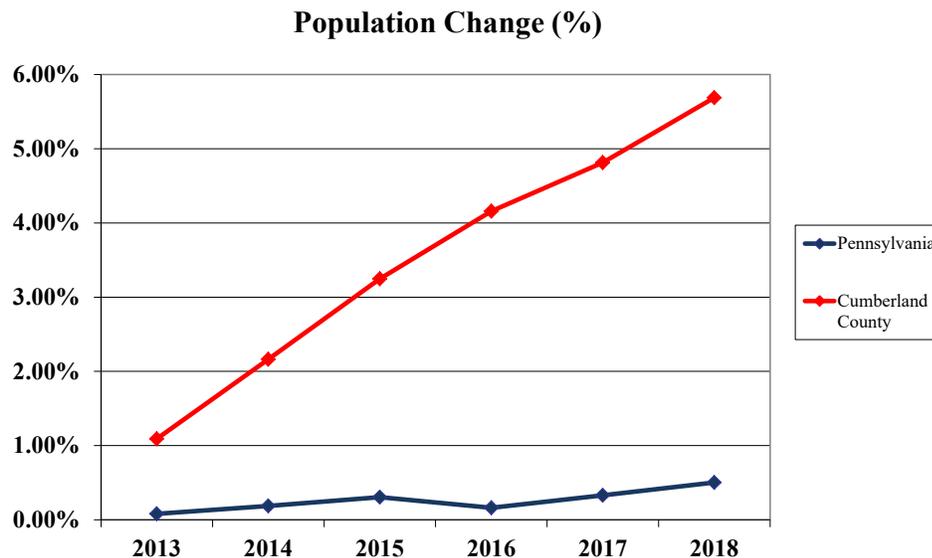
The County continues to have a diversified tax base with little concentration on any one taxpayer. The top ten taxpayers make up approximately 3.29% of the County's taxable assessment base.

The County's unemployment rate remains below the state and national averages. For August 2019, Cumberland County's rate was 3.2% and the state and national averages were 3.9% and 3.7% respectively.

Principle Issues Facing Cumberland County (continued)



Cumberland County’s population growth is above the state’s average growth since 2009 and this trend is expected to continue. After the 2010 U.S. Census, the County was elevated to a third-class county. This growth puts increased demand for 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.

The growing population has placed a burden on the County criminal justice system. From 2007 - 2017, the number of criminal dockets filed at the Court of Common Pleas levels increased by 26.0%. In 2020, a 7th Judge will be added to the Court of Common Pleas to mitigate the negative impacts of the expanding caseload including backlogs in case processing. The County expanded the use of electronic monitoring for non-violent offenders. In order to reduce recidivism and alleviate prison concerns, the County expanded the

Growing Demands for Services (continued)

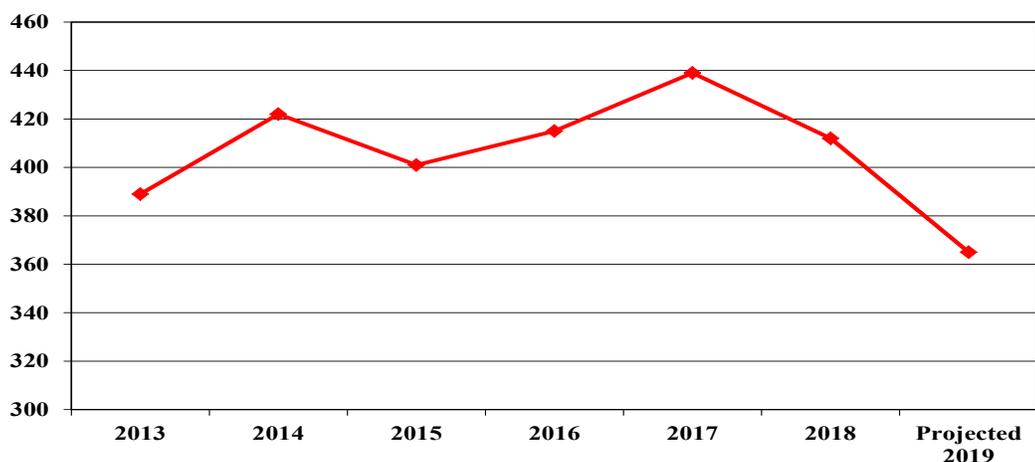
use of intermediate punishments and other community correction strategies to hold offenders accountable while making progress towards becoming productive members of society. These programs continue to help manage the population of the prison and to avoid filling the new prison with inmates that could be better served in the community. The implementation of these programs held the average daily population of the prison at no growth for two years.

In November of 2017, the Cumberland County TOMS Court was implemented. The mission of the TOMS Court is to develop a partnership between the mental health and criminal justice communities. The TOMS Court, in recognizing that recovery from mental illness is a process, promotes participation in a highly structured mental health treatment program to people experiencing a mental health crisis. This partnership will address the specialized needs of participants with serious mental illness, thereby reducing recidivism rates, ensuring public safety and improving the quality of life for participants by establishing mandatory, comprehensive, community-based treatment and services within the guidelines of the Cumberland County TOMS Court. There are currently 22 active participants and two individuals who have graduated from the program.

Cumberland County implemented a first of its kind in Pennsylvania Opioid Intervention Court (OIC) in February of 2018. The County was experiencing unprecedented levels of heroin and other opioid abuse, along with record numbers of unintentional drug overdose deaths. In 2016, the Pennsylvania State Coroners Association reported nearly 4,642 drug-related deaths, with 85.0% of deaths involving the presence of an opioid, obtained either illicitly or prescribed by a physician. Between 2015 and 2016, most counties saw a 37.0% increase in deaths related to drug poisoning. According to reports by our County Coroner, the scale of the epidemic in Cumberland County had escalated at a far more rapid pace, with a 61.0% increase in fatalities (from 41 to 66 deaths) between 2015 and 2016. This information led to the implementation of the OIC.

The primary goal of the OIC is to intervene at the point of arrest to prevent overdose deaths. Since its inception, 112 defendants have entered the program. There have been no overdose deaths for an individual in the OIC, and the County's opioid overdose death rate has declined by 37.0% in 2018. One previous participant overdosed after completing the program. In addition, since the implementation of the program, the prison population has steadily declined. The average daily population in 2018 was 412, and for the first ten months of 2019 was 355.

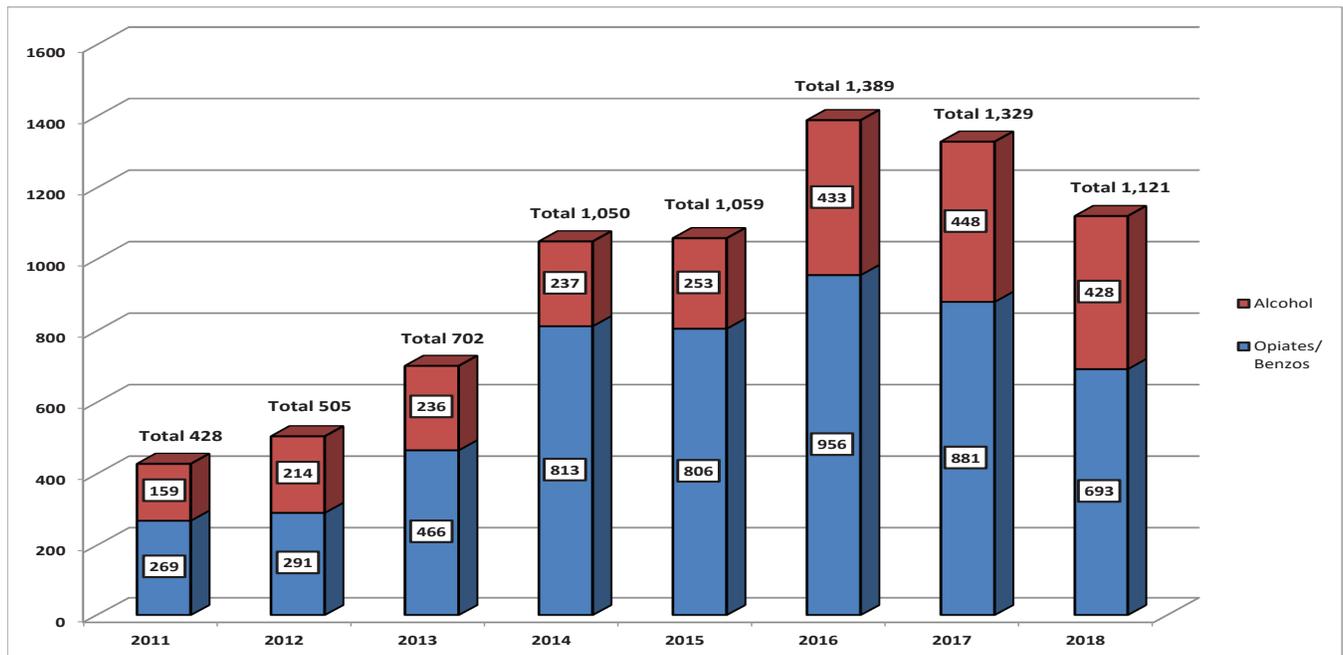
Prison Population



Growing Demand for Services (continued)

Cumberland County Prison

Offenders Receiving Medical Treatment for Substance Abuse Withdrawal (by Year and Substance)



The Court of Common Pleas, in conjunction with other County offices such as the District Attorney (DA) and Public Defender, has continued to modify the court calendar and adjust the number of court days in response to the pressures of a growing court schedule. This approach has helped manage the flow of cases and court-related traffic in and out of the courthouse.

Both the Criminal Justice System and the Human Services agencies are experiencing heightened demand for services due to the opioid epidemic that all of PA is facing. PA has the third-largest heroin supply of any state in the country. The problem is compounded by the large supply of opioid painkillers that are being prescribed by medical practitioners. The chart above shows the rapid increase in inmates needing medical treatment for opioid withdrawal upon admission to the prison from 2011 - 2018. The data for 2018 shows that opioid addiction continues at a very high level among County inmates. The County has formed an opioid overdose prevention taskforce of professionals from criminal justice, human services, and emergency medical services to address this epidemic in our local communities. Taskforce activities have included: community education through presentations and town hall meetings; training for medical practitioners promoting new best practice guidelines for prescribing opioid painkillers; promoting responsible management and disposal of surplus medication using medication drop boxes that have been set up around the County; encouraging access to addiction treatment and recovery support services; and encouraging local police departments to carry the opioid overdose reversal medication, naloxone.

Cumberland County uses a collaborative approach within the Human Services agencies. Families are able to access appropriate services for their members from birth through aging. The Human Services agencies work together through the Human Services Policy Team to assure that clients are referred to the agency that can best meet their needs. Cumberland County Human Services agencies are committed to providing cost-effective, evidence-based, and community-based services in the least-restrictive setting to the consumers in the County.

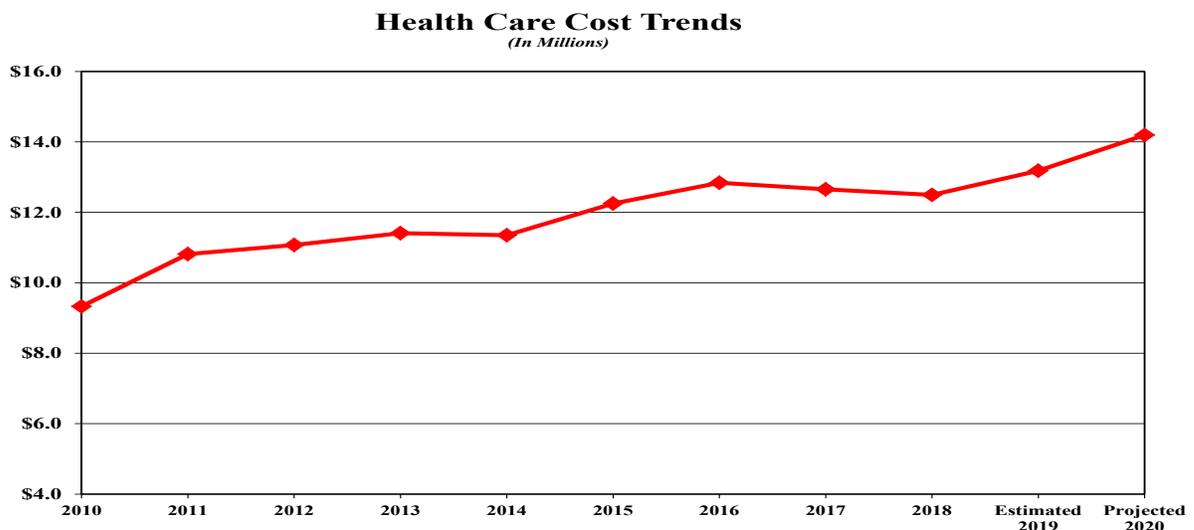
Maintaining a Highly Qualified Workforce

The County works to maintain a well-qualified workforce to serve County residents. The County has a comprehensive compensation plan that is designed to reward employees based on performance as opposed to longevity. The MBC plan is designed to reward and retain the County's high performers and to attract qualified people in skilled positions. The MBC plan was successfully implemented in 2016 and will continue in the future. In order to assure the plan is funded in the future, the Salary Board approved a funding formula that is a combination of overall County performance and the consumer price index. All union employees will receive a pay increase based on their contracts.

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. There is a mandatory reduction in overtime expenditures. CNRC decreased 25 positions due to the use of agency staff. Children & Youth added six positions due to increasing caseload and referrals. Public Safety added two IT (Information Technology) positions. The Sheriff added three positions due to the additional security needed for the 7th Common Pleas Court. Courts added two positions related to the 7th Common Pleas Court.

The County continues to offer a competitive employee benefits 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 insurance. In 2018, the County moved to self-insurance for our medical insurance. The County will continue the health and wellness program that promotes a healthy lifestyle and offers a Buy-Up Plan or a Health Savings Account (HSA) health insurance benefit to employees.

An employee's co-pay for the Buy-Up Plan will be 15.0% in 2020. The HSA plan is the County's base plan. These plans are beneficial to both the County and its employees. The health care package includes a wellness incentive that encourages employees to live a healthy lifestyle which in turn will help reduce health insurance costs over the long run. The wellness program and the changes to health insurance have been successful in keeping benefit cost increases below national averages. In 2020, the expenses for the County's Buy-up and HSA plans are increasing by 7.7%. The total County costs are shown in the graph below.



Budget Overview

Based on the chart below, the General Fund revenue is increasing by 4.8%. Real estate tax revenue is increasing by 1.6% due to the natural growth in the taxable assessed real estate values and their collections. Grant revenues are increasing by 74.3% due to expecting the state to provide a 60.0% grant for the cost of the new election equipment. Other revenues are increasing by 8.6% due in part by rising interest rates.

General Fund expenses are increasing by 5.1% for several reasons. Salaries and benefits are increasing by 4.9% due to health insurance increases of 7.7% and retirement increases by 19.8%. Interfund expenses are increasing by 10.0% due to the transfers - out to the Capital Fund for the P25 project. Capital is increasing due to several large projects in 2020 which include a Microsoft Office upgrade, HazMat vehicle, and budget database software.

Unassigned fund balance plus assigned-future budgetary requirements (referred to in this document as unassigned fund balance) for the General Fund, for December 31, 2019, is estimated to be \$34,511,428. That correlates to 144 days of budgeted General Fund operating expense which is in compliance with the County's fund balance policy. The unassigned fund balance will be directly affected by the results of the Commissioners' continued efforts of improving operational efficiency, cost containment, and revenue enhancement over the course of the 2020 budget year.

General Fund	2019 Budget	2020 Budget	Variance	% Change
Tax Revenue	\$58,079,043	\$58,982,006	\$902,963	1.6%
Grant Revenue	\$3,224,098	\$5,618,682	\$2,394,584	74.3%
Interfund Revenue	\$8,911,075	\$8,536,809	\$-374,266	-4.2%
Other Revenue	\$11,840,522	\$12,857,526	\$1,017,004	8.6%
Total Revenue	\$82,054,738	\$85,995,023	\$3,940,285	4.8%
Salaries and Benefits	\$43,056,297	\$45,157,340	\$2,101,043	4.9%
Operating Expense	\$28,036,516	\$28,546,650	\$510,134	1.8%
Interfund Expense	\$12,746,759	\$14,025,670	\$1,278,911	10.0%
Capital Expense	\$3,870,945	\$4,493,760	\$622,815	16.1%
Total Expense	\$87,710,517	\$92,223,420	\$4,512,903	5.1%

Based on the chart on the next page, total County revenues are increasing by 4.9%. Real estate tax revenue is increasing by 1.6% due to the natural growth in the taxable assessed real estate values and their collections. Grant revenue is increasing by 3.6%. The General fund is increasing due to expecting the state to provide a 60.0% grant for the cost of the new election equipment. Liquid Fuels revenues and expenses are increasing due to the complicated nature of the bridge projects which range in time of completion from 18 months to more complex projects which may take three to five years. Construction is slated to start on Wolf and Kunkle bridges. Children & Youth Services Act 148 funding is increasing. Funding is based on the previous year's actuals and as our expenses increase funding should follow. Interfund revenue is increasing by 9.4% due to the transfers - in from the General Fund for the P25 project. Other revenue is increasing by 7.5%. The Capital Fund is increasing due to the PIB loan proceeds that will be used to fund the construction of Sample Bridge. The Retirement Fund is also increasing revenues due to the increase in the Actuarially Determined Contribution (ADC).

Total County expenses are increasing by 4.9%. See the expenditure summary section on pages 50-53 for more details on the changes. In total, the County is budgeting \$9,210,639 of appropriated fund balance. The majority of the usage of fund balance is the General Fund.

Budget Overview (continued)

The fiscal year 2020 budget includes capital projects totaling \$24,349,412. Capital projects will be financed through capital designations in the General Fund 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	2019 Budget	2020 Budget	Variance	% Change
Tax Revenue	\$60,179,043	\$61,182,006	\$1,002,963	1.7%
Grant Revenue	\$113,394,928	\$117,506,063	\$4,111,135	3.6%
Interfund Revenue	\$22,730,180	\$24,869,655	\$2,139,475	9.4%
Other Revenue	\$91,937,185	\$98,871,952	\$6,934,767	7.5%
Total Revenue	\$288,241,336	\$302,429,676	\$14,188,340	4.9%
Salaries and Benefits	\$86,645,245	\$90,790,875	\$4,145,630	4.8%
Operating Expense	\$166,400,206	\$169,330,816	\$2,930,610	1.8%
Interfund Expense	\$25,375,408	\$27,169,212	\$1,793,804	7.1%
Capital Expense	\$18,601,455	\$24,349,412	\$5,747,957	30.9%
Total Expense	\$297,022,314	\$311,640,315	\$14,618,001	4.9%

Major Projects

Bridge Replacements and Repairs	\$ 15,023,746
9-1-1 Radios and Infrastructure	\$ 2,780,000
9-1-1 CAD Replacement	\$ 1,108,710
CNRC Tower Building Ceiling Replacement	\$ 900,000

Capital is requested during the budget process. Capital projects that are smaller in nature are handled similarly to creating additional positions by setting aside a small contingency and approving throughout the year based on business needs. County building projects are normally determined during the budget process. The Information Management Technology Office (IMTO) is allocated \$575,000 to meet their General Fund capital needs in 2020. The remaining General Fund capital is put into a contingency. During the budget year, the capital is approved based on business needs.

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. This 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 of dollars out of budgets through this process.

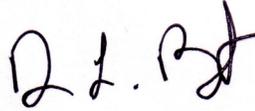
Acknowledgements

We would like to extend our thanks and appreciation to Tammy Bender, Kristen Bushman, Keri Finkenbinder, Brandon Yeager, Chris Sechrist, and all of the staff who contributed to the 2020 budget. It took hard work, dedication, and extra hours to create this document and your extra effort is appreciated.

Respectfully Submitted,



Sandy Moyle
Chief Clerk



Dana L. Best
Chief Financial Officer

Financial Policies

The financial health and welfare of Cumberland County are 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 of Commissioners (BoC) 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 (BoC) 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 short- and long-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 the condition of, and maintain and preserve existing infrastructure and capital assets.
- Guide the BoC 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.

Financial Policies (continued)

Financial Philosophies (continued)

- 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 adopted 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 certain DA 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. Revenues + Fund Balance + Transfers \geq Expenses.

Any appropriations that are unspent at the end of a budgetary year lapse into the fund balance. The Commissioners 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.

For budgetary purposes in the General Fund, the fund balance is “unassigned fund balance” plus “assigned-future budgetary requirements.”

Financial Policies (continued)

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:

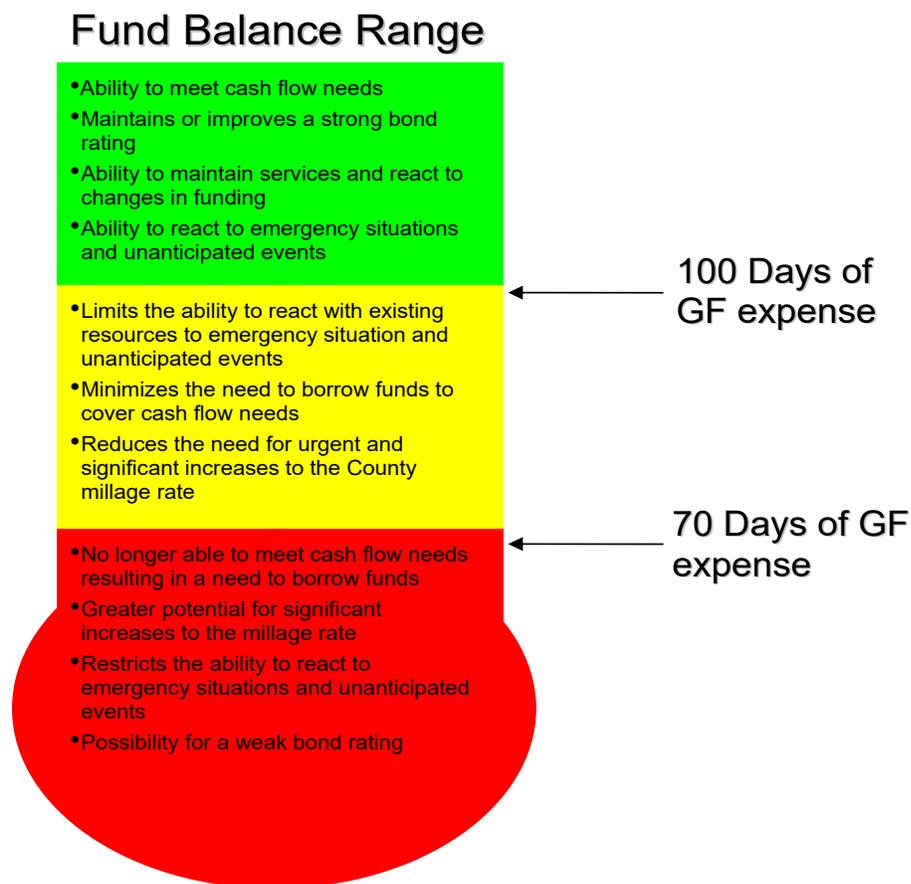
- Reduces the need for urgent and significant increases in the County millage (tax) rate.
- Ensures its ability to effectively react with existing resources to emergency situations and unanticipated events.
- Avoids the need for costly tax anticipation notes.
- Exercises good fiscal management by permitting 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 70 days of budgeted General Fund expenditures. The fund balance will be calculated using the budgeted 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. In order to have the financial resources needed to react to emergency situations and unanticipated events with existing resources, the General Fund will target 100 days of budgeted General Fund expenses. In the event that the General Fund unassigned fund balance falls below the targeted 100 days of budgeted General Fund expense, the Commissioners will develop a plan to increase fund balance over a reasonable amount of time, utilizing a combination of cost containment and revenue enhancements in order to return to the targeted days. The graph on the following page is a depiction of the targeted ranges of fund balance and the considerations that must be evaluated at the differing levels.

Financial Policies (continued)

Fund Balance Policy (continued)



Debt Policy

The County will comply with PA'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 \$90 million). The County is committed to complying with the Securities and Exchange Commission rules, Government Finance Officers Association (GFOA) guidelines, and Internal Revenue Service requirements.

The County seeks to maintain or 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 bonds/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 50.0% 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.

Financial Policies (continued)

Debt Policy (continued)

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. ROI 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 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:

- \$5,000 threshold
- or \$50,000 threshold for leases used to finance the use or acquisition of equipment.

Debt

Legal Debt Margin Estimated for year ended 2019

Borrowing Base Revenue:	
2018	196,406,821
2019 Estimated	211,323,744
2020 Estimated	<u>215,550,219</u>
Total Revenue	<u><u>623,280,784</u></u>

Debt Limit for General Obligation Debt

Average borrowing base revenues	207,760,261
Debt limit percentage	<u>300%</u>
Debt limit	<u>623,280,783</u>
Total amount of debt applicable to debt limit (12/31/19)	<u>27,420,000</u>
Legal Debt margin	595,860,783

Debt limit for General Obligation Debt and Net Lease Rental Debt

Average borrowing base revenues	207,760,261
Debt limit percentage	<u>400%</u>
Debt limit	<u>831,041,044</u>
Total amount of debt applicable to debt limit (12/31/19)	<u>27,420,000</u>
Legal Debt margin	803,621,044

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. bonds - 2013 issue	2%-5%	2021	14,670,000	1,337,285	1,512,715	2,850,000
G.O. bonds - 2014 issue	2%-2.25%	2024	4,865,000	-	1,300,000	1,300,000
G.O. bonds - 2016 issue	2%-5%	2028	11,470,000	10,515,000	-	10,515,000
G.O. bonds - 2018 issue	1.4%-3%	2031	12,140,000	12,040,000	-	12,040,000
Long-term debt December 31, 2019				<u>24,607,285</u>	<u>2,812,715</u>	<u>27,420,000</u>

Debt (continued)

Annual Debt Service Requirements:

	<u>General Long-Term Debt</u>		<u>General Long-Term Debt</u>		<u>Enterprise Fund</u>	
	General Fund		Emergency Telephone		Nursing Home	
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>
2020	1,600,000	881,778	718,021	39,431	1,271,979	63,944
2021	1,845,000	795,653	619,264	12,485	745,736	28,840
2022	2,650,000	701,153			260,000	13,975
2023	2,040,000	559,950			265,000	8,725
2024	2,140,000	455,450			270,000	3,038
2025	2,230,000	364,725				
2026	2,305,000	288,775				
2027	2,380,000	215,350				
2028	2,445,000	144,850				
2029	1,175,000	91,425				
2030	1,210,000	55,650				
2031	1,250,000	18,750				
Total	<u>23,270,000</u>	<u>4,573,508</u>	<u>1,337,285</u>	<u>51,916</u>	<u>2,812,715</u>	<u>118,521</u>

	Year	New Projects	Refinanced Projects	Year of Original Issue
G.O.N.-	2003	Farmland Preservation		
G.O.B.-	2013		Energy Program, CNRC Renovations, Public Safety 800 MHz Project, Purchase Ritner Bldg, and renovations	2000, 2001, 2005, and 2009
G.O.B.-	2014	CNRC Rehabilitation Center Renovations	CNRC Renovations, Public Safety 800 MHz project, Farmland Preservation and Open Space, Enterprise Resource Program, and misc projects	1999, 2002, and 2004
G.O.B.-	2016		Prison Renovations	2008
G.O.B.-	2018		Prison Renovations	2011

The County is well below their internal policy of \$355 per capita (approximately \$90 million) maximum debt. Currently the County has \$27.42 million in debt which is approximately \$108 per capita. The County is planning on financing several new projects over the next several years to include capital bridge replacements and the 9-1-1 radios and infrastructure project.

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 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 certain DA 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 DA 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 Choices 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 BoC for consideration.
- The final budget is presented to the BoC and after proper public notice is placed on display for a period of 20 days in accordance with the County Code. The BoC adopt the budget after the necessary inspection period by enacting a formal budget resolution. The resulting budget is published in written form.
- The BoC may at any time, by resolution, at an advertised public meeting, 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.

Budget Process (continued)

- The BoC may authorize the transfer of all or part of any unencumbered balances. The BoC 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.

Budget Timeline

February						
S	M	T	W	T	F	S
					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		

March						
S	M	T	W	T	F	S
					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						

April						
S	M	T	W	T	F	S
	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				

May						
S	M	T	W	T	F	S
			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	

June						
S	M	T	W	T	F	S
						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						

July						
S	M	T	W	T	F	S
	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			

August						
S	M	T	W	T	F	S
				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

September						
S	M	T	W	T	F	S
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					

October						
S	M	T	W	T	F	S
		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		

November						
S	M	T	W	T	F	S
					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

December						
S	M	T	W	T	F	S
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				

February 2019

- February 12: Expense, revenue, and salaries of fiscal funds are downloaded from Lawson to the budget database
- February 22: Budget guidelines and preparation materials are sent to departments
- February 22 - March 29: Budgets are available online for department budget requests

March 2019

- February 22 - March 29: Budgets are available online for department budget requests
- March 29: Proposed budgets are due to Finance

April 2019

- April 1 - April 12: Finance review of proposed budgets
- April 8 & 15: Meeting with Chief Clerk
- April 15 - 16: Work session preparation
- April 17: Work session with fiscal departments
- April 22: Preliminary fiscal budgets are available for Board of Commissioners review

May 2019

- May 2 - May 30: Preliminary fiscal budget placed on view for public inspection for 20 days
- May 29: Presentation of County's financial condition

June 2019

- June 3: Fiscal budget is approved/adopted by Board of Commissioners
- June 4: Fiscal budget upload to Lawson database
- June 28: Salaries of calendar funds are downloaded from Lawson to the budget database

July 2019

- July 11: Expense and revenue of calendar funds are downloaded from Lawson to the budget database
- July 18: Budget guidelines and preparation materials sent to departments
- July 18 - August 20: Budgets are available online for department budget requests

August 2019

- July 18 - August 20: Budgets are available online for department budget requests
- August 20: Mission and core activities reviewed by department and finalized
- August 21 - September 20: Finance review of proposed budgets

September 2019

- August 21 - September 20: Finance review of proposed budgets
- September 3: Performance goals and measures reviewed by department and finalized

October 2019

- October 4, 10, & 23: Meeting with Chief Clerk
- October 9: Presentation of County's financial condition
- October 14: Work sessions are held with pre-selected departments
- October 31: County Strategy completed

November 2019

- November 4 - November 27: Preliminary calendar budget placed on view for public inspection for 20 days

December 2019

- December 2: Calendar budget is approved/adopted by Board of Commissioners
- December 3: Calendar budget upload to Lawson database

Performance Measure Groups Cross-Classification Guide

Administration	Fund(s)	Fund Type
Assessment	General Fund	General Fund
Commissioners	General Fund	General Fund
Communications	General Fund	General Fund
Elections	General Fund	General Fund
Finance	General Fund	General Fund
Human Resources	General Fund	General Fund
IMTO	General Fund	General Fund
Solicitors	General Fund	General Fund

Criminal Justice	Fund(s)	Fund Type
Clerk of Courts	General Fund	General Fund
Criminal Justice Services	Criminal Justice Services	General Fund
District Attorney	General Fund, Victim Witness Assistance Program, Stop Grant, Insurance Fraud	General Fund, Special Revenue
Prison	General Fund	General Fund
Public Defender	General Fund	General Fund
Adult Probation	General Fund, Offender Supervision, ARD Program	General Fund, Special Revenue
Courts	General Fund	General Fund
Domestic Relations	Domestic Relations	Special Revenue
Juvenile Probation	General Fund	General Fund
Magisterial District Judges	General Fund	General Fund

Human Services	Fund(s)	Fund Type
Children & Youth Services	Children & Youth Services	Special Revenue
Drug & Alcohol	Drug & Alcohol	Special Revenue
Health Choices	Cumb Cty Health Choices, Perry Cty Health Choices	Special Revenue, Fiduciary
Library	General Fund	General Fund
Mental Health, Intellectual & Developmental Disabilities	Mental Health, Intellectual & Development Disabilities	Special Revenue
Nursing Home	Nursing Home	Enterprise
Office of Aging & Community Services	Aging, Community Services, Human Services Development Fund, Fiscal Employer Agent	Special Revenue
Veterans' Affairs	General Fund	General Fund

Public Safety	Fund(s)	Fund Type
Coroner	General Fund	General Fund
Public Safety	General Fund, Emergency Telephone 9-1-1, Capital Funds - Bond Projects	General Fund, Special Revenue, Capital Project
Sheriff	General Fund	General Fund

Performance Measure Groups Cross-Classification Guide

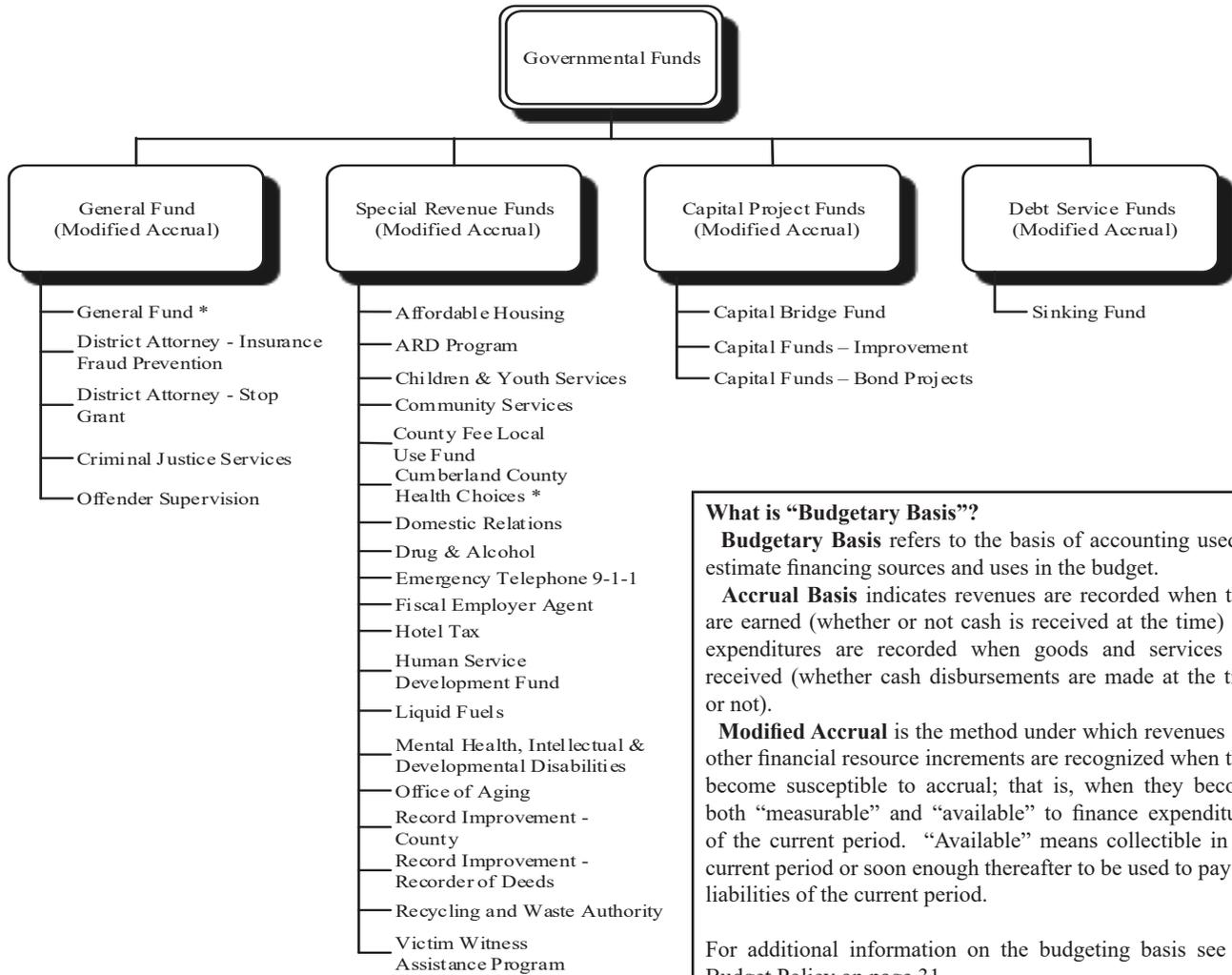
Records and Licensing	Fund(s)	Fund Type
Controller	General Fund	General Fund
Prothonotary	General Fund	General Fund
Recorder of Deeds	General Fund, Records Improvement - Deeds	General Fund, Special Revenue
Register of Wills/Clerk of Orphans' Court	General Fund	General Fund
Treasurer	General Fund	General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

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

Transportation and Infrastructure	Fund(s)	Fund Type
Bridges/Liquid Fuels	Liquid Fuels, Capital Bridge Fund, County Fee Local Use Fund, Capital Funds - Improvement	Special Revenue, Capital Project
Facilities Management	General Fund	General Fund
Recycling & Waste Authority	Recycling & Waste Authority	Special Revenue

Other Government Operations	Fund(s)	Fund Type
General Fund Revenue	General Fund	General Fund
Administrative Services	General Fund	General Fund
Affordable Housing	Affordable Housing Fund	Special Revenue
Debt	General Fund, Sinking Fund	General Fund, Debt Service
Grants	General Fund	General Fund
Hotel Tax	Hotel Tax	Special Revenue
Insurance	General Fund, HRA, Health Care Self-Insurance	General Fund, Internal Service
Records Improvement - County	Records Improvement - County	Special Revenue
Retirement	Retirement	Fiduciary
Subsidies	General Fund	General Fund
Workers' Compensation	Workers' Compensation	Internal Service
Other Government Operations	General Fund	General Fund

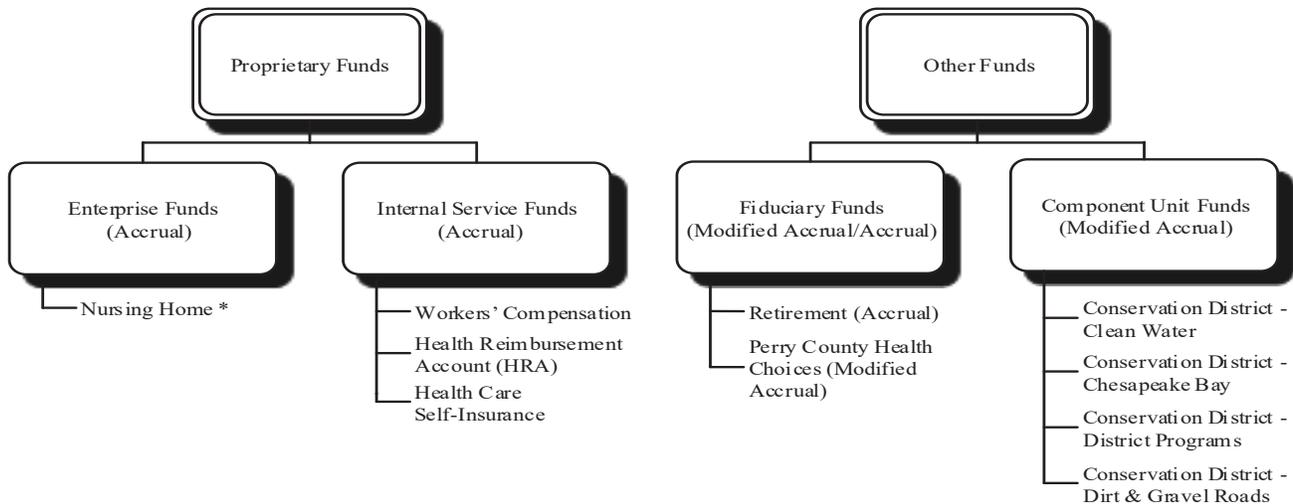
Cumberland County Fund Structure



What is "Budgetary Basis"?
Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget.
Accrual Basis indicates revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).
Modified Accrual is the method under which revenues and other financial resource increments are recognized when they become susceptible to accrual; that is, when they become both "measurable" and "available" to finance expenditures of the current period. "Available" means collectible in the current period or soon enough thereafter to be used to pay the liabilities of the current period.

For additional information on the budgeting basis see the Budget Policy on page 31.

* Indicates Major Funds



Fund Types

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

A group of funds that consist of General, Special Revenue, Capital Projects, and Debt Service 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 account for the financial resources used for the acquisition and capital construction of major capital facilities in governmental funds.

Debt Service Fund - 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 accumulate and allocate costs internally among the County's various functions. The County uses internal service funds to account for its Workers' Compensation and Health Care Self-Insurance funds.

-----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-----

A group of funds that revenues or expenditures, excluding other financing sources and uses, constitute more than 10.0% of the 2020 Cumberland County Budget.

General Fund - The General Fund is the County's chief operating fund. It accounts for all financial resources of the County, except those required to be accounted for in another fund. The majority of administrative, judicial, corrections, public safety, debt service, and subsidies to human service programs are financed through revenues of the General Fund.

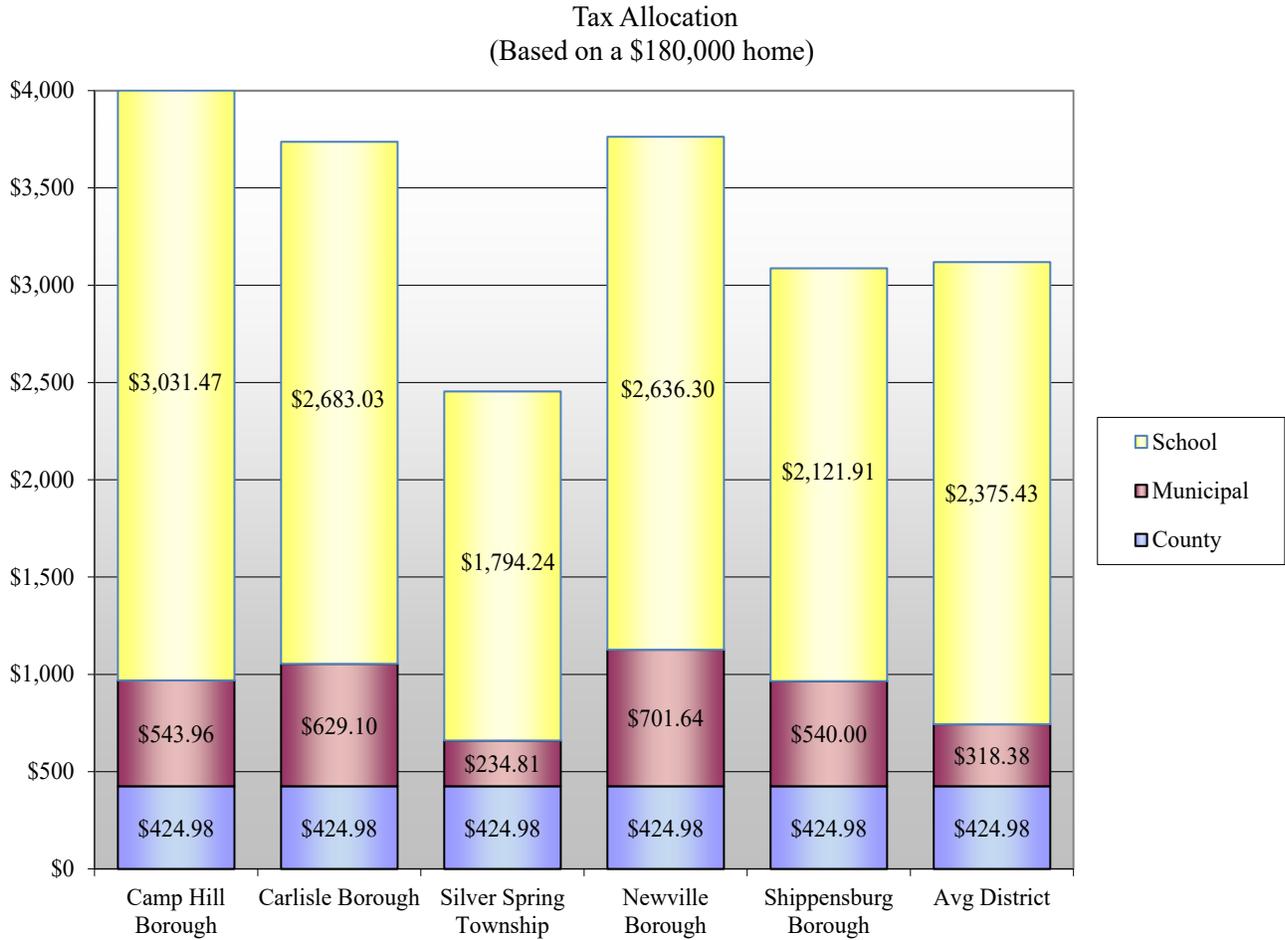
Fund Types (continued)

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

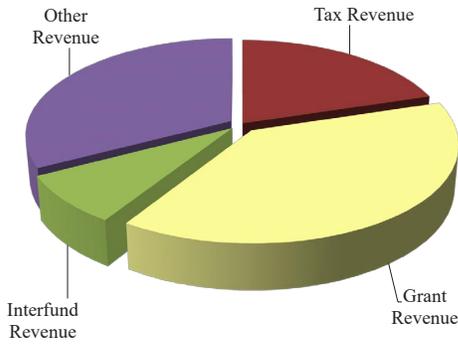
The County Nursing Home - The County Nursing Home Fund accounts for the operations of the County-owned Claremont Nursing & Rehabilitation Center (CNRC). CNRC is a 282-bed facility that provides state-of-the-art therapeutic nursing care for a variety of needs. CNRC is a community-based nursing and rehabilitation center with an open admission policy, focused on providing quality skilled nursing services to residents in a caring and dignified environment.

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 \$180,000 home, on average the Township/Borough tax is 10.21% (\$318.38), Cumberland County tax is 13.63% (\$424.98), and school district tax is 76.16% (\$2,375.43) of your total tax bill.



Major Sources of Revenue

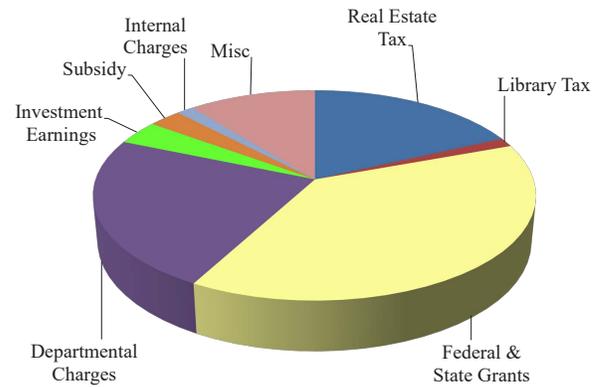


Revenue

Tax Revenue	\$61,182,006	20.2%
Grant Revenue	\$117,506,063	38.9%
Interfund Revenue	\$24,869,655	8.2%
Other Revenue	\$98,871,952	32.7%
Total	\$302,429,676	100.0%

Categories of Revenue

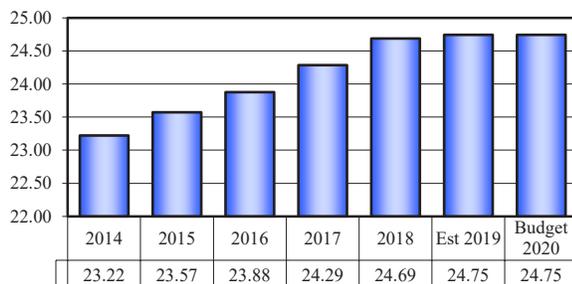
Real Estate Tax	\$54,643,697	18.1%
Library Tax	\$4,132,594	1.4%
Federal & State Grants	\$116,470,940	38.5%
Departmental Charges	\$70,637,411	23.4%
Investment Earnings	\$11,182,760	3.7%
Subsidy	\$8,471,230	2.8%
Internal Charges	\$4,307,539	1.4%
Misc	\$32,583,505	10.8%
Total	\$302,429,676	100.0%



Tax Revenue - 20.2% - \$61,182,006 - Comprises three main types of revenue: real estate, library, and hotel tax.

Real Estate Tax - 18.1% - \$54,643,697 - The County is permitted by the County Code of the Commonwealth of PA 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 2020, County real estate taxes were levied at the rate of 2.195 mills for general County purposes. Real estate estimates are based upon assessed values, interim taxes, appeals, and delinquent tax collection estimates.

Total Taxable Assessed Value (In Billions)



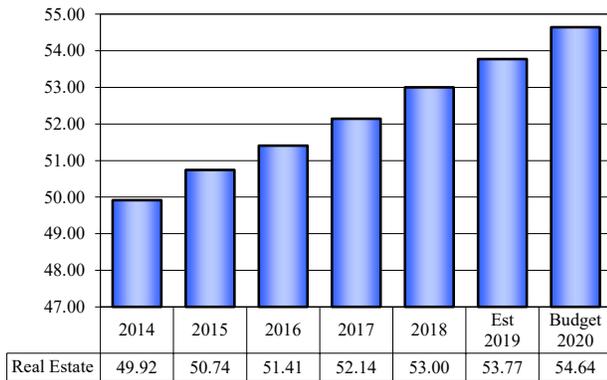
Cumberland County Tax Rate

	County	Library	Total
2011	1.902	0.143	2.045 *
2012	1.902	0.143	2.045
2013	2.131	0.143	2.274
2014	2.195	0.143	2.338
2015	2.195	0.143	2.338
2016	2.195	0.143	2.338
2017	2.195	0.166	2.361
2018	2.195	0.166	2.361
2019	2.195	0.166	2.361
2020	2.195	0.166	2.361

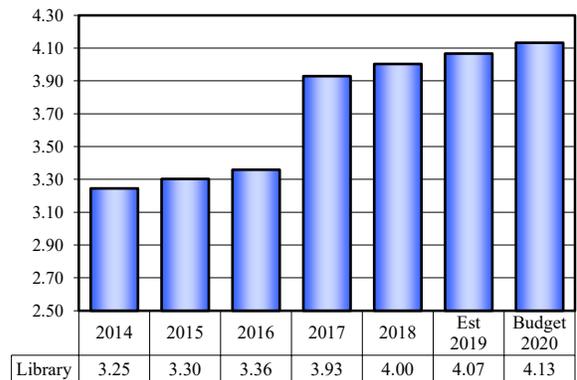
* Millage adjustment due to reassessment

Major Sources of Revenue (continued)

Real Estate Tax Revenue
(In Millions)



Library Tax Revenue
(In Millions)



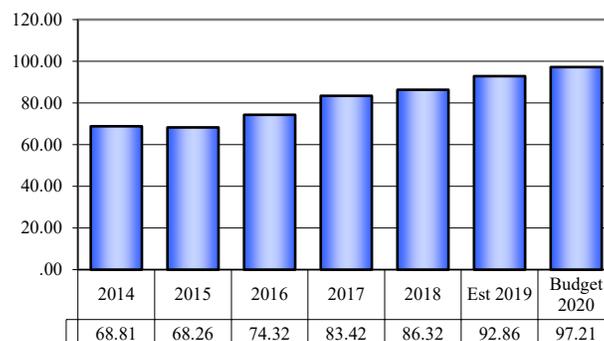
Library Tax - 1.4% - \$4,132,594 - An additional levy was approved by the electorate for the County library system at 0.166 mills. Library tax revenue is based on the estimated assessed values for real estate taxes.

Hotel Tax - 0.7% - \$2,200,000 - The hotel tax is the tax levied on the privilege of occupancy of hotel and motel rooms and similar space. The tax is paid monthly to the County, of which 98.0% is remitted to the Cumberland Area Economic Development Corporation (CAEDC) to promote tourism, and the remaining 2.0% is retained by the County for administrative expenses. The current rate is 3.0%. This projection is based on historical growth data.

Grant Revenue - 38.9% - \$117,506,063 - Comprises one main type of revenue: federal and state grant revenue.

Federal and State Grant Revenue - 38.5% - \$116,470,940 - 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 Services grant monies are estimated with level funding for 2019/2020 with the exception of Health Choices. Health Choices was budgeted to increase based on population growth, the ratings group of the individuals being served, and the rates approved by the state. However, after the budget was approved, the state entered into a single Health Choices Behavioral Agreement with the Capital Area Behavioral Health Collaborative on behalf of the County as of July 1, 2019. As of July 1st, the Health Choices funding will no longer pass through the County.

Human Services Federal/State Grant Money
(In Millions)



Major Sources of Revenue (continued)

Interfund Revenue - 8.2% - \$24,869,655 - Comprises three main types of revenue: subsidy, transfers, and internal charges.

Subsidy - 2.8% - \$8,471,230 - Reflects the transfer of tax dollars from the General Fund to meet program match requirements or to subsidize projected operating deficits. Children & Youth Services' subsidy is increasing due to the overmatch received in 2018 and 2019. There is no expected overmatch in 2020. Criminal Justice Services' subsidy is increasing due to the increased expenses for the Opioid Intervention Court.

Subsidy by Fund	2014	2015	2016	2017	2018	Est. 2019	Budget 2020
District Attorney - Stop Grant - Calendar	125,564	84,454	137,520	154,757	143,498	86,099	49,316
Criminal Justice Services	169,726	277,319	288,068	337,968	356,459	489,601	879,876
Human Services Administration	27,289	0	0	0	0	0	0
Affordable Housing	838	0	0	0	0	0	0
Children & Youth Services	2,582,745	2,610,493	3,245,608	4,071,553	3,169,240	2,740,186	4,223,213
Domestic Relations	977,016	970,067	1,085,976	991,339	1,072,067	1,093,508	1,322,013
Drug & Alcohol	205,939	205,939	205,939	205,939	235,860	241,957	250,769
HSDf	0	0	0	9,167	11,062	11,405	18,763
MH.IDD	480,253	463,652	536,538	465,933	515,347	551,374	589,018
Office of Aging	29,664	50,410	65,186	192,320	208,145	209,994	405,362
Community Services	0	0	0	0	0	0	30,800
Victim Witness Assistance Program	201,737	216,672	197,842	143,639	127,077	172,824	267,521
Fiscal Employer Agent	(854)	(1,205)	(1,309)	(841)	0	0	0
Emergency Telephone 9-1-1	1,974,343	2,082,348	303,527	306,142	320,681	336,715	295,279
Conservation District - Clean Water	49,300	49,300	49,300	49,300	49,300	49,300	49,300
Conservation District - District Programs	92,981	78,021	99,341	77,703	48,076	62,499	90,000
Total	6,916,541	7,087,470	6,213,536	7,004,920	6,256,812	6,045,462	8,471,230

Transfers - 4.0% - \$12,090,886 - Amounts transferred between funds to finance County services to the citizens. The majority of this category is the transfer to the sinking fund from the General Fund, Nursing Home, and Emergency Telephone 9-1-1 to cover the bond payments. In 2020, the Capital Funds - Bond Projects is increasing \$2,450,000 due to the transfers - in from the General Fund for the P25 project.

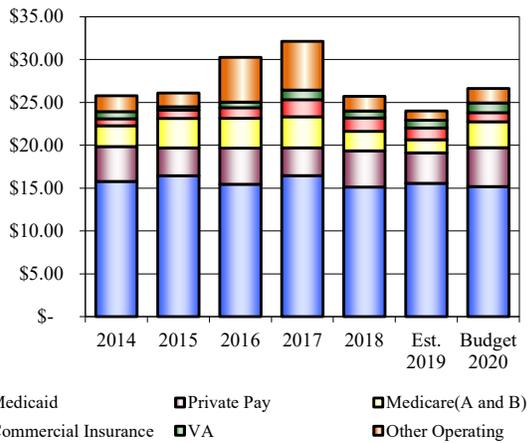
Internal Charges - 1.4% - \$4,307,539 - An annual cost allocation plan is developed in conformance with federal regulations as set by the Office of Management and Budget's uniform guidance. The County receives revenue from the reimbursements from the Human Services Agencies and Emergency Telephone 9-1-1 as well as maintenance for the Human Services Building and the Domestic Relations Office. The County also receives reimbursements from the library system.

Other Revenue - 32.7% - \$98,871,952 - Comprises three main types: departmental charges, investment earnings, and operating fees.

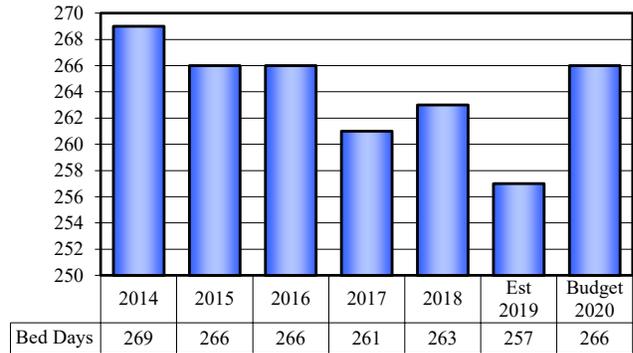
Departmental Charges - 23.4% - \$70,637,411 - The majority of this category are fees charged by the County nursing home. The revenues are estimated based on projected bed days filled, case mix, and current rates. Medicare rates as of October 1, 2019 switch to a new system of payment called Patient-Driven Payment Model (PDPM). Centers for Medicare and Medicaid Services (CMS) has moved away from Resource Utilization Groups (RUG) rates. Medicaid rates for January 1, 2020, will remain basically flat noting that this is the effective date for Managed Medicaid. The County is self-insured for medical insurance. The medical premium revenue for 2020 will increase by 7.7%.

Major Sources of Revenue (continued)

CNRC Operating Revenue by Payer
(In Millions)



CNRC Bed Days

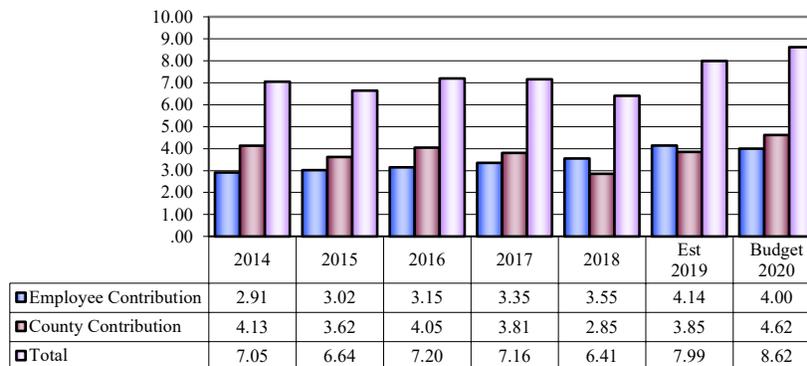


Investment Earnings - 3.7% - \$11,182,760 - Interest is estimated by looking at the current trend of interest rates and estimated cash on hand. Interest rates for 2020 are estimated to average 2.4%. Interest for the Retirement and Workers' Compensation funds is estimated based on the current market value trends of our investments. Realized gains in the Retirement Fund are budgeted to decrease in 2020.

Investment Earnings	2014	2015	2016	2017	2018	Est. 2019	Budget 2020
Interest	1,741,902	1,542,144	1,729,910	2,039,547	2,828,890	2,439,328	3,160,760
Dividends	3,375,548	3,418,141	4,174,726	3,924,592	6,328,879	3,000,000	3,000,000
Realized Gains	8,989,622	4,173,135	20,415,048	2,697,410	6,052,829	6,000,000	5,000,000
Unrealized Gains	-1,868,771	-8,165,889	-11,075,847	21,909,585	-23,855,750	2,000	22,000

Other Non-Operating - 4.5% - \$13,625,050 - The majority of this category is the County and employee contributions to the County retirement plan and the PIB loan proceeds. The County contributions are budgeted based on an estimate from our actuary in October. The 2019 Actuarially Determined Contribution is expected to increase \$764,000. The employee contributions are based on 5.0% of estimated salaries. The PIB loan proceeds will be used to fund the construction of Sample Bridge.

Retirement
(In Millions)

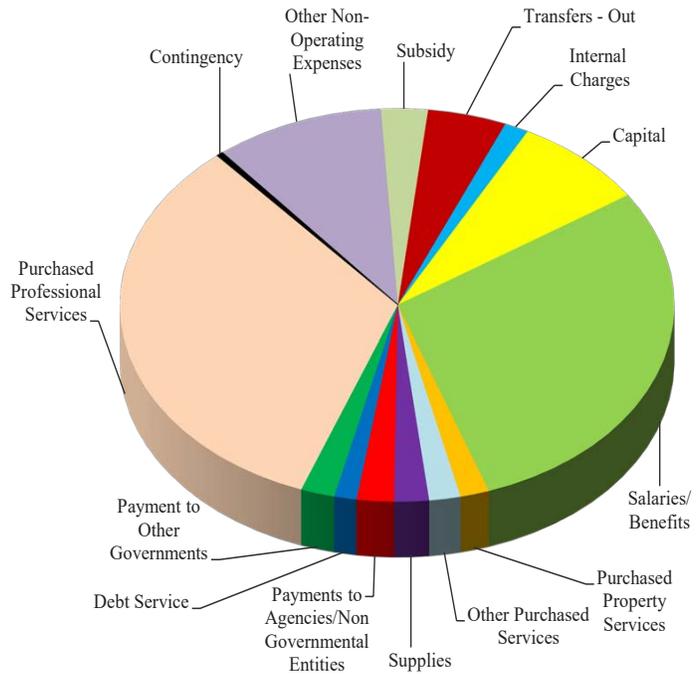


Expenditure Summary

	2019 Budget	2020 Budget	Variance
Salaries/Benefits	\$86,645,245	\$90,790,875	\$4,145,630
Purchased Professional Services	\$102,861,912	\$103,108,573	\$246,661
Purchased Property Services	\$5,166,724	\$5,257,671	\$90,947
Other Purchased Services	\$5,661,419	\$5,684,505	\$23,086
Supplies	\$6,240,202	\$6,303,713	\$63,511
Payments to Agencies/Non Governmental Entities	\$6,474,951	\$6,696,603	\$221,652
Debt Service	\$4,205,952	\$4,076,987	\$-128,965
Payment to Other Governments	\$5,374,875	\$6,128,514	\$753,639
Contingency	\$886,421	\$1,200,000	\$313,579
Other Non-Operating Expenses	\$29,527,750	\$30,874,250	\$1,346,500
Subsidy	\$8,893,464	\$8,471,230	\$-422,234
Transfers - Out	\$11,953,867	\$14,296,133	\$2,342,266
Internal Charges	\$4,528,077	\$4,401,849	\$-126,228
Capital	\$18,601,455	\$24,349,412	\$5,747,957
Total Expense	\$297,022,314	\$311,640,315	\$14,618,001

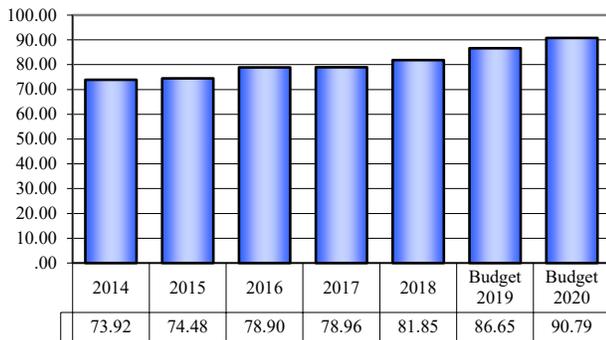
2020 Expenditure Summary

Salaries/Benefits	\$90,790,875	29.1%
Purchased Professional Services	\$103,108,573	33.1%
Purchased Property Services	\$5,257,671	1.7%
Other Purchased Services	\$5,684,505	1.8%
Supplies	\$6,303,713	2.0%
Payments to Agencies/Non Governmental Entities	\$6,696,603	2.1%
Debt Service	\$4,076,987	1.3%
Payment to Other Governments	\$6,128,514	2.0%
Contingency	\$1,200,000	0.4%
Other Non-Operating Expenses	\$30,874,250	9.9%
Subsidy	\$8,471,230	2.7%
Transfers - Out	\$14,296,133	4.6%
Internal Charges	\$4,401,849	1.4%
Capital	\$24,349,412	7.8%
Total Expense	\$311,640,315	100.0%



Expenditure Summary (continued)

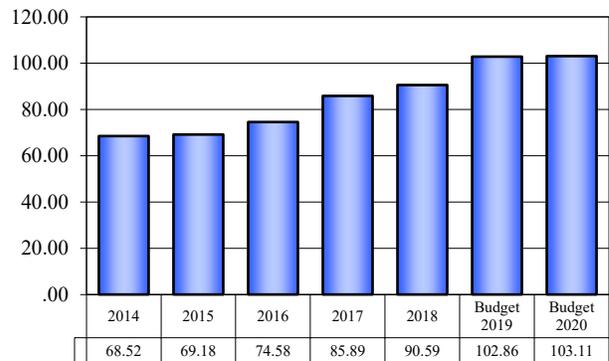
Salaries and Benefits (In Millions)



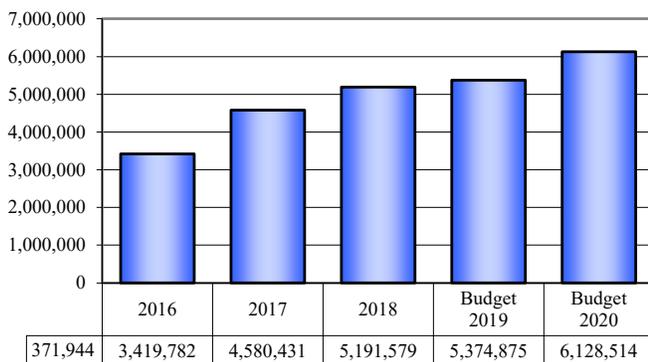
Salaries and Benefits - 29.1% - \$90,790,875 - Salaries are increasing \$2,535,104 based on the Merit Based Compensation formula and union contracts. Benefits are increasing \$1,610,526 due to medical insurance premium expenses increasing by 7.7%. The Actuarially Determined Contribution for retirement is also increasing by 19.8%.

Purchased Professional Services - 33.1% - \$103,108,573 - Purchased professional services are increasing \$246,661 which is less than a one percent change from the previous year. Children & Youth Services are increasing \$1,120,600 due to increases in their kinship foster care program and in-home services. CNRC is increasing \$551,000 due to an increase in agency staff. Liquid Fuels bridge engineering has increased \$431,000 while bridge repairs and construction has decreased \$988,000 due to the completion of an access road in 2019. Administrative services have decreased \$353,000 due to the Health Care Self-Insurance Fund and Mental Health, Intellectual and Developmental Disabilities (MH.IDD).

Purchased Professional Services (In Millions)



Payments to Other Governments

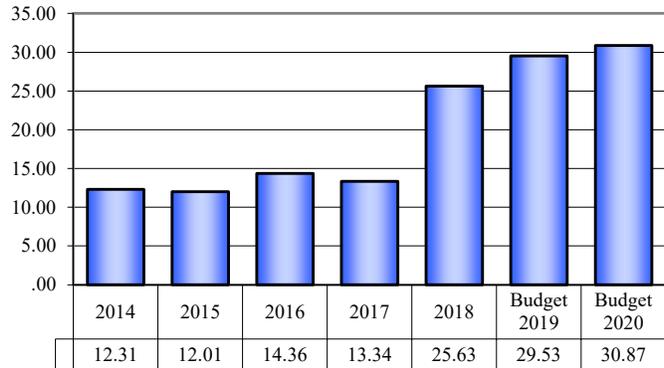


Payment to Other Governments - 2.0% - \$4,076,987 - Payment to other governments is increasing \$753,639. Liquid Fuels payments to York County are increasing \$1,001,028 due to engineering and construction for Slate Hill Road Bridge (owned by York and Cumberland counties) beginning in 2020.

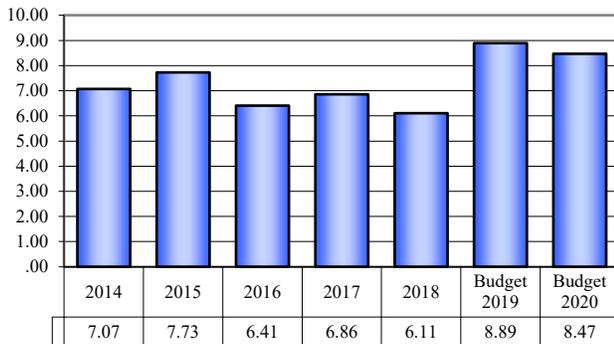
Expenditure Summary (continued)

Other Non-Operating Expenses - 9.9% - \$30,874,250 - Other non-operating expenses are increasing \$1,346,500. Self-insurance medical claims are budgeted to increase \$1,000,000.

Other Non-Operating Expenses (In Millions)



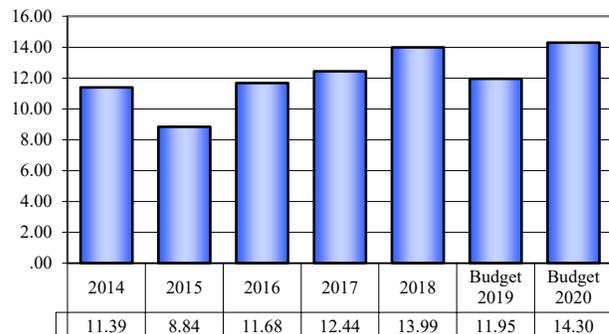
Subsidy (In Millions)



Subsidy - 2.7% - \$8,471,230 - Subsidy is decreasing \$422,234. In 2019, 9-1-1 Emergency Telephone budgeted for the construction of two towers which will not be started until 2020 as part of the P25 project which will be funded by bond proceeds.

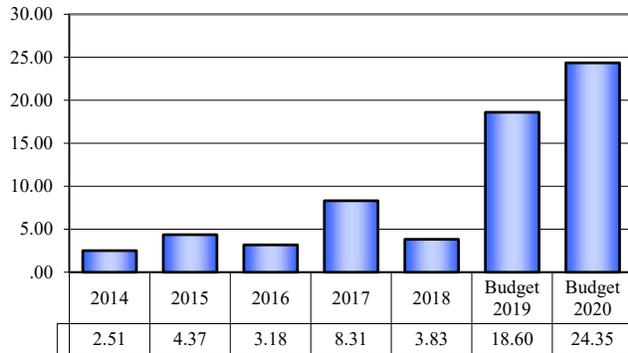
Transfers - Out - 4.6% - \$14,296,133 - Transfers - Out are increasing \$2,342,266. The General Fund is increasing \$2,450,000 due to the transfers - out to the Capital Funds - Bond Projects for the P25 project.

Transfers (In Millions)



Expenditure Summary (continued)

Capital (In Millions)



Capital - 7.8% - \$24,349,412 - Capital is increasing \$7,747,957. Liquid Fuels is increasing \$6,014,118 due to the planned construction of Orrs, Wolf, Kunkle, and Sample bridges.

General Fund Revenue Summary

Dept	Name	2019 Budget	2020 Budget	Variance	% Change
10	District Attorney	\$607,059	\$632,782	\$25,723	4.24%
11	Grant	\$1,690,000	\$1,690,000	\$0	0.00%
12	IMTO	\$212,774	\$198,431	\$-14,343	-6.74%
13	GIS	\$25,000	\$25,000	\$0	0.00%
14	ERP	\$300,946	\$363,882	\$62,936	20.91%
15	Courts, CASA, Law Library	\$598,501	\$653,500	\$54,999	9.19%
16	Magisterial District Judges	\$1,078,000	\$1,080,300	\$2,300	0.21%
17	Prison	\$2,534,394	\$2,566,175	\$31,781	1.25%
18	Dept of Public Safety	\$266,702	\$267,992	\$1,290	0.48%
19	Coroner	\$70,500	\$95,500	\$25,000	35.46%
20	Clerk of Courts	\$863,500	\$871,000	\$7,500	0.87%
21	Prothonotary	\$605,000	\$660,000	\$55,000	9.09%
22	Finance	\$200,000	\$215,000	\$15,000	7.50%
23	Sheriff	\$950,197	\$914,296	\$-35,901	-3.78%
25	Planning Commission	\$320,520	\$341,800	\$21,280	6.64%
27	Debt Retirement	\$0	\$0	\$0	0.00%
29	Ag Extension	\$0	\$0	\$0	0.00%
31	Pooled Reserves	\$0	\$0	\$0	0.00%
32	Commissioners	\$100	\$100	\$0	0.00%
33	Solicitors	\$17,300	\$17,300	\$0	0.00%
34	Facilities Management	\$169,930	\$129,650	\$-40,280	-23.70%
35	Bureau of Elections	\$3,300	\$2,300,700	\$2,297,400	69,618.18%
36	Tax Assessment	\$572,000	\$577,000	\$5,000	0.87%
37	Treasurer	\$52,600	\$55,000	\$2,400	4.56%
38	Tax Collectors Administration	\$24,400	\$27,400	\$3,000	12.30%
39	Tax Claims	\$734,000	\$733,000	\$-1,000	-0.14%
40	Controller	\$0	\$0	\$0	0.00%
41	Recorder of Deeds	\$1,135,600	\$1,081,000	\$-54,600	-4.81%
42	Administrative Services	\$0	\$0	\$0	0.00%
43	Human Resources	\$200	\$0	\$-200	-100.00%
44	Register of Wills	\$578,000	\$613,000	\$35,000	6.06%
45	Public Defender	\$6,000	\$6,000	\$0	0.00%
46	Adult Probation	\$373,800	\$399,000	\$25,200	6.74%
47	Juvenile Probation	\$260,222	\$260,222	\$0	0.00%
48	Vector Control and Weights & Measures	\$336,001	\$355,000	\$18,999	5.65%
50	Veterans' Affairs	\$0	\$20,150	\$20,150	100.00%
51	Agricultural Land Preservation	\$98,000	\$259,000	\$161,000	164.29%
52	Libraries	\$951,631	\$1,106,006	\$154,375	16.22%
53	Program Subsidies	\$0	\$0	\$0	0.00%
56	Insurance	\$0	\$0	\$0	0.00%
58	Communications	\$0	\$0	\$0	0.00%
59	Tax Increment Financing	\$0	\$28,427	\$28,427	100.00%
99	GF- Revenue Accts	\$66,418,561	\$67,451,410	\$1,032,849	1.56%
Total General Fund Revenue		\$82,054,738	\$85,995,023	\$3,940,285	4.80%

General Fund Expenditure Summary

Dept	Name	2019 Budget	2020 Budget	Variance	% Change
10	District Attorney	\$4,492,036	\$4,293,421	\$-198,615	-4.42%
11	Grant	\$6,630,016	\$6,248,950	\$-381,066	-5.75%
12	IMTO	\$1,999,201	\$2,474,309	\$475,108	23.76%
13	GIS	\$254,899	\$439,762	\$184,863	72.52%
14	ERP	\$578,852	\$609,123	\$30,271	5.23%
15	Courts, CASA, Law Library	\$5,391,965	\$5,761,815	\$369,850	6.86%
16	Magisterial District Judges	\$3,420,950	\$3,500,455	\$79,505	2.32%
17	Prison	\$14,748,012	\$15,022,136	\$274,124	1.86%
18	Dept of Public Safety	\$847,905	\$875,655	\$27,750	3.27%
19	Coroner	\$1,176,581	\$1,203,161	\$26,580	2.26%
20	Clerk of Courts	\$755,389	\$782,094	\$26,705	3.54%
21	Prothonotary	\$611,325	\$605,637	\$-5,688	-0.93%
22	Finance	\$1,109,446	\$1,296,924	\$187,478	16.90%
23	Sheriff	\$4,111,399	\$4,251,488	\$140,089	3.41%
25	Planning Commission	\$1,333,367	\$1,558,134	\$224,767	16.86%
27	Debt Retirement	\$3,426,691	\$2,724,732	\$-701,959	-20.49%
29	Ag Extension	\$397,888	\$395,020	\$-2,868	-0.72%
31	Pooled Reserves	\$1,506,113	\$2,800,000	\$1,293,887	85.91%
32	Commissioners	\$1,142,412	\$1,177,444	\$35,032	3.07%
33	Solicitors	\$346,181	\$313,861	\$-32,320	-9.34%
34	Facilities Management	\$4,166,412	\$3,549,596	\$-616,816	-14.80%
35	Bureau of Elections	\$1,001,337	\$1,109,829	\$108,492	10.83%
36	Tax Assessment	\$1,378,704	\$1,382,384	\$3,680	0.27%
37	Treasurer	\$337,454	\$351,941	\$14,487	4.29%
38	Tax Collectors Administration	\$306,228	\$335,027	\$28,799	9.40%
39	Tax Claims	\$238,315	\$238,047	\$-268	-0.11%
40	Controller	\$1,121,395	\$1,118,359	\$-3,036	-0.27%
41	Recorder of Deeds	\$415,638	\$444,117	\$28,479	6.85%
42	Administrative Services	\$175,045	\$170,360	\$-4,685	-2.68%
43	Human Resources	\$692,900	\$782,686	\$89,786	12.96%
44	Register of Wills	\$605,636	\$618,175	\$12,539	2.07%
45	Public Defender	\$1,595,935	\$1,597,091	\$1,156	0.07%
46	Adult Probation	\$2,653,437	\$2,778,571	\$125,134	4.72%
47	Juvenile Probation	\$2,675,212	\$2,864,667	\$189,455	7.08%
48	Vector Control and Weights & Measures	\$294,683	\$291,844	\$-2,839	-0.96%
50	Veterans' Affairs	\$247,691	\$325,493	\$77,802	31.41%
51	Agricultural Land Preservation	\$830,661	\$1,053,300	\$222,639	26.80%
52	Libraries	\$5,102,671	\$5,186,006	\$83,335	1.63%
53	Program Subsidies	\$8,893,464	\$10,921,230	\$2,027,766	22.80%
56	Insurance	\$410,016	\$465,050	\$55,034	13.42%
58	Communications	\$262,055	\$276,999	\$14,944	5.70%
59	Tax Increment Financing	\$25,000	\$28,527	\$3,527	14.11%
Total General Fund Expenditures		\$87,710,517	\$92,223,420	\$4,512,903	5.15%

General Fund Revenue and Expenditure Summaries

Revenue

Facilities Management is decreasing \$40,280 due to adjusting the budget for the vehicle maintenance work for rabbittransit based on trends.

Bureau of Elections is increasing \$2,297,400 due to expecting the state to provide a 60.0% grant for the cost of the new election equipment and about \$270,000 in HAVA grant funding.

Recorder of Deeds is decreasing \$54,600 due to a decrease in the number of deeds filed.

Veterans' Affairs is increasing \$20,150 due to a new Veterans' Affairs grant.

Agricultural Land Preservation is increasing \$161,000 due to an increase in contributions and donations expected next year.

General Fund-Revenue Accounts are increasing \$1,032,849. Real Estate Tax revenue is estimated to increase by 1.6% over the 2019 budget due to the natural growth in the taxable assessed real estate values and their collections. Interest revenue for certificate of deposits is increasing. The CNRC transfer-in is decreasing.

Expense

Grants are decreasing \$381,066 due to a decrease in the Intergovernmental Transfers (IGT) payment for CNRC.

IMTO is increasing \$475,108 due to the Microsoft Office upgrade.

GIS is increasing \$184,900 due to the Pictometry project started in 2019.

Debt Retirement is decreasing \$701,959 due to 2010, 2013, and 2014 bonds paid in full which we offset by a scheduled increase in the 2016 and 2018 bonds.

Pooled Reserves are increasing \$1,293,887 due to the fact that the 2019 budget is the adjusted budget, and we have moved some of the contingency monies for capital and other items this year.

Facilities Management is decreasing \$616,816 due to the preparation for the 7th Common Pleas Court being completed by the end of 2019.

Agricultural Land Preservation is increasing \$222,639 due to an increase in the number of easements that are expected to be purchased in 2020.

Program Subsidies are increasing \$2,027,766 due to the transfers - out to the Capital Funds - Bond Projects for the P25 project.

Total County Revenues

Fund	Name	2019 Budget	2020 Budget	Variance	% Change
100	General Fund	\$82,054,738	\$85,995,023	\$3,940,285	4.8%
111	District Attorney - Insurance Fraud Prevention	\$245,063	\$247,813	\$2,750	1.1%
113	District Attorney - Stop Grant	\$176,377	\$174,316	\$-2,061	-1.2%
130	Criminal Justice Services	\$1,281,854	\$1,460,946	\$179,092	14.0%
140	Offender Supervision	\$816,600	\$864,600	\$48,000	5.9%
200	Affordable Housing	\$190,350	\$180,000	\$-10,350	-5.4%
205	ARD Program	\$312,000	\$280,000	\$-32,000	-10.3%
215	Children & Youth Services	\$21,684,575	\$23,429,515	\$1,744,940	8.0%
220	Cumberland County Health Choices	\$45,596,038	\$45,596,038	\$0	0.0%
225	Domestic Relations	\$3,550,593	\$3,781,182	\$230,589	6.5%
230	Drug & Alcohol	\$4,067,537	\$4,045,618	\$-21,919	-0.5%
235	Hotel Tax	\$2,102,650	\$2,204,300	\$101,650	4.8%
240	Human Service Development Fund	\$208,828	\$215,950	\$7,122	3.4%
245	Liquid Fuels	\$8,281,074	\$9,582,720	\$1,301,646	15.7%
246	County Fee Local Use Fund	\$1,201,000	\$1,110,000	\$-91,000	-7.6%
250	Mental Health, Intellectual & Developmental Disabilities	\$18,130,540	\$18,217,272	\$86,732	0.5%
255	Office of Aging	\$4,499,580	\$4,540,062	\$40,482	0.9%
260	Records Improvement - County	\$60,050	\$60,050	\$0	0.0%
261	Records Improvement - Recorder of Deeds	\$92,000	\$90,000	\$-2,000	-2.2%
265	Recycling & Waste Authority	\$796,480	\$503,400	\$-293,080	-36.8%
270	Community Services	\$923,158	\$951,139	\$27,981	3.0%
275	Victim Witness Assistance Program	\$760,273	\$858,055	\$97,782	12.9%
290	Emergency Telephone 9-1-1	\$7,504,984	\$6,136,162	\$-1,368,822	-18.2%
300	Capital Funds - Improvement	\$0	\$5,004,500	\$5,004,500	100.0%
301	Capital Funds - Bond Projects	\$0	\$2,900,000	\$2,900,000	100.0%
304	Capital Bridge Fund	\$490,000	\$465,000	\$-25,000	-5.1%
400	Sinking Fund	\$4,182,407	\$4,019,987	\$-162,420	-3.9%
640	Nursing Home	\$34,443,341	\$34,463,705	\$20,364	0.1%
700	Workers' Compensation	\$226,000	\$157,000	\$-69,000	-30.5%
720	Health Care Self-Insurance	\$14,333,800	\$15,145,001	\$811,201	5.7%
810	Retirement	\$18,605,000	\$18,470,000	\$-135,000	-0.7%
850	Perry County Health Choices	\$9,755,838	\$9,755,840	\$2	0.0%
900	Conservation District - Clean Water	\$347,100	\$419,600	\$72,500	20.9%
901	Conservation District - Chesapeake Bay	\$306,810	\$247,010	\$-59,800	-19.5%
902	Conservation District - District Programs	\$633,600	\$505,500	\$-128,100	-20.2%
903	Conservation District - Dirt & Gravel Rd	\$381,098	\$352,372	\$-28,726	-7.5%
Total County Revenues		\$288,241,336	\$302,429,676	\$14,188,340	4.9%

Total County Expenditures

Fund	Name	2019 Budget	2020 Budget	Variance	% Change
100	General Fund	\$87,710,517	\$92,223,420	\$4,512,903	5.1%
111	District Attorney - Insurance Fraud Prevention	\$245,063	\$247,813	\$2,750	1.1%
113	District Attorney - Stop Grant	\$176,377	\$174,316	\$-2,061	-1.2%
130	Criminal Justice Services	\$1,281,854	\$1,460,946	\$179,092	14.0%
140	Offender Supervision	\$762,017	\$856,489	\$94,472	12.4%
200	Affordable Housing	\$190,123	\$180,600	\$-9,523	-5.0%
205	ARD Program	\$312,000	\$280,000	\$-32,000	-10.3%
215	Children & Youth Services	\$21,684,575	\$23,429,515	\$1,744,940	8.0%
220	Cumberland County Health Choices	\$45,596,037	\$45,596,038	\$1	0.0%
225	Domestic Relations	\$3,550,593	\$3,781,182	\$230,589	6.5%
230	Drug & Alcohol	\$4,156,119	\$4,067,551	\$-88,568	-2.1%
235	Hotel Tax	\$2,102,650	\$2,204,300	\$101,650	4.8%
240	Human Service Development Fund	\$208,827	\$215,950	\$7,123	3.4%
245	Liquid Fuels	\$8,969,483	\$10,075,918	\$1,106,435	12.3%
246	County Fee Local Use Fund	\$1,189,391	\$1,607,946	\$418,555	35.2%
250	Mental Health, Intellectual & Developmental Disabilities	\$18,130,540	\$18,217,272	\$86,732	0.5%
255	Office of Aging	\$4,572,419	\$4,540,062	\$-32,357	-0.7%
260	Records Improvement - County	\$169,266	\$153,210	\$-16,056	-9.5%
261	Records Improvement - Recorder of Deeds	\$89,811	\$90,000	\$189	0.2%
265	Recycling & Waste Authority	\$1,212,059	\$600,888	\$-611,171	-50.4%
270	Community Services	\$923,155	\$951,139	\$27,984	3.0%
275	Victim Witness Assistance Program	\$746,529	\$860,330	\$113,801	15.2%
290	Emergency Telephone 9-1-1	\$11,240,924	\$8,745,506	\$-2,495,418	-22.2%
300	Capital Funds - Improvement	\$0	\$4,552,500	\$4,552,500	100.0%
301	Capital Funds - Bond Projects	\$0	\$2,900,000	\$2,900,000	100.0%
304	Capital Bridge Fund	\$662,940	\$1,412,900	\$749,960	113.1%
400	Sinking Fund	\$4,182,407	\$4,019,987	\$-162,420	-3.9%
640	Nursing Home	\$33,958,581	\$34,048,046	\$89,465	0.3%
700	Workers' Compensation	\$532,000	\$676,166	\$144,166	27.1%
720	Health Care Self-Insurance	\$14,334,924	\$14,990,412	\$655,488	4.6%
810	Retirement	\$16,697,317	\$17,171,165	\$473,848	2.8%
850	Perry County Health Choices	\$9,755,837	\$9,755,840	\$3	0.0%
900	Conservation District - Clean Water	\$356,855	\$440,000	\$83,145	23.3%
901	Conservation District - Chesapeake Bay	\$296,603	\$237,041	\$-59,562	-20.1%
902	Conservation District - District Programs	\$643,545	\$523,317	\$-120,228	-18.7%
903	Conservation District - Dirt & Gravel Rd	\$380,976	\$352,550	\$-28,426	-7.5%
Total County Expenditures		\$297,022,314	\$311,640,315	\$14,618,001	4.9%

Total County Revenue and Expenditures Summaries

100 General Fund is increasing. See explanations on page 56.

130 Criminal Justice Services is increasing due to the additional positions for the Opioid Intervention Court. The percentage of grant dollars funding the positions has decreased.

215 Children & Youth Services is increasing. CYS placements have increased by 2.5% over the past fiscal year, which is significantly lower than the 18.0% increase in the previous fiscal year. The County continues to see an increase in complex cases, both in CYS and Juvenile Probation. Juvenile Probation has seen a 76.0% increase in serious felonies from fiscal year 2017/2018 to fiscal year 2018/2019 which leads to needing higher levels of care. Juvenile Probation residential placement costs have increased 278.9% from fiscal year 2017/2018 to fiscal year 2018/2019 and CYS congregate care costs have increased by 89.8%.

245 Liquid Fuels is increasing due to the complicated nature of the bridge projects which range in time of completion from 18 months to more complex projects which may take three to five years. Orrs, Kunkle, Wolf, and Slate Hill Road bridges will be in the construction phase in 2020.

246 County Fee Local Use Fund is increasing due to several projects. Two historic bridges, Hertzler and Ramp, will have preservation work completed in 2020. Slate Hill Road Bridge is a shared bridge with York County and engineering and construction costs will begin in 2020.

265 Recycling & Waste Authority is decreasing expenses due to the purchase of a wood grinder in 2019. Act 101 requires mandated municipalities to have a recycling program for yard waste, with the primary goal of keeping the material out of landfills.

290 Emergency Telephone is decreasing due to a delay in the P25 project. The costs for the P25 project are now being captured in the Capital Funds - Bond Projects fund in 2020.

300 Capital Funds - Improvement is increasing revenues and expenses due to Sample Bridge. PIB loan proceeds will be used to fund the construction of the bridge.

301 Capital Funds - Bond Projects is increasing revenues and expenses due to the P25 project. Construction of two towers is planned for 2020 and completion of the site plan.

304 Capital Bridge Fund is increasing expenses due to the engineering of three bridges in 2020 which include Roush, Burgner, and Stonewall.

720 Health Care Self-Insurance is increasing expenses 7.7% in 2020 due to an increase in medical claim expenses.

Fund Balance

(1) General Fund - Fund balance is budgeted to decrease \$6,228,397. With the County's healthy unassigned fund balance, this amount will be used to balance the budget. However, it is planned that by the end of 2020 this amount will not actually be drawn down, due to the County's continuing goals of implementing long-term structural adjustments such as Merit Based Compensation (MBC), quality improvement by re-engineering workflows and business processes, long-term integrated financial planning particularly with large capital projects, adjustments to user fees, smart economic development, and sharing services with neighboring counties.

(2) Other Non-Major Funds (Governmental) - Fund balance is decreasing \$4,303,733. The bridge construction funds are budgeting for the construction of five bridges in 2020: Orrs, Wolf, Sample, Kunkle, and Slate Hill Road bridges. Emergency Telephone 9-1-1 is also decreasing due to the Computer-Aided Dispatch (CAD) project.

(3) Other Non-Major Funds (Proprietary) - Fund balance is increasing \$154,589 due to the Health Care Self-Insurance Fund. The County is self-insured for medical insurance and it is important to build fund balance in order to prepare for any catastrophic events that may increase medical claims.

(4) Workers' Compensation - Workers' Compensation is projected to draw down \$519,166 from fund balance in 2020. The County is self-insured and has a healthy cash balance of \$1.4 million with a required balance from our actuarial for 2019 of \$709,200.

See the 2020 Budget Summary on page number 106.

Positions by Performance Management Groups

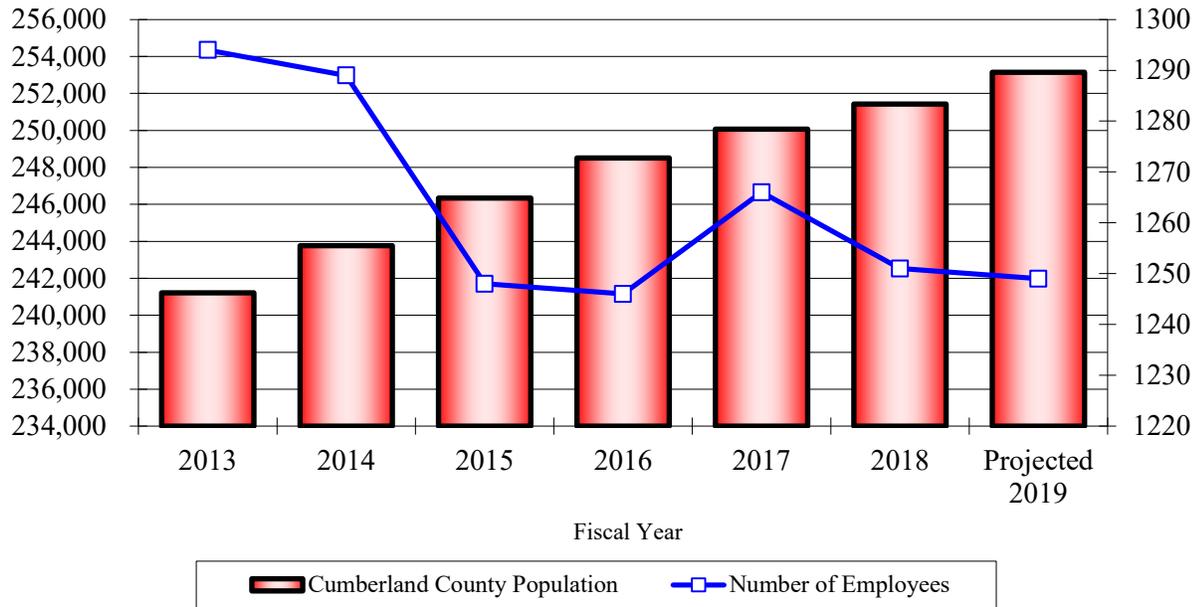
Administration	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Assessment	18.0	18.0	17.5	18.0
Commissioners	7.8	7.8	8.0	8.0
Communications	2.6	3.0	3.0	3.0
Elections	6.0	6.0	6.0	6.0
Finance	11.9	11.9	11.9	13.0
Human Resources	6.2	6.5	6.3	7.2
IMTO	19.3	19.4	19.4	21.2
Solicitors	4.0	4.0	4.0	3.8
Total Budgeted Positions	75.8	76.6	76.1	80.2
Criminal Justice				
Clerk of Courts	10.8	12.6	12.6	12.6
Criminal Justice Services	7.7	8.3	12.3	13.3
District Attorney	47.9	49.4	51.6	52.6
Prison	122.5	125.6	122.4	122.4
Public Defender	17.0	16.1	17.6	16.6
Adult Probation	36.7	37.5	35.5	35.3
Courts	40.0	40.1	45.1	47.0
Domestic Relations	39.3	38.7	38.7	38.7
Juvenile Probation	26.2	26.7	26.7	27.7
Magisterial District Judges	43.3	43.3	43.3	43.2
Total Budgeted Positions	391.4	398.3	405.8	409.4
Human Services				
Children & Youth Services	77.0	80.0	81.0	87.0
Drug & Alcohol	20.4	20.5	20.7	21.7
Health Choices	.5	.5	.5	.0
Library	15.2	15.2	16.4	16.4
Mental Health, Intellectual & Developmental Disabilities	46.6	46.6	47.6	47.6
Nursing Home	314.6	304.8	300.3	275.3
Office of Aging & Community Services	36.4	35.9	35.4	35.4
Veterans' Affair	2.0	2.0	2.0	3.0
Total Budgeted Positions	512.7	505.5	503.9	486.4
Public Safety				
Coroner	9.1	7.4	8.5	8.5
Public Safety	55.3	54.3	54.9	58.8
Sheriff	43.8	44.9	45.9	49.4
Total Budgeted Positions	108.2	106.6	109.3	116.7

Positions by Performance Management Groups (continued)

Records and Licensing	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Controller	12.3	12.3	12.6	11.6
Prothonotary	8.8	8.8	8.8	8.8
Recorder of Deeds	5.8	5.8	5.8	5.8
Register of Wills/Clerk of Orphans' Court	7.0	7.0	7.0	7.0
Treasurer	4.5	4.5	4.5	4.5
Total Budgeted Positions	38.4	38.4	38.7	37.7
Agriculture, Development, and Planning				
Agricultural Extension	5.8	5.6	5.6	5.6
Conservation District	9.1	9.1	9.1	9.2
Planning	5.0	5.0	5.5	5.5
Vector Control and Weights & Measures	3.4	3.3	3.4	3.5
Total Budgeted Positions	23.3	23.0	23.6	23.8
Transportation and Infrastructure				
Facilities Management	22.1	23.4	24.4	23.8
Recycling & Waste Authority	1.0	1.6	1.6	1.6
Total Budgeted Positions	23.1	25.0	26.0	25.4
Other Government Operations				
Administrative Services	1.0	1.0	1.0	1.0
Insurance	.0	1.0	1.5	1.5
Records Improvement - County	1.3	1.3	1.3	1.8
Retirement	1.4	1.4	1.1	1.1
Workers' Compensation	.0	.0	.0	.3
Total Budgeted Positions	3.7	4.7	4.9	5.7
Grand Total	1176.6	1178.1	1188.3	1185.3

County Population and Employees

County Population And Employees



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 estimated to be 254,705 in 2019, 8.2% more than in 2010. The Borough of Carlisle is the County seat. The County has 33 political subdivisions consisting of 11 boroughs and 22 townships.



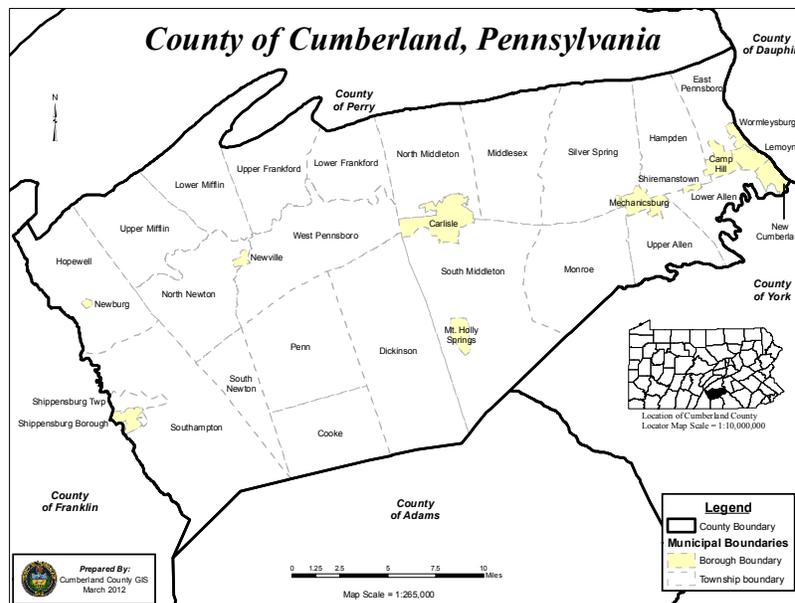
Form of Government

Cumberland County is a third-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, Prothonotary, Recorder of Deeds, Register of Wills, Sheriff, and Treasurer. In addition, there are five 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 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 U.S. and is currently home to the U.S. 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, lived and are 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 at the 1912 Summer Olympic Games in Stockholm, Sweden.

County Demographics (continued)



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 U.S. Army War College, Shippensburg University, Dickinson College, Penn State Dickinson School of Law, Central Pennsylvania College, and Messiah College.

Educational Achievement

Less than high school diploma	8.1%
High school diploma or equivalency	33.1%
Some college, no degree	15.8%
Associate's degree	8.2%
Bachelor's degree	21.3%
Graduate or professional degree	13.5%

Source: US Census Bureau

Farmland Preservation

The Agricultural Conservation Easement Purchase Program was developed to strengthen Pennsylvania's agricultural economy and to protect prime farmland. The program incorporates the use of federal, state, County, local, and private funds to purchase agricultural conservation easements on prime agricultural land from willing landowners. The Agricultural Conservation Easement Purchase Program works by paying the farmer to place certain restrictions upon the land to maintain and permanently preserve high-quality, functional farmland. The land continues to be the farmer's private property, and the farmer retains all privileges of land ownership, except the ability to sell the land for non-agricultural development or to develop the land for non-agricultural purposes. Participation in the program is completely voluntary and very competitive. In order to be eligible for the program, the farm must contain at least 52 acres, be enrolled in an agricultural security area, and have a current conservation plan. A smaller farm would be considered if it abuts an existing preserved farm. Then, farms are ranked against other eligible farms according to each farm's productivity, quality of soils, its proximity to other preserved farms, and development potential. Each property is given a numerical score, and the farms with the highest scores receive funding for easement purchase.

County Demographics (continued)

Farmland Preservation (continued)

The County's total contribution in any given year consists of funds from the state, federal, and County governments. The state's portion is split between a grant allocation, match of local contributions, and redistribution of unused state funding. The County's General Fund allocation is made up of several funding sources such as tax revenue (General Fund grant), Act 13, Clean and Green Rollback interest, Hornbaker IPA, private donations, bond proceeds, and miscellaneous monies.

**Cumberland County
Farmland Preservation Program
2004-2019 Allocation of Funds**

Year	County		State			Federal	Local	Grand Total
	Allocation	State Grant	State	Redistributed	Total State			
2004	208,374	789,389	214,044	15,999	1,019,432			1,227,806
2005	560,014	684,062	467,187	48,470	1,199,719	150,000	75,000	1,984,733
2006	3,637,092	2,047,834	4,020,882	206,589	6,275,305			9,912,397
2007	251,470	768,298	168,472	40,759	977,529			1,228,999
2008	335,009	820,352	164,813	31,653	1,016,818	633,177		1,985,004
2009	451,357	507,142	234,407	23,662	765,211			1,216,568
2010	301,034	420,660	217,061	20,251	657,972	556,133		1,515,139
2011	1,053,898	480,490	855,721	35,644	1,371,855	224,993		2,650,746
2012	309,124	534,610	309,548	26,887	871,045	399,701		1,579,870
2013	128,386	755,938	178,514	32,217	966,669	1,046,276		2,141,331
2014	247,285	782,110	288,895	33,837	1,104,842			1,352,127
2015	230,020	730,800	301,976	32,025	1,064,801			1,294,821
2016	477,735	1,148,067	668,743	40,855	1,857,665			2,335,400
2017	824,627	817,416	1,057,966	46,222	1,921,604			2,746,231
2018	607,145	890,521	821,719	43,031	1,755,271	426,857		2,789,273
2019	727,226	938,156	916,535	47,981	1,902,672			2,629,898
Totals	\$10,349,796	\$13,115,845	\$10,886,483	\$726,082	\$24,728,410	\$3,437,137	\$75,000	\$38,590,343

COUNTY ALLOCATION DETAIL

Year	General Fund	Bond	Act 13	Clean &	Hornbaker	Private	Misc	Total
	Grant	Proceeds		Green	IPA	Donation		
2004	158,173			8,374	41,827			208,374
2005		500,000		18,187	41,827			560,014
2006		3,584,000		11,265	41,827			3,637,092
2007	15,000	170,000		24,642	41,828			251,470
2008	250,000			43,182	41,827			335,009
2009	250,000			9,530	41,827		150,000	451,357
2010	250,000			9,207	41,827			301,034
2011	1,000,000			12,071	41,827			1,053,898
2012	250,000			17,297	41,827			309,124
2013			50,000	36,559	41,827			128,386
2014	40,000		100,000	52,758	41,827	11,100	1,600	247,285
2015	40,000		100,000	34,743	41,827	13,450		230,020
2016	250,000		100,000	48,458	41,827	37,450		477,735
2017	500,000			81,680	41,827	3,450	197,670	824,627
2018	500,000			62,368	41,827	2,950		607,145
2019	500,000			96,905	41,827	3,100	85,394	727,226
Totals	\$4,003,173	\$4,254,000	\$350,000	\$567,226	\$669,233	\$71,500	\$434,664	\$10,349,796

County Demographics (continued)

Farmland Preservation (continued)

Since 2004, \$38,590,343 has been provided to the farmland preservation program from federal, state, County, local, and private funding.

- \$10,349,796 was allocated from the General Fund
 - \$4,003,173 was a General Fund grant
 - \$4,254,000 was funded through a bond issue that was repaid by the General Fund
 - \$669,233 in interest has been paid on the Hornbaker note, which has been repaid by the General Fund
 - \$350,000 Act 13 (Marcellus Shale)
 - \$567,226 Clean and Green
 - \$506,164 private donations, township contributions, and miscellaneous
 - Used to leverage over \$28 million of state and federal monies
- 20,027 acres have been preserved
- 1,255 acres are pending
- An additional \$1,403,344 in interest costs were paid on the bond issue that is not included in the \$38,590,343

Commencing with the 2020 farmland preservation program year, the Board of Commissioners adopted as budgetary policy a resolution (Resolution 2019-30) directing the County's Planning Department, Farmland Preservation Program staff, and the Finance Department to "annually budget for" the preservation "of approximately 900 acres annually" to achieve the objective of "preserving at least 30,000 acres by 2030." The new "30 by 30" preservation commitment, to include "what's needed in the form of a County General Fund contribution", was designed to boost by 50.0%, over a ten year period, the number of farm acres preserved in Cumberland County over the previous 30 years.

Combined with other resources (Hornbaker IPA, Clean and Green Rollback interest, private donations, and miscellaneous monies), the County's 2020 contribution will draw down a state grant and state match of approximately \$2.28 for each County dollar committed, and enable the preservation in perpetuity of an estimated 850 to 900 additional acres of prime farmland. In addition to helping to guard against over-development and working to preserve the County's fertile farm acreage, open space, and groundwater supplies, this additional investment in farmland preservation is projected to generate an added economic value of over \$12 million annually. The 2020 certification with the state for farmland preservation will occur in January 2020.

The map on page 69 shows the farmland properties that are in the agricultural security area (ASA) and the farms that have previously been preserved.

County Demographics (continued)

Land Partnerships Grant Program

The Land Partnerships Grant Program provides financial assistance to municipalities and not-for-profit organizations for the purpose of agriculture preservation, natural resource protection, and creation of parks, trails, and greenways.

Since 2006, 110 projects have been completed through the program. \$2,542,525 was allocated to the grant program from the General Fund. County funds leveraged over seven million dollars in federal, state, non-profit, and private match for a total community investment of over ten million dollars. Completed projects include:

- Ten land acquisition/easement projects
- 73 park and trail development projects
- 23 planning projects
- Two water resource management projects
- Two outdoor recreation promotion initiatives

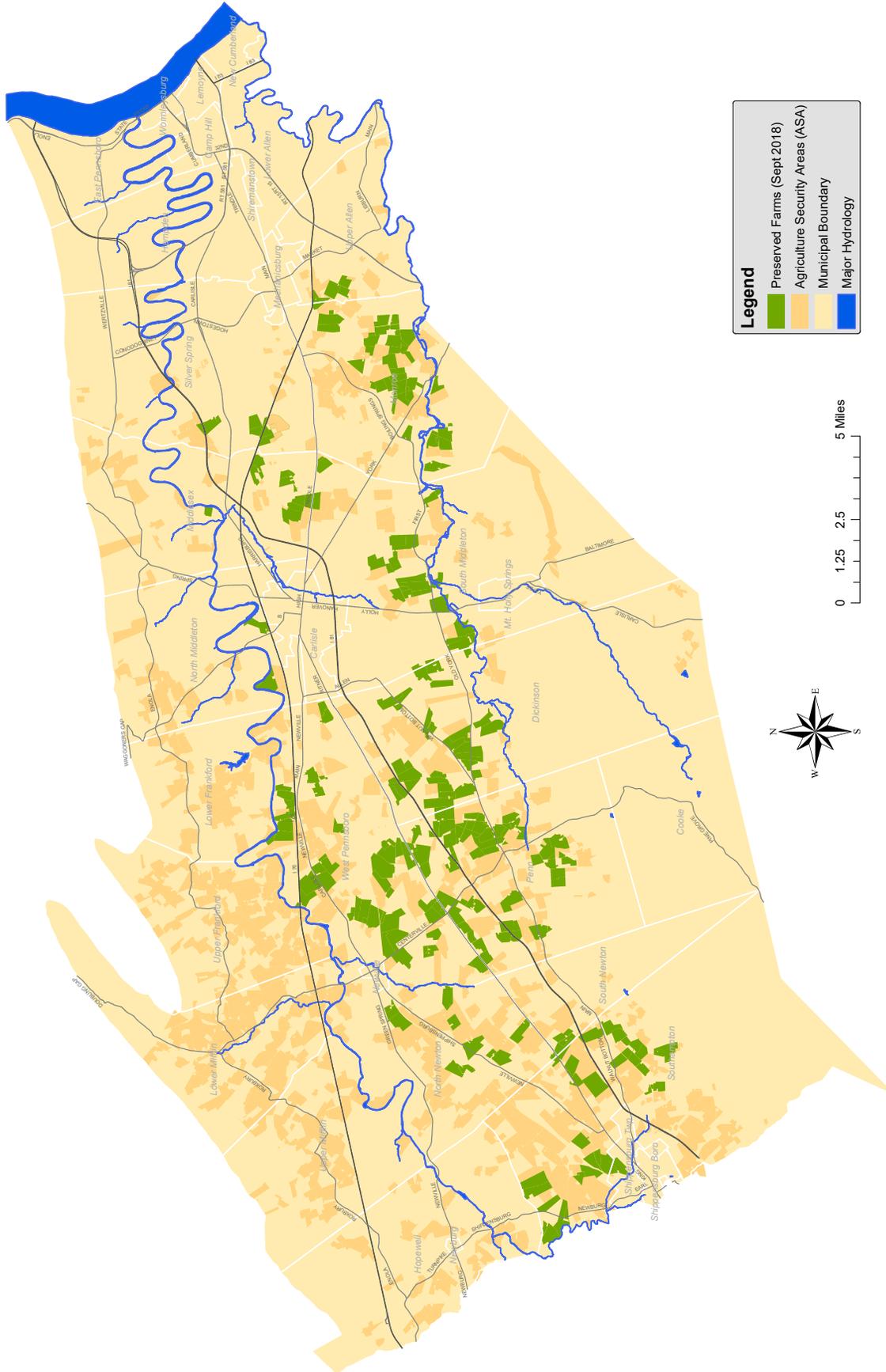
**Cumberland County
Land Partnership Program
2006-2019 Allocation of Funds**

Year	General Fund	Bond	Act 13	DCNR Block Grant	Private Donation	Total
2006		1,000,000		61,500		1,061,500
2007						0
2008						0
2009						0
2010						0
2011						0
2012						0
2013			348,929			348,929
2014			128,665			128,665
2015			131,235		10,000	141,235
2016			92,075			92,075
2017			176,852			176,852
2018	50,000		221,320			271,320
2019	50,000		271,949			321,949
Totals	\$100,000	\$1,000,000	\$1,371,025	\$61,500	\$10,000	\$2,542,525

For the 2020 budget year, the Commissioners have dedicated an estimated \$270,000 for the Land Partnership's Grant Program.

County Demographics (continued)

Cumberland County Farmland Preservation Program



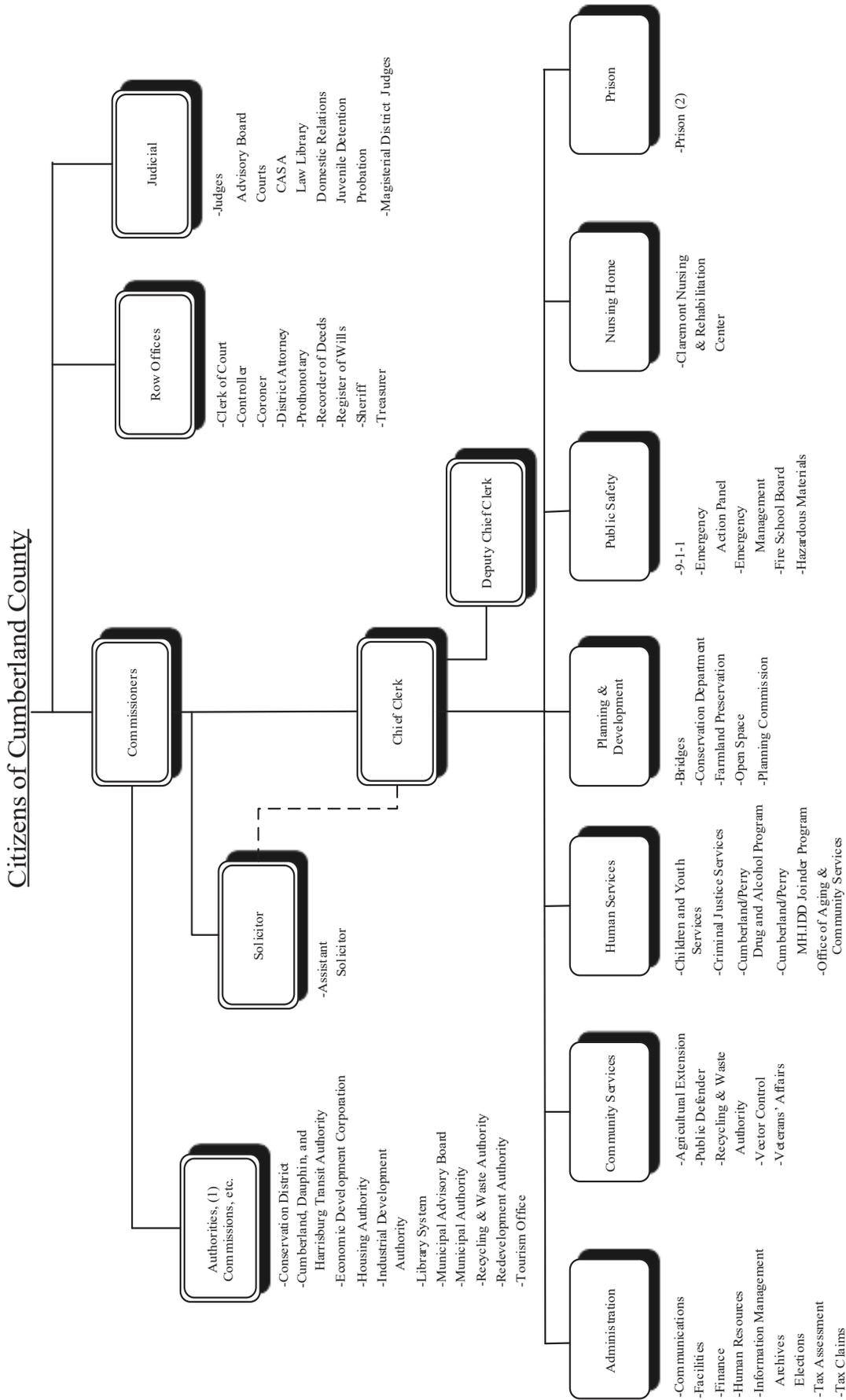
County Demographics (continued)

Elected Officials

Commissioner, Chairman.....	Vincent T. DiFilippo
Commissioner, Vice Chairman	Jim Hertzler
Commissioner, Secretary	Gary Eichelberger
President Judge	Edward E. Guido
Judge	Albert H. Masland
Judge	Christylee L. Peck
Judge	Thomas A. Placey
Judge	Jessica E. Brewbaker
Clerk of Criminal Court.....	Dennis E. Lebo
Clerk of Orphans' Court.....	Lisa M. Grayson
Controller	Alfred L. Whitcomb
Coroner	Charles E. Hall
District Attorney.....	M.L. Ebert, Jr.
Prothonotary.....	Dale Sabadish
Recorder of Deeds.....	Tammy Shearer
Register of Wills	Lisa M. Grayson
Sheriff.....	Ronny R. Anderson
Treasurer	John C. Gross, II

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

Cumberland County, Pennsylvania Organizational Chart



(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

County Demographics (continued)

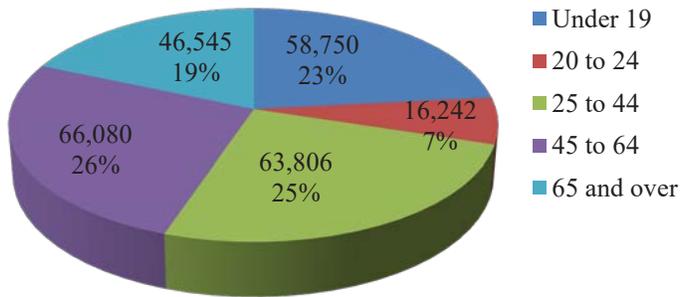
Cumberland County - Past, Present, Future

1700	1800	1900	2000
<p>1720 James Letort establishes trading post</p> <p>1737 Shippensburg founded</p> <p>1750 Cumberland County formed; first court held in Shippensburg</p> <p>1751 Carlisle founded as County seat</p> <p>1753 Log structure serves as first Courthouse</p> <p>1754 Cumberland County erects first prison</p> <p>1757 Britain establishes Carlisle Barracks</p> <p>1765 Brick Courthouse constructed</p> <p>1776 Three County attorneys, James Wilson, James Smith, & George Ross sign the Declaration of Independence</p> <p>1778 Molly Pitcher fights in battle of Monmouth</p> <p>1783 Dickinson College founded</p> <p>1789 Union Volunteer Fire Company organized; oldest continuous volunteer fire company in the U.S.</p> <p>1794 Washington musters troops in Carlisle during the Whiskey Rebellion</p>	<p>1820 Cumberland County is largest iron producer in PA</p> <p>1834 Dickinson Law School founded</p> <p>1836 Carlisle High School; 1st public high school in PA</p> <p>1845 Fire destroys Courthouse & Town Hall in Carlisle</p> <p>1846 "Old" Courthouse construction completed</p> <p>1853 Gas & Electric comes to Carlisle</p> <p>1855 1st County street illumination in Carlisle</p> <p>1863 Confederates invade Cumberland County</p> <p>1874 Cumberland County Historical Society chartered</p> <p>1879 Carlisle Indian School opens</p> <p>1882 1st telephone service in Cumberland County</p> <p>1888 Union Firehouse constructed</p> <p>1894 First trolley companies organized on West Shore & Carlisle</p>	<p>1900 Bosler Library opens</p> <p>1905 Last public hanging</p> <p>1909 Messiah College founded</p> <p>1912 Carlisle Indian students win Olympic medals</p> <p>1918 Flu epidemic ravages Cumberland County Carlisle Indian Industrial School closes</p> <p>1920 1st State Police Training School in Newville</p> <p>1940 PA Turnpike opens; Carlisle to Pittsburgh</p> <p>1951 U.S. Army War College opens in Carlisle Eastern half of PA Turnpike opens</p> <p>1960 I-81 construction begins</p> <p>1962 New Courthouse dedicated</p> <p>1972 Hurricane Agnes flood ravages County</p> <p>1979 Three Mile Island evacuation</p> <p>1985 New Cumberland County Prison built</p>	<p>2001 Security heightened after 9/11</p> <p>2008 Prison expansion & renovation project begins</p> <p>2009 Booking Center completed at Cumberland County Prison</p> <p>2010 Phase 1 Prison renovation completion U.S. Census update County Facilities receives Energy Star Award Ritner Campus interior renovations begin</p> <p>2011 New Public Safety Building complete</p> <p>2012 Sixth judge takes office Ritner Highway Campus completed County moves to 3rd class status County Facilities receives Energy Star Award</p> <p>2013 Phase 2 Prison Renovation completed Ritner Campus completed County mission & operational review</p> <p>2015 CNRC Transitions opens</p> <p>2017 Cumberland County's Electronics Recycling Center opens</p> <p>2018 Renovation begins for appointment of 7th Common Pleas Court in 2020</p>

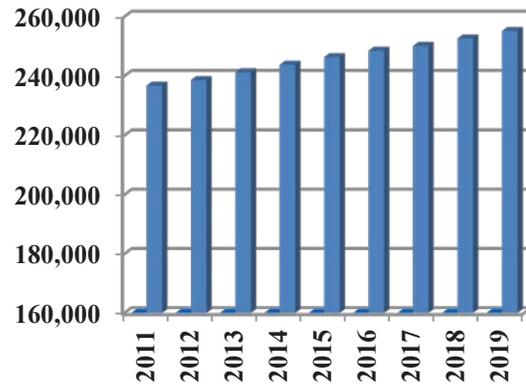
County Demographics (continued)

Population Demographics

Population by Age



Population Trend



Benchmark Counties Comparison

Cumberland County became a third-class county with the census of 2010. Benchmarking is done once a year to compare Cumberland County to the 11 other third-class counties. Below is a listing of third class counties in Pennsylvania. Third class counties have a population between 210,000 to 499,999. See www.ccpa.net/finance for more benchmarking data.

Berks County
 Dauphin County
 Lancaster County
 Northampton County

Chester County
 Erie County
 Lehigh County
 Westmoreland County

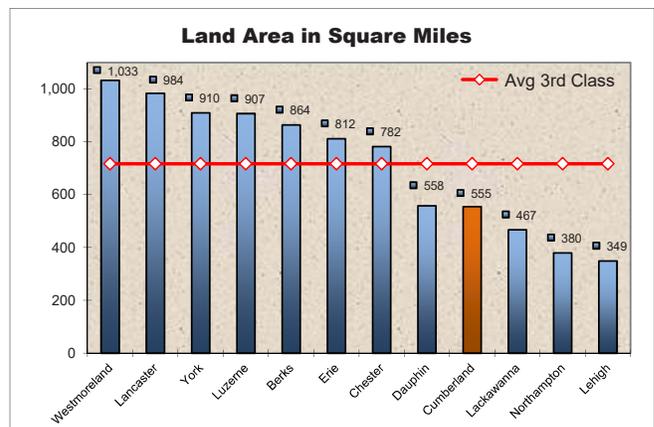
Cumberland County
 Lackawanna County
 Luzerne County
 York County

Cumberland County & 3rd Class Counties

County	Class	Population (2018)	General Fund Expense (2018)	GF Exp Per Capita	General Fund Revenue (2018)	Land Area in Square Miles
Westmoreland	3	350,611	\$142,772,629	\$407	\$125,945,247	1,033
Lancaster	3	543,557	\$167,436,989	\$308	\$173,652,980	984
York	3	448,273	\$216,133,530	\$482	\$245,703,004	910
Luzerne	3	317,646	\$131,014,450	\$412	\$134,049,696	907
Berks	3	420,152	\$220,873,340	\$526	\$231,254,711	864
Erie	3	272,061	\$98,914,124	\$364	\$98,854,970	812
Chester	3	522,046	\$149,459,664	\$286	\$150,404,497	782
Dauphin	3	277,097	\$171,085,590	\$617	\$165,822,387	558
Cumberland	3	251,423	\$67,482,063	\$268	\$71,310,139	555
Lackawanna	3	210,793	\$117,111,508	\$556	\$116,004,699	467
Northampton	3	304,807	\$112,036,345	\$368	\$117,423,037	380
Lehigh	3	368,100	\$166,267,297	\$452	\$162,492,856	349

Notes:
 * n/a is data that was not available
 * Source: U.S. Bureau of the Census

Land Area in Square Miles



County Demographics (continued)

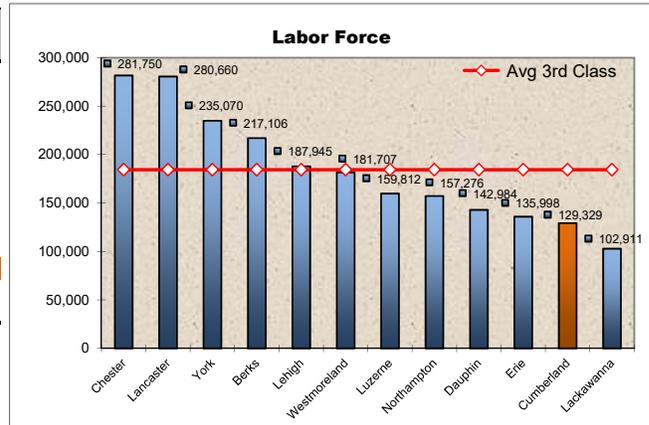
Cumberland County & 3rd Class Counties

County	Class	Population (2018)	General Fund Expense (2018)	GF Exp Per Capita	General Fund Revenue (2018)	Labor Force (2018)
Chester	3	522,046	\$149,459,664	\$286	\$150,404,497	281,750
Lancaster	3	543,557	\$167,436,989	\$308	\$173,652,980	280,660
York	3	448,273	\$216,133,530	\$482	\$245,703,004	235,070
Berks	3	420,152	\$220,873,340	\$526	\$231,254,711	217,106
Lehigh	3	368,100	\$166,267,297	\$452	\$162,492,856	187,945
Westmoreland	3	350,611	\$142,772,629	\$407	\$125,945,247	181,707
Luzerne	3	317,646	\$131,014,450	\$412	\$134,049,696	159,812
Northampton	3	304,807	\$112,036,345	\$368	\$117,423,037	157,276
Dauphin	3	277,097	\$171,085,590	\$617	\$165,822,387	142,984
Erie	3	272,061	\$98,914,124	\$364	\$98,854,970	135,998
Cumberland	3	251,423	\$67,482,063	\$268	\$71,310,139	129,329
Lackawanna	3	210,793	\$117,111,508	\$556	\$116,004,699	102,911

Notes:

* n/a is data that was not available

* Source: U.S. Bureau of the Census



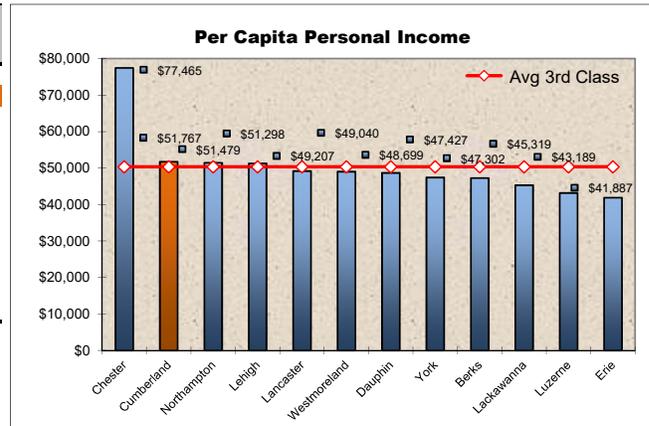
Cumberland County & 3rd Class Counties

County	Class	Population (2018)	General Fund Expense (2018)	GF Exp Per Capita	General Fund Revenue (2018)	Per Capita Personal Income (2018)
Chester	3	522,046	\$149,459,664	\$286	\$150,404,497	\$77,465
Cumberland	3	251,423	\$67,482,063	\$268	\$71,310,139	\$51,767
Northampton	3	304,807	\$112,036,345	\$368	\$117,423,037	\$51,479
Lehigh	3	368,100	\$166,267,297	\$452	\$162,492,856	\$51,298
Lancaster	3	543,557	\$167,436,989	\$308	\$173,652,980	\$49,207
Westmoreland	3	350,611	\$142,772,629	\$407	\$125,945,247	\$49,040
Dauphin	3	277,097	\$171,085,590	\$617	\$165,822,387	\$48,699
York	3	448,273	\$216,133,530	\$482	\$245,703,004	\$47,427
Berks	3	420,152	\$220,873,340	\$526	\$231,254,711	\$47,302
Lackawanna	3	210,793	\$117,111,508	\$556	\$116,004,699	\$45,319
Luzerne	3	317,646	\$131,014,450	\$412	\$134,049,696	\$43,189
Erie	3	272,061	\$98,914,124	\$364	\$98,854,970	\$41,887

Notes:

* n/a is data that was not available

* Source: Bureau of Economic Analysis - 2018



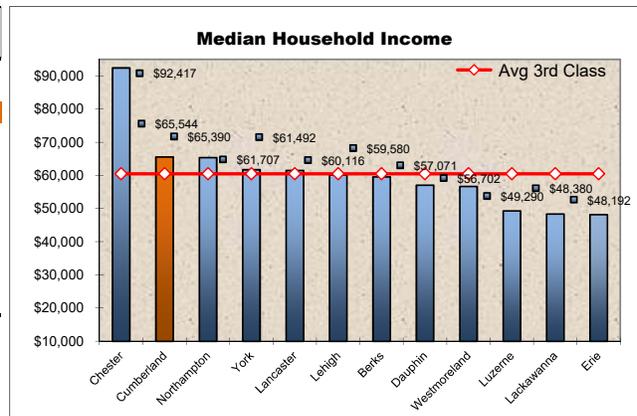
Cumberland County & 3rd Class Counties

County	Class	Population (2018)	General Fund Expense (2018)	GF Exp Per Capita	General Fund Revenue (2018)	Median Household Income (2018)
Chester	3	522,046	\$149,459,664	\$286	\$150,404,497	\$92,417
Cumberland	3	251,423	\$67,482,063	\$268	\$71,310,139	\$65,544
Northampton	3	304,807	\$112,036,345	\$368	\$117,423,037	\$65,390
York	3	448,273	\$216,133,530	\$482	\$245,703,004	\$61,707
Lancaster	3	543,557	\$167,436,989	\$308	\$173,652,980	\$61,492
Lehigh	3	368,100	\$166,267,297	\$452	\$162,492,856	\$61,116
Berks	3	420,152	\$220,873,340	\$526	\$231,254,711	\$59,580
Dauphin	3	277,097	\$171,085,590	\$617	\$165,822,387	\$57,071
Westmoreland	3	350,611	\$142,772,629	\$407	\$125,945,247	\$56,702
Luzerne	3	317,646	\$131,014,450	\$412	\$134,049,696	\$49,290
Lackawanna	3	210,793	\$117,111,508	\$556	\$116,004,699	\$48,380
Erie	3	272,061	\$98,914,124	\$364	\$98,854,970	\$48,192

Notes:

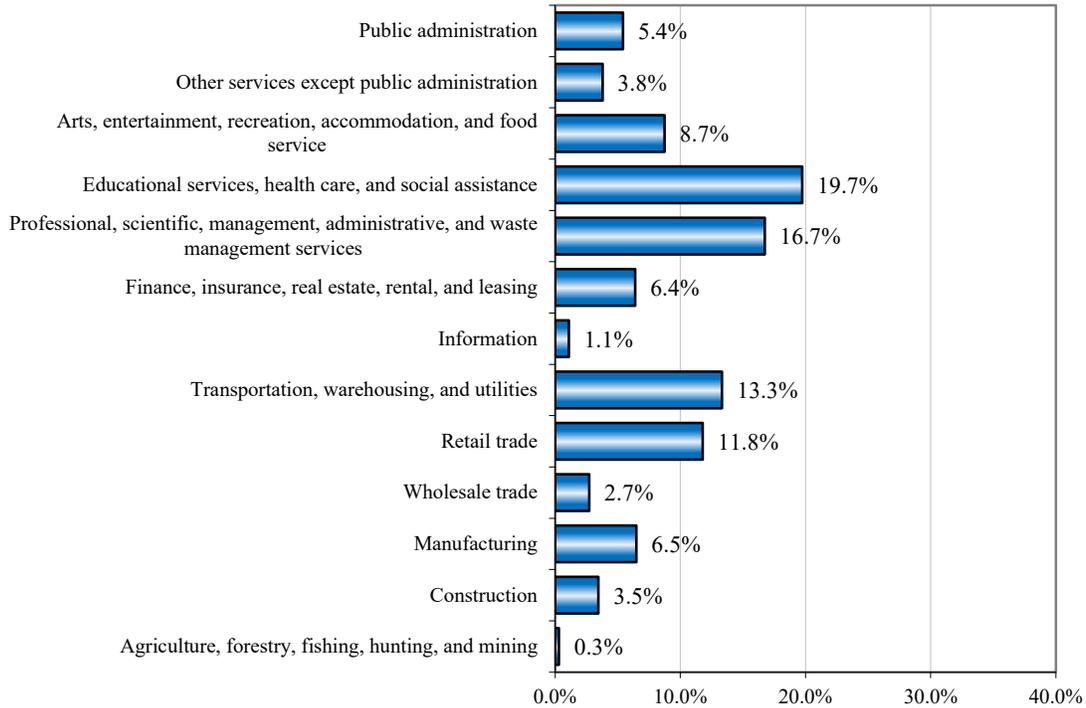
* n/a is data that was not available

* Source: U.S. Census Bureau - 2017 American Community Survey



County Demographics (continued)

2018 Employment by Industry in Cumberland County, PA



Source: U.S. Census Bureau

2018 Labor Force

Median Age	40.5
Median Household Income	\$65,544
Mean Household Income	\$83,469
Median Family Income	\$82,327
Mean Family Income	\$99,961
Unemployment Rate (U.S.)	3.9%
Unemployment Rate (PA)	4.2%
Unemployment Rate (County)	3.3%
Total Labor Force	129,418

Source: U.S. Census Bureau, PA Department of Labor & Industry

County Demographics (continued)

Principal Taxpayers as of December 31, 2018

Taxpayer	Taxable	% of Total
	Assessed Value	Assessed Valuation (1)
1. Prologis NA3 PA LP	\$162,760,900	0.66%
2. Allen Distribution	\$116,731,100	0.47%
3. PR CC Limited Partnership	\$85,700,000	0.35%
4. Goodman Carlisle LLC	\$73,175,000	0.30%
5. Pennsylvania Blue Shield	\$72,584,100	0.29%
6. Messiah Home	\$66,500,000	0.27%
7. LIT Industrial LP	\$64,167,000	0.26%
8. KTR PA Cent LLC	\$60,300,000	0.24%
9. Cedar - Camp Hill LLC	\$56,718,200	0.23%
10. CPUS Park 81 LP	\$53,800,000	0.22%
	<u>\$812,436,300</u>	<u>3.29%</u>

Notes:

(1) Percentage based on total County taxable assessed valuation for 2018: \$24,690,067,000

Source: Cumberland County CAFR for Year ended December 31, 2018

2018 Top Ten County Employers

Rank	Employer	Employees	Percentage of Total County Employment (3)
1	U.S. Department. of Defense - Naval Support Activity & Carlisle Barracks	5,955 (1)	5%
2	Ahold Delhaize	3,455	4%
3	Geisinger Holy Spirit Hospital	2,633	2%
4	Highmark Blue Shield	2,445	2%
5	Commonwealth of Pennsylvania	1,796 (2)	2%
6	Cumberland Valley School District	1,549	1%
7	JFC Temps Inc.	1,412	1%
8	Cumberland County Government	1,275	1%
9	Fry Communications	1,035 *	1%
10	Excel Logistics	1,000 *	1%
	Total	<u>22,555</u>	<u>17%</u>

Notes:

(1) Includes SPCC, DDRE and other Agencies at that location.

(2) Excluding Pennsylvania State University, Department of Higher Education

(3) Percentages based on Cumberland County labor force total furnished by the Pennsylvania Department of Labor and Industry

* Prior year reported information

Source: Cumberland County CAFR for Year ended December 31, 2018

County Demographics (continued)

Demographic and Economic Information

Year	Population		Total Personal Income (thousands of dollars)		Per Capita Personal Income		Median Household Income		School Enrollment (2)	Annual Unemployment Rate (1)
2009	232,483	(A)	\$9,672,843	(B)	\$41,353	(B)	\$60,285	(A)	35,352	6.6%
2010	235,406	(A)	\$9,968,010	(B)	\$42,256	(B)	\$60,400	(A)	32,771	6.8%
2011	237,101	(A)	\$10,522,711	(B)	\$44,394	(B)	\$60,219	(A)	32,610	6.4%
2012	239,252	(C)	\$11,102,561	(B)	\$46,402	(B)	\$60,832	(A)	32,443	6.2%
2013	241,071	(A)	\$11,284,192	(B)	\$46,784	(B)	\$60,883	(A)	32,726	5.7%
2014	243,301	(A)	\$11,862,562	(B)	\$48,698	(B)	\$60,826	(A)	33,029	4.5%
2015	245,766	(A)	\$12,430,335	(B)	\$50,480	(B)	\$61,820	(A)	33,153	4.0%
2016	247,435	(A)	\$12,518,198	(B)	\$50,497	(B)	\$62,640	(A)	33,167	4.1%
2017	249,238	(A)	\$12,945,214	(B)	\$51,767	(B)	\$65,544	(A)	33,462	3.8%
2018	251,423	(A)	*	(B)	*	(B)	*	(A)	33,712	3.3%

Notes: * information not yet available

Sources:

Unless otherwise indicated, Pennsylvania Department of Labor & Industry, Labor Market Information, Center for Workforce Information & Analysis

(1) Annual, not seasonally adjusted from Pennsylvania Department of Labor & Industry, Labor Market Information, Center for Workforce Information & Analysis

(2) Pennsylvania Department of Education

(A) U.S. Census Bureau, American Factfinder

(B) Bureau of Economic Analysis, U.S. Department of Commerce

(C) U.S. Census 2010 Data

Cumberland County CAFR for Year ended December 31, 2018

Civilian Labor Force and Unemployment Rates for the past 5 years

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Cumberland County					
Civilian Labor Force	126,100	128,400	130,200	130,000	130,300
Unemployment Rate	4.5%	4.0%	4.1%	3.8%	3.3%
Pennsylvania					
Civilian Labor Force	6,392,000	6,416,000	6,450,000	6,425,000	6,424,000
Unemployment Rate	5.9%	5.3%	5.4%	4.9%	4.3%
United States					
Civilian Labor Force	155,922,000	157,130,000	159,187,000	160,320,000	162,075,000
Unemployment Rate	6.2%	5.3%	4.9%	4.4%	3.9%

*Source: Pennsylvania Department of Labor and Industry, Statistics, Center for Workforce Information & Analysis

County Demographics (continued)

Assessed Value and Estimated Actual Value of Taxable Property

Fiscal Year	Residential		Commercial		Agricultural	Recreation	Total Taxable		Utility & Tax		Total		Assessed Value as a Percentage of Actual Value (5)
	Property	Property	Property	Property			Assessed Value	Exempt Property	Direct Tax Rate (3)	Estimated Actual Taxable Value (4)	Rate (3)	Estimated Actual Taxable Value (4)	
2009	(1) 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				
2010	(1) 11,907,901,590	4,919,759,440	740,578,380	28,279,280	17,596,518,690	2,972,923,890	2.579	21,968,188,127	80.1				
2011	(2) 15,418,759,500	5,975,550,800	994,539,200	44,311,900	22,433,161,400	3,751,613,300	2.045	22,433,161,400	100.0				
2012	(2) 15,594,896,200	6,048,035,100	991,535,600	43,960,200	22,678,427,100	3,767,043,200	2.045	22,543,168,091	100.6				
2013	(2) 15,797,344,200	6,102,261,000	992,370,200	43,698,300	22,935,673,700	3,861,400,800	2.274	22,246,046,266	103.1				
2014	(2) 16,023,724,400	6,149,471,000	1,006,126,900	43,170,500	23,222,492,800	3,925,858,400	2.338	22,969,824,728	101.1				
2015	(2) 16,199,194,200	6,318,739,300	1,012,668,000	42,903,500	23,573,505,000	3,967,767,700	2.338	23,479,586,653	100.4				
2016	(2) 16,407,526,300	6,410,767,500	1,016,945,600	42,920,620	23,878,160,000	4,003,853,900	2.338	23,926,012,024	99.8				
2017	(2) 16,640,909,800	6,580,169,600	1,023,164,900	42,761,400	24,287,005,700	4,114,485,600	2.361	24,757,346,228	98.1				
2018	(2) 16,879,021,800	6,744,992,000	1,023,461,400	42,591,800	24,690,067,000	4,148,914,300	2.361	25,745,638,165	95.9				

Notes:

(1) Properties valued at 2004 reassessment base year

(2) Properties valued at 2010 reassessment base year

(3) Direct Tax Rate:

	County	Library	Total
2009	2.399	0.18	2.579
2010	2.399	0.18	2.579
2011	1.902	0.143	2.045
2012	1.902	0.143	2.045
2013	2.131	0.143	2.274
2014	2.195	0.143	2.338
2015	2.195	0.143	2.338
2016	2.195	0.143	2.338
2017	2.195	0.166	2.361
2018	2.195	0.166	2.361

* Millage adjustment due to 5% cap for reassessment

(4) Estimated actual value is calculated by dividing taxable assessed value by the Tax Equalization Division (TED)* common level ratios

(5) Rates are based on the Tax Equalization Division (TED)* common level ratio

*Effective April 18, 2013 State Tax Equalization Board's (STEB) is now Tax Equalization Division (TED) and is under DCED

Although the Countywide library tax is a direct tax of the County as the County ordains and enacts it, the library tax is restricted by the electorate to funding the Cumberland County Library System, a governmental unit that is separate from the County, and is therefore not recognized as a tax revenue of Cumberland County government.

Source: Cumberland County CAFR Year ended December 31, 2018

County Demographics (continued)

County Real Estate Tax Levies and Collections

Year Ended December 31	Total Tax Levy for Adjustments to Tax		Collected within the Year of the Levy		Collections in Subsequent Years (3)		Total Collections to Date	
	Year (1) (4)	Levy for Year	Amount (2)	Percentage of Levy	Years (3)	Amount	Percentage of Levy	
2009	\$41,143,956	\$194,141	\$39,890,816	96.95%	\$1,445,841	\$41,336,657	100.00%	
2010	\$41,704,856	\$163,768	\$40,291,169	96.61%	\$1,575,747	\$41,866,643	100.00%	
2011	\$41,994,227	\$177,179	\$40,629,283	96.75%	\$1,540,553	\$42,168,836	100.00%	
2012	\$42,213,193	\$156,679	\$40,680,881	96.37%	\$1,686,458	\$42,367,660	100.00%	
2013	\$47,826,059	\$158,801	\$46,395,766	97.01%	\$1,587,002	\$47,981,440	100.00%	
2014	\$49,855,721	\$182,279	\$48,393,357	97.06%	\$1,641,360	\$50,031,167	99.99%	
2015	\$50,454,280	\$210,949	\$49,036,480	97.19%	\$1,624,487	\$50,660,967	99.99%	
2016	\$51,198,311	\$241,231	\$50,000,265	97.66%	\$1,426,844	\$51,016,372	99.98%	
2017	\$51,956,631	\$202,398	\$50,774,924	97.73%	\$982,694	N/A	99.23%	
2018	\$52,838,606	N/A	\$51,643,300	97.74%	N/A	N/A	N/A	

Notes:

- (1) Includes additions to duplicates, penalties, refunds, credits, discounts, and credits disallowed
- (2) Includes cash collections only
- (3) Includes penalties
- (4) The library tax approved by the electorate is not included in this schedule

Source: Cumberland County CAFR for Year ended December 31, 2018

County Demographics (continued)

Library Tax Levies and Collections

Year Ended December 31	Total Tax Levy for Year (1)	Collected within the Year of the Levy			Total Collections to Date		
		Subsequent Adjustments to Tax		Amount (2)	Percentage of Levy	Amount	Percentage of Levy
		Levy for Year	Levy for Year				
2009	\$3,087,088	\$14,790	\$2,993,205	96.96%	\$108,563	\$3,101,768	100.00%
2010	\$3,129,169	\$12,297	\$3,022,092	96.58%	\$118,398	\$3,141,390	100.00%
2011	\$3,157,081	\$20,813	\$3,054,797	96.76%	\$122,967	\$3,177,764	100.00%
2012	\$3,173,665	\$14,289	\$3,058,563	96.37%	\$129,278	\$3,187,790	100.00%
2013	\$3,208,510	\$11,697	\$3,113,381	97.04%	\$106,689	\$3,219,981	100.00%
2014	\$3,248,014	\$12,170	\$3,152,742	97.06%	\$107,208	\$3,259,737	99.99%
2015	\$3,287,007	\$13,930	\$3,194,639	97.19%	\$106,020	\$3,300,251	99.99%
2016	\$3,335,478	\$15,968	\$3,257,427	97.66%	\$93,194	\$3,323,308	99.98%
2017	\$3,929,292	\$14,873	\$3,839,923	97.73%	\$73,202	N/A	99.21%
2018	\$3,995,992	N/A	\$3,905,595	97.74%	N/A	N/A	N/A

Notes:

- (1) Includes additions to duplicate and penalties
- (2) Includes discounts, penalties, rebates, and adjustments
- (3) Includes penalties and adjustments

Although the Countywide library tax is a direct tax of the County as the County ordains and enacts it, the library tax is restricted by the electorate to funding the Cumberland County Library System, a governmental unit that is separate from the County, and is therefore not recognized as a tax revenue of Cumberland County government.

Source: Cumberland County CAFR for Year ended December 31, 2018



County Strategy

Commissioners' Strategic Directions

A Balanced Scorecard for Cumberland County, Pennsylvania

Smart Growth & the Environment

Goals:	Strategies:						
GOAL 1: Conserve: Conserve natural, cultural, & recreational resources	Conserve resources needed to support the physical, social, & economic health of the County	Preserve productive agricultural lands & support the agricultural industry	Establish a system of parks, trails, & greenways to serve the needs of County residents				
	GOAL 2: Grow: Plan for future growth	Retain & attract businesses in target areas consistent with County & municipal plans	Provide a supply of mixed housing types within the financial reach of County residents	Attract visitors & tourists to Cumberland County	Promote consistency between County & municipal land use plans		
		GOAL 3: Transportation: Develop & maintain a multimodal transportation system	Support increased public transit & shared-ride transportation through the CPTA	Maintain & enhance the highway transportation system in Cumberland County	Decrease the number of structurally deficient County-owned bridges		

Efficient Government

Goals:	Strategies:						
GOAL 4: Efficient Government: Promote quality, efficient, & effective County services	Approach funding decisions with eye to minimizing property tax burden	Follow prudent fiscal & budget best practices to maintain superior credit rating	Maintain lower property tax millage rate relative to other South Central PA Counties	Measure & continuously improve the productivity of County workforce	Utilize outcome-based measures to ensure efficient use of County funds	Leverage automation projects to provide positive return on investment (ROI)	Utilize gainsharing to generate savings & reinvest, in part, back into County workforce
	Expand & improve service delivery via automation, self-service, & secure web portals	Build on new job classification system to improve recruitment & retention	Benchmark County salaries to market on an ongoing basis	Implement Merit Based Compensation to incentivize greater productivity	Align department goals & individual performance criteria with County goals & objectives	Provide training & support to implement continuous quality improvement (CQI)	Use the Community Support Program to improve services defined by needs assessment
	Implement an ongoing program of management skills training	Improve & expand the scope/quality of internal & external communications	Strengthen collaboration & information sharing with local governments	Planning to control health care costs & mitigate risk of Cadillac Tax			

Safe & Healthy Communities

Goals:	Strategies:						
GOAL 5: Healthy Communities: Promote healthy communities	Integrate/coordinate human services, other departments, & stakeholders for favorable outcomes	Partner with localities & the private sector to promote a safe, clean environment	Improve system-wide services for the elderly	Sustain Claremont as a quality provider of nursing home & rehab services to the County	Protect the safety of our children via the administration of Child Protective Services laws	Partner with local governments & private groups to combat the opioid health crisis	
	GOAL 6: Criminal Justice: Promote criminal justice process improvements	Reduce recidivism through evidence-based & promising practices	Utilize effective assessment tools to identify low-risk offenders & direct prison alternatives	Substantially improve collection rates for court costs, fines, & restitution	Identification of treatment needs upon entry to the criminal justice system		
GOAL 7: Emergency Preparedness: Promote safety partnerships		Deliver cost effective emergency response & preparedness services to County via 9-1-1 Center	Leverage automation with positive ROI for cost savings & improved emergency services	Collaborate with 1st responders to design the most effective emergency response services	Support regionalization of 9-1-1 services & other efforts to deliver cost savings	Implement a phased strategy for future funding of new radios with other stakeholders	

Our Mission is to be the most livable community with the most efficient and effective public services in Pennsylvania



go to www.ccpa.net/countystategy for the entire Cumberland County Strategy

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County Strategy Commissioners' Strategic Directions

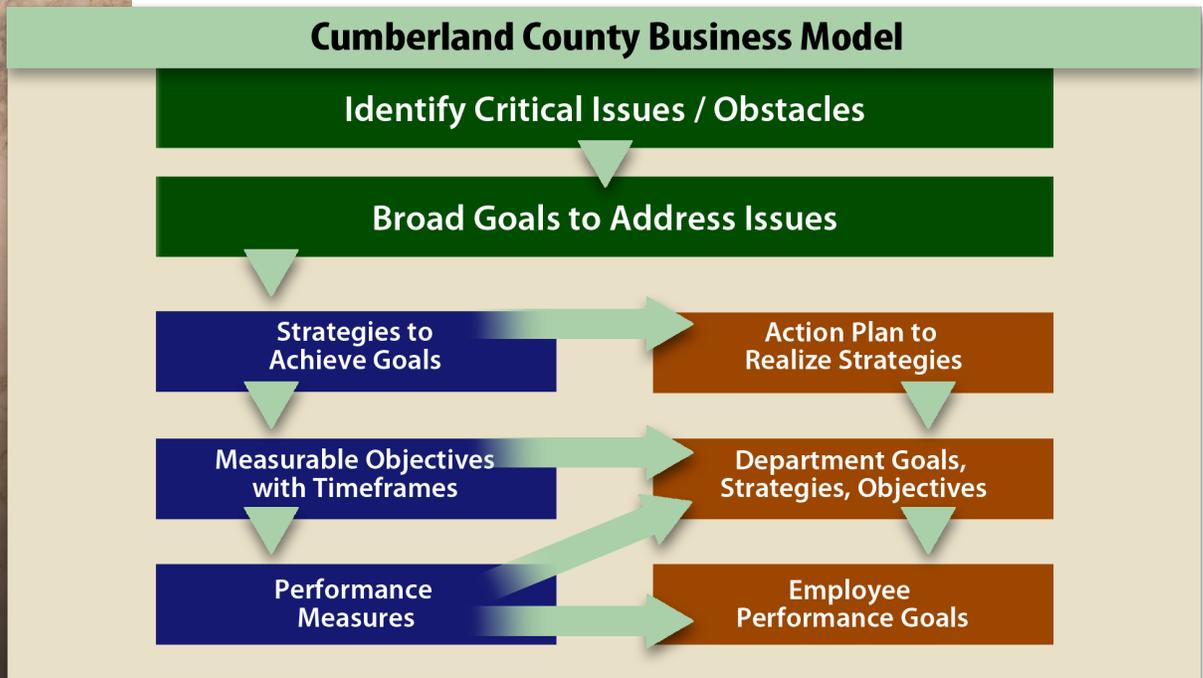
A Balanced Scorecard for Cumberland County, Pennsylvania

Introduction:

As the fastest growing county in Pennsylvania, Cumberland County has a vibrant and diverse economy and a well managed, fiscally sound county government. The County maintains the lowest county tax rate of any in the region and is one of a few county governments in the state that can boast a AAA bond rating.

For the past number of years, following a 2013 study and review by Public Financial Management (PFM) into ways to address ongoing budgetary challenges, there has been an intensified focus on controlling costs and ensuring efficiencies, while protecting the delivery of important County programs and services. A Merit Based Compensation (MBC) system has replaced the previous across the board pay raise system. Reform of the County's health insurance program has begun, which gives employees the ability to pick the coverage that best suits their needs.

Cost pressures have not subsided and unfunded, and/or underfunded, mandates from the state and federal governments raise the prospect of fiscal challenges down the road. We continuously adjust how we conduct business. By following the model shown below we are able to monitor changing conditions, adjust our focus, and update our strategies accordingly.



With up-to-date strategies, County management can develop appropriate goals and objectives. These are translated into performance goals for our departments and ultimately performance evaluation criteria for individual staff. With an alignment of goals from top down and a workforce dedicated to reaching these goals, the chances for success are much greater.



Our Mission

is to be the most livable community with the most efficient and effective public services in Pennsylvania.

In 2015, we updated the County Strategy with a focus on stemming rising costs associated with overcapacity. Many of the building projects undertaken prior to the recession in 2008 threatened to saddle us with added operational costs, not warranted by the demands for the services. Many federal and state grants funded a portion of operations that could not be sustained once those funding sources dried up after 2008. The adverse effects of overcapacity remain. Some long-term cost pressures, such as continued rising health insurance costs, are combined with the looming threat of a Cadillac Tax, levied under the Affordable Care Act, currently delayed until 2022. In 2015, we reclassified our jobs and benchmarked salaries to the marketplace in the hopes of reducing turnover, and improving recruitment and retention of qualified employees.

As a result, we contend with increases in base salaries while the benefits (reduced overtime) come to fruition. New unfunded state child protection mandates have created an increase in referrals of nearly 40%. It is hard to imagine how this demand will be met without adding staff.

For 2020, we have identified 12 key issues/obstacles:

- Threat of structural imbalance
- Use of evidence-based practices
- Unintegrated spending
- Need for management skills training
- Technology expenditures
- Tie compensation to productivity
- Low collections of fees and fines
- Excessive overtime costs
- Health care costs and Cadillac Tax
- Overcapacity cost push
- Opioid epidemic
- Stresses on the criminal justice system

To address these issues, we have developed seven broad, internal-operational goals:

- Slow the rate of cost increase with emphasis on personnel costs and regional commitments
- Improve revenue generation with a focus on court costs, fines, and restitution
- Successfully maintain MBC system
- Increase use of return on investment (ROI) to manage funding decisions
- Leverage technology with positive ROI, while improving service
- Improve productivity through broader use of evidence-based practices and outcomes management
- Strengthen management skills

An average of six strategies are assigned to each goal in order to achieve the desired results. Each of these 43 strategies are assigned one to five specific metrics. These metrics become department performance goals for 2020 and are the basis for individual staff performance evaluation criteria. This process ensures all levels of the County workforce are aligned with the overall County objectives.

As strategies are modified, we update the County's Balanced Scorecard. Developed in 2007-2008, the scorecard defines the vision, mission, internal goals (how we run business), external goals (desired outcomes), strategies, and programs. The scorecard allows us to establish priorities for County Government, and set up a system of performance measures and standards so County leadership will see how well we are doing.

By updating the Scorecard, we take the objectives tied to the previous strategies and distribute them across the County's focus areas.

Balanced Scorecard: Focus Areas

The County Strategy includes three focus areas and seven associated goals:

Smart Growth & the Environment:

- Goal 1:** Conserve
- Goal 2:** Grow
- Goal 3:** Transportation

Efficient Government:

- Goal 4:** Efficient Government

Safe & Healthy Communities:

- Goal 5:** Healthy Communities
- Goal 6:** Criminal Justice
- Goal 7:** Emergency Preparedness

We continue to focus efforts on addressing new sources of cost pressure, as well as new opportunities to manage costs and get the maximum value from tax dollars spent on needed services.

The following pages contain a listing of the goals, strategies, and sample metrics related to the Balanced Scorecard. Details regarding program activities can be found in the Performance Management section of the 2020 Strategy and Budget. For even more details, visit our website at www.ccpa.net.

Our Vision

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



Smart Growth & the Environment

Goals:	Strategies: ROW 1: 1-3						
GOAL 1: Conserve: Conserve natural, cultural, & recreational resources	Conserve resources needed to support the physical, social, & economic health of the County	Preserve productive agricultural lands & support the agricultural industry	Establish a system of parks, trails, & greenways to serve the needs of County residents				
	▲ 1	▲ 2	▲ 3				

▲ 1 Conserve Resources Needed to Support the Physical, Social, and Economic Health of the County

Strategy: Conserve the significant natural resources that are needed to support the physical, social, and economic health of Cumberland County.

Metrics: 1. Number of acres of environmentally sensitive lands preserved through the Land Partnerships Program.

▲ 2 Preserve Productive Agricultural Lands and Support the Agricultural Industry

Strategy: Preserve productive agricultural lands and support the agricultural industry.

Metrics: 1. Number of acres of prime farmland preserved.

▲ 3 Establish a System of Parks, Trails, and Greenways to Serve the Needs of County Residents

Strategy: Establish an interconnected system of parks, trails, and greenways to serve the recreational and transportation needs of all County residents.

Metrics: 1. Number of acres of recreation lands and/or miles of trails supported through the Land Partnerships Grant Program.



County Strategy

Commissioners' Strategic Directions

A Balanced Scorecard for Cumberland County, Pennsylvania

Smart Growth & the Environment . continued

Goals:

Strategies: ROW 1: 1-4

GOAL 2:

Grow:

Plan for future growth

Retain & attract businesses in target areas consistent with County & municipal plans

Provide a supply of mixed housing types within the financial reach of County residents

Attract visitors & tourists to Cumberland County

Promote consistency between County & municipal land use plans



1 Retain and Attract Businesses in Target Areas Consistent with County and Municipal Plans

Strategy: Retain existing businesses and attract new businesses to Cumberland County in targeted industry clusters consistent with County and municipal plans.

- Metrics:**
1. Continue participation in the Cumberland York Area Local Defense Group.
 2. Increases in assessed value from new business construction and expansions.

2 Provide a Supply of Mixed Housing Types within the Financial Reach of County Residents

Strategy: Provide a sufficient supply of mixed housing types within the financial reach of all County residents.

- Metrics:**
1. Conduct analysis of housing affordability issues in partnership with the Greater Harrisburg Association of Realtors and the Homebuilders Association of Metropolitan Harrisburg.
 2. Develop blight elimination programs that can be used to rehabilitate the County's housing stock.

3 Attract Visitors and Tourists to Cumberland County

Strategy: Attract visitors and tourists to Cumberland County.

- Metrics:**
1. Amount of funding invested in the community that supports soft and asset products to increase visitation or lengthen stay.
 2. Increases in hotel tax revenue.

4 Promote Consistency Between County and Municipal Land Use Plans

Strategy: Promote consistency between County and municipal land use plans.

- Metrics:**
1. Number of municipal technical assistance projects completed by the Planning Department.
 2. Conduct municipal coordination meetings three times per year.



Smart Growth & the Environment . continued

Goals:	Strategies: ROW 1: 1-3						
GOAL 3: Transportation: Develop & maintain a multimodal transportation system	Support increased public transit & shared-ride transportation through the CPTA	Maintain & enhance the highway transportation system in Cumberland County	Decrease the number of structurally deficient County-owned bridges				

Support Increased Public Transit and Shared-Ride Transportation Through the Central Pennsylvania Transportation Authority (CPTA)

Strategy: Support increased public transit and shared-ride transportation usage through the Central Pennsylvania Transportation Authority (CPTA).

- Metrics:**
1. Increased ridership for shared-ride transportation.
 2. Cost savings from ongoing transit agency administrative consolidation efforts.

Maintain and Enhance the Highway Transportation System in Cumberland County

Strategy: Maintain and enhance the highway transportation system in Cumberland County.

- Metrics:**
1. Number of County projects listed on the Regional Transportation Plan and Transportation Improvement Plan.
 2. Participate in initiatives that support widening of Interstate 81 through Cumberland County to six lanes.

Decrease the Number of Structurally Deficient County-Owned Bridges

Strategy: Decrease the number of structurally deficient County-owned bridges.

- Metrics:**
1. Complete construction of Orrs Bridge.
 2. Complete construction of Wolf Bridge.
 3. Begin construction of Sample Bridge.



County Strategy

Commissioners' Strategic Directions

A Balanced Scorecard for Cumberland County, Pennsylvania

Efficient Government

Goals:

Strategies: ROW 1: 1-4

GOAL 4:

Efficient Government:

Promote quality, efficient, & effective County services

Approach funding decisions with eye to minimizing property tax burden

Follow prudent fiscal & budget best practices to maintain superior credit rating

Maintain lower property tax millage rate relative to other South Central PA Counties

Measure & continuously improve the productivity of County workforce

Utilize outcome-based measures to ensure efficient use of County funds

Leverage automation projects to provide positive return on investment (ROI)

Utilize gainsharing to generate savings & reinvest, in part, back into County workforce



1 Approach Funding Decisions with Eye to Minimizing Property Tax Burden

Strategy: Evaluate all funding decisions in terms of present and future sustainability to limit as much as possible the need to raise County property taxes.

Metrics:

1. Require formal ROI analysis as part of all new funding proposals and requests, when applicable.

2 Follow Prudent Fiscal and Budget Best Practices to Maintain Superior Credit Rating

Strategy: Follow prudent fiscal and budget best practices to maintain the County's superior credit rating.

Metrics:

1. Maintain a "AAA" bond rating.

3 Maintain Lower Property Tax Millage Rate Relative to Other South Central PA Counties

Strategy: Maintain a lower property tax millage rate relative to other South Central PA counties.

Metrics:

1. No real estate property tax millage rate increase for 2020 budget.
2. Trend towards no need for millage rate increase for 2021 budget.

4 Measure and Continuously Improve the Productivity of County Workforce

Strategy: Measure and continuously improve the productivity of the County workforce.

Metrics:

1. Aim to keep net increase of County full-time equivalent at or below zero each year.
2. Track progress on quantifiable performance goals for all departments.



County Strategy

Commissioners' Strategic Directions

A Balanced Scorecard for Cumberland County, Pennsylvania

Efficient Government . continued

Goals:

Strategies: row 1: 5-7

GOAL 4:

Efficient Government:

Promote quality, efficient, & effective County services

Approach funding decisions with eye to minimizing property tax burden

Follow prudent fiscal & budget best practices to maintain superior credit rating

Maintain lower property tax millage rate relative to other South Central PA Counties

Measure & continuously improve the productivity of County workforce

Utilize outcome-based measures to ensure efficient use of County funds

Leverage automation projects to provide positive return on investment (ROI)

Utilize gainsharing to generate savings & reinvest, in part, back into County workforce

5 Utilize Outcome-Based Measures to Ensure Efficient Use of County Funds

Strategy: Utilize outcome-based measures to ensure efficient use of County funds and alignment with County goals and objectives.

- Metrics:**
1. Develop proposal for targeted training program with outcome-based measures for Board of Commissioners (BoC). Review and implement approved training programs.
 2. Utilize outcomes analysis and measurements to set 2021 performance goals.

6 Leverage Automation Projects to Provide Positive Return on Investment (ROI)

Strategy: Leverage automation projects to provide positive return on investment.

- Metrics:**
1. Continue to enhance desktop video teleconferencing for all staff by integrating with the existing Voice over Internet Protocol (VoIP) system with a goal to reduce staff travel.
 2. Implement a system integration process between the Prothonotary and Sheriff case management systems to exchange case information.
 3. Utilize the new VoIP telephone system to implement emergency alerts to all staff and jurors.
 4. Utilize Laserfiche workflow capabilities to implement online plan submission and electronic review in the Planning Department.

7 Utilize Gainsharing to Generate Savings and Reinvest, in Part, Back Into County Workforce

Strategy: Utilize gainsharing where a portion of the benefits of staff generated savings is reinvested in the County's workforce.

- Metrics:**
1. Base the 2020 compensation pool for MBC on formula approved by the BoC for the 2019 performance period.



County Strategy

Commissioners' Strategic Directions

A Balanced Scorecard for Cumberland County, Pennsylvania

Efficient Government . continued

Goals:

Strategies: row 2: 8-11

GOAL 4:

Efficient Government:

Promote quality, efficient, & effective County services

Expand & improve service delivery via automation, self-service, & secure web portals

Build on new job classification system to improve recruitment & retention

Benchmark County salaries to market on an ongoing basis

Implement Merit Based Compensation to incentivize greater productivity

Align department goals & individual performance criteria with County goals & objectives

Provide training & support to implement continuous quality improvement (CQI)

Use the Community Support Program to improve services defined by needs assessment

8 Expand and Improve Service Delivery Via Automation, Self-Service, and Secure Web Portals

Strategy: Expand and improve service delivery via automation, self-service, and secure web portals.

- Metrics:**
1. Identify and assess five to ten self-service opportunities.
 2. Select and implement those with positive ROI and improve customer satisfaction.

9 Build on New Job Classification System to Improve Recruitment and Retention

Strategy: Build on the Gallagher system of value defined job categories and market defined salaries to improve recruitment and retention of skilled workers and reduce turnover.

- Metrics:**
1. Develop recruitment/marketing strategy to improve recruitment processes.
 2. Set baseline over previous three years for turnover and time to fill vacancies.
 3. Measure subsequent results in categories at year end.

10 Benchmark County Salaries to Market on an Ongoing Basis

Strategy: Benchmark County salaries to those of comparable organizations on a regular, recurring basis.

- Metrics:**
1. Get BoC approval for salary benchmarking update in 2020.

11 Implement Merit Based Compensation to Incentivize Greater Productivity

Strategy: Implement the County's MBC system to reward superior achievement, innovation, cost saving, and improved service to the County's customers.

- Metrics:**
1. Fund the pool adequately for the 2020 compensation adjustments through MBC.
 2. Deliver evaluator training program, including norming.
 3. Carry out 5th annual cycle of reviews and awards for MBC in the 1st and 2nd quarters of 2020.
 4. Assess strengths and weaknesses of the MBC cycle; recommend & implement improvements.
 5. Fund MBC adequately for 2021 budget cycle.



County Strategy

Commissioners' Strategic Directions

A Balanced Scorecard for Cumberland County, Pennsylvania

Efficient Government . continued

Goals:	Strategies: row 2: 12-14						
GOAL 4: Efficient Government: Promote quality, efficient, & effective County services	Expand & improve service delivery via automation, self-service, & secure web portals	Build on new job classification system to improve recruitment & retention	Benchmark County salaries to market on an ongoing basis	Implement Merit Based Compensation to incentivize greater productivity	Align department goals & individual performance criteria with County goals & objectives	Provide training & support to implement continuous quality improvement (CQI)	Use the Community Support Program to improve services defined by needs assessment

12 **Align Department Goals and Individual Performance Criteria with County Goals and Objectives**

Strategy: Align department performance goals and individual performance evaluation criteria with County goals and objectives.

- Metrics:**
1. Update County goals for 2020.
 2. Update all department performance goals for 2020.
 3. Adjust all staff evaluation criteria to align with department and County goals for 2020.

13 **Provide Training and Support to Implement Continuous Quality Improvement (CQI)**

Strategy: Provide training and support to implement continuous quality improvement (CQI) to optimize cost effectiveness and customer satisfaction.

- Metrics:**
1. Training program completed in 2019.
 2. Training program in place and target new managers.
 3. Continuous training of staff.

14 **Use the Community Support Program to Improve Services Defined by Needs Assessment**

Strategy: Utilize the new Community Support Program (CSP) to improve the scope, quality, and coordination of services directed towards areas of greatest need as defined by the Community Based Needs Assessment.

- Metrics:**
1. Update library performance goals based on community needs.
 2. Continue to evaluate funding requests against CSP priorities.



County Strategy

Commissioners' Strategic Directions

A Balanced Scorecard for Cumberland County, Pennsylvania

Efficient Government . continued

Goals:

Strategies: row 3: 15-18

GOAL 4:

Efficient Government:

Promote quality, efficient, & effective County services

Implement an ongoing program of management skills training

Improve & expand the scope/quality of internal & external communications

Strengthen collaboration & information sharing with local governments

Planning to control health care costs & mitigate risk of Cadillac Tax



Implement an Ongoing Program of Management Skills Training

Strategy: Implement an ongoing program of management skills training.

- Metrics:**
1. Acceptance of proposal by BoC in early 2019.
 2. First classes offered by end of second quarter 2020.

Improve and Expand the Scope/Quality of Internal and External Communications

Strategy: Improve and expand the scope and quality of communications internally and externally.

- Metrics:**
1. Evaluate methods of providing consistent updates to County staff on County news.
 2. Evaluate County staff opinions quarterly to gauge effectiveness of communication efforts.
 3. Continue monitoring strategies and increase public outreach of resident usage of County Electronic Communications Media.

Strengthen Collaboration and Information Sharing with Local Governments

Strategy: Strengthen collaborative problem solving and information sharing with local governments in the County through the Municipal Advisory Board (MAB).

- Metrics:**
1. Summarize results of 2019 MAB process.
 2. Use results to plan two MAB meetings for 2020 with means to access stakeholder satisfaction.

Planning to Control Health Care Costs and Mitigate Risk of Cadillac Tax

Strategy: Continued planning to control health care costs and mitigate risk of Cadillac Tax.

- Metrics:**
1. Approval of multi-year strategy by BoC.
 2. Work with bargaining units through collective bargaining to optimize County's health care cost control.
 3. Implement proposals that reduce Cadillac Tax risk in 2022.



County Strategy

Commissioners' Strategic Directions

A Balanced Scorecard for Cumberland County, Pennsylvania

Safe & Healthy Communities

Goals:

Strategies: ROW 1: 1-3

GOAL 5:

Healthy Communities:

Promote healthy communities

Integrate/coordinate human services, other departments, & stakeholders for favorable outcomes

Partner with localities & the private sector to promote a safe, clean environment

Improve system-wide services for the elderly

Sustain Claremont as a quality provider of nursing home & rehab services to the County

Protect the safety of our children via the administration of Child Protective Services laws

Partner with local governments & private groups to combat the opioid health crisis



Integrate/Coordinate Human Services, Other Departments, & Stakeholders for Favorable Outcomes

Strategy:

Integrate and coordinate human services with other relevant County departments and private stakeholders to achieve favorable outcomes.

Metrics:

1. Support goals and programs of Human Services Policy Team to coordinate efforts across County departments and external providers/stakeholders.



Partner with Localities and the Private Sector to Promote a Safe, Clean Environment

Strategy:

Participate in partnerships with localities and the private sector to promote a safe, clean environment.

Metrics:

1. Support efforts of the Conservation District by providing appropriate subsidy per the terms and conditions of the new Memorandum of Understanding (MOU) with the County.
2. Fund and support the County Recycling & Waste program.



Improve System-wide Services for the Elderly

Strategy:

Improve system-wide services for the elderly.

Metrics:

1. Support programs of Office of Aging & Community Services.
2. Provide seniors with free shared-ride service to appropriate destinations.
3. Promote the vital role of Senior Centers in the prevention of food insecurity and social isolation.



Safe & Healthy Communities . continued

Goals:

Strategies: ROW 1: 4-6

GOAL 5:

Healthy Communities:

Promote healthy communities

Integrate/coordinate human services, other departments, & stakeholders for favorable outcomes

Partner with localities & the private sector to promote a safe, clean environment

Improve system-wide services for the elderly

Sustain Claremont as a quality provider of nursing home & rehab services to the County

Protect the safety of our children via the administration of Child Protective Services laws

Partner with local governments & private groups to combat the opioid health crisis

4 Sustain Claremont as a Quality Provider of Nursing Home and Rehab Services to the County

Strategy: Sustain Claremont as a quality provider of nursing home and rehab services to the County.

Metrics:

1. Pass all Pennsylvania Department of Health inspections.
2. Maintain or raise current Centers for Medicare and Medicaid Services (CMS) rating.

5 Protect the Safety of Our Children Via the Administration of Child Protective Services Laws

Strategy: Protect the safety of our children through the administration of the Child Protection Services Laws.

Metrics:

1. Zero percent lapsed cases.
2. Improve collaboration and alignment of Children & Youth Services (CYS) with District Attorney (DA) through the Multi-Disciplinary Investigative Team (MDIT) program.
3. All appropriate staff receive training related to child welfare.
4. Work collaboratively with all other Human Service Departments to improve services to children and families within the County.

6 Partner with Local Governments and Private Groups to Combat the Opioid Health Crisis

Strategy: Partner with local governments and private groups to combat the opioid health crisis.

Metrics:

1. Support work of Community Opiate Overdose Prevention (COOP) coalition to educate the public about the overdose issue.
2. Reduce the number of overdose deaths.
3. Increase community access to naloxone and medication take-back options.
4. Increase community access to substance abuse treatment.



County Strategy

Commissioners' Strategic Directions

A Balanced Scorecard for Cumberland County, Pennsylvania

Safe & Healthy Communities . continued

Goals:

Strategies: ROW 1: 1-4

GOAL 6:

Criminal Justice:

Promote criminal justice process improvements

Reduce recidivism through evidence-based & promising practices

Utilize effective assessment tools to identify low-risk offenders & direct prison alternatives

Substantially improve collection rates for court costs, fines, & restitution

Identification of treatment needs upon entry to the criminal justice system



1 Reduce Recidivism through Evidence-Based and Promising Practices

Strategy:

Improve criminal justice processes to achieve efficient outcomes, reduce recidivism, and limit the growth in the prison population.

Metrics:

1. Monitor the prison population and assess drivers of increases or decreases, including program outcomes, statutory changes, and external factors.
2. Establish a target for recidivism reduction as appropriate.

2 Utilize Effective Assessment Tools to Identify Low-Risk Offenders and Direct Prison Alternatives

Strategy:

Implement effective assessment tools to identify low-risk offenders and direct them to appropriate alternatives to imprisonment.

Metrics:

1. Expand application of the Ohio Risk Assessment System (ORAS) tool at the Prison and Adult Probation.
2. Track, review results, and modify, as needed, to improve outcomes.

3 Substantially Improve Collection Rates for Court Costs, Fines, and Restitution

Strategy:

Substantially improve collection rates for court costs, fines, and restitution.

Metrics:

1. Improve collection levels overall by 10% over the previous year.
2. Achieve financial self-sufficiency for the Warrant Collections Unit.
3. Implement policies that normalize payment plans & consequences for non-compliance.

4 Identification of Treatment Needs Upon Entry to the Criminal Justice System

Strategy:

Implement assessment protocols at earliest intercepts.

Metrics:

1. Collaborate with state and community resources to provide coordinated services at each intercept.
2. Enhance diversion efforts for low-risk offenders with rehab/treatment needs.



Safe & Healthy Communities . continued

Goals:	Strategies: row 1: 1-2						
GOAL 7: Emergency Preparedness: Promote safety partnerships	Deliver cost effective emergency response & preparedness services to County via 9-1-1 Center	Leverage automation with positive ROI for cost savings & improved emergency services	Collaborate with 1st responders to design the most effective emergency response services	Support regionalization of 9-1-1 services & other efforts to deliver cost savings	Implement a phased strategy for future funding of new radios with other stakeholders		
	▲ 1	▲ 2	▲	▲	▲		

▲ 1 Deliver Cost-Effective Emergency Response and Preparedness Services to County Via 9-1-1 Center

Strategy: Provide the most cost-effective emergency response and preparedness services to the County through the 9-1-1 Center.

- Metrics:**
1. Pass all inspections, drills, training, certification, and simulation programs.
 2. Maintain all response time performance at or superior to required/recommended levels.
 3. Utilize Kronos to achieve staffing optimization and control overtime.
 4. Maintain high level of responsiveness to first responder issues; work to resolve and improve.
 5. Continue quality improvement training and quality assurance reviews for ongoing improvement.

▲ 2 Leverage Automation with Positive ROI for Cost Savings and Improved Emergency Services

Strategy: Leverage automation with positive ROI to achieve cost savings and improved emergency services.

- Metrics:**
1. Enhance Computer-Aided Dispatch (CAD) operations.
 2. Implementation of new CAD software with planning for integration of mobile dispatch application for Police, Fire, and Emergency Medical Services (EMS) agencies.
 4. Text to 9-1-1 provides alternative means of contacting 9-1-1 for those who are in an emergency situation and cannot call.



Safe & Healthy Communities . continued

Goals:

Strategies: row 1: 3-5

GOAL 7:

Emergency Preparedness:

Promote safety partnerships

Deliver cost effective emergency response & preparedness services to County via 9-1-1 Center

Leverage automation with positive ROI for cost savings & improved emergency services

Collaborate with 1st responders to design the most effective emergency response services

Support regionalization of 9-1-1 services & other efforts to deliver cost savings

Implement a phased strategy for future funding of new radios with other stakeholders

3 Collaborate with First Responders to Design the Most Effective Emergency Response Services

Strategy: Collaborate with first responders to design the most effective emergency response services possible.

- Metrics:**
1. Continue work with External Advisory Board to identify new opportunities for performance improvement.
 2. Provide emergency planning and emergency operations center support to the local municipalities and first responders.
 3. Maintain communications and assist with problem resolution for County first responders via Emergency Services Action Panel.

4 Support Regionalization of 9-1-1 Services and Other Efforts to Deliver Cost Savings

Strategy: Support regionalization of 9-1-1 services and other efforts that deliver absolute/relative cost savings.

- Metrics:**
1. Monitor all developments by the Pennsylvania Emergency Management Agency (PEMA) to participate in regional and state shared systems as appropriate.
 2. Identify areas of sharing, collaboration, or piggybacking with other county or state systems.

5 Implement a Phased Strategy for Future Funding of New Radios with Other Stakeholders

Strategy: Implement a phased strategy for future funding of new radios with other stakeholders.

- Metrics:**
1. Work with External Radio Advisory Board to implement the P25 Radio System Infrastructure Site Plan that will maximize radio coverage for our first responders in a fiscally responsible manner.
 2. Work with the External Radio Advisory Board, Municipal Advisory Board (MAB), and our public safety partners to implement the project transition timeline to allow for grant opportunities, efficient procurement methods, and to minimize the financial impact for all.

Serving the Community: Smart Growth

NOTE:

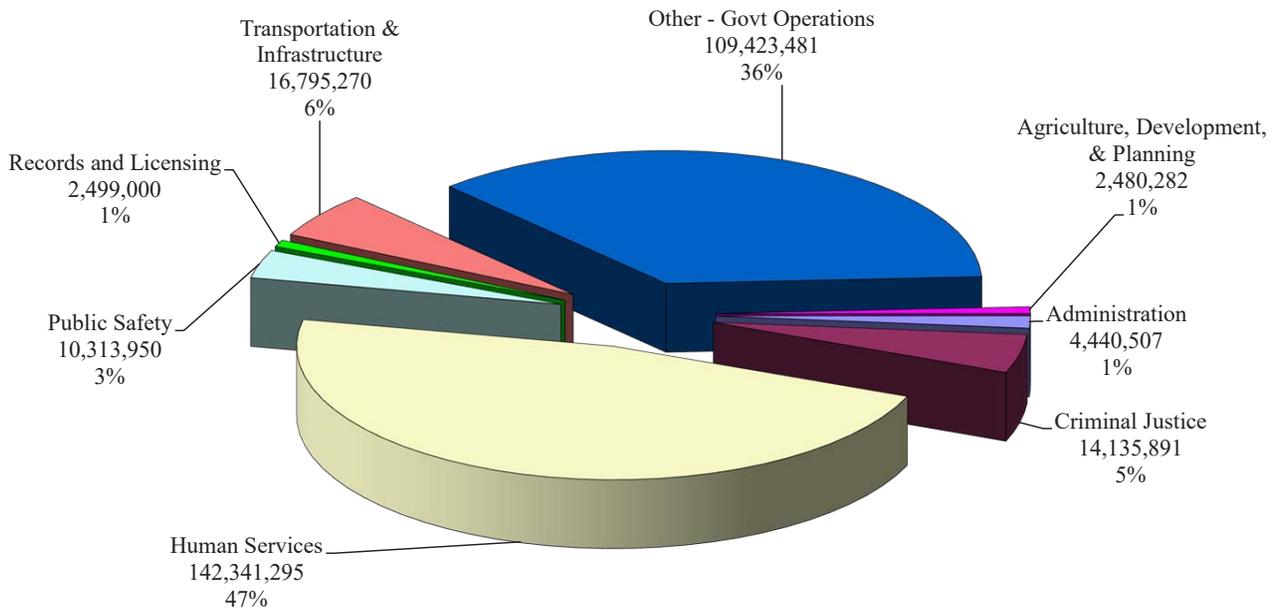
Colored boxes indicate which County Goal(s) each performance management group signifies.

	Smart Growth & the Environment			Efficient Government	Safe & Healthy Communities		
	Conserve	Grow	Transportation	Efficient Government	Healthy Communities	Criminal Justice	Emergency Preparedness
	GOAL 1: Conserve natural, cultural, & recreational resources	GOAL 2: Plan for future growth	GOAL 3: Develop & maintain a multimodal transportation system	GOAL 4: Promote quality, efficient, & effective County services	GOAL 5: Promote healthy communities	GOAL 6: Promote criminal justice process improvements	GOAL 7: Promote safety partnerships
Administration							
Assessment							
Commissioners							
Communications							
Elections							
Finance							
Human Resources							
IMTO							
Solicitors							
Criminal Justice							
Clerk of Courts							
Criminal Justice Services							
District Attorney							
Prison							
Public Defender							
Adult Probation							
Courts							
Domestic Relations							
Juvenile Probation							
Magisterial District Judges							
Human Services							
Children & Youth Services							
Drug & Alcohol							
Health Choices							
Library							
MH/JDD							
Nursing Home							
Office of Aging & Community Services							
Veterans' Affairs							
Public Safety							
Coroner							
Public Safety							
Sheriff							
Records and Licensing							
Controller							
Prothonotary							
Recorder of Deeds							
Register of Wills / Clerk of Orphans' Court							
Treasurer							
Agricultural, Development, and Planning							
Agricultural Extension							
Conservation District							
Planning							
Vector Control / Weights & Measures							
Infrastructure							
Bridges / Liquid Fuels							
Facilities Management							
Recycling & Waste Authority							

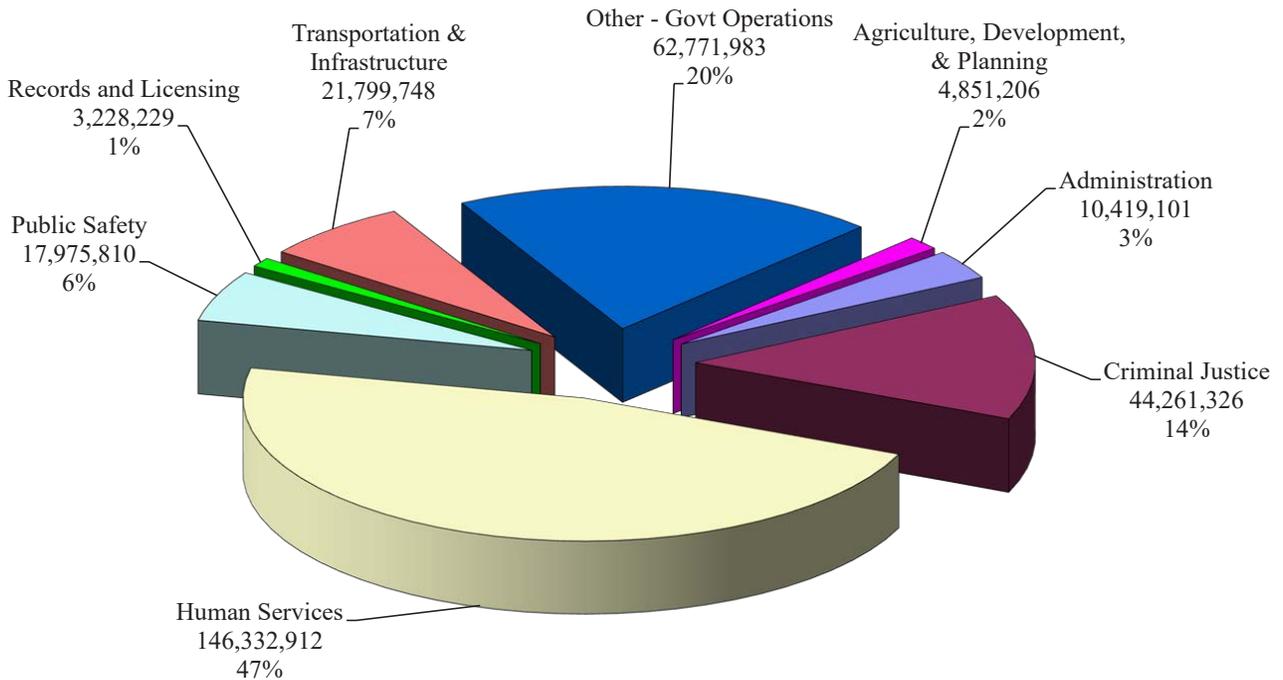
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County Budget: By Function

Revenue by Function



Expenditures by Function



County Budget: By Function

Administration

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$2,300,000	\$2,300,000	100.0%
Interfund Revenue	\$703,493	\$660,294	\$755,720	\$802,007	\$46,287	6.1%
Other Revenue	\$2,739,766	\$1,344,624	\$1,334,300	\$1,338,500	\$4,200	0.3%
Total Revenue	\$3,443,259	\$2,004,918	\$2,090,020	\$4,440,507	\$2,350,487	112.5%
Salaries and Benefits	\$5,895,377	\$5,965,246	\$6,428,157	\$7,087,214	\$659,057	10.3%
Operating Expense	\$1,738,995	\$1,797,996	\$2,400,151	\$2,528,224	\$128,073	5.3%
Interfund Expense	\$136,563	\$131,861	\$148,391	\$61,106	\$-87,285	-58.8%
Capital Expense	\$1,601,619	\$85,057	\$324,831	\$742,557	\$417,726	128.6%
Total Expense	\$9,372,554	\$7,980,160	\$9,301,530	\$10,419,101	\$1,117,571	12.0%

Criminal Justice

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$4,355,718	\$4,567,197	\$4,660,286	\$4,588,815	\$-71,471	-1.5%
Interfund Revenue	\$1,892,308	\$1,921,629	\$2,354,414	\$2,968,022	\$613,608	26.1%
Other Revenue	\$6,426,236	\$6,952,316	\$6,449,536	\$6,579,054	\$129,518	2.0%
Total Revenue	\$12,674,262	\$13,441,142	\$13,464,236	\$14,135,891	\$671,655	5.0%
Salaries and Benefits	\$27,598,184	\$28,394,264	\$30,562,509	\$32,016,334	\$1,453,825	4.8%
Operating Expense	\$8,434,919	\$9,400,539	\$10,478,393	\$10,675,599	\$197,206	1.9%
Interfund Expense	\$933,598	\$878,557	\$951,931	\$942,387	\$-9,544	-1.0%
Capital Expense	\$472,890	\$266,158	\$814,536	\$627,006	\$-187,530	-23.0%
Total Expense	\$37,439,591	\$38,939,518	\$42,807,369	\$44,261,326	\$1,453,957	3.4%

Human Services

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$83,418,578	\$86,320,250	\$96,049,847	\$97,231,416	\$1,181,569	1.2%
Interfund Revenue	\$5,638,715	\$4,878,398	\$5,661,095	\$6,205,233	\$544,138	9.6%
Other Revenue	\$35,823,915	\$37,011,490	\$38,550,124	\$38,904,646	\$354,522	0.9%
Total Revenue	\$124,881,208	\$128,210,138	\$140,261,066	\$142,341,295	\$2,080,229	1.5%
Salaries and Benefits	\$31,968,755	\$33,682,027	\$34,794,725	\$35,863,222	\$1,068,497	3.1%
Operating Expense	\$89,807,369	\$91,540,176	\$101,057,399	\$102,645,736	\$1,588,337	1.6%
Interfund Expense	\$7,265,511	\$8,063,199	\$8,484,328	\$7,823,954	\$-660,374	-7.8%
Capital Expense	\$34,420	\$30,835	\$0	\$0	\$0	0.0%
Total Expense	\$129,076,055	\$133,316,237	\$144,336,452	\$146,332,912	\$1,996,460	1.4%

County Budget: By Function

Public Safety

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$351,404	\$306,275	\$343,602	\$333,151	\$-10,451	-3.0%
Interfund Revenue	\$624,556	\$628,742	\$1,950,581	\$3,483,375	\$1,532,794	78.6%
Other Revenue	\$6,875,635	\$6,642,371	\$6,498,200	\$6,497,424	\$-776	0.0%
Total Revenue	\$7,851,595	\$7,577,388	\$8,792,383	\$10,313,950	\$1,521,567	17.3%
Salaries and Benefits	\$7,545,811	\$7,859,060	\$8,374,253	\$9,136,180	\$761,927	9.1%
Operating Expense	\$2,011,561	\$1,947,340	\$2,550,763	\$2,437,259	\$-113,504	-4.4%
Interfund Expense	\$1,251,063	\$1,285,887	\$1,282,087	\$1,822,270	\$540,183	42.1%
Capital Expense	\$1,082,208	\$123,607	\$5,169,706	\$4,580,101	\$-589,605	-11.4%
Total Expense	\$11,890,643	\$11,215,894	\$17,376,809	\$17,975,810	\$599,001	3.4%

Records and Licensing

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$206	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$206	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$2,711,954	\$2,773,272	\$2,463,200	\$2,499,000	\$35,800	1.5%
Total Revenue	\$2,712,160	\$2,773,272	\$2,463,200	\$2,499,000	\$35,800	1.5%
Salaries and Benefits	\$2,624,311	\$2,576,780	\$2,738,142	\$2,766,446	\$28,304	1.0%
Operating Expense	\$472,830	\$314,473	\$397,572	\$416,382	\$18,810	4.7%
Interfund Expense	\$9,138	\$7,975	\$14,844	\$18,400	\$3,556	24.0%
Capital Expense	\$4,800	\$0	\$30,701	\$27,001	\$-3,700	-12.1%
Total Expense	\$3,111,079	\$2,899,228	\$3,181,259	\$3,228,229	\$46,970	1.5%

Agriculture, Development, and Planning

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$854,465	\$1,136,383	\$1,538,519	\$1,378,172	\$-160,347	-10.4%
Interfund Revenue	\$127,003	\$97,376	\$139,300	\$139,300	\$0	0.0%
Other Revenue	\$798,701	\$861,091	\$745,310	\$962,810	\$217,500	29.2%
Total Revenue	\$1,780,169	\$2,094,850	\$2,423,129	\$2,480,282	\$57,153	2.4%
Salaries and Benefits	\$1,614,279	\$1,592,899	\$1,704,389	\$1,795,006	\$90,617	5.3%
Operating Expense	\$1,001,163	\$1,314,718	\$2,022,615	\$2,053,150	\$30,535	1.5%
Interfund Expense	\$12,105	\$11,528	\$18,832	\$23,050	\$4,218	22.4%
Capital Expense	\$349,872	\$499,914	\$788,742	\$980,000	\$191,258	24.2%
Total Expense	\$2,977,419	\$3,419,059	\$4,534,578	\$4,851,206	\$316,628	7.0%

County Budget: By Function

Infrastructure

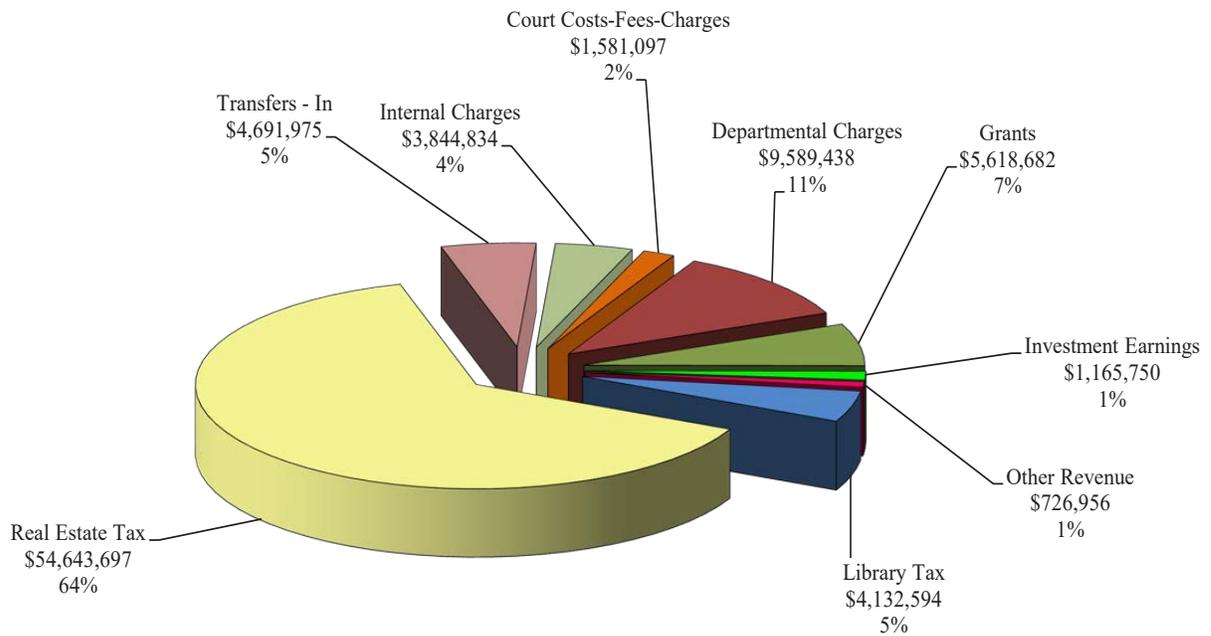
	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$4,205,610	\$1,762,020	\$9,112,674	\$9,967,203	\$854,529	9.4%
Interfund Revenue	\$33,699	\$34,374	\$40,000	\$35,000	\$-5,000	-12.5%
Other Revenue	\$2,064,225	\$1,696,265	\$1,785,810	\$6,793,067	\$5,007,257	280.4%
Total Revenue	\$6,303,534	\$3,492,659	\$10,938,484	\$16,795,270	\$5,856,786	53.5%
Salaries and Benefits	\$1,519,426	\$1,532,508	\$1,737,387	\$1,772,978	\$35,591	2.0%
Operating Expense	\$1,485,442	\$1,701,629	\$3,603,738	\$3,877,868	\$274,130	7.6%
Interfund Expense	\$55,236	\$64,291	\$58,913	\$606,156	\$547,243	928.9%
Capital Expense	\$4,763,979	\$2,825,573	\$10,800,247	\$15,542,746	\$4,742,499	43.9%
Total Expense	\$7,824,083	\$6,124,001	\$16,200,285	\$21,799,748	\$5,599,463	34.6%

Other Government Operations

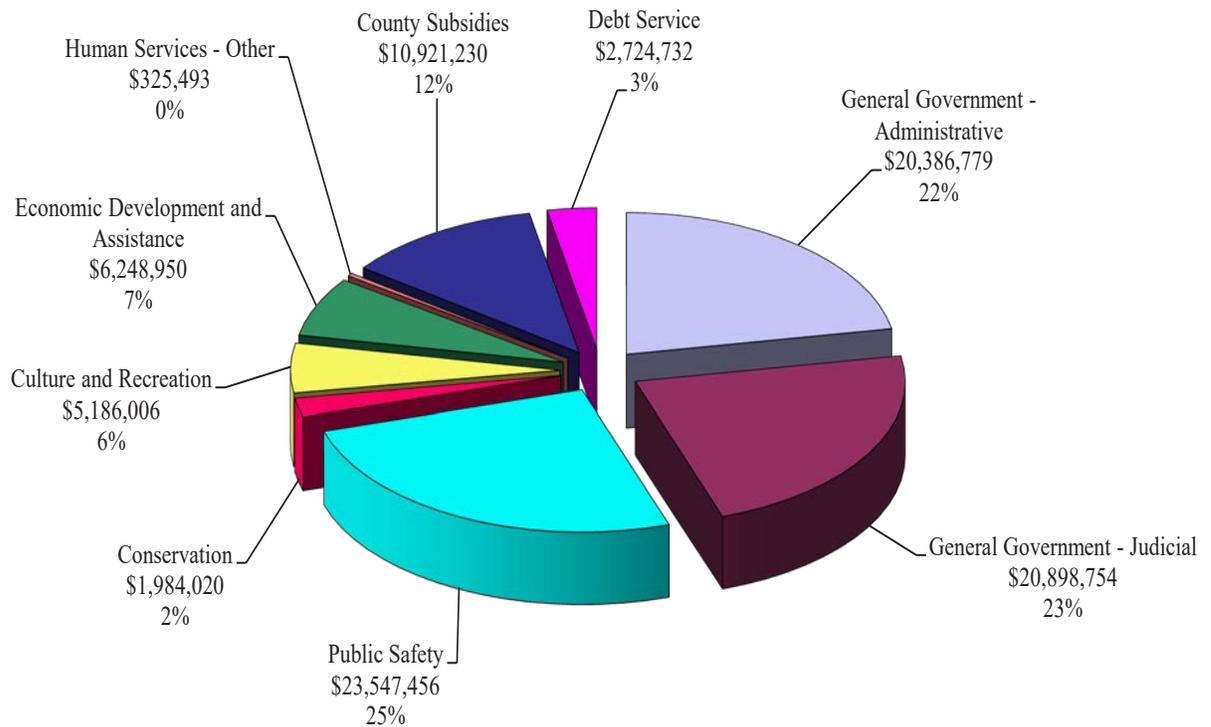
	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Tax Revenue	\$58,333,641	\$59,423,604	\$60,179,043	\$61,182,006	\$1,002,963	1.7%
Grant Revenue	\$1,603,451	\$1,354,753	\$1,690,000	\$1,707,306	\$17,306	1.0%
Interfund Revenue	\$12,565,164	\$14,071,841	\$11,829,070	\$11,236,718	\$-592,352	-5.0%
Other Revenue	\$38,783,026	\$23,820,271	\$34,110,705	\$35,297,451	\$1,186,746	3.5%
Total Revenue	\$111,285,282	\$98,670,469	\$107,808,818	\$109,423,481	\$1,614,663	1.5%
Salaries and Benefits	\$192,873	\$251,622	\$305,683	\$353,495	\$47,812	15.6%
Operating Expense	\$25,333,312	\$52,026,133	\$43,889,575	\$44,696,598	\$807,023	1.8%
Interfund Expense	\$13,860,901	\$13,942,972	\$14,416,082	\$15,871,889	\$1,455,807	10.1%
Capital Expense	\$5,090	\$0	\$672,692	\$1,850,001	\$1,177,309	175.0%
Total Expense	\$39,392,176	\$66,220,727	\$59,284,032	\$62,771,983	\$3,487,951	5.9%

County Budget: By Fund

General Fund Revenue



General Fund Expenditures



County Budget: Budget Summary

Governmental Funds

	General Fund (1)	MH.IDD	Children & Youth	Cumberland County Health Choices	Other Non-Major Funds (2)
Revenue					
Real Estate Tax	\$54,643,697	\$0	\$0	\$0	\$0
Library Tax	\$4,132,594	\$0	\$0	\$0	\$0
Hotel Tax	\$0	\$0	\$0	\$0	\$2,200,000
Payment in Lieu of Taxes	\$205,715	\$0	\$0	\$0	\$0
Tax Revenue Total	\$58,982,006	\$0	\$0	\$0	\$2,200,000
Grants	\$5,618,682	\$15,704,570	\$18,754,775	\$45,593,821	\$21,055,803
Grants Revenue Total	\$5,618,682	\$15,704,570	\$18,754,775	\$45,593,821	\$21,055,803
Transfers - In	\$4,691,975	\$589,018	\$4,223,213	\$0	\$10,918,610
Internal Charges	\$3,844,834	\$150,136	\$0	\$0	\$312,569
Interfund Revenue Total	\$8,536,809	\$739,154	\$4,223,213	\$0	\$11,231,179
Licenses and Permits	\$205,800	\$0	\$0	\$0	\$0
Departmental Charges	\$9,589,438	\$1,644,692	\$451,527	\$0	\$9,003,698
Court Costs - Fees - Charges	\$1,581,097	\$0	\$0	\$0	\$1,044,900
Investment Earnings	\$1,165,750	\$12,000	\$0	\$2,217	\$55,483
Rental Income	\$83,000	\$0	\$0	\$0	\$0
Contributions and Donations	\$231,891	\$0	\$0	\$0	\$67,200
Net Intergovernmental Revenue	\$0	\$116,856	\$0	\$0	\$13,037
Other Non-Operating	\$550	\$0	\$0	\$0	\$5,004,500
Other Revenue Total	\$12,857,526	\$1,773,548	\$451,527	\$2,217	\$15,188,818
Total Revenue	\$85,995,023	\$18,217,272	\$23,429,515	\$45,596,038	\$49,675,800
Expense					
Salaries/Benefits	\$45,157,340	\$4,134,348	\$6,878,121	\$0	\$14,610,300
Salaries and Benefits Total	\$45,157,340	\$4,134,348	\$6,878,121	\$0	\$14,610,300
Purchased Professional Services	\$7,049,754	\$13,335,983	\$15,250,286	\$45,364,603	\$5,697,714
Purchased Property Services	\$3,477,273	\$61,689	\$27,220	\$0	\$848,819
Other Purchased Services	\$2,824,516	\$131,250	\$204,780	\$0	\$832,966
Supplies	\$2,396,691	\$42,250	\$131,527	\$0	\$977,009
Payments to Agencies/Non Governmental Entities	\$6,622,431	\$0	\$0	\$0	\$52,500
Debt Service	\$0	\$0	\$0	\$0	\$4,019,987
Payment to Other Governments	\$4,975,985	\$0	\$0	\$0	\$1,146,028
Contingency	\$1,200,000	\$0	\$0	\$0	\$0
Other Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0
Operating Total	\$28,546,650	\$13,571,172	\$15,613,813	\$45,364,603	\$13,575,023
Subsidy	\$8,471,230	\$0	\$0	\$0	\$0
Transfers - Out	\$5,210,959	\$0	\$68,000	\$0	\$4,478,274
Internal Charges	\$343,481	\$511,752	\$869,581	\$231,435	\$1,740,284
Interfund Total	\$14,025,670	\$511,752	\$937,581	\$231,435	\$6,218,558
Capital	\$4,493,760	\$0	\$0	\$0	\$19,575,652
Capital Total	\$4,493,760	\$0	\$0	\$0	\$19,575,652
Total Expense	\$92,223,420	\$18,217,272	\$23,429,515	\$45,596,038	\$53,979,533
Net Increase (Decrease) in Fund Balance	\$-6,228,397	\$0	\$0	\$0	\$-4,303,733
Percentage Change in Fund Balance	-18.0%	0.0%	0.0%	0.0%	-39.6%
Fund Balance - January 1	\$34,511,428	\$103,500	\$0	\$0	\$10,869,785
Fund Balance - December 31	\$28,283,031	\$103,500	\$0	\$0	\$6,566,052

See footnotes on page 60 for explanations of changes in fund balance.

County Budget: Budget Summary

	Proprietary Funds			Fiduciary Funds			Total
	Nursing Home	Other Non-Major Funds (3)	Worker's Comp (4)	Retirement	Perry County Health Choices	Component Units	
Revenue							
Real Estate Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$54,643,697
Library Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$4,132,594
Hotel Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$2,200,000
Payment in Lieu of Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$205,715
Tax Revenue Total	\$0	\$0	\$0	\$0	\$0	\$0	\$61,182,006
Grants	\$0	\$0	\$0	\$0	\$9,755,240	\$1,023,172	\$117,506,063
Grants Revenue Total	\$0	\$0	\$0	\$0	\$9,755,240	\$1,023,172	\$117,506,063
Transfers - In	\$0	\$0	\$0	\$0	\$0	\$139,300	\$20,562,116
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$4,307,539
Interfund Revenue Total	\$0	\$0	\$0	\$0	\$0	\$139,300	\$24,869,655
Licenses and Permits	\$0	\$0	\$0	\$0	\$0	\$50,000	\$255,800
Departmental Charges	\$34,432,255	\$15,135,001	\$100,000	\$0	\$0	\$280,800	\$70,637,411
Court Costs - Fees - Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$2,625,997
Investment Earnings	\$9,300	\$10,000	\$57,000	\$9,850,000	\$600	\$20,410	\$11,182,760
Rental Income	\$19,800	\$0	\$0	\$0	\$0	\$0	\$102,800
Contributions and Donations	\$2,350	\$0	\$0	\$0	\$0	\$10,800	\$312,241
Net Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$129,893
Other Non-Operating	\$0	\$0	\$0	\$8,620,000	\$0	\$0	\$13,625,050
Other Revenue Total	\$34,463,705	\$15,145,001	\$157,000	\$18,470,000	\$600	\$362,010	\$98,871,952
Total Revenue	\$34,463,705	\$15,145,001	\$157,000	\$18,470,000	\$9,755,840	\$1,524,482	\$302,429,676
Expense							
Salaries/Benefits	\$18,997,937	\$101,911	\$19,466	\$87,665	\$40,474	\$763,313	\$90,790,875
Salaries and Benefits Total	\$18,997,937	\$101,911	\$19,466	\$87,665	\$40,474	\$763,313	\$90,790,875
Purchased Professional Services	\$4,916,113	\$294,500	\$175,500	\$682,600	\$9,703,820	\$637,700	\$103,108,573
Purchased Property Services	\$841,350	\$0	\$0	\$0	\$0	\$1,320	\$5,257,671
Other Purchased Services	\$310,793	\$1,351,000	\$0	\$500	\$0	\$28,700	\$5,684,505
Supplies	\$2,677,411	\$0	\$0	\$0	\$0	\$78,825	\$6,303,713
Payments to Agencies/Non Governmental Entities	\$16,672	\$0	\$0	\$0	\$0	\$5,000	\$6,696,603
Debt Service	\$57,000	\$0	\$0	\$0	\$0	\$0	\$4,076,987
Payment to Other Governments	\$4,000	\$2,501	\$0	\$0	\$0	\$0	\$6,128,514
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000
Other Non-Operating Expenses	\$1,003,750	\$13,239,300	\$481,200	\$16,150,000	\$0	\$0	\$30,874,250
Operating Total	\$9,827,089	\$14,887,301	\$656,700	\$16,833,100	\$9,703,820	\$751,545	\$169,330,816
Subsidy	\$0	\$0	\$0	\$0	\$0	\$0	\$8,471,230
Transfers - Out	\$4,538,900	\$0	\$0	\$0	\$0	\$0	\$14,296,133
Internal Charges	\$684,120	\$1,200	\$0	\$400	\$11,546	\$8,050	\$4,401,849
Interfund Total	\$5,223,020	\$1,200	\$0	\$400	\$11,546	\$8,050	\$27,169,212
Capital	\$0	\$0	\$0	\$250,000	\$0	\$30,000	\$24,349,412
Capital Total	\$0	\$0	\$0	\$250,000	\$0	\$30,000	\$24,349,412
Total Expense	\$34,048,046	\$14,990,412	\$676,166	\$17,171,165	\$9,755,840	\$1,552,908	\$311,640,315
Net Increase (Decrease) in Fund Balance	\$415,659	\$154,589	\$-519,166	\$1,298,835	\$0	\$-28,426	\$-9,210,639
Percentage Change in Fund Balance	5.4%	100.4%	-69.2%	0.7%	0.0%	-2.6%	-3.6%
Fund Balance - January 1	\$7,698,470	\$154,000	\$750,000	\$198,625,400	\$0	\$1,096,936	\$253,809,519
Fund Balance - December 31	\$8,114,129	\$308,589	\$230,834	\$199,924,235	\$0	\$1,068,510	\$244,598,880

County Budget: By Fund

100 General Fund

General Fund

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$34,511,428		
Tax Revenue	\$56,226,819	\$57,244,807	\$58,079,043	\$58,982,006	\$902,963	1.6%
Grant Revenue	\$3,250,229	\$2,890,910	\$3,224,098	\$5,618,682	\$2,394,584	74.3%
Interfund Revenue	\$8,213,587	\$8,856,953	\$8,911,075	\$8,536,809	\$-374,266	-4.2%
Other Revenue	\$13,248,178	\$13,032,281	\$11,840,522	\$12,857,526	\$1,017,004	8.6%
Total Revenue	\$80,938,813	\$82,024,951	\$82,054,738	\$85,995,023	\$3,940,285	4.8%
Salaries and Benefits	\$39,245,660	\$39,912,633	\$43,056,297	\$45,157,340	\$2,101,043	4.9%
Operating Expense	\$22,629,914	\$24,386,291	\$28,036,516	\$28,546,650	\$510,134	1.8%
Interfund Expense	\$12,113,832	\$11,391,420	\$12,746,759	\$14,025,670	\$1,278,911	10.0%
Capital Expense	\$2,646,266	\$2,492,581	\$3,870,945	\$4,493,760	\$622,815	16.1%
Total Expense	\$76,635,672	\$78,182,925	\$87,710,517	\$92,223,420	\$4,512,903	5.1%
Ending Fund Balance				\$28,283,031		

111 District Attorney - Insurance Fraud Prevention

General Fund

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$183,368	\$184,498	\$244,963	\$247,423	\$2,460	1.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$137	\$296	\$100	\$390	\$290	290.0%
Total Revenue	\$183,505	\$184,794	\$245,063	\$247,813	\$2,750	1.1%
Salaries and Benefits	\$174,044	\$169,974	\$184,292	\$190,230	\$5,938	3.2%
Operating Expense	\$14,810	\$13,767	\$58,878	\$56,048	\$-2,830	-4.8%
Interfund Expense	\$-5,347	\$1,055	\$1,893	\$1,535	\$-358	-18.9%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$183,507	\$184,796	\$245,063	\$247,813	\$2,750	1.1%
Ending Fund Balance				\$0		

County Budget: By Fund

113 District Attorney - Stop Grant

General Fund

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$122,281	\$137,719	\$125,000	\$125,000	\$0	0.0%
Interfund Revenue	\$154,757	\$143,498	\$51,377	\$49,316	\$-2,061	-4.0%
Other Revenue	\$11	\$128	\$0	\$0	\$0	0.0%
Total Revenue	\$277,049	\$281,345	\$176,377	\$174,316	\$-2,061	-1.2%
Salaries and Benefits	\$213,380	\$211,234	\$110,358	\$111,686	\$1,328	1.2%
Operating Expense	\$62,762	\$69,257	\$64,870	\$60,330	\$-4,540	-7.0%
Interfund Expense	\$907	\$855	\$1,149	\$2,300	\$1,151	100.2%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$277,049	\$281,346	\$176,377	\$174,316	\$-2,061	-1.2%
Ending Fund Balance				\$0		

130 Criminal Justice Services

General Fund

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$7,802		
Grant Revenue	\$439,699	\$647,515	\$505,783	\$314,354	\$-191,429	-37.8%
Interfund Revenue	\$339,968	\$374,049	\$751,331	\$1,134,197	\$382,866	51.0%
Other Revenue	\$5,575	\$8,124	\$24,740	\$12,395	\$-12,345	-49.9%
Total Revenue	\$785,242	\$1,029,688	\$1,281,854	\$1,460,946	\$179,092	14.0%
Salaries and Benefits	\$491,675	\$597,235	\$726,627	\$877,234	\$150,607	20.7%
Operating Expense	\$177,381	\$318,511	\$433,228	\$483,673	\$50,445	11.6%
Interfund Expense	\$113,914	\$113,233	\$98,853	\$100,039	\$1,186	1.2%
Capital Expense	\$0	\$0	\$23,146	\$0	\$-23,146	-100.0%
Total Expense	\$782,970	\$1,028,979	\$1,281,854	\$1,460,946	\$179,092	14.0%
Ending Fund Balance				\$7,802		

County Budget: By Fund

140 Offender Supervision

General Fund

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$1,304,737		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$793,481	\$924,070	\$816,600	\$864,600	\$48,000	5.9%
Total Revenue	\$793,481	\$924,070	\$816,600	\$864,600	\$48,000	5.9%
Salaries and Benefits	\$610,069	\$715,588	\$651,707	\$726,469	\$74,762	11.5%
Operating Expense	\$26,688	\$31,164	\$33,380	\$53,415	\$20,035	60.0%
Interfund Expense	\$78,633	\$76,571	\$76,930	\$76,605	\$-325	-0.4%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$715,390	\$823,323	\$762,017	\$856,489	\$94,472	12.4%
Ending Fund Balance				\$1,312,848		

200 Affordable Housing

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$9,700		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$192,435	\$184,862	\$190,350	\$180,000	\$-10,350	-5.4%
Total Revenue	\$192,435	\$184,862	\$190,350	\$180,000	\$-10,350	-5.4%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$185,159	\$183,593	\$180,534	\$171,500	\$-9,034	-5.0%
Interfund Expense	\$10,516	\$8,827	\$9,589	\$9,100	\$-489	-5.1%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$195,675	\$192,420	\$190,123	\$180,600	\$-9,523	-5.0%
Ending Fund Balance				\$9,100		

County Budget: By Fund

205 ARD Program

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$304,808	\$286,669	\$312,000	\$280,000	\$-32,000	-10.3%
Total Revenue	\$304,808	\$286,669	\$312,000	\$280,000	\$-32,000	-10.3%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$124,469	\$123,108	\$151,850	\$132,050	\$-19,800	-13.0%
Interfund Expense	\$180,339	\$163,559	\$160,150	\$147,950	\$-12,200	-7.6%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$304,808	\$286,667	\$312,000	\$280,000	\$-32,000	-10.3%
Ending Fund Balance				\$0		

215 Children & Youth Services

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$14,498,261	\$16,648,244	\$17,575,492	\$18,754,775	\$1,179,283	6.7%
Interfund Revenue	\$4,071,553	\$3,169,240	\$3,772,219	\$4,223,213	\$450,994	12.0%
Other Revenue	\$469,505	\$499,944	\$336,864	\$451,527	\$114,663	34.0%
Total Revenue	\$19,039,319	\$20,317,428	\$21,684,575	\$23,429,515	\$1,744,940	8.0%
Salaries and Benefits	\$4,948,280	\$5,341,271	\$6,239,628	\$6,878,121	\$638,493	10.2%
Operating Expense	\$13,102,241	\$13,987,482	\$14,445,648	\$15,613,813	\$1,168,165	8.1%
Interfund Expense	\$988,799	\$988,673	\$999,299	\$937,581	\$-61,718	-6.2%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$19,039,320	\$20,317,426	\$21,684,575	\$23,429,515	\$1,744,940	8.0%
Ending Fund Balance				\$0		

County Budget: By Fund

220 Cumberland County Health Choices

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$39,487,338	\$39,228,080	\$45,593,821	\$45,593,821	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$590	\$1,889	\$2,217	\$2,217	\$0	0.0%
Total Revenue	\$39,487,928	\$39,229,969	\$45,596,038	\$45,596,038	\$0	0.0%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$39,307,755	\$39,024,939	\$45,359,426	\$45,364,603	\$5,177	0.0%
Interfund Expense	\$180,328	\$205,031	\$236,611	\$231,435	\$-5,176	-2.2%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$39,488,083	\$39,229,970	\$45,596,037	\$45,596,038	\$1	0.0%
Ending Fund Balance				\$0		

225 Domestic Relations

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$2,226,288	\$2,273,093	\$2,446,653	\$2,456,179	\$9,526	0.4%
Interfund Revenue	\$991,339	\$1,072,067	\$1,100,700	\$1,322,013	\$221,313	20.1%
Other Revenue	\$29,716	\$31,025	\$3,240	\$2,990	\$-250	-7.7%
Total Revenue	\$3,247,343	\$3,376,185	\$3,550,593	\$3,781,182	\$230,589	6.5%
Salaries and Benefits	\$2,621,982	\$2,786,767	\$2,894,335	\$3,151,324	\$256,989	8.9%
Operating Expense	\$148,032	\$140,952	\$196,575	\$200,825	\$4,250	2.2%
Interfund Expense	\$433,009	\$406,232	\$450,183	\$429,033	\$-21,150	-4.7%
Capital Expense	\$44,322	\$42,235	\$9,500	\$0	\$-9,500	-100.0%
Total Expense	\$3,247,345	\$3,376,186	\$3,550,593	\$3,781,182	\$230,589	6.5%
Ending Fund Balance				\$0		

County Budget: By Fund

230 Drug & Alcohol

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$1,065,000		
Grant Revenue	\$1,822,550	\$2,233,489	\$3,079,915	\$3,046,970	\$-32,945	-1.1%
Interfund Revenue	\$628,865	\$694,970	\$645,812	\$640,338	\$-5,474	-0.8%
Other Revenue	\$407,492	\$428,603	\$341,810	\$358,310	\$16,500	4.8%
Total Revenue	\$2,858,907	\$3,357,062	\$4,067,537	\$4,045,618	\$-21,919	-0.5%
Salaries and Benefits	\$1,437,202	\$1,444,957	\$1,559,447	\$1,719,100	\$159,653	10.2%
Operating Expense	\$1,161,018	\$1,558,531	\$2,077,976	\$1,906,845	\$-171,131	-8.2%
Interfund Expense	\$170,226	\$194,889	\$518,696	\$441,606	\$-77,090	-14.9%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$2,768,446	\$3,198,377	\$4,156,119	\$4,067,551	\$-88,568	-2.1%
Ending Fund Balance				\$1,043,067		

235 Hotel Tax

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Tax Revenue	\$2,106,822	\$2,178,797	\$2,100,000	\$2,200,000	\$100,000	4.8%
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$2,132	\$4,415	\$2,650	\$4,300	\$1,650	62.3%
Total Revenue	\$2,108,954	\$2,183,212	\$2,102,650	\$2,204,300	\$101,650	4.8%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$42,123	\$43,556	\$54,000	\$44,000	\$-10,000	-18.5%
Interfund Expense	\$2,066,831	\$2,139,657	\$2,048,650	\$2,160,300	\$111,650	5.4%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$2,108,954	\$2,183,213	\$2,102,650	\$2,204,300	\$101,650	4.8%
Ending Fund Balance				\$0		

County Budget: By Fund

240 Human Service Development Fund

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$129,187	\$129,187	\$129,187	\$129,187	\$0	0.0%
Interfund Revenue	\$77,167	\$79,062	\$79,641	\$86,763	\$7,122	8.9%
Other Revenue	\$118	\$0	\$0	\$0	\$0	0.0%
Total Revenue	\$206,472	\$208,249	\$208,828	\$215,950	\$7,122	3.4%
Salaries and Benefits	\$97,545	\$100,314	\$105,902	\$111,321	\$5,419	5.1%
Operating Expense	\$19,061	\$7,611	\$7,651	\$9,741	\$2,090	27.3%
Interfund Expense	\$89,869	\$100,323	\$95,274	\$94,888	\$-386	-0.4%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$206,475	\$208,248	\$208,827	\$215,950	\$7,123	3.4%
Ending Fund Balance				\$0		

245 Liquid Fuels

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$1,153,800		
Grant Revenue	\$3,805,868	\$1,056,043	\$8,274,674	\$9,402,603	\$1,127,929	13.6%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$4,095	\$194,425	\$6,400	\$180,117	\$173,717	2714.3%
Total Revenue	\$3,809,963	\$1,250,468	\$8,281,074	\$9,582,720	\$1,301,646	15.7%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$261,656	\$212,896	\$1,104,985	\$881,890	\$-223,095	-20.2%
Interfund Expense	\$23,317	\$29,310	\$24,399	\$22,682	\$-1,717	-7.0%
Capital Expense	\$3,315,243	\$515,845	\$7,840,099	\$9,171,346	\$1,331,247	17.0%
Total Expense	\$3,600,216	\$758,051	\$8,969,483	\$10,075,918	\$1,106,435	12.3%
Ending Fund Balance				\$660,602		

County Budget: By Fund

246 County Fee Local Use Fund

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$1,477,640		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$1,504,184	\$1,064,989	\$1,201,000	\$1,110,000	\$-91,000	-7.6%
Total Revenue	\$1,504,184	\$1,064,989	\$1,201,000	\$1,110,000	\$-91,000	-7.6%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$25,909	\$19,653	\$101,000	\$746,038	\$645,038	638.7%
Interfund Expense	\$12,944	\$16,595	\$13,212	\$554,408	\$541,196	4096.2%
Capital Expense	\$1,235,853	\$468,031	\$1,075,179	\$307,500	\$-767,679	-71.4%
Total Expense	\$1,274,706	\$504,279	\$1,189,391	\$1,607,946	\$418,555	35.2%
Ending Fund Balance				\$979,694		

250 Mental Health, Intellectual & Developmental Disabilities

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$103,500		
Grant Revenue	\$14,572,793	\$14,687,077	\$15,704,570	\$15,704,570	\$0	0.0%
Interfund Revenue	\$593,615	\$642,407	\$719,572	\$739,154	\$19,582	2.7%
Other Revenue	\$1,574,444	\$1,665,368	\$1,706,398	\$1,773,548	\$67,150	3.9%
Total Revenue	\$16,740,852	\$16,994,852	\$18,130,540	\$18,217,272	\$86,732	0.5%
Salaries and Benefits	\$3,636,387	\$3,700,511	\$3,945,511	\$4,134,348	\$188,837	4.8%
Operating Expense	\$12,688,393	\$12,747,972	\$13,622,868	\$13,571,172	\$-51,696	-0.4%
Interfund Expense	\$529,376	\$529,907	\$562,161	\$511,752	\$-50,409	-9.0%
Capital Expense	\$0	\$7,282	\$0	\$0	\$0	0.0%
Total Expense	\$16,854,156	\$16,985,672	\$18,130,540	\$18,217,272	\$86,732	0.5%
Ending Fund Balance				\$103,500		

County Budget: By Fund

255 Office of Aging

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$257,055		
Grant Revenue	\$3,976,730	\$4,018,857	\$3,499,369	\$3,504,600	\$5,231	0.1%
Interfund Revenue	\$193,119	\$209,230	\$359,311	\$413,362	\$54,051	15.0%
Other Revenue	\$355,670	\$331,246	\$640,900	\$622,100	\$-18,800	-2.9%
Total Revenue	\$4,525,519	\$4,559,333	\$4,499,580	\$4,540,062	\$40,482	0.9%
Salaries and Benefits	\$2,105,604	\$2,102,548	\$2,302,132	\$2,407,102	\$104,970	4.6%
Operating Expense	\$2,019,351	\$2,089,134	\$1,938,550	\$1,818,790	\$-119,760	-6.2%
Interfund Expense	\$308,086	\$343,134	\$331,737	\$314,170	\$-17,567	-5.3%
Capital Expense	\$34,420	\$23,553	\$0	\$0	\$0	0.0%
Total Expense	\$4,467,461	\$4,558,369	\$4,572,419	\$4,540,062	\$-32,357	-0.7%
Ending Fund Balance				\$257,055		

260 Records Improvement - County

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$140,100		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$65,689	\$61,993	\$60,050	\$60,050	\$0	0.0%
Total Revenue	\$65,689	\$61,993	\$60,050	\$60,050	\$0	0.0%
Salaries and Benefits	\$50,910	\$51,997	\$57,196	\$61,509	\$4,313	7.5%
Operating Expense	\$49,751	\$25,538	\$58,600	\$75,900	\$17,300	29.5%
Interfund Expense	\$731	\$559	\$470	\$15,800	\$15,330	3261.7%
Capital Expense	\$5,090	\$0	\$53,000	\$1	\$-52,999	-100.0%
Total Expense	\$106,482	\$78,094	\$169,266	\$153,210	\$-16,056	-9.5%
Ending Fund Balance				\$46,940		

County Budget: By Fund

261 Record Improvement - Recorder of Deeds

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$55,500		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$98,464	\$92,946	\$92,000	\$90,000	\$-2,000	-2.2%
Total Revenue	\$98,464	\$92,946	\$92,000	\$90,000	\$-2,000	-2.2%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$234,398	\$79,016	\$89,500	\$89,700	\$200	0.2%
Interfund Expense	\$633	\$544	\$311	\$300	\$-11	-3.5%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$235,031	\$79,560	\$89,811	\$90,000	\$189	0.2%
Ending Fund Balance				\$55,500		

265 Recycling & Waste Authority

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$609,700		
Grant Revenue	\$82,311	\$334,197	\$438,000	\$94,600	\$-343,400	-78.4%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$277,639	\$334,603	\$358,480	\$408,800	\$50,320	14.0%
Total Revenue	\$359,950	\$668,800	\$796,480	\$503,400	\$-293,080	-36.8%
Salaries and Benefits	\$87,002	\$102,862	\$110,364	\$118,181	\$7,817	7.1%
Operating Expense	\$229,777	\$261,869	\$435,640	\$459,741	\$24,101	5.5%
Interfund Expense	\$2,118	\$1,798	\$6,860	\$12,966	\$6,106	89.0%
Capital Expense	\$8,340	\$256,873	\$659,195	\$10,000	\$-649,195	-98.5%
Total Expense	\$327,237	\$623,402	\$1,212,059	\$600,888	\$-611,171	-50.4%
Ending Fund Balance				\$512,212		

County Budget: By Fund

270 Community Services

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$90,000		
Grant Revenue	\$685,483	\$704,927	\$712,253	\$722,253	\$10,000	1.4%
Interfund Revenue	\$75,237	\$83,489	\$84,540	\$102,403	\$17,863	21.1%
Other Revenue	\$94,318	\$86,833	\$126,365	\$126,483	\$118	0.1%
Total Revenue	\$855,038	\$875,249	\$923,158	\$951,139	\$27,981	3.0%
Salaries and Benefits	\$326,559	\$320,520	\$338,837	\$358,894	\$20,057	5.9%
Operating Expense	\$472,416	\$499,065	\$534,646	\$544,389	\$9,743	1.8%
Interfund Expense	\$39,521	\$42,260	\$49,672	\$47,856	\$-1,816	-3.7%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$838,496	\$861,845	\$923,155	\$951,139	\$27,984	3.0%
Ending Fund Balance				\$90,000		

275 Victim Witness Assistance Program

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$172,310		
Grant Revenue	\$353,731	\$386,565	\$464,662	\$562,634	\$97,972	21.1%
Interfund Revenue	\$143,639	\$127,076	\$265,311	\$267,521	\$2,210	0.8%
Other Revenue	\$44,953	\$37,569	\$30,300	\$27,900	\$-2,400	-7.9%
Total Revenue	\$542,323	\$551,210	\$760,273	\$858,055	\$97,782	12.9%
Salaries and Benefits	\$450,456	\$447,544	\$665,745	\$745,005	\$79,260	11.9%
Operating Expense	\$59,453	\$65,636	\$77,660	\$111,725	\$34,065	43.9%
Interfund Expense	\$2,200	\$1,865	\$3,124	\$3,600	\$476	15.2%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$512,109	\$515,045	\$746,529	\$860,330	\$113,801	15.2%
Ending Fund Balance				\$170,035		

County Budget: By Fund

285 Fiscal Employer Agent

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$-841	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$1,401	\$5,795	\$0	\$0	\$0	0.0%
Total Revenue	\$560	\$5,795	\$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	\$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%
Ending Fund Balance				\$0		

290 Emergency Telephone 9-1-1

Special Revenue

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$2,965,801		
Grant Revenue	\$0	\$0	\$50	\$0	\$-50	-100.0%
Interfund Revenue	\$306,142	\$320,681	\$1,667,584	\$295,279	\$-1,372,305	-82.3%
Other Revenue	\$6,124,121	\$5,734,833	\$5,837,350	\$5,840,883	\$3,533	0.1%
Total Revenue	\$6,430,263	\$6,055,514	\$7,504,984	\$6,136,162	\$-1,368,822	-18.2%
Salaries and Benefits	\$3,244,918	\$3,397,517	\$3,640,125	\$4,032,245	\$392,120	10.8%
Operating Expense	\$1,086,964	\$1,015,682	\$1,372,681	\$1,167,936	\$-204,745	-14.9%
Interfund Expense	\$1,226,267	\$1,262,564	\$1,252,077	\$1,783,420	\$531,343	42.4%
Capital Expense	\$814,571	\$9,023	\$4,976,041	\$1,761,905	\$-3,214,136	-64.6%
Total Expense	\$6,372,720	\$5,684,786	\$11,240,924	\$8,745,506	\$-2,495,418	-22.2%
Ending Fund Balance				\$356,457		

County Budget: By Fund

300 Capital Funds - Improvement

Capital

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$0	\$0	\$0	\$5,004,500	\$5,004,500	100.0%
Total Revenue	\$0	\$0	\$0	\$5,004,500	\$5,004,500	100.0%
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	\$4,552,500	\$4,552,500	100.0%
Total Expense	\$0	\$0	\$0	\$4,552,500	\$4,552,500	100.0%
Ending Fund Balance				\$452,000		

301 Capital Funds - Bond Projects

Capital

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$2,900,000	\$2,900,000	100.0%
Other Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Total Revenue	\$0	\$0	\$0	\$2,900,000	\$2,900,000	100.0%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$0	\$0	\$0	\$120,000	\$120,000	100.0%
Interfund Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Capital Expense	\$0	\$0	\$0	\$2,780,000	\$2,780,000	100.0%
Total Expense	\$0	\$0	\$0	\$2,900,000	\$2,900,000	100.0%
Ending Fund Balance				\$0		

County Budget: By Fund

304 Capital Bridge Fund

Capital

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$1,560,640		
Grant Revenue	\$298,041	\$370,785	\$380,000	\$450,000	\$70,000	18.4%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$188,880	\$25,338	\$110,000	\$15,000	-\$95,000	-86.4%
Total Revenue	\$486,921	\$396,123	\$490,000	\$465,000	-\$25,000	-5.1%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$0	\$47,566	\$568,590	\$420,500	-\$148,090	-26.0%
Interfund Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Capital Expense	\$182,093	\$15,721	\$94,350	\$992,400	\$898,050	951.8%
Total Expense	\$182,093	\$63,287	\$662,940	\$1,412,900	\$749,960	113.1%
Ending Fund Balance				\$612,740		

400 Sinking Fund

Debt Service

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$5,669,788	\$5,713,321	\$4,182,407	\$4,019,987	-\$162,420	-3.9%
Other Revenue	\$0	\$12,140,000	\$0	\$0	\$0	0.0%
Total Revenue	\$5,669,788	\$17,853,321	\$4,182,407	\$4,019,987	-\$162,420	-3.9%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$5,669,789	\$17,838,529	\$4,182,407	\$4,019,987	-\$162,420	-3.9%
Interfund Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$5,669,789	\$17,838,529	\$4,182,407	\$4,019,987	-\$162,420	-3.9%
Ending Fund Balance				\$0		

County Budget: By Fund

640 Nursing Home

Enterprise

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$7,698,470		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$32,118,685	\$33,129,749	\$34,443,341	\$34,463,705	\$20,364	0.1%
Total Revenue	\$32,118,685	\$33,129,749	\$34,443,341	\$34,463,705	\$20,364	0.1%
Salaries and Benefits	\$18,418,259	\$19,605,178	\$19,146,926	\$18,997,937	\$-148,989	-0.8%
Operating Expense	\$8,822,475	\$8,925,753	\$9,146,066	\$9,827,089	\$681,023	7.4%
Interfund Expense	\$4,951,544	\$5,652,634	\$5,665,589	\$5,223,020	\$-442,569	-7.8%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$32,192,278	\$34,183,565	\$33,958,581	\$34,048,046	\$89,465	0.3%
Ending Fund Balance				\$8,114,129		

700 Workers' Compensation

Internal Service

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$750,000		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$330,815	\$299,781	\$226,000	\$157,000	\$-69,000	-30.5%
Total Revenue	\$330,815	\$299,781	\$226,000	\$157,000	\$-69,000	-30.5%
Salaries and Benefits	\$0	\$0	\$0	\$19,466	\$19,466	100.0%
Operating Expense	\$212,148	\$153,419	\$532,000	\$656,700	\$124,700	23.4%
Interfund Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$212,148	\$153,419	\$532,000	\$676,166	\$144,166	27.1%
Ending Fund Balance				\$230,834		

County Budget: By Fund

710 Health Reimbursement Account (HRA)

Internal Service

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$389,259	\$0	\$0	\$0	\$0	0.0%
Total Revenue	\$389,259	\$0	\$0	\$0	\$0	0.0%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$388,210	\$2,070	\$0	\$0	\$0	0.0%
Interfund Expense	\$0	\$709,235	\$0	\$0	\$0	0.0%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$388,210	\$711,305	\$0	\$0	\$0	0.0%
Ending Fund Balance				\$0		

720 Health Care Self-Insurance

Internal Service

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$154,000		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$709,235	\$0	\$0	\$0	0.0%
Other Revenue	\$0	\$13,398,213	\$14,333,800	\$15,145,001	\$811,201	5.7%
Total Revenue	\$0	\$14,107,448	\$14,333,800	\$15,145,001	\$811,201	5.7%
Salaries and Benefits	\$0	\$50,777	\$89,711	\$101,911	\$12,200	13.6%
Operating Expense	\$0	\$13,875,076	\$14,244,805	\$14,887,301	\$642,496	4.5%
Interfund Expense	\$0	\$591	\$408	\$1,200	\$792	194.1%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$0	\$13,926,444	\$14,334,924	\$14,990,412	\$655,488	4.6%
Ending Fund Balance				\$308,589		

County Budget: By Fund

810 Retirement

Fiduciary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$198,625,400		
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$37,241,951	\$-3,298,601	\$18,605,000	\$18,470,000	\$-135,000	-0.7%
Total Revenue	\$37,241,951	\$-3,298,601	\$18,605,000	\$18,470,000	\$-135,000	-0.7%
Salaries and Benefits	\$99,826	\$87,885	\$86,043	\$87,665	\$1,622	1.9%
Operating Expense	\$12,493,687	\$13,151,177	\$16,611,100	\$16,833,100	\$222,000	1.3%
Interfund Expense	\$181	\$139	\$174	\$400	\$226	129.9%
Capital Expense	\$0	\$0	\$0	\$250,000	\$250,000	100.0%
Total Expense	\$12,593,694	\$13,239,201	\$16,697,317	\$17,171,165	\$473,848	2.8%
Ending Fund Balance				\$199,924,235		

850 Perry County Health Choices

Fiduciary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$0		
Grant Revenue	\$8,246,236	\$8,670,389	\$9,755,240	\$9,755,240	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$134	\$448	\$598	\$600	\$2	0.3%
Total Revenue	\$8,246,370	\$8,670,837	\$9,755,838	\$9,755,840	\$2	0.0%
Salaries and Benefits	\$33,510	\$39,986	\$36,353	\$40,474	\$4,121	11.3%
Operating Expense	\$8,212,747	\$8,630,732	\$9,703,069	\$9,703,820	\$751	0.0%
Interfund Expense	\$113	\$119	\$16,415	\$11,546	\$-4,869	-29.7%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$8,246,370	\$8,670,837	\$9,755,837	\$9,755,840	\$3	0.0%
Ending Fund Balance				\$0		

County Budget: By Fund

900 Conservation District - Clean Water

Component Unit

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$896,382		
Grant Revenue	\$36,040	\$44,898	\$51,000	\$51,000	\$0	0.0%
Interfund Revenue	\$49,300	\$49,300	\$49,300	\$49,300	\$0	0.0%
Other Revenue	\$313,746	\$344,741	\$246,800	\$319,300	\$72,500	29.4%
Total Revenue	\$399,086	\$438,939	\$347,100	\$419,600	\$72,500	20.9%
Salaries and Benefits	\$306,402	\$316,494	\$331,364	\$372,975	\$41,611	12.6%
Operating Expense	\$17,021	\$16,686	\$24,108	\$34,825	\$10,717	44.5%
Interfund Expense	\$1,980	\$2,017	\$1,383	\$2,200	\$817	59.1%
Capital Expense	\$14,000	\$0	\$0	\$30,000	\$30,000	100.0%
Total Expense	\$339,403	\$335,197	\$356,855	\$440,000	\$83,145	23.3%
Ending Fund Balance				\$875,982		

901 Conservation District - Chesapeake Bay

Component Unit

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$15,828		
Grant Revenue	\$180,197	\$198,280	\$306,800	\$247,000	\$-59,800	-19.5%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$13	\$40	\$10	\$10	\$0	0.0%
Total Revenue	\$180,210	\$198,320	\$306,810	\$247,010	\$-59,800	-19.5%
Salaries and Benefits	\$144,166	\$145,828	\$147,507	\$146,691	\$-816	-0.6%
Operating Expense	\$48,399	\$53,601	\$147,819	\$88,150	\$-59,669	-40.4%
Interfund Expense	\$653	\$484	\$1,277	\$2,200	\$923	72.3%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$193,218	\$199,913	\$296,603	\$237,041	\$-59,562	-20.1%
Ending Fund Balance				\$25,797		

County Budget: By Fund

902 Conservation District - District Programs

Component Unit

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$180,829		
Grant Revenue	\$164,953	\$198,486	\$503,200	\$373,700	\$-129,500	-25.7%
Interfund Revenue	\$77,703	\$48,076	\$90,000	\$90,000	\$0	0.0%
Other Revenue	\$40,135	\$47,219	\$40,400	\$41,800	\$1,400	3.5%
Total Revenue	\$282,791	\$293,781	\$633,600	\$505,500	\$-128,100	-20.2%
Salaries and Benefits	\$185,960	\$182,161	\$198,234	\$221,597	\$23,363	11.8%
Operating Expense	\$108,151	\$59,994	\$443,560	\$298,970	\$-144,590	-32.6%
Interfund Expense	\$2,131	\$1,790	\$1,751	\$2,750	\$999	57.1%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$296,242	\$243,945	\$643,545	\$523,317	\$-120,228	-18.7%
Ending Fund Balance				\$163,012		

903 Conservation District - Dirt & Gravel Roads

Component Unit

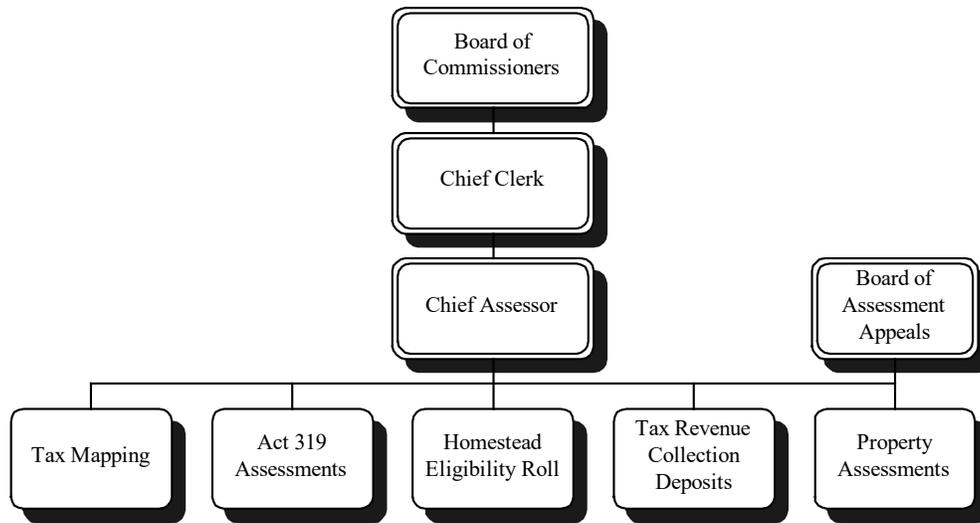
	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$3,897		
Grant Revenue	\$227,848	\$403,639	\$380,198	\$351,472	\$-28,726	-7.6%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$684	\$1,866	\$900	\$900	\$0	0.0%
Total Revenue	\$228,532	\$405,505	\$381,098	\$352,372	\$-28,726	-7.5%
Salaries and Benefits	\$29,220	\$22,625	\$20,604	\$22,050	\$1,446	7.0%
Operating Expense	\$183,483	\$383,178	\$360,020	\$329,600	\$-30,420	-8.4%
Interfund Expense	\$464	\$400	\$352	\$900	\$548	155.7%
Capital Expense	\$14,680	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$227,847	\$406,203	\$380,976	\$352,550	\$-28,426	-7.5%
Ending Fund Balance				\$3,719		

County Budget: By Fund

Total County Budget

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Beginning Fund Balance				\$253,809,519		
Tax Revenue	\$58,333,641	\$59,423,604	\$60,179,043	\$61,182,006	\$1,002,963	1.7%
Grant Revenue	\$94,789,432	\$95,446,878	\$113,394,928	\$117,506,063	\$4,111,135	3.6%
Interfund Revenue	\$21,584,938	\$22,292,654	\$22,730,180	\$24,869,655	\$2,139,475	9.4%
Other Revenue	\$96,223,458	\$81,101,700	\$91,937,185	\$98,871,952	\$6,934,767	7.5%
Total Revenue	\$270,931,469	\$258,264,836	\$288,241,336	\$302,429,676	\$14,188,340	4.9%
Salaries and Benefits	\$78,959,016	\$81,854,406	\$86,645,245	\$90,790,875	\$4,145,630	4.8%
Operating Expense	\$130,285,591	\$160,043,004	\$166,400,206	\$169,330,816	\$2,930,610	1.8%
Interfund Expense	\$23,524,115	\$24,386,270	\$25,375,408	\$27,169,212	\$1,793,804	7.1%
Capital Expense	\$8,314,878	\$3,831,144	\$18,601,455	\$24,349,412	\$5,747,957	30.9%
Total Expense	\$241,083,600	\$270,114,824	\$297,022,314	\$311,640,315	\$14,618,001	4.9%
Ending Fund Balance				\$244,598,880		

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Mission Statement

To identify and assign fair and equitable assessments to all real property 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.

- Goals**
- Maintain and update tax parcel map database.
 - Maintain current ownership information.
 - Certify the Uniform Parcel Identifier (UPI) on all documents prior to recording in the Recorder of Deeds Office.

Assessment: Real Property and Per Capita/Residency Assessment.

- Goals**
- Identify all real property and assign uniform and equitable assessments.
 - Maintain current ownership and address information on all real property.
 - Update assessments in a timely manner as property improvements are made.
 - Maintain all County assessments at 100% of base year value.
 - Administer Act 319 Clean and Green preferential assessments to approved properties.
 - Support County assessments on all formal appeals brought before the Board of Assessment Appeals (BoA).
 - Maintain names and addresses of all persons over eighteen years of age for the School Districts that impose the Per Capita Tax.

Eligibility: Homestead/Farmstead eligibility role.

- Goals**
- Receive and review applications and determine eligibility for Homestead/Farmstead exclusion.
 - Maintain a database of approved properties for Homestead/Farmstead exclusion.

Deposit: Banking of tax revenue collection.

- Goals**
- Maintain an accurate account of tax revenue collection.
 - Make timely deposits of all tax revenues.

Collection: Assembly of outstanding tax claims.

- Goals**
- Collect and distribute taxes and penalties of delinquent accounts.

Assessment

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Support efforts to improve Geographic Information System (GIS) services for the County and stakeholders through continued collaboration with the Information Management Technology Office (IMTO) in terms of normalizing software and developing a business plan.
	Get all annual tax bills out no later than March 1st, error-free.
	Maintain all current assessments up to existing standards based on the base year of 2010. File monthly reports to the Commissioners and the BoA that reflects growth within the County and update the increase to the tax base.
	Track Common Level Ratio measurement of tax fairness and report annually to the Board of Commissioners (BoC).
	Maintain all necessary reports for the Tax Equalization Division (TED) annual audit.
	Maintain all essential accreditations.
	Maintain all processes and services associated with parcel mapping up to current standards. Maintain turnaround standard for UPI as tracked by a monthly report of UPI rejections and turnaround times.
	Develop and track performance on time needed to deposit revenues turned over to the Treasurer by Tax Collectors – as monitored by an in-place fine system.
	Schedule and hear all appeals by the statutory deadline. Provide monthly reports to the BoC of appeals filed and scheduled per the policy set by the BoC. Provide support and feedback to the appeals process and Appeals Board. Provide support and recommendations to the Solicitor on appeal cases filed to the Court of Common Pleas.
	Maintain Tax Claim reports on outstanding accounts, collection, and distribution of delinquent tax money.
	Seek to identify and implement, as appropriate, any measures that improve efficiency, reduce costs, and/or improve customer service in a measurable way.
	Process Clean and Green rollbacks and timely notify property owners and taxing bodies as required by Act 319. Estimate the annual projection of rollback interest for County Planning for Land Preservation projections.
	Provide timely feedback and responses on all projects assigned by the Chief Clerk, the BoC, and the BoA.

Assessment

Performance Measures

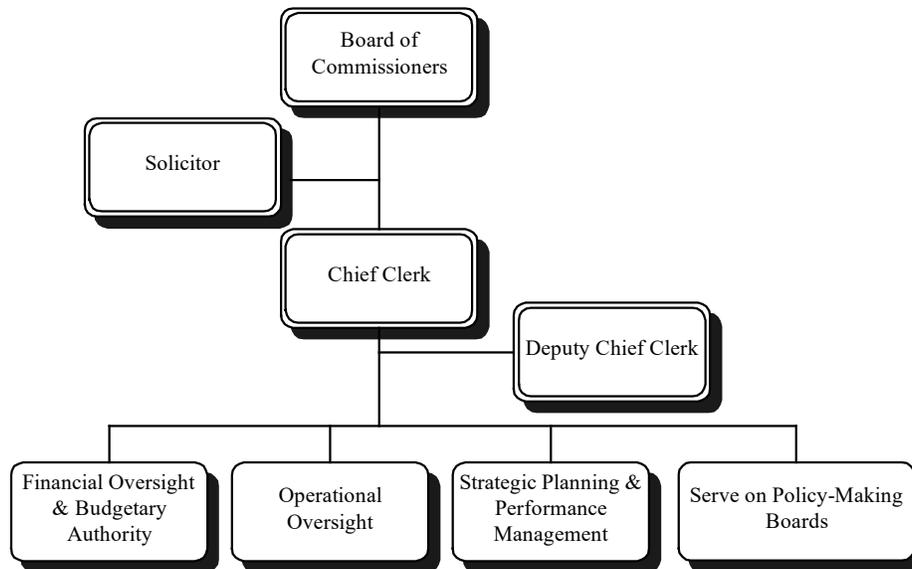
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Number of assessment appeals brought before the Board	203	149	125	100
4	Loss of tax base due to assessment appeals (\$)	\$90,326,103	\$18,903,200	\$15,000,000	\$15,000,000
4	Loss of tax base due to assessment appeals (%)	0.4%	0.1%	0.0%	0.0%
4	Number of approved Homestead/Farmstead properties	59,649	59,546	60,000	59,500
4	Amount of tax revenue collected	\$54,614,847	\$55,548,895	\$57,500,000	\$57,500,000
4	Percent of total tax duplicate collected Year-to-Date (YTD)	98%	98%	98%	97%
4	Number of delinquent accounts (YTD)	1,723	1,477	1,500	1,700
4	Amount of delinquent taxes outstanding (\$)	\$4,111,165	\$4,032,868	\$4,500,000	\$4,000,000
4	Percent of delinquent taxes not yet collected (YTD)	29%	30%	30%	30%
4	Amount of delinquent taxes collected	\$8,769,335	\$8,273,237	\$10,000,000	\$9,500,000
4	All annual tax bills out no later than March 1st, error free	100%	100%	100%	100%

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	18.0	18.0	17.0	18.0
Budgeted Part-Time FTEs	.0	.0	.5	.0
Total Budgeted FTEs	18.0	18.0	17.5	18.0

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$1,454,389	\$1,338,103	\$1,330,400	\$1,337,400	\$7,000	0.5%
Total Revenue	\$1,454,389	\$1,338,103	\$1,330,400	\$1,337,400	\$7,000	0.5%
Salaries and Benefits	\$1,413,807	\$1,382,327	\$1,431,434	\$1,512,151	\$80,717	5.6%
Operating Expense	\$337,345	\$354,461	\$438,700	\$428,701	\$-9,999	-2.3%
Interfund Expense	\$9,046	\$8,218	\$10,863	\$14,606	\$3,743	34.5%
Capital Expense	\$0	\$0	\$42,250	\$0	\$-42,250	-100.0%
Total Expense	\$1,760,198	\$1,745,006	\$1,923,247	\$1,955,458	\$32,211	1.7%



Mission Statement

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

Core Activities

Financial Oversight and Budgetary Authority: The BoC, Chief Clerk, and executive staff manage quality government services in an efficient and cost-effective manner to County residents.

- Goals**
- Oversee all aspects of the budget process, including current and future year projections; work with Finance to collect from all departments and present a final proposed budget to the BoC for review and approval on a timely basis.
 - Administer all aspects of authorization for expenditures, contracts, bids, proposals, grants, salaries, benefits, and other financial matters of the County in accordance with best practices, statute, and applicable regulations.

Operational Oversight: 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.

- Goals**
- Ensure that all County departments provide the services they are chartered to provide in the most cost-effective manner possible.
 - Ensure that all County functions are provided in such a manner as to optimize external (taxpayer) and internal customer satisfaction.

Strategic Planning and Performance Management: Continued comprehensive review of facilities planning and other resources to improve services to align with the County Strategy.

- Goals**
- On an annual basis, review and update the County Strategy by setting financial, customer, internal business process, learning, and growth goals for the County. Identify via strengths, weaknesses, opportunities, and threats analysis all critical issues and broad goals to address them, along with strategies to achieve the goals and action plans to realize strategies.
 - Through the Merit Based Compensation (MBC) System, set performance goals for all County departments based on County objectives. Ensure those individual goals within each department flow from department goals so that individual MBC evaluation criteria are aligned with County objectives.

Commissioners

- Goals** • Administer all aspects of the MBC system, including setting aside sufficient funding through the budget process, assigning values to all score outcomes, carrying out evaluations, compiling results, and norming results to ensure system-wide consistency and fairness.

Serve on Policy-Making Boards: Commissioners serve on the Salary, Prison, Retirement, Elections, and Nursing Home boards, along with other boards affiliated with County departments.

- Goals** • Ensure that the County and its interests are represented appropriately on all Policy-Making Boards in accordance with statute and effective administration. Work with the BoC to serve effectively in a liaison capacity between Boards and the County government. Administer all aspects of Board appointments in accordance with statute.

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Identify and implement all reasonable cost-savings measures to maintain the cost to the General Fund at or below 2019 levels whenever possible.
	Manage all Commissioner related meetings, boards, agendas, ordinances, and advertising in the most efficient manner possible, ensuring that all Sunshine Law and other statutory requirements are met.
	Ensure that all minutes, summaries, and records of required meetings are done in a timely and accurate manner; work with the BoC to determine ways to create more efficient, time-saving measures for meetings and minutes; ensure meeting minutes are posted and published as required by statute and practice. Identify and implement training for staff in taking minutes.
	Support the department heads in conjunction with the Chief Clerk to ensure County leadership remains informed, engaged, and supportive of all relevant County programs.
	Identify and implement processes that reduce waste, increase self-service opportunities for customers, and increase overall operational efficiency for the County.
	Maintain schedules for the Chief Clerk and Commissioners, as required and appropriate.
	Continue to implement a cost savings business plan for the mailroom that can be sustained going forward. Identify and determine additional savings related to certified mailings.
	Update Commissioners' strategy.
	Review new budget software/database options.

Commissioners

Performance Measures

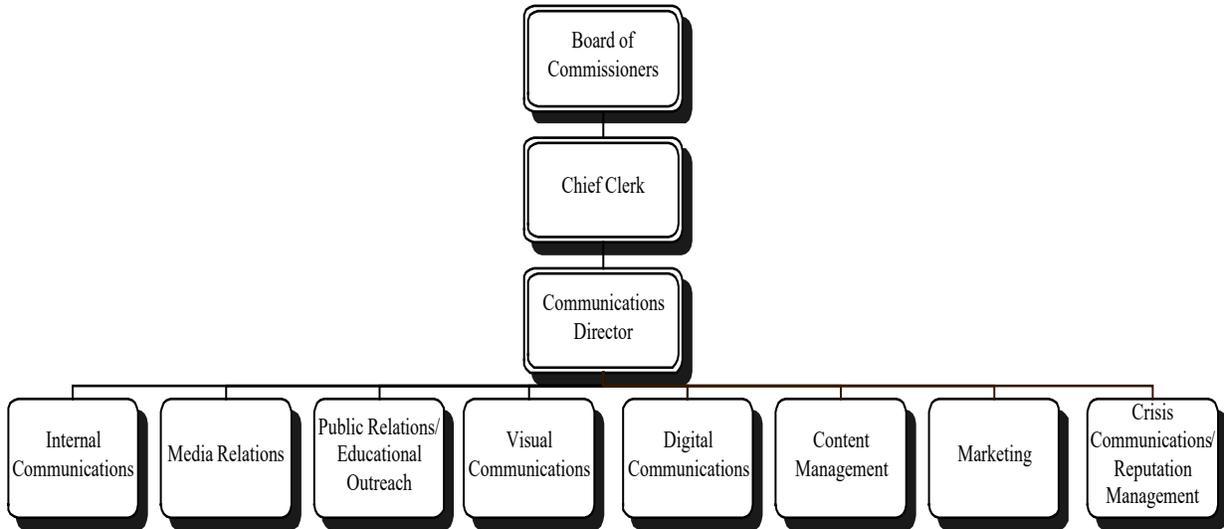
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Maintain relative quality and sustainability of financial strategy (Standard & Poor's Bond Rating at AAA level)	AAA	AAA	AAA	AAA
4	Maintain balanced budget without tax increase with sufficient reserves	yes	yes	yes	yes
4	Sustain low debt rate on per capita basis (at or below peer group median)	\$160 (\$460)	\$125 (\$487)	\$126 (\$460)	\$109 (\$460)
4	Effective contract and grants management work flow	645	632	650	650
4	Sustain volunteer involvement in Boards, Authorities, and Advisory Groups	275	275	275	275

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	7.0	7.0	8.0	8.0
Budgeted Part-Time FTEs	.8	.8	.0	.0
Total Budgeted FTEs	7.8	7.8	8.0	8.0

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$856	\$77	\$100	\$100	\$0	0.0%
Total Revenue	\$856	\$77	\$100	\$100	\$0	0.0%
Salaries and Benefits	\$667,145	\$716,195	\$786,265	\$830,940	\$44,675	5.7%
Operating Expense	\$163,418	\$186,833	\$252,700	\$332,204	\$79,504	31.5%
Interfund Expense	\$102,180	\$101,817	\$103,447	\$14,300	\$-89,147	-86.2%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$932,743	\$1,004,845	\$1,142,412	\$1,177,444	\$35,032	3.1%



Mission Statement

Promote the strategic direction of Cumberland County government to keep its citizens and employees educated and informed.

Core Activities

Internal Communications: Maintain consistent communications to keep County employees educated and informed of activities, events, and policies which affect the daily operation of County government.

- Goals**
- Continue to share positive internal stories with County employees.
 - Enhance County employee morale by providing all-inclusive awareness events.
 - Continue to create collateral materials to keep County employees informed.

Media Relations: Maintain professional relationships with the media and respond to inquiries in a timely manner.

- Goals**
- Provide essential, relevant, and timely information to the public through media platforms to support County objectives.
 - Pitch story ideas to the media to increase coverage of County events and programs.

Public Relations/Educational Outreach: Continue to strengthen relationships between the County and its target audiences to keep residents informed.

- Goals**
- Enhance community outreach and awareness of services and programs.

Visual Communications: Use of graphics and video to create visual messages to support communications.

- Goals**
- Enhance all communication efforts through the creation of professional visual messages, including digital print, videos, photography, web design, displays, and a variety of marketing and promotional materials.
 - Provide photography and videography support for County events.

Digital Communications: Integrate the use of social media platforms and web-related services to create direct lines of communication with residents.

- Goals**
- Provide social and web-related support to all County departments.
 - Enhance all communications through the creation of high quality content including postings on social media platforms, web listings, and the County website.
 - Monitor social and web platforms for County news.

Communications

Content Management: Develop and oversee the flow of information to internal and external audiences through digital, traditional, and visual communications.

- Goals**
- Develop and maintain ongoing engagement with target groups.
 - Maintain the processes to manage messages for all communication platforms.
 - Provide content development support for all County departments, to ensure consistent messaging, which supports the County’s strategic plan.

Marketing: Promote County services, programs, and initiatives using communication, branding, and advertising.

- Goals**
- Publicize County programs and services to create awareness to residents.
 - Promote the County’s mission and story.

Crisis Communications/Reputation Management: Utilize the Crisis Communications plan in cooperation with other departments in the event of an emergency or unexpected crisis, to effectively communicate with the public, County employees, families, and community stakeholders.

- Goals**
- Maintain guidelines for effective crisis messaging to respond promptly and accurately during an emergency situation and in the hours and days that follow.
 - Maintain and enhance the guidelines for staff responsibilities during crisis situations; ensure all staff members fully understand their role.

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Continue to build social media through current channels (Facebook, Twitter, Instagram, and LinkedIn). Monitor the County website pages and assist department administrators in keeping department pages updated.
	Maintain the communication methods established for the department and enhance when applicable in 2020. This includes the use of traditional, digital, and visual media for internal and external audiences.
	Enhance communications with the media by providing solid news features and answering requests in a timely manner. Continue to supply visuals with press releases, when applicable, to enhance the opportunity of coverage.
	Continue to use graphics, photography, and video to support the County’s communication efforts.
	Utilize updated Crisis Communications plan in the event of an emergency or unexpected crisis, to effectively communicate with the public, community stakeholders, and employees.
	Use communications and marketing channels to reach County residents regarding the programs provided by the County.
	Begin creating standardization for County branding in 2020.
	Continue working with Human Resources and utilize communication methods to enhance its employee messages.

Communications

Performance Measures

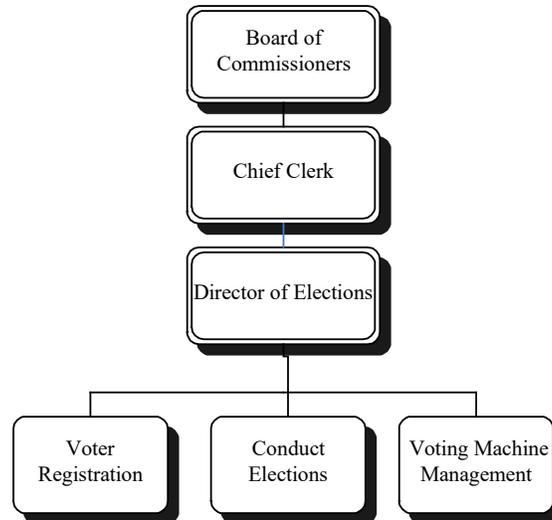
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Cumberland County social media account following	44,541	50,340	58,000	68,000
4	Number of press releases issued	140	224	140	120
4	Number of visitors/page views on website per month	170,757	171,043	178,000	179,000
4	Number of video recordings produced	45	58	45	40
4	Number of web slides developed	119	140	125	125
4	Number of media inquiries	85	85	70	65
4	Number of press events developed	12	12	12	10

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	2.6	3.0	3.0	3.0
Budgeted Part-Time FTEs	.0	.0	.0	.0
Total Budgeted FTEs	2.6	3.0	3.0	3.0

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 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	\$173,995	\$197,691	\$220,298	\$237,457	\$17,159	7.8%
Operating Expense	\$4,145	\$10,666	\$40,722	\$38,042	\$-2,680	-6.6%
Interfund Expense	\$528	\$659	\$1,035	\$1,500	\$465	44.9%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$178,668	\$209,016	\$262,055	\$276,999	\$14,944	5.7%



Mission Statement

Conduct open, transparent, and 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, online applications, and Pennsylvania Department of Transportation (PennDOT) applications.

Goals • 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.

- Goals**
- Process absentee ballot applications within 24 hours of receipt.
 - Process provisional ballots within 24 hours from time polls close.
 - Have election results available for public inspection within 12 hours of polls closing.
 - Recruit, develop, and maintain additional poll workers for the Primaries and Elections.
 - Have 100% accuracy on programming the Primary and Election ballots.
 - Post all campaign finance reports from all committees and all candidates on the Bureau of Elections' website within 48 hours of the deadline.

Elections

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County Services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Limit overtime (OT), manage staff costs, and achieve better work-life balance for staff by fully implementing the County’s new policies on OT/comp time, flex scheduling, on-call, and call time within your department.
	Manage and maintain voter registration data and provide support for the online voter registration process as required by PA Department of State. Manage errors in a professional and legal manner that promotes transparency.
	Comply with all state code regarding the conduct of voter registration, the conduct of elections, and reporting requirements.
	Organize and manage the election programming and results for two elections with 100% accuracy and see that all election materials are returned and votes are tallied, validated, and posted accordingly.
	Comply with all state code and Department of Justice regulations regarding the polling places to include working with all relevant County departments and owners of existing polling places to address any Americans with Disabilities Act issues that may come forth from the Department of Justice agreement signed in 2018.
	Ensure the Board of Elections compliance with all Department of State deadlines and requirements for reporting.
	In conjunction with County management, IMTO, Communications, and Finance, develop a timeline to execute the deployment and purchase of new electronic election equipment to include purchasing requirements, training of poll workers and staff, public demonstrations, and advertising to deliver a successful and seamless transition to a new system for the 2020 Presidential Primary and Election in Cumberland County.

Elections

Performance Measures

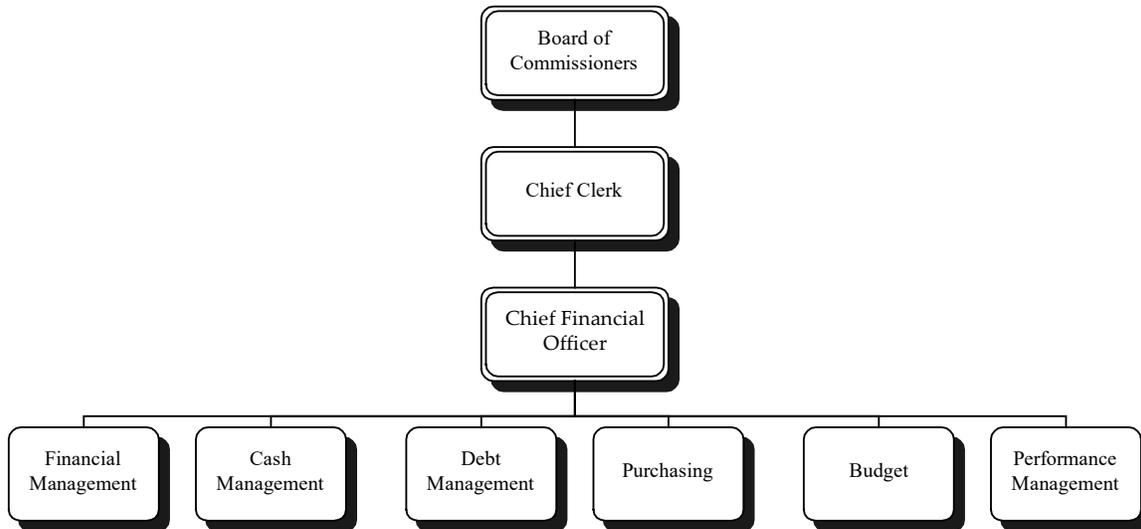
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Total registered voters	168,500	172,256	173,000	177,000
4	Number of registered voters who voted in last election (percentage of total registered voters)	56,424 (33%)	105,368 (61%)	50,000 (29%)	130,000 (73%)
4	Allow all qualified citizens to register to vote	100%	100%	100%	100%
4	Enter all qualified voters into the State Uniform Registry of Elections prior to the next election	100%	100%	100%	100%
4	Meet all state and federal election timeliness	100%	100%	100%	100%
4	Number of poll workers	1,100	935	1,000	1,200
4	Number of voting locations	118	118	118	118
4	Ensure all ballot forms are accurate	100%	100%	100%	100%
4	Conduct vote tabulation accurately	100%	100%	100%	100%

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	6.0	6.0	6.0	6.0
Budgeted Part-Time FTEs	.0	.0	.0	.0
Total Budgeted FTEs	6.0	6.0	6.0	6.0

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$2,300,000	\$2,300,000	100.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$5,853	\$508	\$3,300	\$700	\$-2,600	-78.8%
Total Revenue	\$5,853	\$508	\$3,300	\$2,300,700	\$2,297,400	69618.2%
Salaries and Benefits	\$408,886	\$399,533	\$424,510	\$473,229	\$48,719	11.5%
Operating Expense	\$412,633	\$424,022	\$561,651	\$603,200	\$41,549	7.4%
Interfund Expense	\$13,440	\$11,842	\$15,176	\$8,400	\$-6,776	-44.6%
Capital Expense	\$0	\$0	\$0	\$25,000	\$25,000	100.0%
Total Expense	\$834,959	\$835,397	\$1,001,337	\$1,109,829	\$108,492	10.8%



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 BoC, 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 administration, financial forecasting, cash management, debt management, procurement, financial management, and performance management.

Core Activities

Customer Service: Support departments and management on financial matters.

- Goals**
- Assist departments in establishing and meeting budget targets.
 - Assist departments in resolving budget-related problems, maintain team relationship with departments having financial staff, and provide heightened support to departments without financial staff.
 - Create a user-friendly, customer service oriented purchasing process.

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

- Goals**
- Timely and objective reports and analysis to support financial decisions, including monthly close and year-end close packets for each fund.
 - Trend analysis and forecasting to provide a foundation for the annual budget development process.
 - 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.”
 - Cash management and fund balance management to ensure availability of adequate funds to meet all County disbursements.
 - Create short- and long-term projection analysis for planning purposes.
 - Maintain fund balance in the General Fund of at least 100 days of budgeted General Fund expenditures per the County’s Fund Balance Policy.
 - Avoid tax anticipation notes to meet current obligations of County government.
 - Manage the budget process for all departments.
 - Meet or exceed revenue targets for General Fund budget as adjusted.
 - End year at or below General Fund expenditure budget as adjusted.
 - Manage the financing for the capital projects.

Finance

- Goals**
- Meet or exceed benchmark short-term investment rates for cash balances.
 - Issue and redeem debt according to debt policy.
 - 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 and County purchasing policies.

- Goals**
- 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.

- Goals**
- Compile and manage performance measurement and benchmarking for the County, including comparison of revenue, expenditures, and staffing data.

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Track and report 2019/2020 spending versus targets to promote compliance with 2020 spending targets.
	Help develop targets and monitor cost and revenue performance to foster Claremont Nursing and Rehabilitation Center (CNRC) self-sufficiency by assuring the financial integrity of the financial statements.
	Effectively manage the County’s debt by keeping current and future interest costs to a minimum. Effectively manage the County’s major upcoming projects and provide financing and cash flow options.
	Support efforts to leverage Lawson, Kronos, and other systems for greater productivity and cost efficiency.
	Manage the procurement process to ensure best value for all purchasing activities and compliance with statutes. Look for further potential system automations.
	Manage all financial and budgetary processes to provide timely and accurate decision support and optimize the County’s financial profile.
	Research, create, and implement new policies (Grant Policy, Close Policy, Credit Cards, and Self Insurance Funding Levels).
	Support special projects that arise throughout the year.
	Human Service Departments, working with their fiscal officers and Finance, will develop a strategy that leverages state and federal funding to maximize County match to support the delivery of quality support and services to our communities (consumers, families, providers, and stakeholders).
	Review current purchasing practices. Develop procedure manual and ongoing training.
	Update Commissioners’ strategy.
Review new budget software/database options.	

Finance

Performance Measures

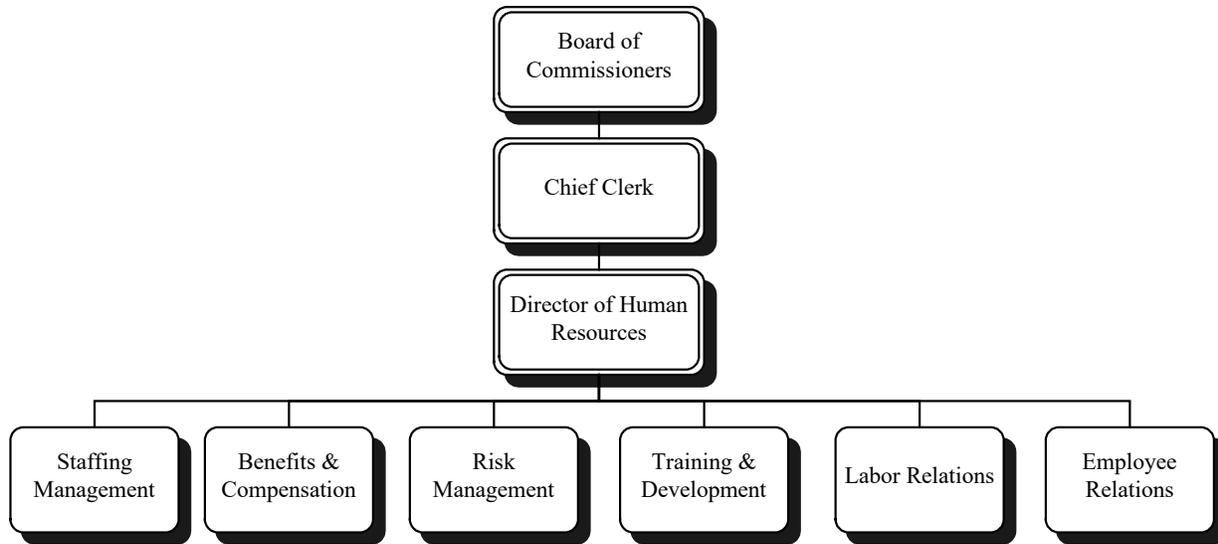
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Maintain at least an AAA bond rating	AAA	AAA	AAA	AAA
4	Meet all County payroll and accounts payable disbursement cycles (percentage met)	78 (100%)	78 (100%)	78 (100%)	78 (100%)
4	Maintain fund balance of at least 100 days of General Fund budgeted expenses (Target)	146 (100)	147 (100)	144 (100)	130 (100)
4	Avoid tax anticipation notes unless state budget impasse forces the issue	yes	yes	yes	yes
4	General Fund expenses at or below adjusted budget	100%	100%	100%	100%
4	Percentage points County investments outperformed benchmarks by	20%	2%	19%	15%
4	Overall Government Finance Officers Association Rating Score for the County's annual budget document (324 available points)	262 (324)	272 (324)	285 (324)	290 (324)

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	11.9	11.9	11.9	13.0
Budgeted Part-Time FTEs	.0	.0	.0	.0
Total Budgeted FTEs	11.9	11.9	11.9	13.0

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$189,948	\$199,871	\$200,000	\$215,000	\$15,000	7.5%
Other Revenue	\$6	\$31	\$0	\$0	\$0	0.0%
Total Revenue	\$189,954	\$199,902	\$200,000	\$215,000	\$15,000	7.5%
Salaries and Benefits	\$925,451	\$975,954	\$1,043,469	\$1,229,028	\$185,559	17.8%
Operating Expense	\$43,807	\$46,101	\$62,517	\$62,895	\$378	0.6%
Interfund Expense	\$2,198	\$1,997	\$3,460	\$5,000	\$1,540	44.5%
Capital Expense	\$0	\$0	\$0	\$1	\$1	100.0%
Total Expense	\$971,456	\$1,024,052	\$1,109,446	\$1,296,924	\$187,478	16.9%



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 all federal, state, and County regulations.

Core Activities

Staffing Management: Staffing the County organization structure through proper and effective selection, appraisal, and development of personnel to fill the roles assigned to the County workforce. In addition, HR reviews requests for new positions and monitors staffing levels.

- Goals**
- 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.
 - Continue to improve the online systems for performance management and benefits enrollment.
 - Work with County departments to improve and strengthen the recruiting, interviewing, and selection process.
 - Review all applications, screen candidates, assist County departments in developing guides, and review the hiring process to ensure the most qualified candidates are selected for the County positions.

Benefits and Compensation: Administer and communicate employee benefits programs to all County employees and prospective employees. Evaluate County compensation program for appropriate position pay levels based on position responsibilities and knowledge, skills, and abilities necessary to perform the job.

- Goals**
- 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.

Employee Relations: Develop, communicate, and facilitate the consistent application of County policies and procedures, and work with County management to resolve employee/labor relations issues in a fair and consistent manner while complying with all applicable County policies, collective bargaining agreements, laws, and regulations.

- Goals**
- Make sure all County employees are treated in a fair and consistent manner as well as improve communication by attending departmental employee meetings.
 - Review current policies for updates and develop new policies as required.

Human Resources

Labor Relations: Develop, communicate, and facilitate the consistent application of County policies and procedures, and work with County management to resolve employee/labor relations issues in a fair and consistent manner while complying with all applicable County policies, collective bargaining agreements, laws, and regulations.

Goals • Administer union contracts as written and establish regular schedules for management labor meetings.

Risk Management: Administer County liability insurance proactively through accurate recordkeeping, aggressive contract negotiations, and assertive relationships with providers.

Goals • Review and refine quarterly reports to manage and reduce liability and Workers' Compensation costs.

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

Goals • Develop and deliver curriculum to address the identified needs within the County.
• Annually review training needs based on Performance Management results.
• Review feedback and survey results of current training programs to determine areas for continuous improvement.

Human Resources

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Lead the recruitment and selection process for department head or high level positions within the County to include adjusting the job description and salary to be competitive with the market, selecting interview panel participants, developing appropriate interview questions and assignments, and moving the process forward until a candidate is selected.
	Manage all bargaining unit contract negotiations, keeping County objectives and priorities in mind. Update the BoC on a regular basis on the status of the negotiation process, working to get final contracts before the expiration of the current contract.
	Monitor and evaluate the employee benefit program for cost control strategies (average annual increase of no more than ten percent) on an ongoing basis. Research and recommend changes to the BoC to balance cost control and perceived benefit by the employees for the 2021 plan year by 9/1/2020 and conduct Open Enrollment by 11/30/2020. Continually evaluate Defined Contribution as a solution for the benefit package. Mitigate the County's exposure on any eventual Cadillac Tax penalties (1/1/2022). Provide monthly updates to the BoC on the performance of the County's self-insured health insurance.
	Continue to take a leading role in the management, maintenance, and measurement of the MBC evaluation system countywide. Implement any previously approved changes for the 2020 performance period. Engage in research of best practices for significant changes to the policy and procedure for the 2021 performance period.
	Build and maintain strong working relationships with all departments. The HR Director should have regular one-on-one meetings with each department head, assessing their HR needs and offering solutions and assistance in an effort to be proactive against potential areas of employment liability.
	Work with the Chief Clerk to develop a proposal for a countywide total compensation strategy.
	Develop and implement leadership training for County managers, as indicated in the 2019 training needs assessment. Publish a training calendar for 2020 by 2/1/2020.
	Conduct a countywide employee engagement survey to get an assessment on the County's workforce culture, engagement and morale, and for ideas on how to improve recruitment and retention. Create and publish a schedule for employee appreciation events throughout the year.
Provide full HR support to CNRC through continual evaluation of recruitment and retention efforts and revising as needed to meet the staffing needs of the facility.	

Human Resources

Performance Measures

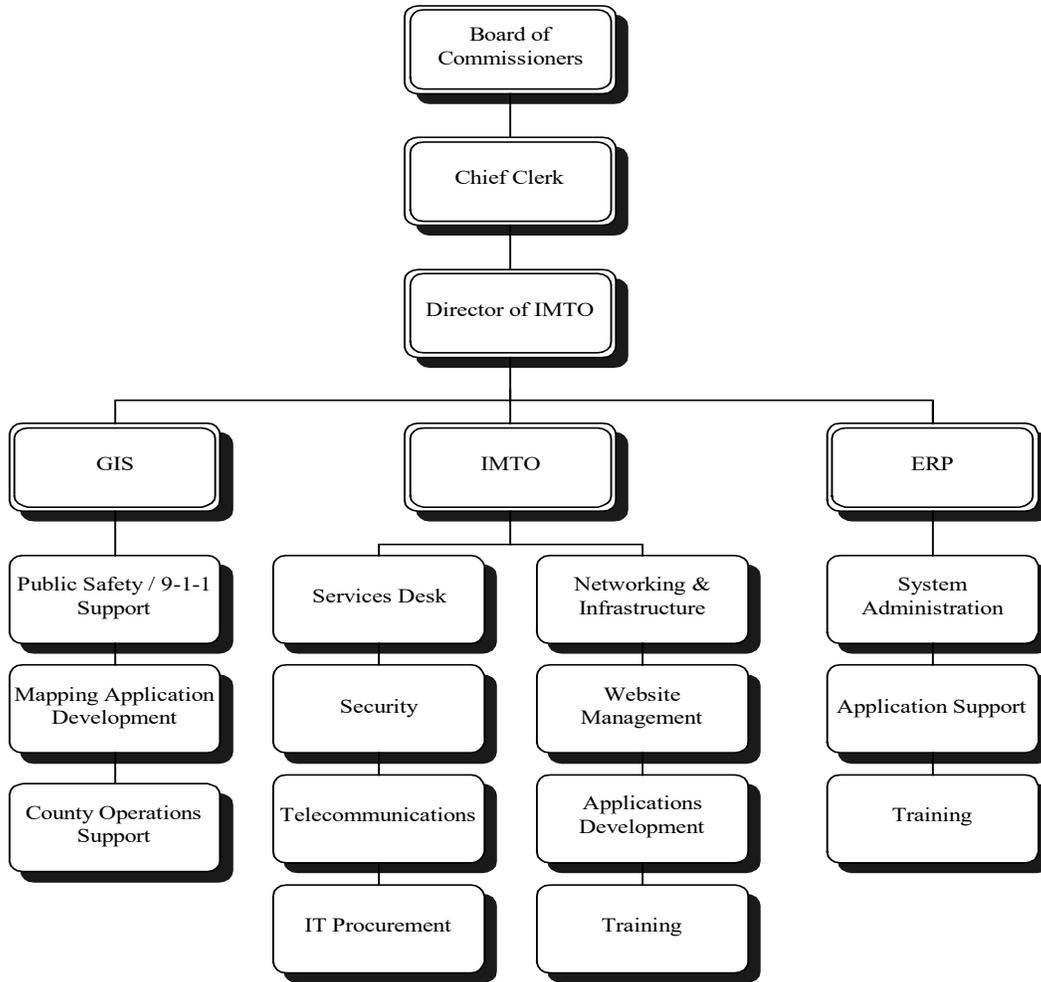
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Maintain County employee benefit cost increase (health, dental, vision, disability, life insurance, employee assistance program) <8%	3%	5%	6%	8%
4	Employee turnover rate (<10%)	15.0%	5.2%	10.0%	10.0%
4	Employee participation in wellness incentive plan (Percentage of employees participating)	636 (62%)	636 (62%)	630 (66%)	630 (66%)
4	Maintain Workers' Compensation costs below \$550,000	\$230,127	\$215,366	\$300,000	\$300,000
4	Average number of business days to fill posted positions	45	49	40	40

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	5.6	5.8	6.3	7.2
Budgeted Part-Time FTEs	.6	.7	.0	.0
Total Budgeted FTEs	6.2	6.5	6.3	7.2

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$75,198	\$0	\$200	\$0	\$-200	-100.0%
Total Revenue	\$75,198	\$0	\$200	\$0	\$-200	-100.0%
Salaries and Benefits	\$455,525	\$471,218	\$545,380	\$625,255	\$79,875	14.6%
Operating Expense	\$139,701	\$53,053	\$144,486	\$153,031	\$8,545	5.9%
Interfund Expense	\$1,847	\$1,461	\$3,033	\$4,400	\$1,367	45.1%
Capital Expense	\$0	\$0	\$1	\$0	\$-1	-100.0%
Total Expense	\$597,073	\$525,732	\$692,900	\$782,686	\$89,786	13.0%



Mission Statement

To provide sufficient and appropriate 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 enhance the County’s integrated financial, procurement, human resource, and payroll information systems. Provide and maintain accurate, current, and complete geospatial data. Maintain and provide access to the County’s record archives.

Core Activities

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

- Goals**
- Install, service, and upgrade standard software, hardware, and related equipment in a responsive and economical fashion.
 - Provide system users with a secure and reliable Information Technology (IT) environment.
 - Provide system users with high availability email and telephone services.
 - Provide technical training to raise employee skill levels.
 - Develop County internet and intranet sites.
 - Assist County offices and departments in acquiring and implementing more efficient technologies.
 - Resolve user problems in a responsive and efficient manner.

Information Management Technology Office

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

- Goals**
- Perform upgrades and maintenance of applications without business disruption.
 - Provide application training to improve worker skill levels.
 - Maintain system documentation, user manuals, and knowledge bases.
 - Assist departments to improve business processes.
 - Provide accurate, high-level, analytical reporting services to departments.

Data Maintenance: Ensure Geographic Information System (GIS) data is maintained in an accurate and usable manner.

- Goals**
- Continue to develop GIS mapping applications to support County departments.

Historical Records: Ensure that historical County records are properly maintained and accessible to the public.

- Goals**
- Continue to develop the County Archive Center.

Information Management Technology Office

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Continue to disseminate desktop Video Teleconferencing (VTC) on a countywide basis. Integrate with new Voice over Internet Protocol (VoIP) and Unified Case Management (UCM) system and promote usage and enhance training efforts.
	Utilize the County’s new VoIP and UCM system to implement the mass notification component of the system and provide training to key personnel, like the Sheriff’s and Commissioners’ offices.
	Provide oversight to content and document management systems, ensuring interoperability between any different department-owned systems to the extent that IMTO can reasonably control.
	Support department technology requirements to improve efficiencies and streamline data entry and analytic processes of existing and new business applications (Court Recording Information System, Budget Database, Performance Reviews, etc).
	Provide technical support to Communications for all County website development and maintenance.
	Provide network, technical, and administrative support to Public Safety throughout implementation and development of Computer-Aided Dispatch (CAD) and related applications to ensure security, reliability, and performance goals are met.
	Review and improve IMTO policies and procedures on security, user acceptance, mobile control, etc.
	Leverage ERP’s understanding of key business processes and analytical abilities; work in support of other stakeholders to streamline and automate current processes.
	Support initiative to facilitate 7th Common Pleas Court. Work with Facilities, Courts, and Commissioners in the planning efforts.
	Maintain County network and computer infrastructure at standard for availability, security, and speed.
	Continue to focus on integrations with Assessment and GIS software; continue collaboration to normalize software, develop business plans, and enhance GIS related product offerings.
	Implement and develop electronic submission forms and workflows to help departments automate business processes.
	Support County department upgrades and expansions of case management systems. Support all integration efforts of like systems, such as Public Defender, District Attorney, Adult Probation, and Court Administration to the extent IMTO support is required.
In partnership with the Bureau of Elections, actively participate in the configuration, setup, and security of the new election equipment required by the Department of State. Assist with the management, testing, setup, and delivery of election equipment as required and provide technical support for two elections.	

Information Management Technology Office

Performance Measures

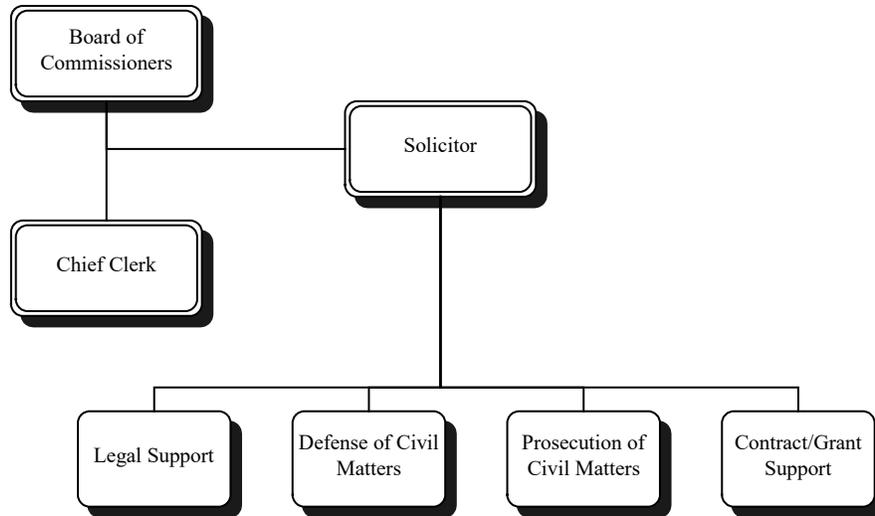
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Staff response to IT problems within 30 minutes	100%	100%	99%	99%
4	IT security patches implemented within 48 hours	99%	92%	95%	95%
4	Data backed up daily; validate data within ten days	97%	98%	98%	99%
4	Virus infections contained	100%	100%	100%	100%
4	Network, telephone, and email system availability	100%	100%	99%	99%
4	ERP system availability	100%	100%	100%	100%
4	ERP security changes implemented within 24 hours of training and/or approved request	95%	94%	100%	100%
4	Provide two GIS updates quarterly for the 9-1-1 Computer-Aided Dispatch System (percentage of updates)	6 (75%)	8 (100%)	6 (75%)	8 (100%)
4	ERP report updates (number of reports)	23 (46%)	24 (60%)	20 (50%)	40 (100%)

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	19.0	19.0	19.0	21.0
Budgeted Part-Time FTEs	.3	.4	.4	.2
Total Budgeted FTEs	19.3	19.4	19.4	21.2

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$494,960	\$444,802	\$538,720	\$570,007	\$31,287	5.8%
Other Revenue	\$1,203,464	\$5,905	\$0	\$0	\$0	0.0%
Total Revenue	\$1,698,424	\$450,707	\$538,720	\$570,007	\$31,287	5.8%
Salaries and Benefits	\$1,516,295	\$1,504,237	\$1,637,497	\$1,871,045	\$233,548	14.3%
Operating Expense	\$630,314	\$721,364	\$893,675	\$905,799	\$12,124	1.4%
Interfund Expense	\$6,479	\$5,241	\$10,200	\$11,500	\$1,300	12.7%
Capital Expense	\$1,601,619	\$85,057	\$282,580	\$717,556	\$434,976	153.9%
Total Expense	\$3,754,707	\$2,315,899	\$2,823,952	\$3,505,900	\$681,948	24.1%



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 BoC and all departments under their jurisdiction on all legal matters and litigation involving the County.

- Goals**
- Provide legal opinions in an expeditious manner, depending upon complexity and urgency of matter.
 - With the support of the BoC, 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.

- Goals**
- Help ensure that the interests of the County are fully protected.
 - 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.

- Goals**
- Ensure that each phase of litigation is processed appropriately to comply with statutory and procedural time limits.
 - 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.

- Goals**
- Review all contracts and grant applications within two weeks from receipt.
 - Negotiate revisions to contracts as promptly as possible under the circumstances.

Solicitors

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Provide appropriate and timely legal advice or to evaluate advice to help ensure the interests of the County are fully protected and risks mitigated.
	For those matters of litigation not handled by outside counsel, ensure each phase of litigation involving the County is processed appropriately.
	Monitor litigation, records, and administrative oversight that impact, or may impact in the future, legal issues relevant to the County.
	Review and negotiate revisions, as applicable, to all contracts involving the County and outside parties; incorporate performance measures with assistance from department heads and staff, where appropriate.
	Support efforts to increase the efficiency and timeliness of procurement by the County.
	Manage and implement on an ongoing basis the County’s responsibilities under the Right-to-Know law.
	Provide guidance based legal authority to ensure that all County business, including public and executive meetings and items and agendas associated therein, are handled in a legally compliant manner.
	Continue to provide legal support, as needed and appropriate, to the County’s efforts to achieve its goals of regionalization of fixed route transit services - currently provided by Capital Area Transit (CAT) - through consolidation along lines proposed by PennDOT in its various studies. Attend meetings with other CAT funding partners and non-CAT transit authorities, as appropriate.

Solicitors

Performance Measures

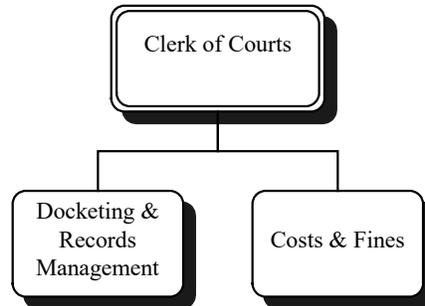
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Comply with statutory and procedural time limits	100%	100%	100%	100%
4	Review all contracts within two weeks	100%	100%	100%	100%
4	Review all grant applications within two weeks	100%	100%	100%	100%

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	4.0	4.0	4.0	3.0
Budgeted Part-Time FTEs	.0	.0	.0	.8
Total Budgeted FTEs	4.0	4.0	4.0	3.8

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$18,585	\$15,621	\$17,000	\$17,000	\$0	0.0%
Other Revenue	\$0	\$0	\$300	\$300	\$0	0.0%
Total Revenue	\$18,585	\$15,621	\$17,300	\$17,300	\$0	0.0%
Salaries and Benefits	\$334,273	\$318,091	\$339,304	\$308,109	\$-31,195	-9.2%
Operating Expense	\$7,632	\$1,496	\$5,700	\$4,352	\$-1,348	-23.6%
Interfund Expense	\$845	\$626	\$1,177	\$1,400	\$223	18.9%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$342,750	\$320,213	\$346,181	\$313,861	\$-32,320	-9.3%



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, pre-trial conference, pleas, and sentencing. Also, maintain systems to process, file, and record search warrants and grand jury proceedings.

- Goals**
- Maintain accurate and timely records, books, and dockets of the Criminal Court.
 - Process incoming documents within five days of their file date.
 - Create electronic files 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.
 - Scan criminal case files from 1989 through 1991 and transfer to storage boxes to await destruction after electronic PDF/A images are created.

Courtroom Activities: Provide clerks to the courtroom on weekly, miscellaneous, and pre-trial court days, and for criminal trial weeks. The clerk records guilty pleas, sentences, bench warrants, revocations, extraditions, and arraignments on miscellaneous court days into the Court Reporting Information Sharing (CRIS) system. This information is electronically transmitted to all departments involved. During trial weeks, the clerks assist in the picking of juries and reading verdicts. All information recorded in CRIS from the courtroom is then entered into the Common Pleas Case Management System (CPCMS) by the clerk.

- Goals**
- 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.

- Goals**
- Electronically transmit traffic reports to PennDOT within ten days of sentencing.
 - 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. Distribute said funds to appropriate victims, County, and state agencies, and report monthly collections to state agencies and the Department of Revenue.

- Goals**
- 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.

- Goals**
- Scan docket books containing dockets prior to computerization.

Clerk of Courts

Performance Goals for 2020

Strategic Goals	Performance Goals
Goal 4: Efficient Government - Promote quality, efficient, and effective County services	Carry out all tasks associated with the Merit Based Compensation program.
	Maintain unqualified opinions on County and state audits.
	Work with other Criminal Justice stakeholders to optimize document management, including ensuring the interoperability of any different systems the County uses.
Goal 6: Criminal Justice - Promote criminal justice process improvements	Collaborate with other departments to improve efficiency and timeliness of the warrant generation process.

Clerk of Courts

Performance Measures

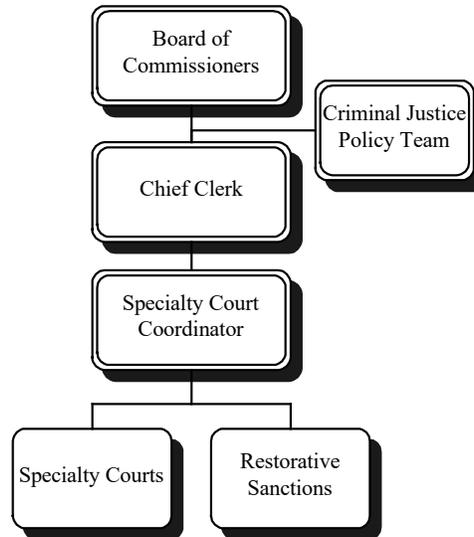
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Process incoming documents within five days	100%	100%	100%	100%
4	Number of documents filed	96,093	93,177	84,500	84,500
4	Transmit traffic reports to PennDOT within ten days of sentencing	100%	100%	100%	100%
4	Prepare and submit state commitments to the proper authorities within seven days of court order	100%	100%	100%	100%
4	Number of payments	58,611	71,174	72,021	72,021

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	10.0	11.0	11.0	11.0
Budgeted Part-Time FTEs	.8	1.6	1.6	1.6
Total Budgeted FTEs	10.8	12.6	12.6	12.6

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$5,194	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$902,860	\$954,422	\$863,500	\$871,000	\$7,500	0.9%
Total Revenue	\$902,860	\$959,616	\$863,500	\$871,000	\$7,500	0.9%
Salaries and Benefits	\$623,923	\$620,247	\$701,750	\$725,793	\$24,043	3.4%
Operating Expense	\$35,002	\$39,589	\$43,963	\$43,651	\$-312	-0.7%
Interfund Expense	\$2,462	\$2,087	\$4,676	\$5,650	\$974	20.8%
Capital Expense	\$7,550	\$0	\$5,000	\$7,000	\$2,000	40.0%
Total Expense	\$668,937	\$661,923	\$755,389	\$782,094	\$26,705	3.5%



Mission Statement

The department provides ancillary criminal justice services to support the Courts and other County departments. It is responsible for the coordination of specialty courts comprised of the Treatment Court, Opioid Intervention Court and Together Optimizing Mental Health Solutions (TOMS) Court. The department also operates multiple restorative programs including Drug Testing, Continuous Alcohol Monitoring, Driving Under Suspension (DUS), and Electronic Monitoring and House Arrest (EM/HA) Program. The department supports the Office of the District Attorney with documents for Central Court.

Core Activities

Restorative Sanctions: Provide alcohol and other drug testing services.

- Goals**
- Utilize industry best practices to ensure legally-defensible results are produced.
 - Produce prompt and reliable test results using on-site alcohol and other drug testing methods.
 - Provide continuous alcohol monitoring with transdermal alcohol detection technology.

Driving Under Suspension: Manage Driving Under Suspension (DUS) program.

- Goals**
- Process and prepare approved DUS Summary Appeal applications for court.
 - Monitor compliance with house arrest sentences using electronic monitoring equipment.
 - Promptly identify and respond to violations of house arrest sentences.

Specialty Courts: Coordinate specialty court programs.

- Goals**
- Provide oversight for program activities and coordinate services from each discipline.
 - Maintain client data; analyze overall program data to determine effectiveness.
 - Manage program budget to ensure sustainability.

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

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

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

- Goals**
- Manage fund accounts and monitor system for grant expenditures.
 - Provide technical assistance to criminal justice departments writing grant applications.

Criminal Justice Services

Performance Goals for 2020

Strategic Goals	Performance Goals
Goal 4: Efficient Government - Promote quality, efficient, and effective County services	Carry out all tasks associated with the Merit Based Compensation program.
	Comply with all federal and state requirements for utilization of grant money; cooperate with and pass all audits of programmatic and fiscal reports.
Goal 6: Criminal Justice - Promote criminal justice process improvements	Through the CJPT, prioritize and begin implementation of the 2017-2019 Criminal Justice Strategic Plan.
	Oversee the operation of the DUS and EM/HA Program; monitor the collection of costs, fines, and arrears, electronic monitoring fees, admissions and bed days saved, and successful completions.
	Facilitate Criminal Justice Policy Steering Committee (CJPSC) meetings.
	File an updated Intermediate Punishment (IP) Plan with the Pennsylvania Commission on Crime and Delinquency and achieve approval for all programs by June 30, 2020.
	Provide alcohol and other drug testing services for the Courts and County departments as needed; manage costs through active measures in response to changes in population and usage.
	Through the CJPT, address the recommendations of the cross-mapping exercise including exploring the development of a countywide Crisis Intervention Team and expanded housing options. Participate in the Stepping Up Initiative.
	Provide fiscal management, coordination, and administrative support to the Treatment Court, TOMS Court, and Opioid Intervention Court.
	Provide continuous alcohol monitoring services for the Courts and County departments, as needed.
	Provide support to the Office of the District Attorney with criminal histories and driver records for Central Court and Driving Under Suspension Summary Appeal cases.
	Oversee the utilization of the Prison's treatment provider contract and match services with current needs.
	Manage and evaluate IP Programs to include updating policies to address the expansion of the Driving Under the Influence (DUI) population and to address an increasing opioid-addicted client population.
	Implement an ongoing system for tracking recidivism rates and work with the County Commissioners Association of Pennsylvania (CCAP) to automate, if possible.
Manage the implementation of the Jail Medication Assisted Treatment Vivitrol program and TOMS Court and comply with grant requirements. Conduct weekly case management staff briefing of applicants and clients in the community before court.	
Monitor the impact of the implemented Summary Warrant Collections Policy by providing ongoing support post adoption to collections improvement if/as needed on this issue. Track warrants served and fines, costs, and restitution collected and provide regular reports to the Courts, CJPT, and the Collections Advisory Board.	

Criminal Justice Services

Performance Measures

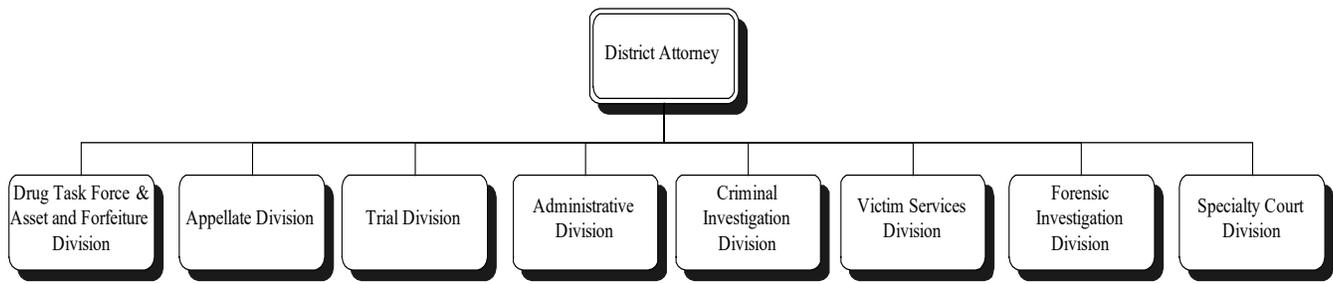
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
6	Driving Under Suspension and EM/HA Program: Terminations under 10%	12%	3%	10%	10%
6	Driving Under Suspension and EM/HA Program: Annual bed days saved	3,226	3,153	3,500	3,500
6	Driving Under Suspension and EM/HA Program: Number of participants entering the program	66	60	75	60
6	Driving Under Suspension and EM/HA Program: Arrears collected	\$10,000	\$10,000	\$10,000	\$10,000
6	Drug Testing: Annual tests performed	12,768	17,448	19,500	22,500
6	Drug Testing: Clients supervised under continuous alcohol monitoring	91	71	75	75
6	Drug Testing: Off-hours testing provided	463	468	450	450

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	7.0	8.3	12.3	13.3
Budgeted Part-Time FTEs	.7	.0	.0	.0
Total Budgeted FTEs	7.7	8.3	12.3	13.3

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$489,516	\$647,515	\$505,783	\$314,354	\$-191,429	-37.8%
Interfund Revenue	\$339,968	\$374,049	\$751,331	\$1,134,197	\$382,866	51.0%
Other Revenue	\$5,575	\$8,124	\$24,740	\$12,395	\$-12,345	-49.9%
Total Revenue	\$835,059	\$1,029,688	\$1,281,854	\$1,460,946	\$179,092	14.0%
Salaries and Benefits	\$491,675	\$597,235	\$726,627	\$877,234	\$150,607	20.7%
Operating Expense	\$227,198	\$318,511	\$433,228	\$483,673	\$50,445	11.6%
Interfund Expense	\$113,914	\$113,233	\$98,853	\$100,039	\$1,186	1.2%
Capital Expense	\$0	\$0	\$23,146	\$0	\$-23,146	-100.0%
Total Expense	\$832,787	\$1,028,979	\$1,281,854	\$1,460,946	\$179,092	14.0%



Mission Statement

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

Core Activities

Drug Task Force/Asset Forfeiture Division: Pursuant to statute, investigate and provide investigative support countywide on all violations of the Controlled Substance and Cosmetic Act. Pursuant to statute, ensure compliance of asset forfeiture petitions and dispositions.

- Goals**
- Ensure proper and timely documentation of confidential informants including but not limited to: activation, deactivation, and documentation.
 - Ensure the timely preparation of documents for the filing of forfeiture petitions.
 - Ensure the proper disposition of all property seized and forfeited.

Appellate Division: Litigate all appeals resulting from criminal convictions at all levels of appellate court, both state and federal; supervise the investigating Grand Jury; supervise law clerks and certified legal interns.

- Goals**
- Represent the Commonwealth through the filing of appellate briefs and oral argument.
 - Support the Grand Jury through submitting appropriate cases, issuing subpoenas, and submitting jury payments.
 - Coordinate with area law schools for student externs/law clerks.
 - Ensure the timely filing of forfeiture petitions.

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

- Goals**
- Coordinate training amongst trial division attorneys and administrative staff.
 - Assure that law enforcement consider all investigative techniques that might be employed to investigate each case including but not limited to: interview victims, defendants, and witnesses; utilize forensic science; utilize K-9 investigative techniques; physical and digital evidence collection; electronic communication intercept and recording; utilize cooperating individuals and investigating grand juries.
 - Emphasize the early acceptance of responsibility through resolution of each case at the earliest practicable time following arrest.
 - Assure that each case is considered as early as practicable for alternate disposition through specialty/problem solving courts.

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

- Goals**
- Timely schedule all pre-trial and post-trial hearings, jury trials, non-jury trials, and miscellaneous hearings.
 - Timely generate court notices to victims and witnesses.
 - Ensure that all trial files contain pertinent information to assist in the successful prosecution of criminal cases.

District Attorney

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

- Goals**
- 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.

- Goals**
- Meet all victims of personal injury crime at preliminary hearings, when notified by the Magisterial District Judges (MDJ) office.
 - Provide restitution and/or victim impact statements to all victims of adult and juvenile offenders.
 - Process all restitution claims, to include eligible Victims’ Compensation Assistance Program claims.
 - Provide all victims of crime notification of pre- and post-sentence dispositions.
 - Accompany victims of crime to adult and juvenile court hearings.

Forensic Investigation Division: Provide complete quality forensic services to law enforcement entities within the County.

- Goals**
- Continue to produce quality laboratory results in a timely fashion.
 - Obtain International Organization for Standardization/International Electrotechnical Commission (ISO/IEC) 17025 accreditation.
 - Obtain finding and support for Liquid Chromatography.
 - Provide technical services for trial attorneys.

Specialty Court Division: Manage all aspects of the District Attorney’s participation in all Cumberland County specialty courts and pre-trial service programs.

- Goals**
- Establish District Attorney’s roles and responsibilities for all specialty courts and pre-trial service programs.
 - Establish Commonwealth’s screening criteria for all programs with community safety being the priority.
 - Ensure specialty courts and programs address root causes of crime while balancing community concerns and victims’ rights.

Performance Goals for 2020

Strategic Goals	Performance Goals
Goal 4: Efficient Government - Promote quality, efficient, and effective County services	Carry out all tasks associated with the Merit Based Compensation program.
	Maintain all essential accreditations, licensing, mandated reporting, and continuing legal education requirements.
	Utilize the District Attorney’s Office database to assess the need for expansion of staff and office space.
	Continue to research and apply for grants to support the services provided to crime victims and to support the structure of each division in the District Attorney’s Office.
Goal 6: Criminal Justice - Promote criminal justice process improvements	Promote case resolution through timely and reasonable negotiation and through alternative court programs.
	Continue to support and fund the Bureau of Justice Services in order to assist police departments in gathering and processing evidence to assure successful prosecution of cases.

District Attorney

Performance Measures

Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
6	Screen 80% of DUI cases for ARD prior to preliminary hearings	n/a	100%	100%	100%
6	Approve all DUI-ARD applications within nine months of incident	n/a	100%	100%	95%
6	Provide at least 70% of Assistant District Attorney coverage at MDJ/Public Defender preliminary hearings countywide	n/a	100%	100%	100%
6	Strive to resolve at least 10% of cases at the time of defendants' preliminary hearings	n/a	100%	100%	100%
6	File all briefs in appellate courts in a timely and appropriate manner (100%)	n/a	100%	100%	100%
6	Prior to summary appeals court, contact defense attorney (when applicable), defendant (when able and appropriate), and police officer to prepare case or to reach a resolution (50%)	n/a	100%	100%	100%
6	Maintain 10 day or better turnaround time on DUI Ethyl Alcohol	n/a	100%	100%	100%
6	Move the laboratory to the Ritner Highway facility in the first quarter of 2020 and have the laboratory back in service in 10 calendar days	n/a	n/a	n/a	100%
6	Successfully obtain ISO/IEC 17025 accreditation in 2020	n/a	n/a	n/a	100%
6	Meet with all personal injury and burglary victims prior to trial (98%)	n/a	98%	98%	100%
6	Submit sentencing guidelines to the Commission within 30 days of sentence	n/a	100%	100%	100%
6	Enter warrant information into the system within one to three days of receiving the court order	n/a	90%	90%	95%
6	Request all discovery from multiple police jurisdictions within two weeks of arraignment	n/a	90%	90%	80%
6	CID will aim to clear 70% of the criminal investigations that it conducts	n/a	100%	95%	100%
6	CID will complete 100% of the annual training standards set by the PA Municipal Officers Education and Training Commission	n/a	100%	100%	100%

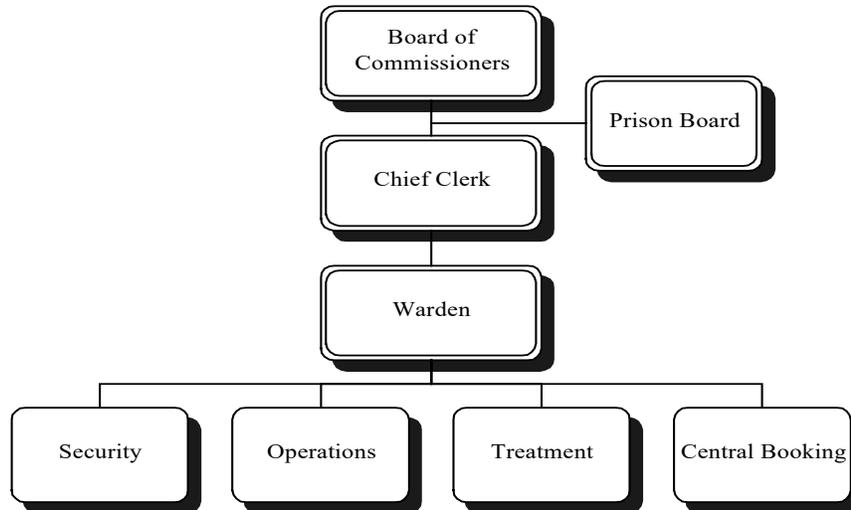
District Attorney

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	45.1	47.1	48.6	49.5
Budgeted Part-Time FTEs	2.8	2.3	3.0	3.1
Total Budgeted FTEs	47.9	49.4	51.6	52.6

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$816,129	\$833,366	\$890,625	\$991,057	\$100,432	11.3%
Interfund Revenue	\$298,396	\$270,574	\$316,688	\$316,837	\$149	0.0%
Other Revenue	\$589,691	\$659,538	\$581,459	\$605,072	\$23,613	4.1%
Total Revenue	\$1,704,216	\$1,763,478	\$1,788,772	\$1,912,966	\$124,194	6.9%
Salaries and Benefits	\$3,415,693	\$3,465,659	\$3,928,423	\$4,144,040	\$215,617	5.5%
Operating Expense	\$1,005,656	\$1,043,652	\$1,393,475	\$1,391,602	\$-1,873	-0.1%
Interfund Expense	\$25,871	\$27,925	\$35,370	\$40,235	\$4,865	13.8%
Capital Expense	\$243,312	\$81,958	\$302,737	\$3	\$-302,734	-100.0%
Total Expense	\$4,690,532	\$4,619,194	\$5,660,005	\$5,575,880	\$-84,125	-1.5%



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.

- Goals**
- Ensure the fiscal management of the prison is administered efficiently and responsibly.
 - Provide food service that is nutritionally adequate, prepared and served in a sanitary manner, and is a reasonable cost.

Security: Maintain a secure institutional environment.

- Goals**
- Prevent escapes through the use of suitable physical, mechanical, and procedural safeguards.
 - Maintain an orderly environment with clear expectations of behavior and systems of accountability.

Service: Inmate services and programs.

- Goals**
- Provide programming which may reduce an inmate’s length of stay and recidivism.
 - Provide quality inmate health care that satisfies statutory requirements at a reasonable cost.

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

- Goals**
- Provide service to County law enforcement agencies by making positive identification of criminal defendants and collecting pertinent information.
 - Provide service to County law enforcement agencies by processing and collecting evidence on DUI offenders.

Prison

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Limit OT, manage staff costs, and achieve better work-life balance for staff by fully implementing the County's new policies on OT/comp time, flex scheduling, on-call, and call time within your department.
	Consider gainsharing administrative positions as they become available through attrition.
	Pass all federal, state, and Prison Rape Elimination Act audits and other inspections.
	Fill all vacancies of the management team for the prison within a six month timeframe. Once interviews are completed, recommendations need to be presented to the Prison Board along with a request to hire. Focus on filling vacancies should ensure that there are equal opportunities for employment, as well as career advancement from within the prison.
	Advise staff in the resolution of sensitive, complex, or precedent-setting situations, determine appropriate course of action, and assign responsibilities and monitor actions and responses.
	Establish and maintain effective relationships, under varied conditions, with government officials, private industry leaders, the media, professional personnel, and a variety of people at all management levels.
<p>Goal 6: Criminal Justice - Promote criminal justice process improvements</p>	Continue to use and refine the Ohio Risk Assessment System (ORAS) risk assessment tool in conjunction with Adult Probation/Parole.
	Continue involvement and participation with the Criminal Justice Policy Team and its Steering Committee to identify and develop strategies for alternatives to standard incarceration which may include pre-trial services and expanded uses of intermediate punishment. Develop and initiate appropriate measures which accurately describe successes and shortfalls.
	Participate in and support the specialty courts and other criminal justice initiatives in conjunction with other criminal justice departments, including the Warrant Collections Unit.

Prison

Performance Measures

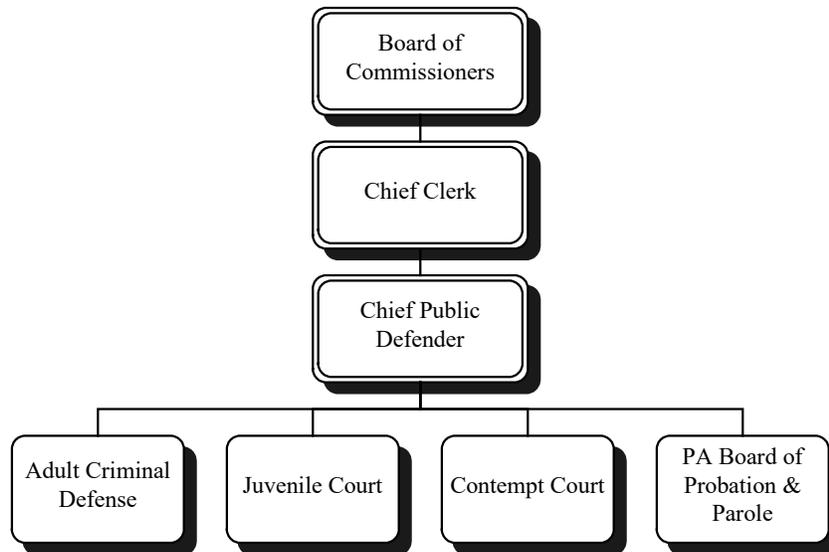
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Cost per meal	\$1.22	\$1.23	\$1.27	\$1.29
4	Correctional Officer replacement ratio per post	2%	2%	2%	4%
6	Average daily population (percentage of capacity)	439 (72%)	412 (67%)	365 (60%)	415 (68%)
6	Number of escapes from secure areas	0	0	0	0
6	Number of community work crew projects	58	60	50	25

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	120.0	123.0	120.0	120.0
Budgeted Part-Time FTEs	2.5	2.6	2.4	2.4
Total Budgeted FTEs	122.5	125.6	122.4	122.4

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$3,328	\$5,279	\$18,100	\$18,100	\$0	0.0%
Interfund Revenue	\$123,559	\$116,925	\$110,694	\$110,975	\$281	0.3%
Other Revenue	\$2,360,943	\$2,611,669	\$2,405,600	\$2,437,100	\$31,500	1.3%
Total Revenue	\$2,487,830	\$2,733,873	\$2,534,394	\$2,566,175	\$31,781	1.3%
Salaries and Benefits	\$8,672,079	\$8,639,122	\$9,326,038	\$9,446,955	\$120,917	1.3%
Operating Expense	\$3,865,050	\$4,685,169	\$4,945,485	\$5,039,380	\$93,895	1.9%
Interfund Expense	\$26,316	\$22,633	\$31,287	\$35,800	\$4,513	14.4%
Capital Expense	\$0	\$78,724	\$445,202	\$500,001	\$54,799	12.3%
Total Expense	\$12,563,445	\$13,425,648	\$14,748,012	\$15,022,136	\$274,124	1.9%



Mission Statement

Counsel and defend those who cannot defend themselves.

Core Activities

Adult Criminal Defense: Counsel and defend those who cannot defend themselves.

- Goals**
- Maintain a talented and dedicated professional staff.
 - 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.
 - Maintain a manageable caseload for the attorneys in the office so there is sufficient time for case preparation.
 - Ensure availability of supportive forensic services such as investigations, psychiatric evaluations, and expert witness retention.
 - Provide professional staff support from the local law schools by facilitating work by two to four student law clerks who shall become eligible for certification to make court appearances during their time of service.
 - Actively participate in the planning and operation of programs in the Cumberland County Criminal Justice System as appropriate, so we can best use our human and economic resources.
 - Continue to collect data about the work of the office, and of our clients, so we can determine whether our goals and objectives are met.
 - 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 who lack sufficient funds to obtain their own counsel.

Juvenile Court Defense: Counsel and defend those who cannot defend themselves.

- Goals**
- Maintain a talented and dedicated attorney assigned to juvenile defense.
 - Maintain a manageable caseload for the juvenile defender so there is sufficient time for case preparation.
 - Ensure availability of supportive forensic services such as investigations, social and family history, psychiatric evaluations, and expert witness retention.
 - Provide quality legal representation to all juveniles charged with being delinquent or charged in a direct file with a criminal offense who lack sufficient funds to obtain their own counsel.

Pennsylvania Board of Probation and Parole Revocation Hearings: Counsel and defend those who cannot defend themselves.

- Goals**
- Maintain a talented and dedicated professional staff, well versed in the unique nuances of state parole practice.
 - Maintain a manageable caseload for the attorneys in the office so there is sufficient time for case preparation.

Public Defender

Performance Goals for 2020

Strategic Goals	Performance Goals
Goal 4: Efficient Government - Promote quality, efficient, and effective County services	Carry out all tasks associated with the Merit Based Compensation program.
	Ensure all death penalty qualified attorneys maintain CLE and training requirements.
	Internal staff training for new and veteran employees with a focus on basic knowledge and fundamentals to establish and maintain a strong knowledge foundation.
	Evaluate the need for more staff and, if necessary, make appropriate requests, especially death penalty qualified attorneys.
	Ensure Kronos is used consistently and accurately within the office.
Goal 6: Criminal Justice - Promote criminal justice process improvements	Promote Public Defender communication with the District Attorney’s Office to help identify case issues that would otherwise cause delay in case resolution.

Public Defender

Performance Measures

Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
6	Number of cases where a court has determined that our office provided counsel that was legally ineffective	0	0	0	0
6	Timely file 100% of briefs at trial and appellate level	100%	100%	100%	100%
6	In 75% of court cases, schedule a client interview and document same in file. Interviews must be scheduled to be conducted within four weeks of arraignment	77%	70%	70%	75%
6	Within three weeks of arraignment, meet with all Cumberland County prisoners on arraignment list. Document file concerning contact	58%	61%	55%	50%
6	Within three weeks of arraignment, contact (by letter, phone call, or in-person meeting) any out of county prisoner. Document file concerning contact	73%	72%	50%	50%

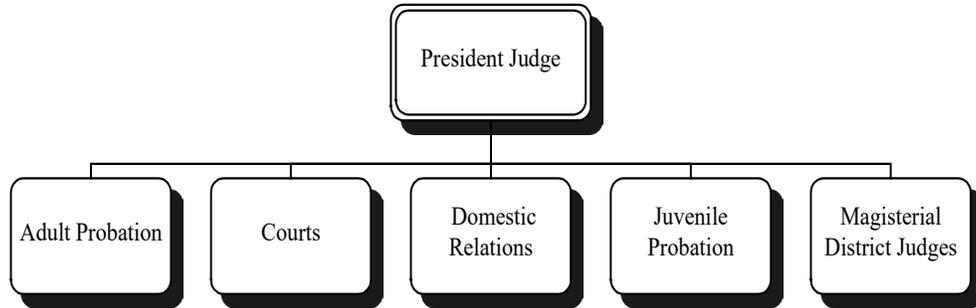
Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	15.0	15.0	16.5	16.0
Budgeted Part-Time FTEs	2.0	1.1	1.1	.6
Total Budgeted FTEs	17.0	16.1	17.6	16.6

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$7,400	\$7,300	\$6,000	\$6,000	\$0	0.0%
Total Revenue	\$7,400	\$7,300	\$6,000	\$6,000	\$0	0.0%
Salaries and Benefits	\$1,155,609	\$1,328,502	\$1,457,952	\$1,453,041	\$-4,911	-0.3%
Operating Expense	\$85,831	\$91,244	\$131,300	\$134,650	\$3,350	2.6%
Interfund Expense	\$4,328	\$4,294	\$6,683	\$9,400	\$2,717	40.7%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$1,245,768	\$1,424,040	\$1,595,935	\$1,597,091	\$1,156	0.1%

Courts Consolidated

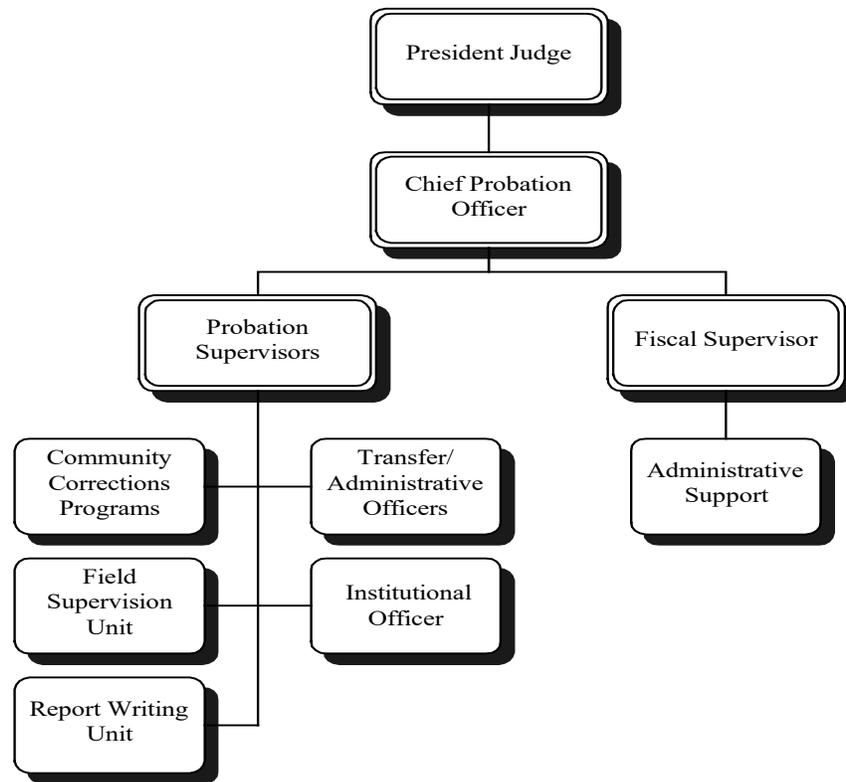


Mission Statement

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

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$3,046,745	\$3,075,843	\$3,245,778	\$3,265,304	\$19,526	0.6%
Interfund Revenue	\$1,130,385	\$1,160,081	\$1,175,701	\$1,406,013	\$230,312	19.6%
Other Revenue	\$2,559,767	\$2,711,263	\$2,568,237	\$2,647,487	\$79,250	3.1%
Total Revenue	\$6,736,897	\$6,947,187	\$6,989,716	\$7,318,804	\$329,088	4.7%
Salaries and Benefits	\$13,239,205	\$13,743,499	\$14,421,719	\$15,369,271	\$947,552	6.6%
Operating Expense	\$3,216,182	\$3,222,374	\$3,530,942	\$3,582,643	\$51,701	1.5%
Interfund Expense	\$760,707	\$708,385	\$775,062	\$751,263	\$-23,799	-3.1%
Capital Expense	\$222,028	\$105,476	\$38,451	\$120,002	\$81,551	212.1%
Total Expense	\$17,438,122	\$17,779,734	\$18,766,174	\$19,823,179	\$1,057,005	5.6%



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.

Goals • Complete 95% of court-ordered reports within required time frame.

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

Goals • Attain 90% officer compliance with established case management requirements.

Community Corrections: Use of Driving Under the Influence-Intermediate Punishment (DUI-IP) and Day Reporting Center Programs to address offender needs, supply appropriate sanctions, and use prison bed days more appropriately.

Goals • Save prison bed days by assigning offenders to the DUI-IP program.
 • Save prison bed days by assigning offenders to Drug Rehabilitation Center (DRC) program.

Adult Probation

Performance Goals for 2020

Strategic Goals	Performance Goals
Goal 4: Efficient Government - Promote quality, efficient, and effective County services	Carry out all tasks associated with the Merit Based Compensation program.
	Pass all federal, state, and local reviews; maintain all essential accreditations.
	Adhere to the principles and goals of the statewide strategic plan to implement evidence-based practices within the department.
Goal 6: Criminal Justice - Promote criminal justice process improvements	Maintain fidelity with the ORAS risk/needs tool by establishing a quality assurance protocol.
	Establish and maintain an information system to support the ORAS risk/needs tool.
	Establish and grow programs within the department and community that specifically target the criminogenic needs of offenders as identified by the ORAS risk/needs tool.
	Establish definitions and standards for measuring recidivism rates with the goal of implementing a procedure of measuring performance through examining recidivism rates.
	Expand the utilization of IP sentencing and day reporting with a goal of increasing prison beds saved over the previous year.
	Support Temple University on outcome study of young offenders, ages 18-25.
	Support the expansion of problem solving courts.

Adult Probation

Performance Measures

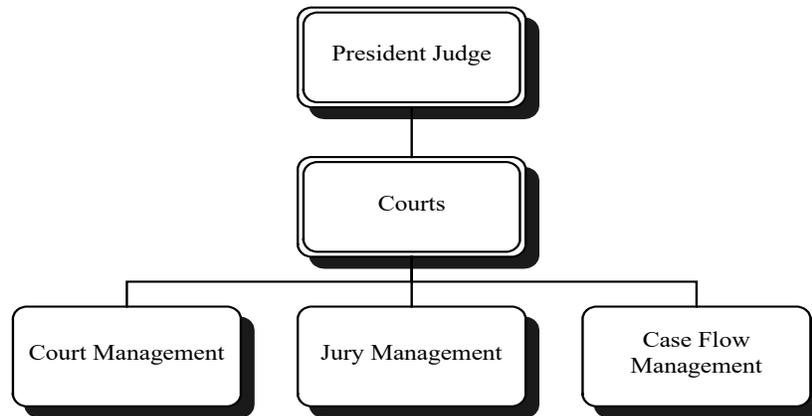
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Complete 95% of court-ordered reports within required time frame	100%	100%	98%	98%
4	Attain 90% officer compliance rate with established case management requirements	95%	95%	90%	90%
6	Prison bed days saved by use of DUI-IP programs and DRC	15,535	20,569	22,000	22,000
6	Number of ORAS assessments completed	902	1,172	1,200	1,200

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	36.0	36.8	34.8	33.8
Budgeted Part-Time FTEs	.7	.7	.7	1.5
Total Budgeted FTEs	36.7	37.5	35.5	35.3

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$218,772	\$210,443	\$210,000	\$220,000	\$10,000	4.8%
Interfund Revenue	\$75,000	\$82,399	\$75,000	\$84,000	\$9,000	12.0%
Other Revenue	\$1,188,787	\$1,321,810	\$1,217,400	\$1,239,600	\$22,200	1.8%
Total Revenue	\$1,482,559	\$1,614,652	\$1,502,400	\$1,543,600	\$41,200	2.7%
Salaries and Benefits	\$2,965,071	\$3,015,615	\$3,023,395	\$3,220,509	\$197,114	6.5%
Operating Expense	\$388,709	\$368,885	\$451,590	\$452,595	\$1,005	0.2%
Interfund Expense	\$266,590	\$247,102	\$252,469	\$241,955	\$-10,514	-4.2%
Capital Expense	\$29,830	\$22,844	\$0	\$1	\$1	100.0%
Total Expense	\$3,650,200	\$3,654,446	\$3,727,454	\$3,915,060	\$187,606	5.0%



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.

- Goals**
- Assume responsibility for the enforcement of court rules.
 - Enforce court rules.
 - Implement technological innovations to enhance case flow management, court scheduling, jury management, public access, and other responsibilities.
 - Appoint counsel for indigent defendants in accordance with statutes in a timely manner.
 - Provide access to court information for the general public and media.
 - Educate the public about the court and its operations.
 - Ensure reasonable and secure access for the storage of records and case information.
 - Review statutes and regulations to determine the schedule for retention and destruction of records and develop plans to improve archive procedures and storage systems.
 - 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.

- Goals**
- 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.
 - Keep jury trial costs under \$1,200 per trial.

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

- Goals**
- 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.
 - Record and assign all motions and petitions within 24 hours of receipt.
 - 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.
 - Establish and comply with recognized standards for timely case processing while keeping current with incoming caseload.

Courts

Primary Objectives for 2020

Strategic Goals	Primary Objectives
Goal 6: Criminal Justice - Promote criminal justice process improvements	Continue refining use of jury management software to improve jury management and reduce costs.
	Review and refine Treatment Court’s program 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.

Courts

Performance Measures

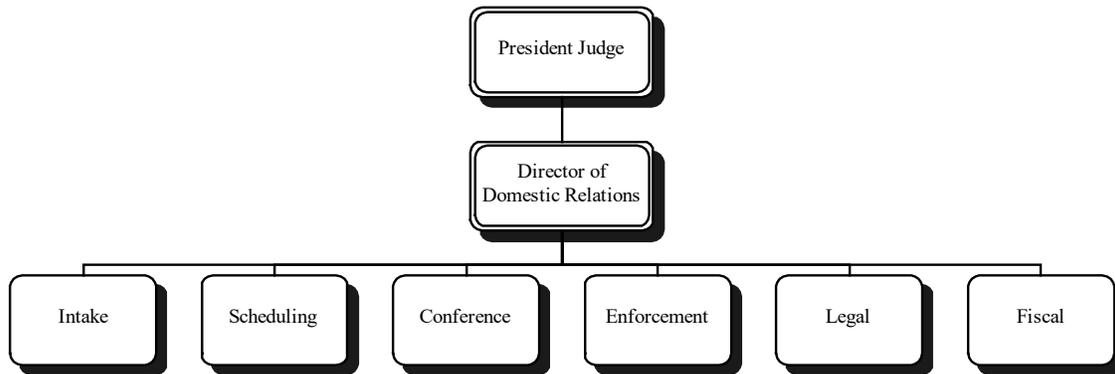
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
6	Timely appointment of counsel for indigent defendants within three business days of receipt	77%	93%	80%	75%
6	Effective use of jurors by maintaining juror yield at 40% (Total number serving / Total potentially available X 100)	90%	n/a	100%	100%
6	Maintain jury trial costs below \$1,200 per trial	\$1,056.29 (\$1,200)	n/a (n/a)	\$1,200 (\$1,200)	\$1,200 (\$1,200)
6	Record and send all motions and petitions to chambers within two business days of receipt	87%	93%	90%	90%
6	Custody conciliations scheduled within five days of filing date	85%	94%	85%	85%
6	Custody conciliations scheduled to be heard within 45 days (required by statute)	99%	99%	95%	95%
6	CASA-Number of children served	61	60	60	80
6	CASA-Number of active volunteers	43	44	45	50
6	CASA-Number of reports/memos issued to the Courts	93	111	110	120

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	38.0	39.0	43.0	46.0
Budgeted Part-Time FTEs	2.0	1.1	2.1	1.0
Total Budgeted FTEs	40.0	40.1	45.1	47.0

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$352,798	\$341,400	\$341,000	\$341,000	\$0	0.0%
Interfund Revenue	\$64,046	\$5,615	\$1	\$0	\$-1	-100.0%
Other Revenue	\$264,200	\$350,648	\$257,500	\$312,500	\$55,000	21.4%
Total Revenue	\$681,044	\$697,663	\$598,501	\$653,500	\$54,999	9.2%
Salaries and Benefits	\$3,000,075	\$3,094,029	\$3,465,768	\$3,660,870	\$195,102	5.6%
Operating Expense	\$1,868,273	\$1,885,190	\$1,891,993	\$1,945,144	\$53,151	2.8%
Interfund Expense	\$33,065	\$29,705	\$34,204	\$35,800	\$1,596	4.7%
Capital Expense	\$147,876	\$40,397	\$0	\$120,001	\$120,001	100.0%
Total Expense	\$5,049,289	\$5,049,321	\$5,391,965	\$5,761,815	\$369,850	6.9%



Mission Statement

The mission of the Domestic Relations Office is to provide effective case management services for families in need of financial support through establishing, monitoring, and enforcing child and spousal court orders.

Core Activities

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

Goals

- Continue to exceed federal and state averages to maximize federal incentives.

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.

Goals

- Continue to exceed federal and state averages to maximize federal incentives.

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

Goals

- Continue to exceed federal and state averages to maximize federal incentives.
- Maintain performance above 90% threshold.

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

Goals

- Continue to exceed federal and state averages to maximize federal incentives.
- Maintain performance above 80% threshold.

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

Goals

- Continue to exceed federal and state averages to maximize federal incentives.
- Maintain performance above 80% threshold.

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

Goals

- Continue to exceed federal and state averages to maximize federal incentives.
- Maintain performance above 80% threshold.

Domestic Relations

Medical Support Establishment: Domestic Relations Section (DRS) establishes medical support for obligors/obligees in order to remove children from public medical assistance roles.

- Goals**
- Continue to exceed federal and state averages to maximize federal incentives.
 - Maintain performance above 80% threshold.

Medical Support Enforcement: DRS enforces medical support orders for obligors/obligees in order to ensure children remain outside of public medical assistance roles.

- Goals**
- Continue to exceed federal and state averages to maximize federal incentives.
 - Maintain performance above 80% threshold.

Cost Effectiveness: The cost effectiveness is the amount of support collections per dollar spent.

- Goals**
- Maximize incentive and reimbursement by maintaining federal performance measures criteria, which minimizes the amount of County subsidy.

Financial Obligations to Participating County Agencies: Based upon the Cooperative Agreement, cost effectiveness, and incentive structure, all County agencies interacting with DRS are able to reduce their indirect and direct costs to their County budget by use of federal funds directly from the DRS Title IV-D program. This includes, but is not limited to the Cost Allocation Plan as prepared annually by Maximus for the County Finance Office.

- Goals**
- Reduce costs incurred to the County by maximizing Title IV-D 66% federal reimbursement on indirect and direct expenditures from interaction with other County agencies.

Program Interaction with External Agencies: The business interaction with external agencies that indirectly assist the DRS with maintaining federal performance measures.

- Goals**
- Maintain positive working relationships with other agencies to aid them and the DRS in performing necessary functions.

Performance Goals for 2020

Strategic Goals	Performance Goals
Goal 4: Efficient Government - Promote quality, efficient, and effective County services	Carry out all tasks associated with the Merit Based Compensation program.
	Earn 98% or more of potential incentive performance bonus funding from the state.
	Pass the state’s financial and compliance audits as scheduled and performed by the Bureau of Child Support Enforcement and pass the County Controller’s Office annual audit.
	Maintain the state required minimum of 80% performance in the categories of Paternity Establishment, Case Establishment, Medical Insurance Establishment, and Medical Insurance Enforcement.
Goal 6: Criminal Justice - Promote criminal justice process improvements	Audit ten cases per month, per caseload, from the 157 Actionable Case Report to assure data accuracy, timeliness of legal filings, and effectiveness in the enforcement of the case.
	Maintain standard on percentage of money collected on current collections at a level equal to or exceed the state Class 3A average understanding that this is a cumulative performance measure based on the federal fiscal year percentage reflected in September reports.

Domestic Relations

Performance Measures

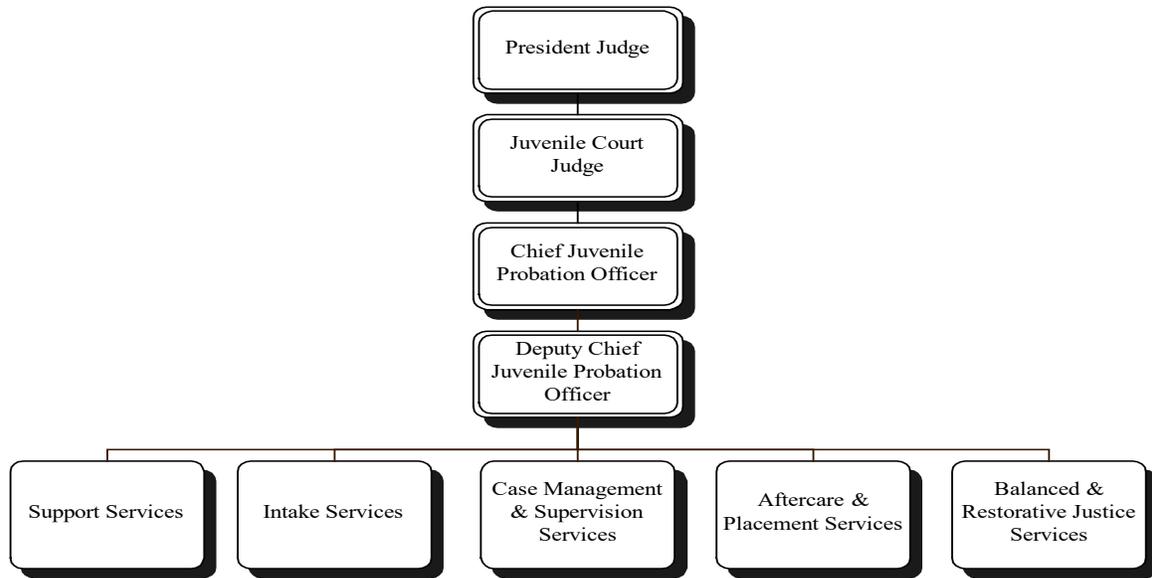
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Percentage of paternity establishment	111%	114%	109%	110%
6	Number of open (active) cases	5,149	5,014	5,000	5,000
6	Percentage of open cases with orders	95%	96%	95%	95%
6	Amount of child support collected	\$26,388,487	\$26,583,709	\$26,700,000	\$27,000,000
6	Percentage of money collected on active charging orders	87%	87%	86%	85%
6	Cases where arrears have been paid	88%	88%	85%	85%

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	39.0	38.0	38.0	38.0
Budgeted Part-Time FTEs	.3	.7	.7	.7
Total Budgeted FTEs	39.3	38.7	38.7	38.7

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$2,226,288	\$2,273,093	\$2,446,653	\$2,456,179	\$9,526	0.4%
Interfund Revenue	\$991,339	\$1,072,067	\$1,100,700	\$1,322,013	\$221,313	20.1%
Other Revenue	\$29,716	\$31,025	\$3,240	\$2,990	\$-250	-7.7%
Total Revenue	\$3,247,343	\$3,376,185	\$3,550,593	\$3,781,182	\$230,589	6.5%
Salaries and Benefits	\$2,621,982	\$2,786,767	\$2,894,335	\$3,151,324	\$256,989	8.9%
Operating Expense	\$148,032	\$140,952	\$196,575	\$200,825	\$4,250	2.2%
Interfund Expense	\$433,009	\$406,232	\$450,183	\$429,033	\$-21,150	-4.7%
Capital Expense	\$44,322	\$42,235	\$9,500	\$0	\$-9,500	-100.0%
Total Expense	\$3,247,345	\$3,376,186	\$3,550,593	\$3,781,182	\$230,589	6.5%



Mission Statement

The Juvenile Probation Department is committed to policies and programming that strives to ensure a generation of productive and positive youth. We dedicate ourselves to working in partnership to enhance the capacity of Cumberland County’s Juvenile Justice System to achieve its’ balanced and restorative justice mission by: employing evidence-based practices, with fidelity, at every stage of the juvenile justice process; collecting and analyzing data necessary to measure the results of these efforts; and with this knowledge, striving to continuously improve the quality of our decisions, services, and programs.

Core Activities

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

- Goals**
- Maintain above 15% of juvenile offenders directed to appropriate pre-court services such as the Youth Aid Panel.
 - Develop an 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.

- Goals**
- Ensure more than 95% of juveniles assigned to community service have completed their obligation prior to release from supervision.
 - Ensure more than 95% of juveniles court-ordered to make full restitution to victims have successfully completed their obligation while under supervision.

Juvenile Probation

Performance Goals for 2020

Strategic Goals	Performance Goals
Goal 4: Efficient Government - Promote quality, efficient, and effective County services	Carry out all tasks associated with the Merit Based Compensation program.
	Pass all federal and state inspections and reviews; maintain all essential accreditations.
	Carry forward staff training in the effective practices in Community Supervision Case Management Model.
Goal 5: Healthy Communities - Promote healthy communities	Sustain collaboration with CYS to develop means to manage effectively the impact of PA Task Force for Child Protection and other developments impacting youth.
	Continue to implement programming designed to promote community protection, victim restoration, and offender competency development, as required under the principles of Balanced and Restorative Justice.
Goal 6: Criminal Justice - Promote criminal justice process improvements	Sustain current collections success rate of 95% (+/- 5%).

Juvenile Probation

Performance Measures

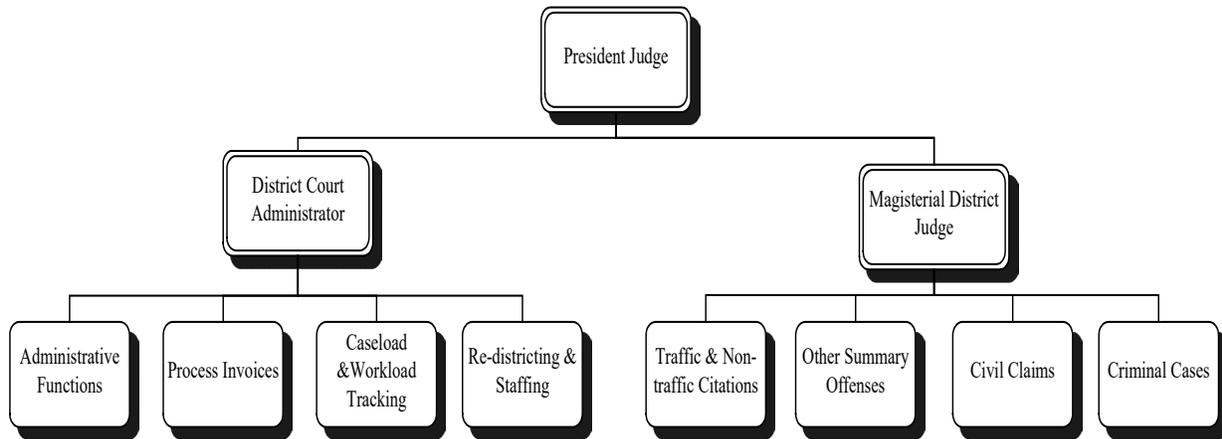
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Ensure more than 95% of juveniles assigned to community service have completed their obligations prior to release from supervision (percentage of juveniles)	98%	98%	95%	95%
5	Maintain above 15% of juvenile offenders directed to appropriate pre-court services such as the Youth Aid Panel	19%	24%	15%	15%
5	Maintain above 90% of juveniles who are employed or engaged in an educational or vocational activity at case closing	91%	93%	90%	90%
6	Ensure more than 95% of juvenile offenders who are directed/ordered to participate in the Victim Awareness Program successfully complete	98%	97%	95%	95%
6	Ensure more than 95% of juveniles court-ordered to make full restitution to victims have successfully completed their obligation while under supervision (percentage of juveniles)	97%	96%	95%	95%

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	26.0	26.0	26.0	27.0
Budgeted Part-Time FTEs	.2	.7	.7	.7
Total Budgeted FTEs	26.2	26.7	26.7	27.7

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$248,887	\$250,907	\$248,125	\$248,125	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$9,212	\$9,436	\$12,097	\$12,097	\$0	0.0%
Total Revenue	\$258,099	\$260,343	\$260,222	\$260,222	\$0	0.0%
Salaries and Benefits	\$2,247,741	\$2,426,512	\$2,446,810	\$2,670,385	\$223,575	9.1%
Operating Expense	\$106,039	\$117,520	\$186,930	\$179,907	\$-7,023	-3.8%
Interfund Expense	\$8,072	\$7,827	\$12,521	\$14,375	\$1,854	14.8%
Capital Expense	\$0	\$0	\$28,951	\$0	\$-28,951	-100.0%
Total Expense	\$2,361,852	\$2,551,859	\$2,675,212	\$2,864,667	\$189,455	7.1%



Mission Statement

The mission of the Magisterial District Judges (MDJs) system, comprised of ten Magisterial District Courts, is to adjudicate cases in a fair and impartial manner in accordance with the rules and regulations issued by the Supreme Court of Pennsylvania. It is designed to promote uniformity with simplified procedures that provide better access by the public to the judicial services of the District Judge.

Core Activities

Case Processing: In court cases, issue arrest and search warrants, hold preliminary arraignments and set hearings, set bail in misdemeanor and felony cases, issue subpoenas, impose summary punishments for criminal contempt, plea and sentence on third-degree misdemeanors and ungraded misdemeanor DUIs, and handle protection from abuse orders.

Case Management: Conduct hearings and dispose of cases involving summary criminal offenses, traffic violations, landlord/tenant matters, which include a levy of property and processing orders of executions, and other civil actions where the amount claimed does not exceed \$12,000.

Civil Actions: Conduct civil proceedings under its jurisdiction in accordance with the rules of court.

Administrative: Responsible for implementing policies issued by the AOPC and the President Judge, compiling and distributing statistical data, managing facilities and assets, supervising personnel, and preparing an annual budget.

- Goals**
- Conduct fair and impartial hearings and dispose of cases in an expeditious manner.
 - Enhance the availability and the response time of the MDJ via Central Booking and remote video arraignment connections.
 - Enter and update all case information in the MDJs’ statewide computer system.
 - Enhance the uniform processing of cases.
 - Increase collections of fines, costs, and restitution.
 - To provide prompt, courteous service to the public in the major functions of the Magisterial District Courts.
 - Improve judicial accountability and cooperative relationships between the ten Magisterial District Courts and the Common Pleas Bench.

Magisterial District Judges

Primary Objectives for 2020

Strategic Goals	Primary Objectives
Goal 6: Criminal Justice - Promote criminal justice process improvements	To continue to promote cross training so that staff can assist in three or four different areas in the MDJs' offices.
	To continue to promote communications 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, local municipalities, and school districts.
	To maintain and improve the DUI Central Court.

Magisterial District Judges

Performance Measures

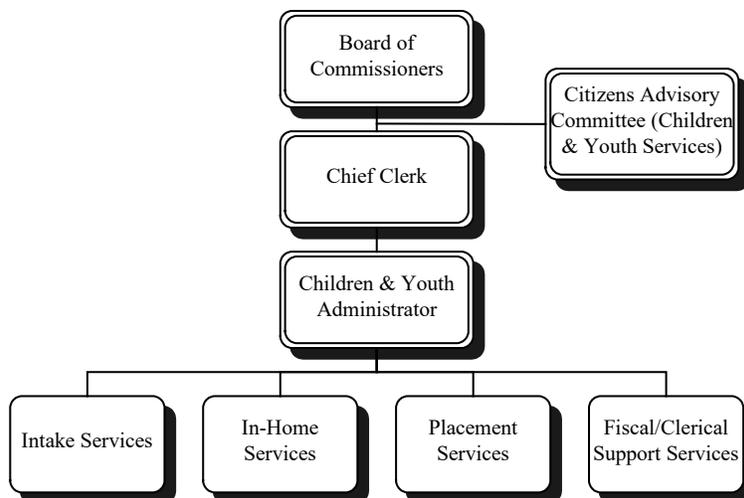
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
6	Total filings (criminal, traffic, summary, civil)	62,358	57,239	60,000	60,000
6	Total dispositions	53,128	49,674	58,000	58,000

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	43.0	43.0	43.0	43.0
Budgeted Part-Time FTEs	.3	.3	.3	.2
Total Budgeted FTEs	43.3	43.3	43.3	43.2

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$1,067,852	\$998,344	\$1,078,000	\$1,080,300	\$2,300	0.2%
Total Revenue	\$1,067,852	\$998,344	\$1,078,000	\$1,080,300	\$2,300	0.2%
Salaries and Benefits	\$2,404,336	\$2,420,576	\$2,591,411	\$2,666,183	\$74,772	2.9%
Operating Expense	\$705,129	\$709,827	\$803,854	\$804,172	\$318	0.0%
Interfund Expense	\$19,971	\$17,519	\$25,685	\$30,100	\$4,415	17.2%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$3,129,436	\$3,147,922	\$3,420,950	\$3,500,455	\$79,505	2.3%



Mission Statement

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

Core Activities

Intake Services: Intake services receive child abuse/neglect referrals for investigation and assess child and family needs for ongoing services.

- Goals**
- Assure child safety in their home and community.
 - Support and preserve child permanency with their family.
 - Assure child well-being in their home and community.

In-Home Services: In-home services provide direct social services to children living in their own homes as well as referral and case management services to meet the needs of the child and family.

- Goals**
- Assure child safety in their home and community.
 - Support and preserve child permanency with their family.
 - Assure child well-being in their home and community.

Placement Services: Placement services provide direct social services to children who have been placed outside of their homes in order to reunify them with their family. If reunification is not possible, placement services works to provide an alternative, permanent home for the child.

- Goals**
- Assure child safety in their out-of-home placement.
 - Assure permanency through reunification.
 - Assure an alternate, permanent home if reunification is not possible.
 - Assure child well-being in their home and community.

Children & Youth Services

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Limit OT, manage staff costs, and achieve better work-life balance for staff by fully implementing the County's new policies on OT/comp time, flex scheduling, on-call, and call time within your department.
	Participate in the Quality Service Review for the County and work to develop a County Improvement Plan (CIP).
	Maintain all essential licensures connected to the yearly state review and direct caseworker training. Participate in all federal and state inspections to assure compliance and develop plans to improve and identify areas of need.
	Write, present, and submit the needs based budget by the required submission date. Analyze the data and make projections for the agency to ensure proper funding for all positions and services.
<p>Goal 5: Healthy Communities - Promote healthy communities</p>	Continue to play a leading role in expanding the use of appropriate evidence-based practices within CYS specifically focusing on supervisors, family group, and visitation findings.
	Continue to work closely with the Drug and Alcohol Commission, Mental Health, Intellectual and Developmental Disabilities (MH.IDD), Juvenile Probation, Aging, and criminal justice agencies to develop means to effectively manage developments impacting youth services.
	Focus on trauma informed strategies to best support individuals with complex needs by using a cross system approach.

Children & Youth Services

Performance Measures

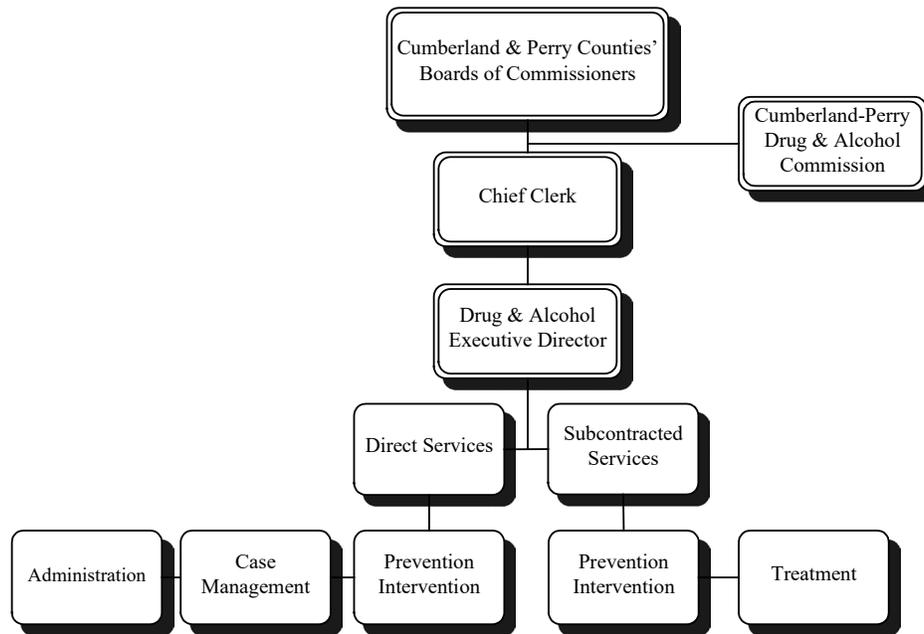
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
5	Reunify children with their families within 12 months for children in out-of-home placements	49%	38%	40%	38%
5	Reduce the rate of return to placement within 12 months	18%	22%	25%	22%
5	Achieve adoption finalization within 24 months or less from the time of placement for children whom reunification is not possible	73%	52%	65%	70%
5	Total number of referrals accepted by the agency	1,876	2,074	2,100	2,300

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	77.0	80.0	81.0	87.0
Budgeted Part-Time FTEs	.0	.0	.0	.0
Total Budgeted FTEs	77.0	80.0	81.0	87.0

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$14,498,261	\$16,648,244	\$17,575,492	\$18,754,775	\$1,179,283	6.7%
Interfund Revenue	\$4,071,553	\$3,169,240	\$3,772,219	\$4,223,213	\$450,994	12.0%
Other Revenue	\$469,505	\$499,944	\$336,864	\$451,527	\$114,663	34.0%
Total Revenue	\$19,039,319	\$20,317,428	\$21,684,575	\$23,429,515	\$1,744,940	8.0%
Salaries and Benefits	\$4,948,280	\$5,341,271	\$6,239,628	\$6,878,121	\$638,493	10.2%
Operating Expense	\$13,102,241	\$13,987,482	\$14,445,648	\$15,613,813	\$1,168,165	8.1%
Interfund Expense	\$988,799	\$988,673	\$999,299	\$937,581	\$-61,718	-6.2%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$19,039,320	\$20,317,426	\$21,684,575	\$23,429,515	\$1,744,940	8.0%



Mission Statement

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

Core Activities

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

- Goals**
- Manage funds in an efficient and responsible fashion by complying with all applicable accounting and fiscal reporting requirements.
 - Meet all state contract compliance requirements including deadlines for fiscal and programmatic reports and monthly invoices.
 - Ensure the provision of quality behavioral health services through Health Choices, the mandatory managed care program for Medical Assistance (MA) recipients.
 - 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.

- Goals**
- Provide access to the Commission-funded network of drug and alcohol treatment services to all eligible residents of Cumberland and Perry counties.
 - Provide quality, outpatient treatment services to substance abusers and their families, including medication-assisted treatment options.
 - Provide quality, inpatient, non-hospital treatment services for chemically dependent individuals assessed as appropriate for that level of care.
 - 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.
 - 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.
 - Conduct Court Reporting Network (CRN) screening for Cumberland County Driving Under the Influence (DUI) offenders in support of DUI Central Court.

Drug & Alcohol

- Goals**
- Maintain responsibility for conducting drug and alcohol evaluations and providing case management services for eligible Cumberland County treatment courts' participants.

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.

- Goals**
- Assist secondary schools in establishing and implementing an effective system for identifying and referring students who are substance abusers.
 - Provide professional screening and evaluation services for students to identify their level of involvement with alcohol and other drugs, and make appropriate referrals.
 - Maximize the quality and the effectiveness of substance abuse screening, intervention, referral, and consultation services provided to schools, students, and families.
 - Maintain cost sharing arrangements with school districts who receive commission-funded drug and alcohol support services for their student assistance teams.
 - Enhance Cumberland County adolescent diversion efforts by providing substance abuse intervention services to youth involved with Juvenile Probation and Children & Youth Services.

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.

- Goals**
- Increase community awareness about substance abuse and the associated consequences among Cumberland and Perry counties' youth.
 - Maximize the quality and the effectiveness of school and community-based substance abuse prevention activities in Cumberland and Perry counties.
 - Strengthen and expand problem gambling prevention, education, and outreach services available to Cumberland and Perry counties' residents.
 - Serve as a resource clearinghouse by providing brochures, posters, and information/referral services regarding substance abuse and problem gambling.
 - Ensure access to quality substance abuse training services.

Drug & Alcohol

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Continue to play a supportive role in expanding the use of effective (evidence-based if available) practices with Human Services and other County agencies.
	Pass all federal, state, and other reviews and inspections. Maintain all essential accreditations and approvals.
	Sustain current funding sources while looking to retain sufficient diversity to manage fluctuations from any single source.
	Human Services Departments, working with their fiscal officers and Finance, will develop a strategy that leverages state and federal funding to maximize County match to support the delivery of quality supports and services to our communities (consumers, families, providers, and other stakeholders).
<p>Goal 5: Healthy Communities - Promote healthy communities</p>	Work with the Criminal Justice Policy Steering Committee (CJPSC) to expand the use of evidence-based practices in behavioral health programming for offenders.
	Manage cost of inpatient treatment to remain within target of \$230-\$240 per day (blended per diem cost).
	Continue collaboration regarding youth involved with Juvenile Probation and/or CYS to maximize access to intervention resources.
	Continue to collaborate with CYS for parents at risk of losing custody of their children due to a substance abuse disorder that impairs their parental capabilities.
	In conjunction with the Mental Health (MH) Department, maximize access to MA-funded behavioral health services by eligible Cumberland County residents through our regional Health Choices program.
	Continue to play a leading role in Cumberland County's effort to mount a public education campaign to combat the increase in heroin and opiate abuse and related deaths; build on a foundation set with support of drop box deployment to develop a comprehensive approach and outreach. Support efforts to expand access to naloxone throughout the County.
	Increase access to substance abuse intervention and treatment options for opiate dependent individuals. Expand Medication-Assisted Treatment options. Work with the local hospitals to develop a cost-effective and sustainable warm handoff system for overdose survivors.
	Continue to support County efforts to come up with informed, effective measures to manage the increase in the County's prison population through a range of possible alternatives to standard incarceration, including diversion for low-risk inmates, pre-trial services, increased intermediate punishment, and expanded extramural treatment options for prisoners with mental health and addiction problems.
Continue use of surveys to gather participant feedback from DUI offenders receiving court mandated CRN screenings.	

Drug & Alcohol

Performance Measures

Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Quality Assurance Assessment will result in five or less findings	0	0	0	3
5	Commission subcontractors will provide outpatient substance abuse treatment to residents of Cumberland or Perry counties - unduplicated count (percentage of goal)	722 (100%)	722 (96%)	732 (98%)	725 (100%)
5	Commission subcontractors will provide inpatient substance abuse treatment to residents of Cumberland or Perry counties - unduplicated count (percentage of goal)	110 (100%)	115 (92%)	126 (101%)	125 (100%)
5	Client satisfaction ratings from service recipients for Court Reporting Network screening will average at least 90%	n/a	98%	93%	93%
5	Increase number of participants in court mandated treatment program	160	221	224	200
5	Commission will complete CRN screening for DUI offenders (percentage of goal)	1,174 (100%)	1,140 (100%)	939 (94%)	950 (100%)
5	At least 40 Treatment Court participants will receive substance abuse evaluations and ongoing case management services (percentage of goal)	47 (118%)	48 (120%)	45 (113%)	40 (100%)
5	Students will receive drug & alcohol services through school-based student assistance programs (percentage of goal)	351 (100%)	434 (100%)	400 (100%)	425 (100%)
5	Parents will be involved in at least 90% of Student Assistance Program interventions	91%	91%	90%	90%
5	Provide intervention services to youth referred by either Cumberland County JPO or CYS (percentage of goal)	121 (100%)	161 (100%)	140 (117%)	130 (100%)
5	Commission subcontractors will provide medication-assisted treatment to residents of Cumberland or Perry counties - unduplicated count (percentage of goal)	n/a	34 (100%)	91 (228%)	75 (100%)

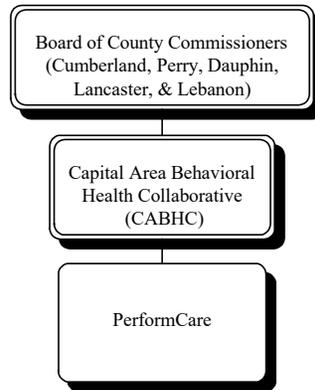
Drug & Alcohol

Full-Time Equivalent

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	19.0	18.9	19.9	20.9
Budgeted Part-Time FTEs	1.4	1.6	.8	.8
Total Budgeted FTEs	20.4	20.5	20.7	21.7

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$1,822,550	\$2,233,489	\$3,079,915	\$3,046,970	\$-32,945	-1.1%
Interfund Revenue	\$628,865	\$694,970	\$645,812	\$640,338	\$-5,474	-0.8%
Other Revenue	\$407,492	\$428,603	\$341,810	\$358,310	\$16,500	4.8%
Total Revenue	\$2,858,907	\$3,357,062	\$4,067,537	\$4,045,618	\$-21,919	-0.5%
Salaries and Benefits	\$1,437,202	\$1,444,957	\$1,559,447	\$1,719,100	\$159,653	10.2%
Operating Expense	\$1,161,018	\$1,558,531	\$2,077,976	\$1,906,845	\$-171,131	-8.2%
Interfund Expense	\$170,226	\$194,889	\$518,696	\$441,606	\$-77,090	-14.9%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$2,768,446	\$3,198,377	\$4,156,119	\$4,067,551	\$-88,568	-2.1%



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.

The primary purpose of CABHC is to provide oversight to the Behavioral Health Medicaid Managed Care System throughout the five county collaborative. CABHC monitors the activities of PerformCare and our Health Choices Behavioral Health Program to assure that the programs are in compliance with the regulations set forth in the Office of Mental Health and Substance Abuse Services Program standards and requirements.

After the fiscal budget was approved on June 3, 2019, the state entered into a single Health Choices Behavioral Agreement with the Capital Area Behavioral Health Collaborative on behalf of the County as of July 1, 2019. As of July 1st, the Health Choices funding will no longer pass through the County.

Core Activities

The Provider Network Committee: Responsible for the oversight of the provider network developed by PerformCare, who is contracted as Behavioral Health Managed Care Organization (BH-MCO).

- Goals**
- To monitor the BH-MCO provider network to ensure access standards, choice, and specialty need services are available.
 - To monitor providers’ satisfaction surveys and provider profiling reports.
 - To monitor provider corrective action plans.

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

- Goals**
- To assess and coordinate standards regarding treatment.
 - To monitor additional services and support development of new services.
 - To monitor program outcomes and participate in the program revisions to increase positive outcomes.

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

- Goals**
- Review and monitor the corporation’s financial statements and budget.
 - To review audits and make recommendations to the Board regarding financial matters.

The Consumer/Family Focus Committee: Responsible for the oversight of the inclusion of member and related stakeholders in the program.

- Goals**
- Recruit and educate consumers/families regarding Health Choices, CABHC, PerformCare, and county roles.
 - Provide a voice representing interests of the customers and families to the collaborative: serve as county liaisons to home county, review data and provide input into program areas, and to participate in other committees and groups to ensure consumer input.

Health Choices

Performance Measures

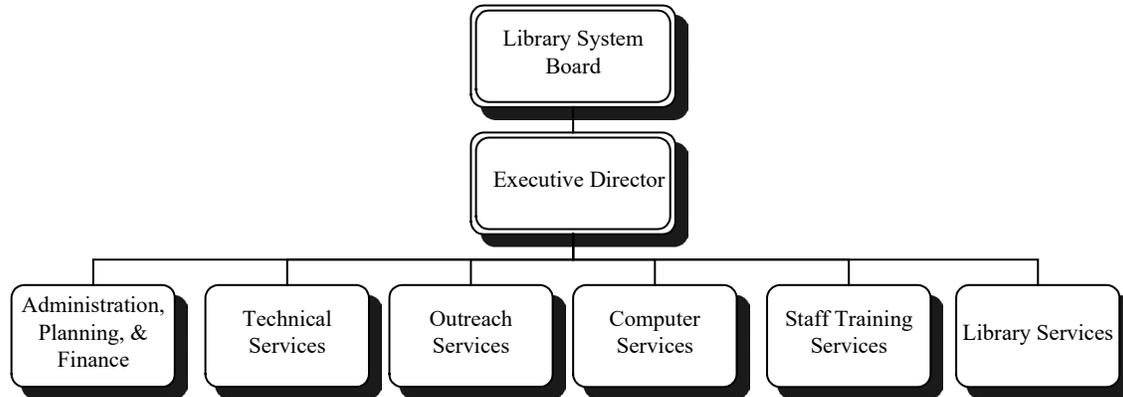
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Satisfaction with services received rating (agree/strongly agree) (85%)	85%	85%	85%	Program ended June 30, 2019
4	Overall positive ratings for key measures (average-above average)-goal 85%	85%	85%	85%	Program ended June 30, 2019
4	Health Choices Eligible Members Penetrations Rate (14%)	18% (18%)	19% (19%)	16% (20%)	Program ended June 30, 2019
4	Number of Health Choices eligible individuals and consumers served by Behavioral Health (5,000/yr)	8,496	8,958	8,000	Program ended June 30, 2019

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	.5	.5	.5	.0
Budgeted Part-Time FTEs	.0	.0	.0	.0
Total Budgeted FTEs	.5	.5	.5	.0

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$47,733,574	\$47,898,469	\$55,349,061	\$55,349,061	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$724	\$2,337	\$2,815	\$2,817	\$2	0.1%
Total Revenue	\$47,734,298	\$47,900,806	\$55,351,876	\$55,351,878	\$2	0.0%
Salaries and Benefits	\$33,510	\$39,986	\$36,353	\$40,474	\$4,121	11.3%
Operating Expense	\$47,520,502	\$47,655,671	\$55,062,495	\$55,068,423	\$5,928	0.0%
Interfund Expense	\$180,441	\$205,150	\$253,026	\$242,981	\$-10,045	-4.0%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$47,734,453	\$47,900,807	\$55,351,874	\$55,351,878	\$4	0.0%



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 library card at no charge, which provides access to countywide public library services, library material delivery services, reference databases, and library system website 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.

- Goals**
- Provide core library service (circulation, card holders, program attendance, and library visits) to Cumberland County adults, teens, and children.

Information Technology: Includes computer hardware/software upgrades, maintenance, and telecommunication costs for the County’s network using integrated library system management software for circulation, cataloging, online public access catalogs, acquisitions, serials, and internet services.

- Goals**
- Provide Cumberland County residents with core online library services, such as an online catalog, research databases, eBooks and eAudios, and public internet service access.

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.

- Goals**
- 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 technical skills. Also provides higher level skills development for existing staff and board members and an annual countywide staff development day.

- Goals**
- Provide library staff with free or inexpensive training opportunities that meet Commonwealth Libraries continuing education requirements.
 - Provide library and friends group board members with support and training opportunities.

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

- Goals**
- 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. Also includes marketing for strategic services initiatives.

- Goals**
- Annually maintain an advocacy and public relations program to promote the value and importance of public libraries to County’s elected officials, leaders, and residents.

Administrative and Financial Services: Includes distribution of state and County funds, fundraising support, system-wide grant applications, and group purchasing of office and library supplies (such as book jackets, labels, audio cases, etc.).

- Goals**
- Maintain the number of system level grant and funding applications.

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Finalize, prioritize, and begin implementation of the 2020 - 2025 Library System Strategic Plan within the 2020 budget.
	Complete the Radio Frequency Identification implementation. Identify need for additional staff and patron education, purchasing, and workflow enhancements.
	Evaluate integrated library system (ILS) software and determine whether the library system will embark on an ILS migration or renewal/renegotiation of the current ILS contract.
	Revise the Cumberland County Library System (CCLS) policy concerning distribution of computer resources across member libraries to ensure optimal and equitable services to all member libraries for future budget years.
	Replace domain servers, file servers, and wi-fi access points throughout the County library system.
	Replace staff computers in all member libraries and at the system headquarters office.
	Evaluate current fundraising software and determine whether or not the library system will continue to support this purchase for the use by all member libraries.
	Maintain all required audits, state and federal program reports, etc. required to operate CCLS.

Library

Performance Measures

Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Library system home page website hits	845,166	1,174,177	1,200,000	1,250,000
4	Shelf-ready library materials delivered to libraries	30,745	27,649	29,055	30,000
4	Library card holders	102,857	107,752	108,500	108,700
4	Library program attendance	156,914	182,501	169,000	170,000
4	Public internet sessions	n/a	204,976	190,000	200,000
4	Homebound materials delivered	9,401	9,364	9,500	9,400
4	Library material check outs (circulation)	2,339,716	2,273,924	2,175,000	2,200,000

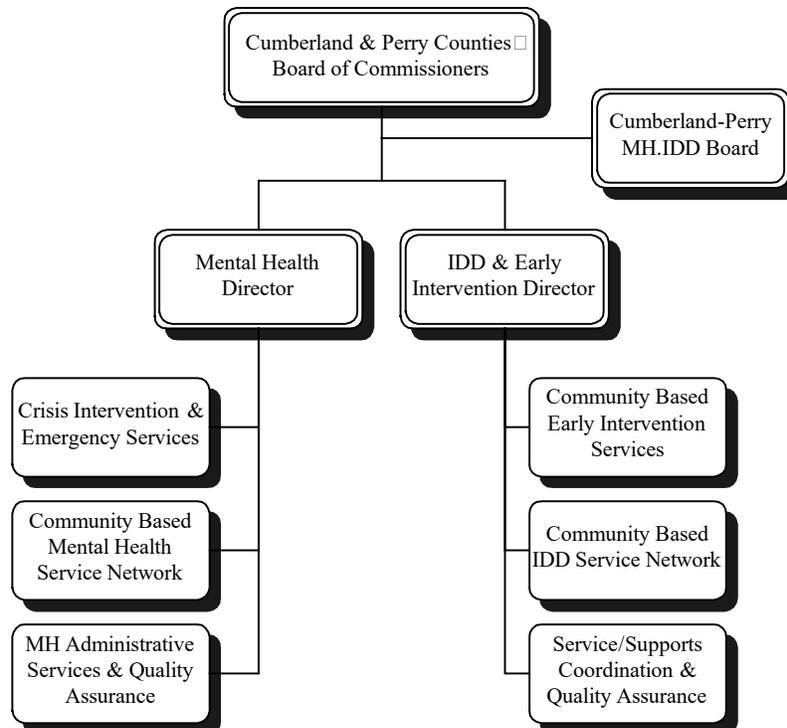
Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	9.0	9.0	10.0	10.0
Budgeted Part-Time FTEs	6.2	6.2	6.4	6.4
Total Budgeted FTEs	15.2	15.2	16.4	16.4

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$801,558	\$861,615	\$951,631	\$1,106,006	\$154,375	16.2%
Total Revenue	\$801,558	\$861,615	\$951,631	\$1,106,006	\$154,375	16.2%
Salaries and Benefits	\$810,452	\$873,160	\$964,204	\$1,001,652	\$37,448	3.9%
Operating Expense	\$3,920,705	\$3,992,626	\$4,132,467	\$4,176,454	\$43,987	1.1%
Interfund Expense	\$2,306	\$2,130	\$6,000	\$7,900	\$1,900	31.7%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$4,733,463	\$4,867,916	\$5,102,671	\$5,186,006	\$83,335	1.6%

Mental Health, Intellectual & Developmental Disabilities



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 (MH): Develop a recovery focused MH 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 healthy community connections and achieve fulfilling lives.

- Goals**
- 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 MH services via County-funded programs.
 - Maintain an effective administrative and quality assurance system to continually improve the effectiveness of the MH system.
 - To maintain effective relationships with customers and families, local, regional, and state organizations, human services agencies, providers, and other stakeholders to build consensus and work in partnership to further opportunities for recovery.

Intellectual and Developmental Disabilities (IDD): 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.

- Goals**
- 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 (EI) services via County-funded programs.
 - To implement and monitor operational and administrative functions delegated to the County by the Office of Developmental Programs as they relate to the approved Consolidated, Community Living, and Person/Family Directed Support Waivers.

Mental Health, Intellectual & Developmental Disabilities

- Goals**
- To maintain effective administrative services and quality assurance system to continually improve the effectiveness of IDD and EI services for residents of Cumberland and Perry counties.
 - To maintain strong, positive relationships with local, regional, and state organizations, human services agencies, providers, families, consumers, and other stakeholders to provide for partnership in program development.

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Human Services Departments, working with their fiscal officers and Finance, will develop a strategy that leverages state and federal funding to maximize County match to support the delivery of quality supports and services to our communities (consumers, families, providers, and other stakeholders).
	Direct efficient pull-down of Medical Assistance dollars to ensure viability of the Supports Coordination Organization and to ensure maximum funding is available to provide services and supports for the children registered in the EI program. Maximize the use of waiver capacity and funding and base funding to effectively manage the waiting lists for IDD, utilizing smart decision-making as well as advocating for additional waivers from the Office of Developmental Programs. For EI, explore ways to utilize level funding more effectively.
	Pass all federal, state, and other reviews and inspections.
	Maintain a network of professional and highly trained providers to ensure the highest quality services and maximum cost efficiency via reinstatement of provider meetings, offering additional training opportunities for provider staff, and increasing monitoring of providers. Monitor IDD providers by IDD quality management staff; monitor EI providers by EI quality management staff.
	Continue to work on process improvements including further use of tablets and laptops in the field, regionalization of caseloads, work from home options for support coordinators, limit out-of-county placements, and use of VTC for meetings (i.e. state centers, etc.).
	Provide active community outreach and education via social media, public service announcements (PSAs), speaking engagements, education, and other outreach activities, community boards, committees, etc.
	Focus on and support development and expansion of best practice/evidence-based practice within the department, the County, provider agencies, and other Human Services agencies by providing education, information, tracking results where appropriate, and monitoring programs for best possible outcomes.
	Manage providers of treatment and support services effectively to assure quality and maximize cost efficiency. Quality will be measured utilizing multiple tools including successful licensure, program, and fiscal audits, Customer Satisfaction Surveys (CSS), program visits, incident management, corrective action plans, complaints, provider survey results, and other types of measurements.
	Active leadership in Managed Medicaid Health Choices program by active participation to include committees, Board, reinvestment, and active monitoring of fiscal and programmatic areas.
	Complete Olmstead Plan and look for opportunities via Community Hospital Integration Project Program (CHIPP) for fiscal resources to move the plan forward.
	Review overall system and work on system change, meeting of needs by system revision, and expansion not requiring additional resources or by new or current fiscal resources being allocated to best meet service needs.
Using a cross system approach, focus on trauma informed strategies to best support individuals with complex needs.	

Mental Health, Intellectual & Developmental Disabilities

Performance Goals for 2020 (continued)

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	<p>Support County efforts to come up with informed, effective measures to manage the increase in the County’s prison population through a range of possible alternatives to standard incarceration, including diversion for low risk inmates, pre-trial services, increased intermediate punishment, and expanded extramural treatment options for prisoners with mental health and addiction problems.</p>
<p>Goal 5: Healthy Communities - Promote healthy communities</p>	<p>Track IDD customer satisfaction based on Independent Monitoring for Quality (IM4Q) survey and Supports Coordination Organization (SCO) survey; track EI customer satisfaction based on EI family survey.</p> <p>Play lead role in expanding the use of best practice/evidence-based practices within IDD and EI department and with provider agencies, County Human Services Departments, and other County agencies i.e. increase competitive employment opportunities for individuals with IDD; explore the expansion of the Pathways Academy program to include an apartment program model; expand the Community of Practice Initiative - Supporting Families Throughout the Lifespan; explore ways to offer more assistive technology as a service in order to provide support and monitoring for individuals with IDD/Autism; work with an additional child care agency to implement the Supporting Positive Environments for Children (SPEC) program.</p> <p>Complete the Project Search initiative with Cumberland County government for a third group of individuals with IDD/Autism and begin a fourth Project Search class.</p> <p>Apply and receive acceptance of “innovator county” status with the Stepping Up Initiative. Continue to strengthen collaboration with Courts and Criminal Justice Services departments to develop a Crisis Intervention Team (CIT) in Cumberland County.</p>

Mental Health, Intellectual & Developmental Disabilities

Performance Measures

Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
5	MH - Overall positive ratings for key MH measures (goal 85%)	86%	96%	85%	85%
5	MH - Conduct System Improvement and Monitoring Audits (goal 20%)	18%	24%	20%	20%
5	MH - Monitor outcomes for supported employment - individuals competitively employed during the fiscal year (goal 40% employed)	55%	65%	40%	45%
5	MH - Monitoring evidence-based criteria for community treatment team using assertive community treatment criteria (goal 85%)	86%	100%	85%	85%
5	MH - Child and Adolescent Services System Program (CASSP) school based - number of new families served	1,009	1,372	1,000	1,100
5	MH - Number of families/children served by cross systems initiative	686	690	400	425
5	MH - CASSP school based school personnel surveys goal 85% satisfaction rate	98%	95%	90%	90%
5	MH - Education and information provided to community/stakeholders to include training/education, speakers, Facebook, Blog, Twitter, PSAs, etc (35/yr)	140	70	35	50
5	MH - Consumer/Family complaints. (Goal 10 or less per quarter)	2	2	10	8
5	IDD - Conduct at least ten individual/family public forums throughout the year	10	18	12	15
5	IDD - Increase number of individuals who are competitively employed by 5%	135	167	184	195
5	IDD - Decrease number of restraints of individuals by 20%	13	3	3	2
5	IDD - Maintain individual/family satisfaction with IDD supports coordination process at 90-95%	98%	82%	85%	85%
5	IDD - Annual compliance monitoring of IDD providers for sample drawn will be completed at 100%	100%	100%	100%	100%
5	EI - 100% of transition plans for children exiting EI services will be completed timely (no sooner than 27 months; no later than 36 months)	93%	99%	95%	100%
5	EI - 100% of service plans will be completed timely (within 45 days)	98%	99%	98%	100%
5	EI - Annual compliance monitoring of EI providers will be completed at 100%	100%	100%	100%	100%
5	EI - Maintain family satisfaction with EI service coordination process at 90-95%	97%	99%	99%	99%
5	EI - 100% of services to children will be started timely (within 14 days)	88%	89%	90%	100%

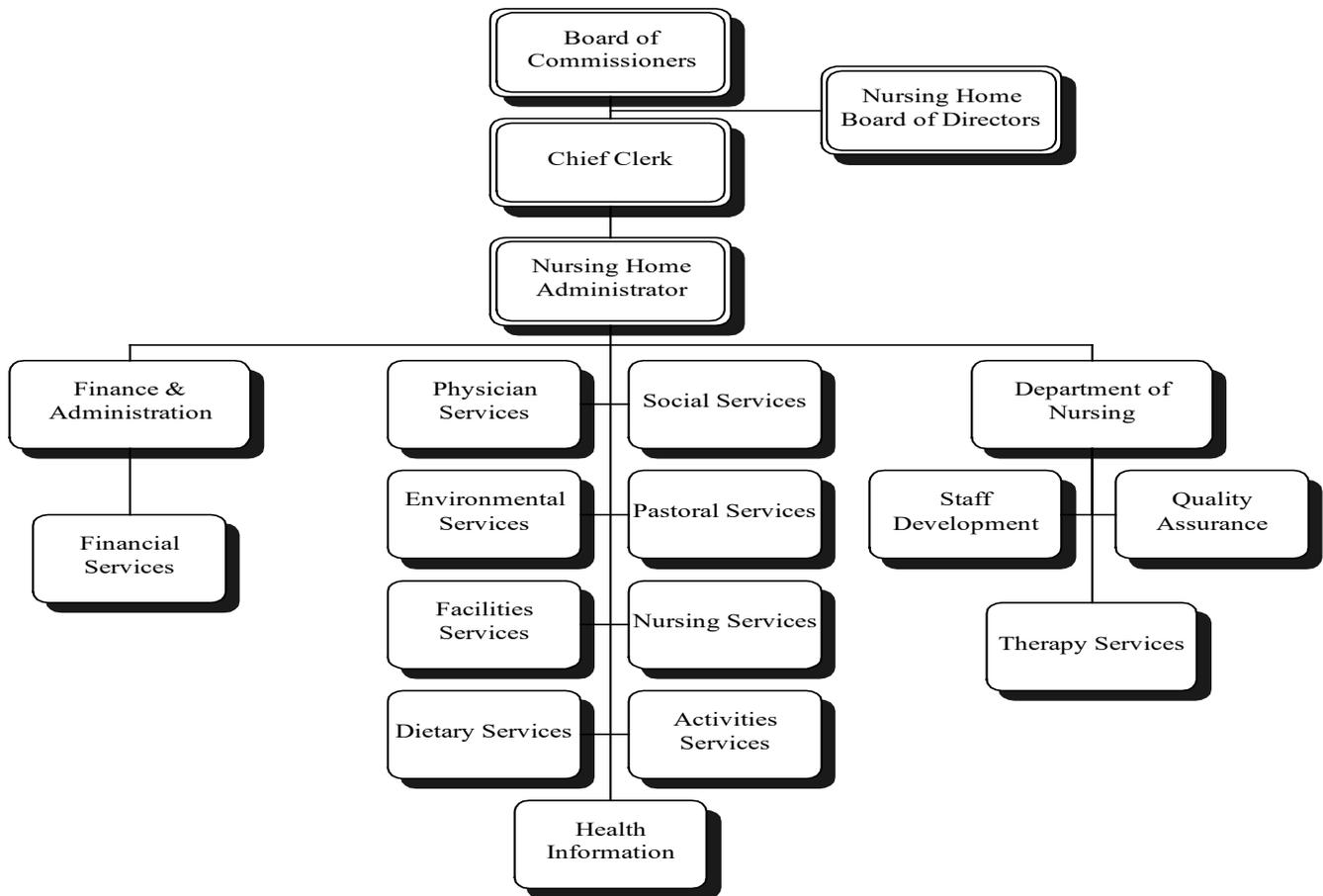
Mental Health, Intellectual & Developmental Disabilities

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	46.0	46.0	47.0	47.0
Budgeted Part-Time FTEs	.6	.6	.6	.6
Total Budgeted FTEs	46.6	46.6	47.6	47.6

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$14,572,793	\$14,687,077	\$15,704,570	\$15,704,570	\$0	0.0%
Interfund Revenue	\$593,615	\$642,407	\$719,572	\$739,154	\$19,582	2.7%
Other Revenue	\$1,574,444	\$1,665,368	\$1,706,398	\$1,773,548	\$67,150	3.9%
Total Revenue	\$16,740,852	\$16,994,852	\$18,130,540	\$18,217,272	\$86,732	0.5%
Salaries and Benefits	\$3,636,387	\$3,700,511	\$3,945,511	\$4,134,348	\$188,837	4.8%
Operating Expense	\$12,688,393	\$12,747,972	\$13,622,868	\$13,571,172	\$-51,696	-0.4%
Interfund Expense	\$529,376	\$529,907	\$562,161	\$511,752	\$-50,409	-9.0%
Capital Expense	\$0	\$7,282	\$0	\$0	\$0	0.0%
Total Expense	\$16,854,156	\$16,985,672	\$18,130,540	\$18,217,272	\$86,732	0.5%



Mission Statement

Claremont is a community-based nursing and rehabilitation center focused on providing quality skilled nursing services to residents in a caring and dignified environment.

Core Activities

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

- Goals** • Maintain a budgeted census of 267 with a good case mix.

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.

- Goals** • Maintain a per day cost (\$285) comparable to other county facilities.
- To score below the 75th percentile on the 34 Quality Measures.

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

- Goals** • Market short-term rehab by having Marketing Director and Therapy Manager visit doctors’ offices, senior centers, and all other referral sources.
- Continually market the short-term rehab unit to ensure that Claremont Nursing and Rehabilitation Center (CNRC) provides the highest quality of care while maintaining a budgeted skilled census of 23 per day.

Nursing Home

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Limit the use of overtime and agency costs on an annual basis for the nursing staff and department with an overtime goal of less than seven percent of total nursing wages and agency less than five percent of direct care nursing wages.
	Maintain financial self-sufficiency of CNRC in 2020 by not requiring subsidy from the County General Fund.
	Achieve 13 or less (F-tags) citations in the next Department of Health annual and any complaint surveys.
	No deficiencies at G (actual harm) or higher level.
	Successfully implement all processes and coordinate with Managed Care Organizations (MCOs) connected with Managed Medicaid.
	Implementation of current year formal marketing plan for CNRC, and deployment of all required associated resources.
	Maintain average of 23 skilled residents in facility and/or residents from new revenue stream(s) that matches the budget.
	Ensure any residents who no longer qualify for the specialized care of the Transitions Unit are relocated to the appropriate unit as a bed becomes available.
	Manage the service level to allow monitoring, evaluation, and stabilization of CNRC's financial health.
	Achieve cumulative average daily census of 267 or different census based on new business models.
	Achieve an overall 4-star Medicare rating or higher.
	Maximize use and functionality of all automated processes in health record and scheduling systems in concert with financial reporting requirements.
	Maximize team approach to coordinate all departmental efforts to achieve all of the facility goals.
<p>Accounts Receivable (AR) targets:</p> <ol style="list-style-type: none"> 1) Cumulative year-to-date (YTD) average days at 65; 2) Cumulative YTD average revenue in accounts receivable (AR) accounts older than 120 days < 14% without MA, pending, and judgements; 3) Cumulative YTD average revenues written off net of part A co-insurance bad debt at under 1% of total possible billable revenues. 	
<p>Goal 5: Healthy Communities - Promote healthy communities</p>	Maintain a rehospitalization rate at 15% or lower for facility on a cumulative YTD basis.
	Maintain an anti-psychotic use rate of 20% or lower for facility on a cumulative YTD basis.

Nursing Home

Performance Measures

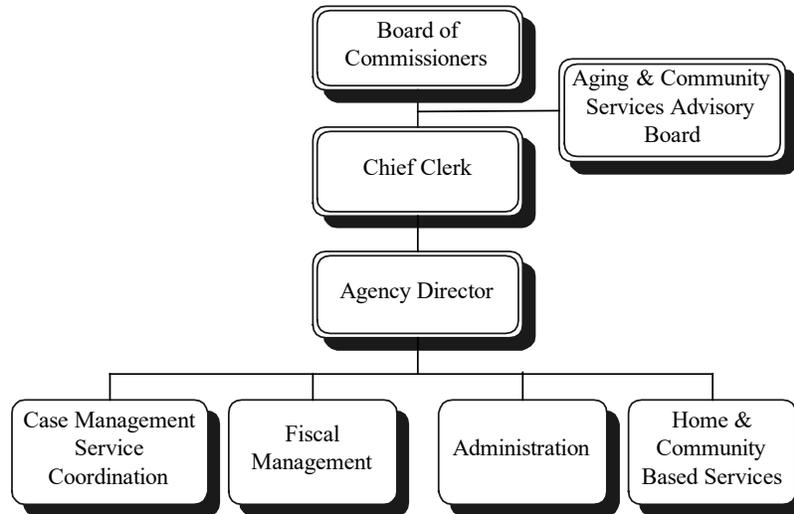
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Consistently exceed the state-mandated minimum nursing staffing level of 2.7 hours of care per resident per day by 26% to ensure a high standard of care (percentage exceeded minimum)	3.50 (97%)	3.43 (99%)	3.35 (94%)	3.35 (93%)
4	Maintain a per day cost of care of \$270, comparable to County-owned nursing facilities with 270-325 beds (percentage of maximum)	\$289 (101%)	\$288 (107%)	\$290 (104%)	\$285 (98%)
4	Maintain a minimum of 93% of maximum occupancy - 282 beds (percentage occupancy)	265 (99%)	263 (100%)	258 (96%)	263 (99%)
4	Cumulative average YTD 38 skilled beds occupied facility wide	25	21	18	23
4	Average annual change in CNRC fund balance over preceding 3 years	-27%	-5%	-60%	-95%
4	Average YTD (cumulative) percentage of total revenue from skilled care facility wide	1%	1%	1%	1%
5	Skilled re-hospitalization rate: target 15% or less	15%	15%	15%	15%

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	278.4	265.0	265.2	229.0
Budgeted Part-Time FTEs	36.2	39.8	35.1	46.3
Total Budgeted FTEs	314.6	304.8	300.3	275.3

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$32,118,685	\$33,129,749	\$34,443,341	\$34,463,705	\$20,364	0.1%
Total Revenue	\$32,118,685	\$33,129,749	\$34,443,341	\$34,463,705	\$20,364	0.1%
Salaries and Benefits	\$18,418,259	\$19,605,178	\$19,146,926	\$18,997,937	\$-148,989	-0.8%
Operating Expense	\$8,822,475	\$8,925,753	\$9,146,066	\$9,827,089	\$681,023	7.4%
Interfund Expense	\$4,951,544	\$5,652,634	\$5,665,589	\$5,223,020	\$-442,569	-7.8%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$32,192,278	\$34,183,565	\$33,958,581	\$34,048,046	\$89,465	0.3%



Mission Statement

To enhance the quality of life for Cumberland County citizens by providing a variety of Human Services 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 Services organizations to identify and develop solutions for unmet Human Services needs.

Core Activities

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

Goals • Enable all older individuals and people with disabilities, their families, and caregivers to make informed decisions about, and easily access, the “Right Services in the Right Place at the Right Time.”

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 is safe and medically possible.

Goals • Enable older individuals and persons with disabilities to live as independently as possible in the residential setting of their choice, including supports for family caregivers.

Health Promotion and Fitness: Focus 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.

Goals • Enable individuals to make lifestyle changes which reduce their risk of disease, disability, and injury.

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.

Goals • Protect the rights of older adults and ensure that they are free from abuse, neglect, exploitation, and abandonment.

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.

Goals • Maintain and/or increase program performance and accountability through effective, efficient, and responsive program management.

Office of Aging & Community Services

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	<p>Carry out all tasks associated with the Merit Based Compensation program.</p>
	<p>Human Services Departments, working with their fiscal officers and Finance, will develop a strategy that maximizes state and federal funding to minimize the need for County funds to support the delivery of quality supports and services to our communities (consumers, families, providers, and other stakeholders).</p>
	<p>Based on Pennsylvania Department of Aging (PDA) Monitoring Visits, meet all Quality Management Efficiency Team, Protective Service, and Fiscal and Ombudsman audit requirements.</p>
<p>Goal 5: Healthy Communities - Promote healthy communities</p>	<p>Aging and Community Services is currently in year four of the four-year Area Plan to ensure that all local efforts are aligned with and support the goals of PDA as required by the initiatives set by the Older Americans Act. An Annual Progress Requirement will be completed according to instructions issued by the PDA to account for and, if warranted, adjust to changes in the delivery of Aging services at the local level.</p>
	<p>Continue to administer the Homeless Assistance Program and Human Service Development Fund Block Grant to ensure quality services are delivered in the most cost efficient manner through collaboration with other County agencies and programs.</p>
	<p>Continue to administer and refine Regional Link to Aging and Disability Resources including Person-Centered Counseling opportunities within Aging and Community Services.</p>
	<p>Assess the ability of Aging and Community Services to provide enrollment for Office of Long-Term Living and Department of Human Service Home and Community Based Services and the Living Independence for the Elderly program. Determine staff capacity based on projected number of enrollments, ability to meet program standards, and fiscal sustainability which will result in contracting with and providing services to PA Association of Area Agencies on Aging who we currently have a contract with to provide the Functional Eligibility Determination Level of Care assessments for Medicaid Waiver and Nursing Home care.</p>

Office of Aging & Community Services

Performance Measures

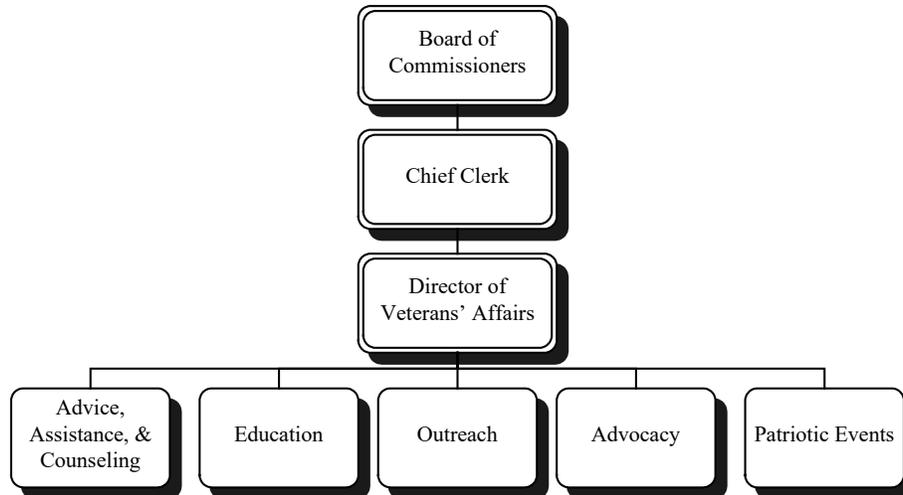
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Number of assessments/reassessments	3,456	3,925	3,574	3,650
4	Protective Services Reports of Need Received	721	750	912	990
4	Percentage of Protective Services Reports of Need substantiated	27%	29%	30%	40%
4	Number of facility visits by Ombudsman staff and volunteers	230	209	230	240
4	Number of Ombudsman consultations	306	325	332	360
4	Number of Information and Assistance requests	5,102	5,500	4,761	5,150
5	Number of consumers receiving rental/in home assistance	3,062	3,369	3,400	3,450
5	Number of adult day care days provided	3,283	3,400	2,967	3,000
5	Number of home meals delivered	12,594	16,744	17,000	17,000
5	Estimated Option Program long-term living savings (HCBS vs. Nursing Facility Care)	\$3,541,670	\$3,700,000	\$3,600,000	\$3,450,000
5	Number of Nursing Facility Clinically Eligible consumers served in HCBS	242	332	248	Program ended October 31, 2019
5	Number of consumers transitioned from nursing facilities back to the community	25	20	12	Program ended December 31, 2019

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	35.2	34.7	34.2	34.2
Budgeted Part-Time FTEs	1.2	1.2	1.2	1.2
Total Budgeted FTEs	36.4	35.9	35.4	35.4

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$4,791,400	\$4,852,971	\$4,340,809	\$4,356,040	\$15,231	0.4%
Interfund Revenue	\$344,682	\$371,781	\$523,492	\$602,528	\$79,036	15.1%
Other Revenue	\$451,507	\$423,874	\$767,265	\$748,583	\$-18,682	-2.4%
Total Revenue	\$5,587,589	\$5,648,626	\$5,631,566	\$5,707,151	\$75,585	1.3%
Salaries and Benefits	\$2,529,708	\$2,523,382	\$2,746,871	\$2,877,317	\$130,446	4.7%
Operating Expense	\$2,510,828	\$2,595,810	\$2,480,847	\$2,372,920	\$-107,927	-4.4%
Interfund Expense	\$437,476	\$485,717	\$476,683	\$456,914	\$-19,769	-4.1%
Capital Expense	\$34,420	\$23,553	\$0	\$0	\$0	0.0%
Total Expense	\$5,512,432	\$5,628,462	\$5,704,401	\$5,707,151	\$2,750	0.0%



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. Embedded in this activity is representation and advocacy from claim initiation through the appellate process, if applicable.

Goals • Respond to all queries for assistance/information within 24 hours of receipt.

Burial Assistance: Provide eligible veterans and surviving spouses with burial allowance benefits to assist with funeral and burial costs. Provide veterans with a headstone/marker allowance to assist with emplacing grave headstones/markers.

Goals • Process all burial and marker allowance requests received within two days to meet the check disbursement schedule with 98% accuracy.

Education: Educate and inform veterans, family members, agencies, nursing homes, assisted living facilities, senior organizations, veterans' organizations, and individuals on veterans' benefits and services through presentations, website, public information via the media, and email.

Goals • Conduct at least ten briefings per year on veterans' benefits to organizations and senior facilities.

Events, Ceremonies, and Memorials: Coordinate, conduct, and participate in patriotic events, ceremonies, and memorials throughout the County.

Goals • Participate in, coordinate, conduct, or attend at least six patriotic events, ceremonies, and memorial services.
 • Provide flags/markers for all identified veterans' graves in the County for Memorial Day.

Veterans' Affairs

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Measure and track performance in responding to client queries within 24 hours.
	Measure and track performance in maintaining a “no backlog” inventory by getting accurately completed applications to Veterans’ Affairs (VA) within filing month as much as possible and appropriate.
	Measure and track performance in the processing of burial and marker allowances for wartime veterans and their surviving spouses by getting to the Controller in time for the next check run following receipt of application.
	Continue the practice of date stamping all materials to better track turnaround times and improve customer turnaround times for documents requiring signatures.
	Work with other County departments, as appropriate, to advertise and promote veterans’ events. Take administrative responsibility over the County website, social media, and other tools available, to increase public awareness of veterans’ issues and the services provided by the department.
	Set up planning stages, grant writing, and approval for one community veteran program.
<p>Goal 5: Healthy Communities - Promote healthy communities</p>	Develop efficiency using the VetraSpec program for all VA services and operating Cumberland County VA office as a paperless office using Health Insurance Portability and Accountability Act (HIPAA) compliance for all necessary paper files.
	Assess and set standards for number and type of community outreach and information events that the department can reasonably accommodate, exclusive of requests from commercial entities.
	Carry out all appropriate support activities for all funerals and patriotic events, including but not limited to decorating veterans’ graves for Memorial Day, supervising the County Honor Guard, etc.
	Develop working relationship with the Cumberland County prison staff to insert veteran identification process for Cumberland County residents who are arrested and booked pre-trial. Our office will provide advocacy and outreach to the Veterans Justice Outreach Coordinator at Lebanon VA Medical Center for service eligibility options.
Improve Operation Enduring Freedom (OEF)/Operation Iraqi Freedom (OIF) veteran involvement with services offered by Cumberland County Veterans’ Affairs Office by 20%.	

Veterans' Affairs

Performance Measures

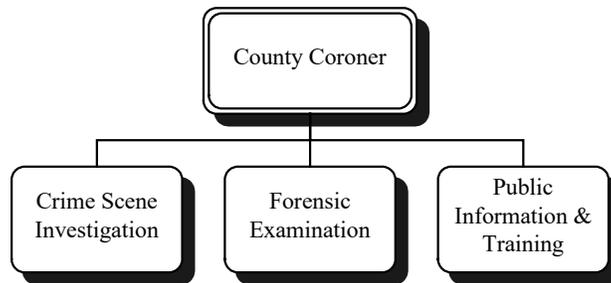
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Respond to all assistance queries within one business day	yes	yes	yes	yes
4	Process burial and marker allowance applications within two days of receipt to make next check run	yes	yes	yes	yes
4	Measure, track performance in maintaining a "no backlog" inventory by getting accurately completed applications to VA within filing month as much as possible and appropriate	yes	yes	yes	yes
5	Conduct information briefings on veteran benefits, minimum 10/yr. (percentage of goal)	10 (100%)	10 (100%)	n/a (n/a)	10 (100%)
5	Conduct, attend or participate in patriotic events, minimum 20/yr. (percentage of goal)	24 (120%)	24 (120%)	n/a (n/a)	20 (100%)

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	2.0	2.0	2.0	3.0
Budgeted Part-Time FTEs	.0	.0	.0	.0
Total Budgeted FTEs	2.0	2.0	2.0	3.0

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$20,000	\$20,000	100.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$0	\$0	\$0	\$150	\$150	100.0%
Total Revenue	\$0	\$0	\$0	\$20,150	\$20,150	100.0%
Salaries and Benefits	\$154,957	\$153,582	\$155,785	\$214,273	\$58,488	37.5%
Operating Expense	\$81,207	\$76,331	\$89,032	\$109,020	\$19,988	22.5%
Interfund Expense	\$5,343	\$4,099	\$2,874	\$2,200	\$-674	-23.5%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$241,507	\$234,012	\$247,691	\$325,493	\$77,802	31.4%



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 and 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.

- Goals** • 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.

- Goals** • 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.

- Goals** • 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.

- Goals** • Provide educational and training programs for the public, fire, police, and emergency medical personnel.

Coroner

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Manage relationships with all forensic providers, including primary resource Dr. Ross and our secondary resources in Allentown.
	Keep spending within 2020 budget limits without requiring interim adjustments; cooperate fully with the Finance Department in monitoring progress towards goals.
	Maintain all required certifications and accreditations.
	Perform acceptable or better on all internal and external audits on financials.
	Maintain all required training for staff.
<p>Goal 5: Healthy Communities - Promote healthy communities</p>	<p>Continue to support and participate in the efforts of the County overdose prevention group, Community Opiate Overdose Prevention, and others in the community seeking to address the heroin epidemic in the County.</p>

Coroner

Performance Measures

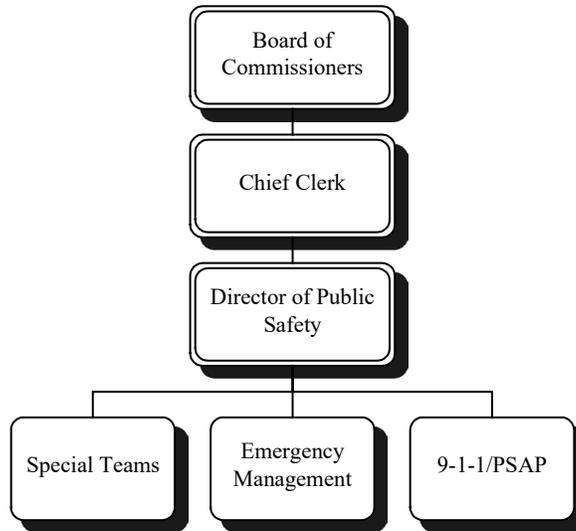
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Provide training sessions for County emergency personnel	10	6	10	5
4	Provide public information sessions on duties and responsibilities of the Coroner	10	10	10	8
4	Average number of on-call staff hours per case	3	3	3	4
4	Average number of investigations per Coroner/Deputy	103	120	120	120
4	Locate and notify legal next of kin who will accept responsibility for the deceased	100%	100%	100%	100%

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	7.0	7.0	8.0	8.0
Budgeted Part-Time FTEs	2.1	.4	.5	.5
Total Budgeted FTEs	9.1	7.4	8.5	8.5

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$131,583	\$91,066	\$2,500	\$2,500	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$120,197	\$148,077	\$68,000	\$93,000	\$25,000	36.8%
Total Revenue	\$251,780	\$239,143	\$70,500	\$95,500	\$25,000	35.5%
Salaries and Benefits	\$619,506	\$731,565	\$714,221	\$731,304	\$17,083	2.4%
Operating Expense	\$516,706	\$471,673	\$444,325	\$465,056	\$20,731	4.7%
Interfund Expense	\$5,119	\$4,527	\$6,137	\$6,800	\$663	10.8%
Capital Expense	\$76,622	\$0	\$11,898	\$1	\$-11,897	-100.0%
Total Expense	\$1,217,953	\$1,207,765	\$1,176,581	\$1,203,161	\$26,580	2.3%



Mission Statement

To coordinate essential public safety activity among federal, state, regional, county, and municipal agencies and volunteer organizations providing 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

9-1-1 Enhanced Emergency Telephone: Ensure the 9-1-1 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. 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.

- Goals**
- Ensure the PSAP is staffed at the appropriate level with competently trained and certified personnel in accordance with federal, state, and local performance and Quality Assurance Standards.
 - Ensure the equipment and technology are capable of meeting all anticipated industry standards for wireless, VoIP, and Next Generation 9-1-1 system development and integration including text-to-9-1-1.

Emergency Communications Center (ECC): The ECC has the requirement to be equipped and maintained to receive, document, record, and manage the internal and external infrastructure and facilities of the Public Safety Communications System, which includes Computer-Aided Dispatch (CAD), records management, field component registration, and provisioning to manage/coordinate system operations. This is accomplished through the development and administration of dispatch policy, operating procedures, and training of staff and users of the systems.

- Goals**
- Execute improvement plans to enhance capabilities of the information and communications systems while ensuring the financial stability of the 9-1-1 and Public Safety Communications System to sustain their extended viability.
 - Develop multi-year enhancement and lifecycle plans for all primary system components to ensure all system components meet federal guidelines and remain operational during the established lifecycle.

Emergency Operations Center (EOC): The EOC is a fixed facility that is survivable, sustainable, maintained, and equipped to receive, analyze, and display information about the events to enable strategic public official critical decision-making and to promote coordination of incident information and resources for operational incident management. The EOC utilizes appropriate technology to acquire, prioritize, deploy, and track critical resource 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 operation in support of mitigation, preparedness, response, and recovery from disasters or emergencies.

Public Safety

- Goals**
- Develop and implement standard operating guidelines for operations that will capitalize the applied technology in the virtual EOC environment to maximize effectiveness and efficiency of strategic and tactical emergency management operations and provide comprehensive situational awareness with the emerging technology being utilized.
 - 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.

Program, Planning, 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 operation plans. Additionally, provide managerial and some financial support to the County's Specialized Response Teams that provide incident management resources and subject matter experts.

- Goals**
- Maintain accurate listings of all Superfund Amendments and Reauthorization Act (SARA) reporting and planning facilities. Maintain and review emergency response plans for determining planning facilities annually as required under SARA Title II and PA Act 165.
 - Maintain a Certified Hazardous Material Response Team in accordance with federal and state requirements and recommended industry standards.
 - Specifically, develop and exercise the Continuity of Operations Plans for the Department of Public Safety (DPS) including its infrastructure and component systems.
 - Refine and enhance a contingency plan for alternative 9-1-1/EOC functions and facilities.

Public Safety Radio System Network: The radio system network is comprised of an 800 MHz digital trunked system interconnected to 17 radio facilities with six sites designed as multi-channel high-profile sites and 11 sites designed for single channel coverage as well as the hub at the DPS.

- Goals**
- Develop and execute improvement plans for the lifecycle of the existing systems to include two tower replacements, replacement of legacy paging system, and infrastructure preparation for transition to a new P25 radio system.
 - Continue to update multi-year enhancement and lifecycle plans for all primary system components.

Computer-Aided Dispatch: CAD is the computer information management system that is integral to and provides the integration of multiple applications into our Public Safety data network. Specifically, this system provides the 9-1-1 call takers and dispatchers with a software program that operates in a fully integrated complex client-based computer system. This system also provides the tools necessary for gathering and organizing mission-critical information and resources quickly. CAD systems provide the computerized system to identify, prioritize, track, and assign resources in single, multi-jurisdictional, and/or multi-agency events, circumstances, and emergency environments.

- Goals**
- Maintain a computer-based information system to automate, store, and retrieve critical data that is initiated by receipt of an enhanced 9-1-1 telephone call for emergency service.
 - To provide automatic location assistance that will identify calls to specific locations utilizing the digitized mapping program of the geographical information system as the core database.
 - To provide user management with the data to utilize and allocate both personnel and equipment on a timely, effective basis.
 - Monitor the call management controls within the 9-1-1 center so that each operator will have predetermined access to all pending, in-progress, and completed calls within a defined time frame for permanent record of activity.
 - Maintain municipal response plans to ensure legally recommended response to a given call based on the priority, type, and location of a given incident can be created and maintained.
 - Maintain a system that will provide data for statistical analysis of all field unit activity in report formats to be shared with the municipalities and other providers of emergency services for effective management of emergency operations on a countywide basis.

Administrative Computer Network: This system provides Dell workstations for every administrative position in a client-server configuration. This system is installed and supported by the staff of the County Information Management Technology Office. It also supports access to the internet internally and remotely. Software applications include Microsoft Office, Outlook, and other approved, authorized, and licensed software programs as required.

Public Safety

- Goals** • Continue to update multi-year enhancement and lifecycle plans for all primary system components in accordance with IMTO established criteria.

Collaboration with First Responders: Public Safety will continue to enhance collaboration with first responders on all aspects of the business to ensure the highest performance possible. This includes open two-way communications to seek input and ideas.

- Goals** • Continue idea sharing and receive input from the External Advisory Board, Fire Chiefs Association, Emergency Medical Services Council, Chiefs of Police Association, Municipal Advisory Board, and the Emergency Services Action Panel (ESAP).

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Limit OT, manage staff costs, and achieve better work-life balance for staff by fully implementing the County’s new policies on OT/comp time, flex scheduling, on-call, and call time within your department.
	Carry out ongoing strategic planning for the DPS to include new supervisory essentials course for all supervisory staff, communications training officer for mentors, and provide continuing education for all staff to enhance professional development and work relationships. Carry forward work done and efforts to engage staff in decision-making, continue to gain input into policy issues, and improve performance. This includes 9-1-1 operations meetings, Staff Council input, and full staff meetings two times per year, with appropriate information sharing through meeting notes.
<p>Goal 7: Emergency Preparedness - Promote safety partnerships</p>	Continue to work with County leadership, External Advisory Group, and other stakeholders to implement a new Computer-Aided Dispatch (CAD) system with operations to ensure a stable, secure environment while planning for necessary interfaces for field service optimization, including mobile connectivity for police, fire, and EMS.
	Work with County Leadership, Finance, External Advisory Board, Municipal Advisory Board, and our public safety partners to implement a project timeline to allow for efficient procurement methods and to minimize the financial impact for all. Continue to work with the External Radio Advisory Board to develop a P25 Radio System Infrastructure Site Plan that will maximize radio coverage for our first responders in a fiscally responsible manner. Continue to explore options for regional or state shared system savings and seek all available grant opportunities. This initially includes the replacement of two tower sites.
	Continue ongoing communication, collaboration, outreach, and planning with County first responders via the External Advisory Board, Emergency Services Action Panel, Municipal Advisory Board, Chiefs of Police Association, Fire Chiefs Association, and Emergency Medical Services Council.
	Maintain availability of a functional Emergency Operations Center (EOC) to coordinate emergencies, as needed. Enhance EOC operations through Emergency Operations Plan updates, training, and exercises.
	Continue to provide the Board of Commissioners with support for the 9-1-1 Funding Legislation – Act 17 of 2019, as needed.
	Update the County Emergency Management Plan and provide planning support as a member of the County Security Committee.
	Maintain all certifications and licenses required by federal and state agencies to operate the 9-1-1 Center and maximize available funding.

Public Safety

Performance Measures

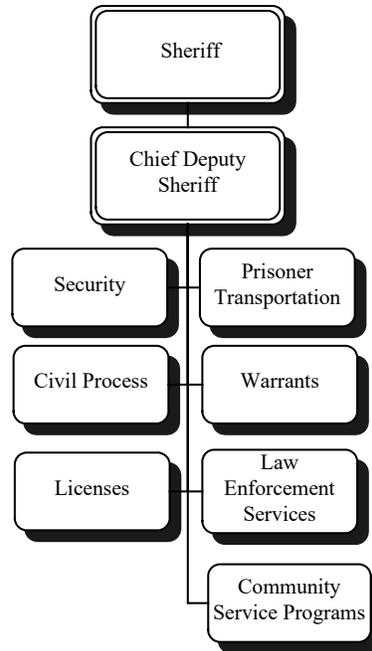
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
7	Exceed Act 78 standards of answering 90% of 9-1-1 calls in ten seconds (percentage of standard)	93.4%	94.7%	94.9%	95.0%
7	Ensure 12 hours of continuing education requirements of all staff are maintained for local, state, and federal certifications	2,525	2,495	5,100	4,000
7	Exceed average Quality Assurance review scores of 90% for 9-1-1 phone calls and radio dispatch reviews	98.9%	99.3%	99.5%	99.5%
7	Maintain a minimum of 2% phone Quality Assurance reviews	4.8%	4.2%	3.9%	3.0%
7	Percentage to answer and route Priority 1 calls for service in 120 seconds or less	66.5%	74.5%	74.0%	75.0%
7	Percentage of CAD Priority 1 calls for service dispatched in 30 seconds or less	60.2%	57.8%	54.9%	60.0%
7	Conduct emergency operations center training and exercises	30	43	45	45

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	53.4	53.0	53.0	57.0
Budgeted Part-Time FTEs	1.9	1.3	1.9	1.8
Total Budgeted FTEs	55.3	54.3	54.9	58.8

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$161,732	\$178,835	\$191,102	\$179,651	\$-11,451	-6.0%
Interfund Revenue	\$306,142	\$320,681	\$1,667,584	\$3,195,279	\$1,527,695	91.6%
Other Revenue	\$6,188,115	\$5,826,179	\$5,913,000	\$5,929,224	\$16,224	0.3%
Total Revenue	\$6,655,989	\$6,325,695	\$7,771,686	\$9,304,154	\$1,532,468	19.7%
Salaries and Benefits	\$3,798,088	\$3,932,865	\$4,193,917	\$4,617,964	\$424,047	10.1%
Operating Expense	\$1,254,655	\$1,223,071	\$1,630,860	\$1,535,129	\$-95,731	-5.9%
Interfund Expense	\$1,230,525	\$1,266,275	\$1,255,689	\$1,787,970	\$532,281	42.4%
Capital Expense	\$819,341	\$33,901	\$5,008,363	\$4,580,098	\$-428,265	-8.6%
Total Expense	\$7,102,609	\$6,456,112	\$12,088,829	\$12,521,161	\$432,332	3.6%



Mission Statement

The mission of the Cumberland County Sheriff’s Office is to serve the citizens and visitors of Cumberland County with the highest level of integrity, professionalism, and trust. We pledge to incorporate these core values into every aspect of our services which include: ensuring public safety, maintaining a law enforcement presence in our community, providing security to the Courts and County-owned and/or leased buildings and property, executing orders of court, and issuing licenses.

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.

- Goals**
- Operate an efficient and effective office in coordination with County offices and agencies.
 - Prevent the introduction of unattended or prohibited items into County facilities.

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

- Goals**
- Ensure the proper docketing, service, and return of all civil process in accordance with the requirements of the 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 (LTC) firearms to qualified applicants.

- Goals**
- Process all applications for licenses within the requirements set forth by the Commonwealth of Pennsylvania.
 - Educate the public in gun safety and precautions through classroom instruction.

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.

- Goals**
- 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.

Sheriff

Warrants: Process all warrants issued by the Courts and attempt to locate those individuals in a timely manner.

- Goals**
- Reduce the backlog of bench warrants.
 - Attempt to successfully locate individuals named on bench warrants within the first ten business days of receipt of the warrant.

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.

- Goals**
- React to criminal misconduct and violations of the vehicle code.
 - Provide resources to assist local, state, and federal law enforcement agencies.

Community Service Programs: Provide education, assistance, and awareness to the public through community service programs; such as the Identify (ID) a Child, Child Safety Seat, and K-9 Demonstrations.

- Goals**
- Provide education and promote awareness to the public through a minimum of six community service events per calendar year.

Sheriff

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Limit OT, manage staff costs, and achieve better work-life balance for staff by fully implementing the County's new policies on OT/comp time, flex scheduling, on-call, and call time within your department.
	Provide deputies, security officers, and staff with the necessary tools, equipment, and resources to effectively execute all responsibilities as assigned within our core activities.
	Complete input of office procedures into Lexipol Policy Management database. Provide online, monthly training to deputies, security officers, and staff through Daily Training Bulletins from Lexipol Policy Management System.
<p>Goal 5: Healthy Communities - Promote healthy communities</p>	Continue our Community Outreach Education program that includes the following: Child ID events, Firearm Safety and Education Seminars, Back to School events, Shop with the Sheriff program, and participation in various community events such as National Night Out.
	Educate and alert the public on services and community events provided by the Sheriff's Office and other local agencies through the use of social media outlets.
<p>Goal 6: Criminal Justice - Promote criminal justice process improvements</p>	Work with the Warrant Collections Unit and other stakeholders to provide oversight, warrants, and other measures needed to ensure that the Cumberland County Warrant Collections Unit have the tools needed to improve collections within the guidelines set up for their role in the process.
	Continue to review and improve the process of transporting inmates to court proceedings, i.e. use of the Department of Corrections to transport inmates from state correctional facilities to State Correctional Institute Camp Hill, use of prisoner transport services to extradite prisoners to Cumberland County, and use of video conferencing, to decrease overall expenses to the County.
	Continue to utilize and improve our use of social media outlets to enhance our ability to apprehend Cumberland County fugitives for multiple stakeholders to include the Warrant Collections Unit, District Attorney's office, and Adult Probation.
<p>Goal 7: Emergency Preparedness - Promote safety partnerships</p>	Fulfill all requirements to maintain radiation license.
	Maintain current training program and essential and/or mandated accreditations and certifications to ensure proficiency; Act 2 (Deputy Sheriff's training), valid PA driver's license, mental health, policies, defensive tactics, court security, prisoner transport, facility evacuations, firearms, less- and non-lethal tools, automated external defibrillator, cardiopulmonary resuscitation, Naloxone first responder, HazMat, x-ray as well as various software systems to include CountySuite, PA Justice Network, Crime Network, X-Mobile, Pennsylvania Commission on Crime and Delinquency's Sheriffs and Deputy Sheriffs Information System, Commonwealth Law Enforcement Assistance Network, National Crime Incident Center, and PA State Police's LTC system.
	Continue to educate deputies, security officers, and staff through various free, non-mandatory, training opportunities that are available to include both asynchronous, online training as well as external training that aid staff in the completion of their job duties and performance goals.
	Continue the implementation of an encompassing security system upgrade to include an upgrade to access control, video surveillance, and duress notification; and the addition of an after-hours alarm notification system and protocol and mass notification system.
	Work with County leadership to review, revise, and implement the County Emergency Operation Plan.
	Maintain the overall level of security for County courts and other areas.

Sheriff

Performance Measures

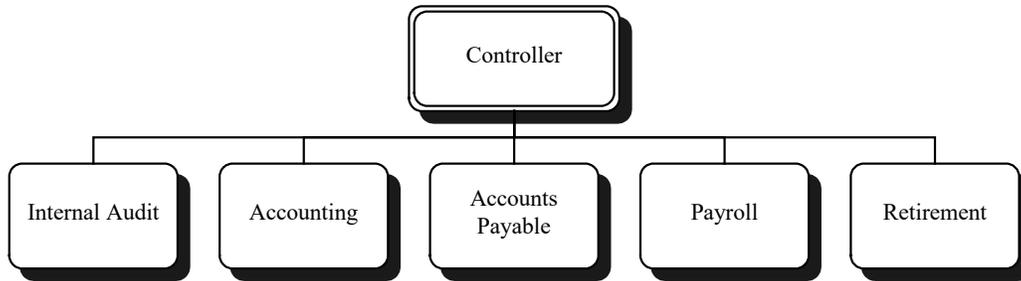
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Number of properties in Cumberland County scheduled for Sheriff's Real Estate Sale	600	479	400	500
4	Number of services performed by deputies upon parties named in civil law suits	9,768	7,867	6,800	8,000
5	Number of community service events and educational programs	n/a	n/a	n/a	50
6	Number of inmates transported in criminal or civil actions to court appearances in Cumberland County	4,806	5,134	4,000	4,000
7	Number of LTC concealed firearms issued	5,484	5,920	5,000	6,000

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	41.0	42.0	43.0	48.0
Budgeted Part-Time FTEs	2.8	2.9	2.9	1.4
Total Budgeted FTEs	43.8	44.9	45.9	49.4

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$58,089	\$36,374	\$150,000	\$151,000	\$1,000	0.7%
Interfund Revenue	\$318,414	\$308,061	\$282,997	\$288,096	\$5,099	1.8%
Other Revenue	\$567,323	\$668,115	\$517,200	\$475,200	\$-42,000	-8.1%
Total Revenue	\$943,826	\$1,012,550	\$950,197	\$914,296	\$-35,901	-3.8%
Salaries and Benefits	\$3,128,217	\$3,194,630	\$3,466,115	\$3,786,912	\$320,797	9.3%
Operating Expense	\$240,200	\$252,596	\$475,578	\$437,074	\$-38,504	-8.1%
Interfund Expense	\$15,419	\$15,085	\$20,261	\$27,500	\$7,239	35.7%
Capital Expense	\$186,245	\$89,706	\$149,445	\$2	\$-149,443	-100.0%
Total Revenue	\$3,570,081	\$3,552,017	\$4,111,399	\$4,251,488	\$140,089	3.4%



Mission Statement

Supervise the fiscal affairs of the County including the related accounts and official acts of all officers or other persons who shall collect, receive, hold or disburse, or be charged with the management or custody of, the public assets of the County (County Code Section 1702). Maintain a full and regular set of financial records, including the general ledger which support financial statements in accordance with Generally Accepted Accounting Principles (GAAP) of all the fiscal operations of the County. The Controller shall select and administer the form and manner of maintaining the official financial records in connection with the fiscal affairs of the County (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). At the end of each fiscal year, complete the audit, settlement and adjustment of the accounts of all County officers. Prepare and publish for the citizens, the County’s Comprehensive Annual Financial Report (CAFR) and create an annual financial report for the Commonwealth Department of Community and Economic Development (DCED) (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 monitor for fraud, waste, and abuse.

- Goals**
- Benchmark the County’s internal audit function against the professional audit standards of the American Institute of Certified Public Accountants (AICPA) and the U.S. Government Auditing Standards of the U.S. Government Accountability Office.
 - Reduce the probability of fraud involving County cash and other assets through internal control recommendations and the promotion and 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.
 - 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 to assure countywide internal audit coverage as well as perform in-house audits required of the Controller by the County Code and, if more cost-effective to do so, various regulatory/statutory audits.

Accounting: Efficiently maintain the County’s books based on GAAP and timely prepare a CAFR having favorable impact on the County’s bond rating.

- Goals**
- 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.
 - 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 which complies with the Government Finance Officers Association (GFOA) standards for such publications.
 - Achieve both the Commonwealth’s DCED and the GFOA’s financial reporting deadlines.

Accounts Payable: Ensure that disbursements are in accordance with County payment policies and procedures.

- Goals**
- Continue timely and efficient invoice processing and disbursements.
 - Minimize department re-work (no check request returns).
 - Continue exploring process efficiency potentials.

Controller

Payroll: Ensure that disbursements are in accordance with County payment policies and procedures.

- Goals**
- Produce accurate payroll checks (.6 checks incorrect per payroll).
 - Seek opportunities to expand direct deposit enrollment.
 - Seek opportunities to expand automation of timekeeping/time recording capabilities.

Retirement: Maintain accurate employee accounts and pay on time.

- Goals**
- Respond to information requests in a timely fashion.

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Pass all federal and state inspections and reviews.
	Maintain all essential staff licenses (Certified Public Accountant and Certified Fraud Examiner) and professional memberships (GFOA). Obtain required annual continuing professional education to meet licensing and professional standards.
	Pass all peer reviews and monitoring of audit functions under AICPA standards.
	Strategize with departmental user groups approximately one year post departmental go-live of Kronos to assess departmental workforce management utilization potential and to develop possible solutions to departmental challenges.
	Work with County leadership and departments in 2020 on credit card and Automated Clearing House (ACH) payment automation project to realize greater efficiencies in accounts payable payment administration while maintaining necessary compliance safeguards with resulting processes that are based on sound business practices incorporating good internal controls such as segregation of duties. Outcomes that clearly violate County Code or another statute cannot be used as a standard or objective by which to evaluate performance on this issue.
	As part of its role on the County Salary Board, continue to support efforts to contain personnel costs, implement MBC, and promote gainsharing within approved guidelines.
	Continue to produce all required reports and audits (including CAFR) by stipulated deadlines, meeting or exceeding all requirements for quality and thoroughness.
	Serve on ad hoc committees throughout the year, providing financial expertise, research, and insight, contributing to optimal financial engineering and design, and contributing to strategy development as may be requested. Provide financial and related data to support issue understanding and as a basis for monitoring while all in support of the County's strategy and objectives.
	Incorporate cost savings, revenue enhancement, efficiency, compliance, and internal control recommendations into reports generated from audits, as data may compel their inclusion in support of the County strategy and objectives.
Review and report on Capital Area Transit (CAT) financial data and perform peer financial and related data comparisons. Conduct and communicate legislative research into means of reducing local subsidy. Strategize on means of achieving objectives, working with County management, funding partners, funding committee, CAT board representatives, etc. to achieve local subsidy reduction to the extent allowed by law, while allowing for improved and expanded transit options. This is a collective effort and as a result, no single department can be held responsible for outcomes.	

Controller

Performance Goals for 2020 (continued)

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	<p>Successfully implement new Governmental Accounting Standards Board (GASB) standards issued that are applicable to the County’s 2019 CAFR (prepared in 2020 with work falling principally in 2019). This process includes interpreting the requirements of the standards, coordinating the completion of the reporting needs with all responsible individuals, and implementation of revisions to the County’s 2019 CAFR (prepared in 2020).</p>
	<p>Implement a retirement administration software package to realize greater efficiencies in retirement fund administration while maintaining necessary compliance safeguards; with resulting processes that are based on sound business practices incorporating good internal controls such as segregation of duties. Outcomes that clearly violate County Code or another statute cannot be used as a standard or objective by which to evaluate performance on this issue. Electronically archive all paper retiree records.</p>

Controller

Performance Measures

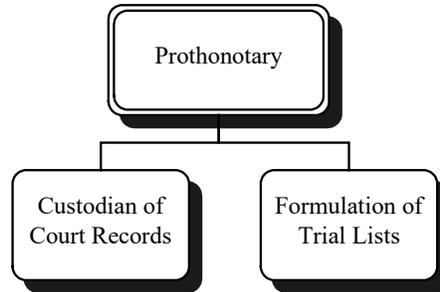
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Consecutive years successfully passed peer review, or annual monitoring, as applicable, of internal audit function under AICPA standards	18	19	20	21
4	Number of year-end audit adjustments	0	0	0	0
4	State DCED countywide financial reporting deadline met	yes	yes	yes	yes
4	Enhance transparency of County finances by preparing and distributing a citizen summary of the County's financial position/results - consecutive years published	14	15	16	17
4	Consecutive years awarded the GFOA Excellence in Comprehensive Financial Reporting Award	29	30	31	32
4	Percentage of payroll checks in error	0%	0%	0%	0%
4	Percentage of employees utilizing automated timekeeping software system	42%	74%	100%	100%
4	Percentage of retirement archive records scanned	90%	15%	100%	100%
4	Percent of invoices paid within the requested payment time frame	n/a	100%	100%	100%
4	Number of Controller disbursements classified as 'escheated' for current year unclaimed property requirements	n/a	109	150	150

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	11.6	11.6	11.9	10.9
Budgeted Part-Time FTEs	.7	.7	.7	.7
Total Budgeted FTEs	12.3	12.3	12.6	11.6

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 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	\$965,077	\$949,550	\$1,002,065	\$996,188	\$-5,877	-0.6%
Operating Expense	\$106,403	\$104,185	\$114,280	\$116,071	\$1,791	1.6%
Interfund Expense	\$2,837	\$2,502	\$5,050	\$6,100	\$1,050	20.8%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$1,074,317	\$1,056,237	\$1,121,395	\$1,118,359	\$-3,036	-0.3%



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.

- Goals**
- Processing of all legal court documents within 24 hours of receipt.
 - Accurate and confidential processing of Protection From Abuse Orders by the close of business on the day filed.
 - Accurate and timely filing of appeals to the Superior and Commonwealth Court of Pennsylvania.
 - Follow all Homeland Security guidelines for the processing of U.S. Passports and passport photos.
 - Responsible for conducting the Naturalization Process and name changes of new U.S. Citizens while maintaining and archiving online publication of all subsequent Naturalization Records.
 - Timely and accurately prepare and publish all court lists by the court-appointed deadline.
 - Timely and accurately disburse monies due to the County, state, arbitration, and judgment orders of the court.

Performance Goals for 2020

Strategic Goals	Performance Goals
Goal 4: Efficient Government - Promote quality, efficient, and effective County services	Carry out all tasks associated with the Merit Based Compensation program.
	Maintain all certifications and accreditations required for this office.
	Pass all internal and external audits on the financials of this office.
	Support County efforts to integrate all document management systems to the greatest degree possible. Work within Records Improvement Committee to support County efforts to improve efficiencies, services, and lower costs of operations.
	Increase office revenues as projected in the 2020 budget as a result of the OnBase upgrades that allow for greater customer self-service and enhanced revenue opportunities through easier access.
	In conjunction with the Sheriff’s Department, Court Administration, and IMTO, collaborate to implement appropriate e-filing capabilities that work with other systems and processes.
	Complete process and workflow redesign of the department resulting from automation, including modifying staffing responsibilities to better align with opportunities for greater efficiency and/or expanded services.
	Follow all Homeland Security guidelines for the processing of U.S. Passport photos.
	Responsible for conducting the Naturalization Process and name changes of new U.S. citizens while maintaining and archiving online publication of all subsequent Naturalization records.

Prothonotary

Performance Measures

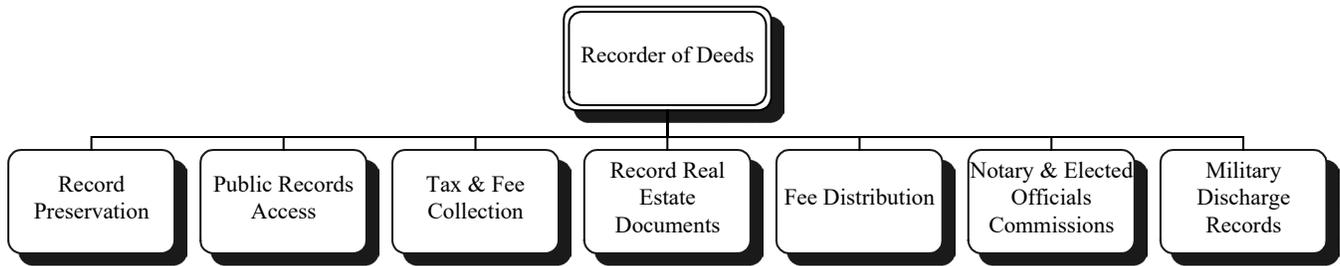
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Processing of all legal court documents within 24 hours of receipt	100%	100%	98%	99%
4	Accurate and confidential processing of Protection From Abuse orders filed by the close of business day	100%	99%	99%	99%
4	Accurate and timely filing of appeals to the Superior and the Commonwealth Court of Pennsylvania	90%	99%	99%	100%
4	Timely and accurately prepare and publish all court lists by the court appointed deadline	100%	100%	100%	100%
4	Timely and accurately disburse monies due to the County, state, arbitration, and judgment orders of the court	100%	100%	100%	100%

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	8.0	8.0	8.0	8.0
Budgeted Part-Time FTEs	.8	.8	.8	.8
Total Budgeted FTEs	8.8	8.8	8.8	8.8

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$632,190	\$679,867	\$605,000	\$660,000	\$55,000	9.1%
Total Revenue	\$632,190	\$679,867	\$605,000	\$660,000	\$55,000	9.1%
Salaries and Benefits	\$505,003	\$468,847	\$512,924	\$513,477	\$553	0.1%
Operating Expense	\$59,620	\$55,495	\$86,713	\$83,360	\$-3,353	-3.9%
Interfund Expense	\$1,673	\$1,392	\$2,988	\$3,800	\$812	27.2%
Capital Expense	\$4,800	\$0	\$8,700	\$5,000	\$-3,700	-42.5%
Total Expense	\$571,096	\$525,734	\$611,325	\$605,637	\$-5,688	-0.9%



Mission Statement

To record and preserve copies of documents pertaining to real estate, uniform commercial code, military discharge papers, elected official commissions, and notary bonds and commissions within Cumberland County.

Core Activities

Record Real Estate Documents: Record all documents pertaining to real estate in Cumberland County through traditional or eRecording methods.

- Goals**
- Record all documents pertaining to real estate or Uniform Commercial Code that meet filing standards whether delivered to the courthouse or transmitted through eRecording systems.

Record Preservation: Retain and preserve documents recorded in the office since 1750 for future generations.

- Goals**
- Retain earliest documents as a method of historical recordkeeping.
 - Scan all documents as a system of record preservation.
 - Backup all documents with microfilm, electronic, or other process deemed acceptable by the Courts.

Public Records Access: Make recorded documents available to the public.

- Goals**
- Make records deemed accessible by the Courts available to the public through electronic methods in a timely manner.

Tax and Fee Collection: Collect fees and taxes mandated by the County and state on recorded documents.

- Goals**
- Daily, collect fees mandated by the state and County on recorded documents.
 - In addition to other mandated fees, collect a Real Estate Transfer Tax of 2% that is applied on each transferred deed.
 - Maintain accurate bookkeeping records of all fees collected and distributed monthly.

Fee Distribution: Monthly, distribute funds to the County, the Commonwealth of Pennsylvania, local school districts, and municipalities, when applicable.

- Goals**
- Cumberland County** - Remit monthly to the County directly from the Recorder of Deeds' bank account, fees collected on documents recorded: (a) General Fund (filing fees, UPI fees, commissions), (b) Affordable Housing Fund, (c) County Records Improvement account, and (d) Recorder of Deeds' Record Improvement account.
 - Commonwealth of PA** - Monthly, write checks to the Commonwealth for all monies collected for State Writ Taxes, Realty Transfer Tax (RTT), and Judicial Computer Services fees.
 - Municipalities** - Monthly, when applicable, distribute 0.50% of monies collected on deed transfers within a municipality's boundaries (Real Estate Transfer Tax), directly from the Recorder of Deeds' bank account.
 - School Districts** - Monthly, when applicable, distribute 0.50% of monies collected on deed transfers within a school district's boundaries (Real Estate Transfer Tax), directly from the Recorder of Deeds' bank account.

Recorder of Deeds

Notaries and Elected Official Commissions: Record and maintain copies of all County elected officials’ commissions including Magisterial and Common Pleas Judges.

- Goals**
- Record commissions and oaths of office for County elected officials.
 - Collect required bond and appointment paperwork from notaries and submit to the Commonwealth of Pennsylvania on a biweekly basis along with any expired notaries.
 - Administer the oaths of office to notaries.
 - Collect fees from notaries.
 - Collect all surrendered notary registers (journals) and maintain on record for seven years from the date of the last recording. Commissions and oaths of office are kept indefinitely.

Military Discharge Papers: “...record all final discharges of all honorably discharged non-commissioned officers, and persons who were duly enlisted and mustered into the Armed Forces of the United States, a reserve component of the Armed Forces of the United States as defined in 51 Pa. C.S. § 7301 or in any women’s organization officially connected therewith, and all certificates of service issued to commissioned officers upon termination of active service as aforesaid and as well as reports of separation from the Armed Forces of the United States or a reserve component thereof, commonly known as DD form 214, NGB form 22 and similar forms delivered to members of the armed services upon their retirement or separation from active duty...” This information is to be kept confidential and not available to the general public.

- Goals**
- Record all final discharge paperwork for honorably discharged non-commissioned officers of the Armed Forces.
 - No fees are to be collected from veterans when filing their discharge paperwork with the Recorder’s office. No fees are to be charged to veterans or their immediate family members for certified copies of their discharge paperwork.

Performance Goals for 2020

Strategic Goals	Performance Goals
Goal 4: Efficient Government - Promote quality, efficient, and effective County services	Carry out all tasks associated with the Merit Based Compensation program.
	Continue to implement the quality control process for electronic images in order to improve the output of documents for public use.
	Maintain appropriate automation and staff training to improve efficiency and performance in the Recorder of Deeds’ Department.
	Update the archival storage plan for all records to conform with new State Archives electronic storage guidelines.
	Increase awareness of the eRecording options available to attorneys and the public.
	Serve as a special advisor to the County’s Records Improvement Committee on matters of document retention and preservation.

Recorder of Deeds

Performance Measures

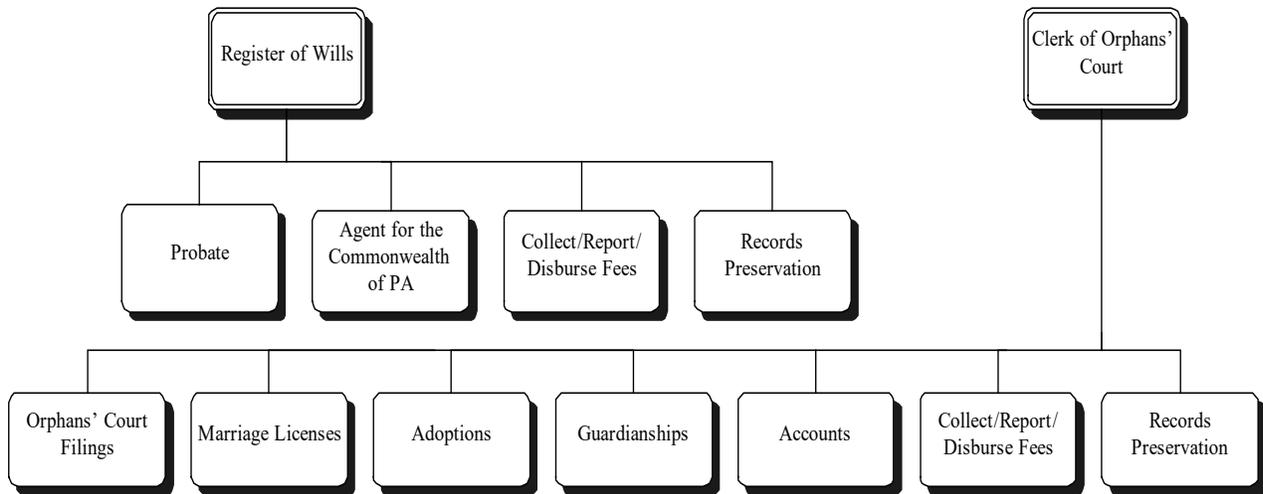
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Number of deeds recorded	6,781	6,893	6,400	6,400
4	Number of mortgages recorded	9,866	9,148	8,500	8,500
4	RTT yearly distribution - School Districts	\$8,024,778	\$8,489,021	\$7,500,000	\$7,500,000
4	RTT yearly distribution - Municipalities	\$8,024,778	\$8,489,021	\$7,500,000	\$7,500,000

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	5.0	5.0	5.0	5.0
Budgeted Part-Time FTEs	.8	.8	.8	.8
Total Budgeted FTEs	5.8	5.8	5.8	5.8

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$1,371,182	\$1,339,084	\$1,227,600	\$1,171,000	\$-56,600	-4.6%
Total Revenue	\$1,371,182	\$1,339,084	\$1,227,600	\$1,171,000	\$-56,600	-4.6%
Salaries and Benefits	\$389,868	\$396,052	\$396,635	\$409,017	\$12,382	3.1%
Operating Expense	\$248,100	\$86,406	\$106,300	\$122,000	\$15,700	14.8%
Interfund Expense	\$1,648	\$1,529	\$2,514	\$3,100	\$586	23.3%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$639,616	\$483,987	\$505,449	\$534,117	\$28,668	5.7%



Register of Wills

Mission Statement

The mission of the Cumberland County Register of Wills office 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

Probate: The Register of Wills has judicial authority in probate and estate matters.

- Goals**
- Determine if the documents presented are in compliance with applicable laws and rules to be admitted for probate and the proper personal representative appointed for the estate.
 - Accepts, records, scans, and accurately processes filings that fall under its jurisdiction.

Agent for the Commonwealth of PA: The Register of Wills serves as an agent for the Commonwealth of Pennsylvania, Department of Revenue, and Inheritance Tax Division.

- Goals**
- Collect inheritance tax and information mandated by the Commonwealth.
 - Transmit estate information, inheritance tax returns, payments, and taxpayer information notices to the Commonwealth on a weekly basis.

Collect/Report/Disburse Fees: The Register of Wills must report fees collected for filings, inheritance tax, and mandated surcharges to the state and County.

- Goals**
- Collect the fees for probate and all other filings in accordance with the published fee schedule and state-mandated fees.
 - Calculate and collect any additional probate due based on the probatable estate detailed in inheritance tax returns.
 - Perform monthly audits of the additional probate that is collected.
 - Report on and disburse collected fees to the County and state during the preceding month by the tenth day of the following month.

Records Preservation: Retain and preserve documents recorded in the office since 1750.

- Goals**
- Work towards preserving documents in the office and creating backup record of all documents in electronic and hard copy formats.
 - Scan all filed documents into an electronic format for ease of access and for preservation.

Register of Wills/Clerk of Orphans' Court

Clerk of Orphans' Court

Mission Statement

The Cumberland County Clerk of Orphans' Court is an 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

Orphans' Court: The Clerk processes all filings in the Orphans' Court Division in accordance with state and local rules and statutes.

Goals

- Accepts, records, scans, and processes filings for adoptions, guardianships, trust, minors' estates, claims against estates, and accounts for confirmation.

Marriage Licenses: The Clerk of Orphans' Court is responsible for marriage applications, licenses, and maintenance of the records.

Goals

- To professionally and accurately conduct marriage license interviews, collect required information, and determine whether there are any legal impediments to the couple marrying.
- To accurately issue the marriage license, record the return after the marriage takes place, and maintain all marriage records from 1885 to present.

Adoptions: The Clerk of Orphans' Court is responsible for proper filing and processing of adoption documents.

Goals

- Ensure that all required documents are filed prior to adoption hearing and promptly and accurately record and process all adoption filings.
- Promptly notify the Department of Health, Division of Vital Records of the change to the birth record after adoptions are finalized.
- Maintain the confidentiality required by law for adoption records.

Guardianships: The Clerk of Orphans' Court is responsible for proper filing and processing of guardianship documents.

Goals

- Accurately accept, record, scan, and process filings for guardianship of incapacitated persons and for minors.
- Work with the Administrative Office of the Pennsylvania Courts (AOPC) to institute the Guardianship Tracking System for the filing and tracking of the annual guardianship reports as required by law.
- Comply with the new Orphans' Court rules on guardianships when they become effective.

Accounts: The Clerk of Orphans' Court accepts, records, and processes decedent, guardianship, and trust accounts for confirmation by the court.

Goals

- Accurately prepare accounts after they are filed, verify that inheritance taxes due on the estate are paid, and advertise Confirmation of Accounts in the local newspaper and Cumberland Law Journal.

Collect/Report/Disburse Fees: The Clerk of Orphans' Court must report to the others on Orphans' Court filing, marriage license statistics, voter registration, and on fees collected and paid to the County and state.

Goals

- Collect the fees for filings in accordance with the published fee schedule and state mandated fee.
- Report to the AOPC 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.
- Report on and disburse fees collected to the County and state during the month by the tenth day of the following month.

Register of Wills/Clerk of Orphans' Court

Records Preservation: Retain and preserve documents recorded in the office since 1750.

- Goals**
- Work towards preserving documents in the office and creating backup record of all documents in electronic and hard copy formats.
 - Scan all filed documents into an electronic format for ease of access and for preservation.

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Report to the County and state on funds collected and disbursed for the month by the tenth day of the following month.
	Report to the AOPC 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.
	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.
	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.
	Process all applications and dockets in a timely and accurate manner in accordance with statute and/or recommended guidelines.

Register of Wills/Clerk of Orphans' Court

Performance Measures

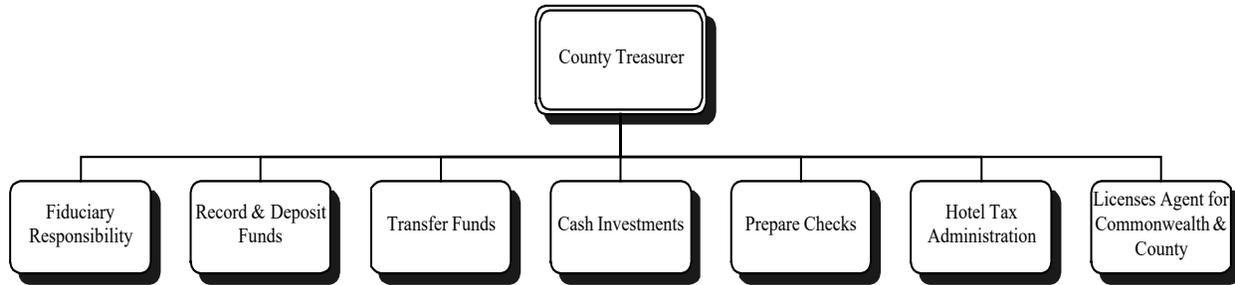
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Report to the County and state on funds collected and disbursed for the month by the tenth day of the following month	100%	100%	100%	100%
4	Transmit estate information, inheritance tax returns, copies of inheritance tax payments, taxpayer information notices, and create decedent records for the Pennsylvania Department of Revenue on a weekly basis	100%	100%	100%	100%
4	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%	100%	100%	100%
4	Report to the AOPC 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%	100%	100%	100%
4	Number of marriage license applications taken	1,207	1,229	1,211	1,215
4	Number of new estate dockets opened	1,384	1,438	1,246	1,271
4	Number of new adoptions dockets opened	143	113	109	111
4	Number of new guardianship dockets opened	41	40	34	35
4	Number of new Orphans' Court dockets opened	86	101	93	93

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	6.0	7.0	7.0	7.0
Budgeted Part-Time FTEs	1.0	.0	.0	.0
Total Budgeted FTEs	7.0	7.0	7.0	7.0

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$206	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$655,918	\$698,312	\$578,000	\$613,000	\$35,000	6.1%
Total Revenue	\$656,124	\$698,312	\$578,000	\$613,000	\$35,000	6.1%
Salaries and Benefits	\$465,470	\$462,317	\$508,693	\$516,823	\$8,130	1.6%
Operating Expense	\$47,799	\$56,212	\$72,267	\$76,151	\$3,884	5.4%
Interfund Expense	\$1,943	\$1,695	\$2,675	\$3,200	\$525	19.6%
Capital Expense	\$0	\$0	\$22,001	\$22,001	\$0	0.0%
Total Expense	\$515,212	\$520,224	\$605,636	\$618,175	\$12,539	2.1%



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

Fiduciary Responsibility: Five-member Board oversees the function of the Pension Fund.

- Goals** • Administer and maintain the Pension Fund in a sound fiscal manner as statutorily required.

Record and Deposit all Monies: Receive, classify, record, and deposit monies for all operational accounts/funds of the County.

- Goals** • 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.

- Goals** • 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.

- Goals** • 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.

- Goals** • Prepare checks in an accurate and timely manner.

Hotel Tax: As per County Ordinance 2001-03, and subsequent amendments, this function is the responsibility of the Treasurer’s Office to administer and collect the tax. Section VII of this Ordinance regulates the collection and disposition of revenues collected regarding a County Hotel Tax. The Treasurer shall collect the tax and deposit the money into a special fund. The Treasurer must also disburse the money in a manner established by statute.

- Goals** • Regulate the collection and disposition of revenues collected regarding the County Hotel Tax. Communicate with operators who are delinquent in payment and work with the County Solicitor for solutions to this problem.

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 Department 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.

- Goals** • Properly issue licenses and disburse proceeds.

Treasurer

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Pass all federal and state inspections and reviews.
	Assess opportunities to expand customer online self-service, while building on software already in place to automate the purchase of dog licenses.
	Record and deposit all monies accurately and on a daily basis.
	Serve on the Records Improvement Committee to support efforts aimed at automating processes, where appropriate, and ensuring that all County record management is compliant with all applicable guidelines.
	Complete the investment of operational funds and the transfer of investments, in accordance, with the directives of the Finance Department.
	Manage all aspects of hotel tax billing, collections, and accounts receivable management.
	Serve as subject matter expert on customer service in support of County efforts to improve performance in this area.

Treasurer

Performance Measures

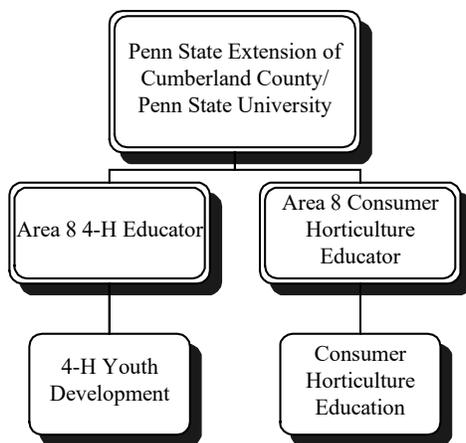
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Record and deposit all monies accurately and on a daily basis	100%	100%	100%	100%
4	Complete the investment of operational funds and the transfer of investments in accordance with the directives of the Finance Office	100%	100%	100%	100%
4	Perform reconciling accurately and on a daily basis	100%	100%	100%	100%
4	Prepare checks in an accurate and timely manner	100%	100%	100%	100%
4	Properly issue licenses and disburse proceeds	100%	100%	100%	100%

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	4.0	4.0	4.0	4.0
Budgeted Part-Time FTEs	.5	.5	.5	.5
Total Budgeted FTEs	4.5	4.5	4.5	4.5

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$52,664	\$56,009	\$52,600	\$55,000	\$2,400	4.6%
Total Revenue	\$52,664	\$56,009	\$52,600	\$55,000	\$2,400	4.6%
Salaries and Benefits	\$298,893	\$300,014	\$317,825	\$330,941	\$13,116	4.1%
Operating Expense	\$10,908	\$12,175	\$18,012	\$18,800	\$788	4.4%
Interfund Expense	\$1,037	\$857	\$1,617	\$2,200	\$583	36.1%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$310,838	\$313,046	\$337,454	\$351,941	\$14,487	4.3%



Mission Statement

Penn State Cooperative Extension is an educational network that gives people in each of Pennsylvania’s 67 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, and 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

4-H Youth Development Educational Programming: The 4-H program will provide leadership, citizenship, and life skill development through club experiences for youth ages 8 to 19. The 4-H program will also provide the opportunity for project skill development at the direction of volunteer 4-H leaders and adults. The 4-H program will also provide educational experiences to youth through embryology projects in school classrooms and science-based interactive day camps.

- Goals**
- Administer hands-on learning through research-based curriculum to more than 200 youth members enrolled in the 4-H youth development clubs within Cumberland County.
 - Retain at least ten 4-H youth development clubs, which provide the youth with access to a multitude of Science, Technology, Engineering, and Math (STEM) resources ranging from animal science to family living projects.
 - Provide oversight to the nearly 130 screened volunteers and leaders that empower the youth involved in the 4-H youth development program within Cumberland County to reach their full potential.
 - Serve more than 1,000 youth through local clubs, special interest clubs, school-based programs, and individual memberships.

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.

- Goals**
- Number of consumers reached with consumer horticulture educational information.
 - Number of consumer horticulture educational events.
 - Number of Master Gardener volunteer hours.

Agricultural Extension

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	<p>Carry out all tasks associated with the Merit Based Compensation program.</p>
	<p>Promote Penn State Extension services to the citizens of Cumberland County through the Penn State Extension website and three County specific media sites.</p> <ul style="list-style-type: none"> • Post new information twice a day to the Penn State Extension - Cumberland County Facebook page. • Post new information twice a week to the Cumberland County 4-H page. • Post new information twice a week to the Penn State Extension - Master Gardeners of Cumberland County. <p>Increase Facebook followers by five percent for each of the three accounts:</p> <ul style="list-style-type: none"> • Penn State Extension - Cumberland County • Cumberland County 4-H • Penn State Extension - Master Gardeners of Cumberland County
	<p>Continue to implement potential efficiencies with other departments at Allen Road by sharing in the maintenance cost in the plotter printer and sharing support staff to help with mail run.</p>
	<p>Fully utilize the new Penn State Extension website to assist clientele in accessing educational materials and educational outreach information. Use Salesforce to document and manage the outreach efforts and online registration processes using Cvent. Registration numbers are based on Penn State’s calendar year of July 1 - June 30 and the goal for 2019-2020 is 1,058 (five percent increase).</p>
	<p>Support County efforts to sustain and extend its Farmland Preservation program by serving as an ex-officio member of the Farmland Preservation Program to be an agriculture resource.</p>
	<p>The Penn State Extension Natural Resource Team received grant funding to launch the Master Watershed Steward Volunteer program in Cumberland County. A part-time Master Watershed Steward Coordinator will be hired and trained. The coordinator will recruit and begin training a minimum of ten Cumberland County residents to serve as Master Watershed Steward volunteers.</p>

Agricultural Extension

Performance Measures

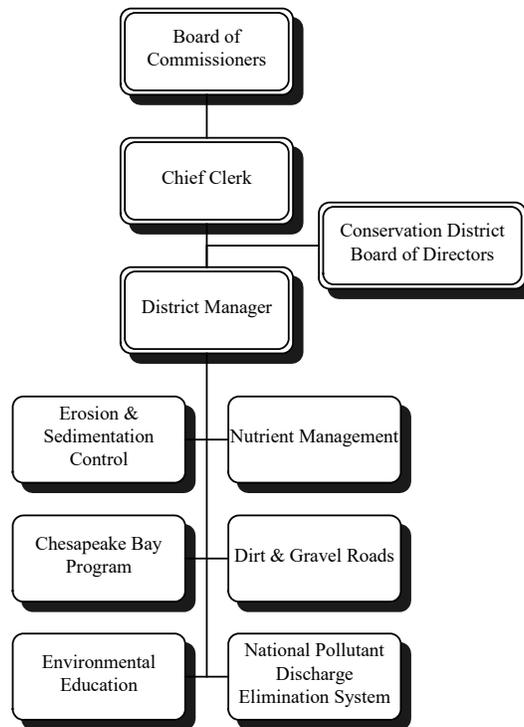
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
5	Total number of youth served in the County	3,673	4,063	4,000	4,600
5	Maintain at least ten 4-H clubs	15	15	15	16
5	Number of adult 4-H Screened Volunteers & Leaders	70	73	76	88
5	Number of consumers reached with consumer horticulture educational information	7,747	5,649	5,000	5,000
5	Number of consumer horticulture educational events	137	86	120	70
5	Total number of Master Gardener volunteer hours	7,982	6,905	6,300	5,000

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	5.0	5.0	5.0	5.0
Budgeted Part-Time FTEs	.8	.6	.6	.6
Total Budgeted FTEs	5.8	5.6	5.6	5.6

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$1,602	\$137	\$0	\$0	\$0	0.0%
Total Revenue	\$1,602	\$137	\$0	\$0	\$0	0.0%
Salaries and Benefits	\$302,537	\$271,145	\$313,459	\$320,035	\$6,576	2.1%
Operating Expense	\$45,994	\$51,987	\$79,322	\$69,385	\$-9,937	-12.5%
Interfund Expense	\$2,780	\$2,579	\$5,107	\$5,600	\$493	9.7%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$351,311	\$325,711	\$397,888	\$395,020	\$-2,868	-0.7%



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.

- Goals**
- Minimize or eliminate accelerated erosion and to prevent sediment pollution to waters of the Commonwealth as a result of earthmoving activities.
 - Implement PA’s Erosion and Sedimentation Pollution Control and NPDES programs as required by the delegation agreement.
 - Complete Post Construction Stormwater Management (PCSM) technical reviews of all individual NPDES applications.

Chesapeake Bay Program: Conduct Chesapeake Bay financial assistance program.

- Goals**
- The PA Chesapeake Bay Financial Assistance Funding Program goal is to assist landowners within PA’s portion of the Chesapeake Bay drainage basin with the cost of installing agricultural Best Management Practices to achieve nutrient management and associated erosion and water control.
 - The Cumberland County goal is to reduce nutrients and sediments in streams and waters within the County resulting in improved countywide water quality and ultimately the Chesapeake Bay.
 - Annually conduct 50 agricultural inspections on Cumberland County farms to determine compliance with Chapter 91 and Chapter 102 regulations.

Conservation District

Nutrient Management Program: Ensure that all farmers deemed to be concentrated animal operations (CAO) or volunteer operations under the nutrient management program have approved nutrient management plans and are in the process of implementation.

- Goals**
- Assist Cumberland County producers in determining if they fall under the Nutrient Management Act regulations.
 - Assist Cumberland County farmers who have a current Nutrient Management Plan to meet the requirements set forth in the plan.
 - Annually inspect all CAOs to determine compliance.
 - Review nutrient management plans for all CAOs within the state-mandated time frame.

Watershed Program: Ensure County watershed protection.

- Goals**
- Provide stormwater management education through the implementation of the rain barrel program.
 - Provide technical assistance to the watershed organization of Cumberland County.

Environmental Education: Environmental education to County students and the general public.

- Goals**
- Conduct annual County Envirothon for all schools of Cumberland County.
 - Educate the public through water testing and tree seedling sale programs.

Dirt and Gravel Roads Program: Implementation of delegated program.

- Goals**
- Fund safe, efficient, and environmentally sound maintenance of sections of dirt and gravel/low volume roads that have been identified as sources of dust and sediment pollution.
 - Implement Dirt and Gravel Program as per contract with the State Conservation Commission.
 - Implement Low Volume Roads Program as per contract with the State Conservation Commission.

Conservation District

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 1: Conserve - Conserve natural, cultural, & recreational resources</p>	<p>Meet all state-mandated turnaround times for processing Erosion and Sedimentation Control plans and NPDES permits. Review PCSM plans within the state-mandated time frame. Continue to generate more staff time in the field with newly created position so site inspection measures will be met by all three technicians and natural resource protection will be achieved.</p>
	<p>Support the County Planning Department by providing educational representations on Conservation District programs at the County Municipal outreach meetings and the County Planning Commission meetings. Also give technical assistance to farmers already enrolled in the Farmland Preservation Program.</p>
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	<p>Carry out all tasks associated with the Merit Based Compensation program.</p>
	<p>Manage the Conservation District budget by completing journal entries, budget adjustments, expense vouchers, deposits, monthly Treasurer’s report, and monthly financial closing packet in a timely manner.</p>
	<p>Continue to explore and implement potential efficiencies with other departments at Allen Road facilities, including Pennsylvania State University Agriculture Extension, Vector Control, Weights & Measures, Recycling & Waste Authority, Planning Department, and Facilities Management.</p>
	<p>As appropriate, review and update fees for fundraisers and educational programs on an annual basis for the water testing, tree sale, and rain barrel programs. Monitor the Conservation District’s erosion control and post construction storm water management project fee schedule to determine if revisions are needed to cover expenses.</p>
	<p>Pass the Quality Assurance and Quality Control evaluations completed by the state for delegated and contracted programs, every three to five years.</p>
	<p>Maintain all essential accreditations and continuing education requirements for nutrient management, erosion control, etc. Implement all provisions of the memorandum of understanding (MOU) between the Conservation District and the County that was signed in 2015.</p>
<p>Goal 5: Healthy Communities - Promote healthy communities</p>	<p>Promote the Dirt and Gravel Program and Low Volume Roads Program to Cumberland County Municipalities. Approve and distribute grant funding to qualified municipalities for installation of best management practices.</p>
	<p>Follow the standard operating procedures for the implementation of the Chesapeake Bay agricultural inspection program. Conduct a minimum of 50 agricultural compliance inspections annually.</p>

Conservation District

Performance Measures

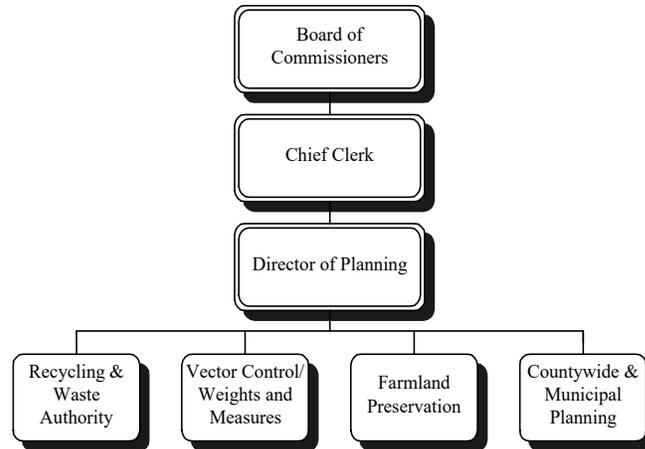
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
5	Number of Erosion and Sedimentation Control plans reviewed by Conservation District staff within state deadlines: General Permits - 30 days (100%)	42 (84%)	50 (100%)	40 (89%)	40 (89%)
5	Number of Erosion and Sedimentation Control plans reviewed by Conservation District staff within state deadlines: Individual Permits - 66 days (100%)	16 (107%)	12 (80%)	10 (67%)	10 (67%)
5	Number of County farmers participating in Conservation District Programs	130	180	150	150
5	Number of environmental and agriculture education opportunities provided by the Conservation District (ten presentations or educational events)	19	21	20	20
5	Number of earthmoving sites inspected to determine if site falls within state compliance	734	676	500	600

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	9.0	9.0	9.0	9.0
Budgeted Part-Time FTEs	.1	.1	.1	.2
Total Budgeted FTEs	9.1	9.1	9.1	9.2

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$609,038	\$845,303	\$1,241,198	\$1,023,172	\$-218,026	-17.6%
Interfund Revenue	\$127,003	\$97,376	\$139,300	\$139,300	\$0	0.0%
Other Revenue	\$354,578	\$393,866	\$288,110	\$362,010	\$73,900	25.6%
Total Revenue	\$1,090,619	\$1,336,545	\$1,668,608	\$1,524,482	\$-144,126	-8.6%
Salaries and Benefits	\$665,748	\$667,108	\$697,709	\$763,313	\$65,604	9.4%
Operating Expense	\$357,054	\$513,459	\$975,507	\$751,545	\$-223,962	-23.0%
Interfund Expense	\$5,228	\$4,691	\$4,763	\$8,050	\$3,287	69.0%
Capital Expense	\$28,680	\$0	\$0	\$30,000	\$30,000	100.0%
Total Expense	\$1,056,710	\$1,185,258	\$1,677,979	\$1,552,908	\$-125,071	-7.5%



Mission Statement

The Cumberland County Planning Department’s mission is to partner with our urban, suburban, and rural communities to implement plans that promote economic development, provide more housing and transportation choices, and protect clean air, land, and water.

Core Activities

Countywide and Municipal Planning: Perform the mandated County planning and review functions as required by the PA Municipalities Planning Code.

- Goals**
- Streamline review and response time on all planning reviews while maintaining a high standard of quality.
 - Maintain and implement the Cumberland County Comprehensive Plan.
 - Provide technical assistance to municipal partners to facilitate coordinated countywide planning.

Farmland Preservation: Preserve the agriculture industry by preserving prime agriculture soils and supporting the retention and expansion of existing farms.

- Goals**
- Preserve prime farmland and the agriculture industry.

Planning

Performance Goals for 2020

Strategic Goals	Performance Goals
Goal 1: Conserve - Conserve natural, cultural, & recreational resources	Provide management and oversight to the Recycling & Waste Authority, Vector Control, Weights & Measures, and Farmland Preservation functions.
	Update the Cumberland County Hazard Mitigation Plan in partnership with the consulting team, Public Safety, GIS, and interested municipalities. The plan will be approved by the Federal Emergency Management Agency (FEMA) by the end of 2020.
	Partner with the Conservation District to lead the development of Department of Environmental Protection (DEP) Phase III Watershed Improvement Plan. Identify and pursue implementation opportunities and associated funding sources.
Goal 2: Grow - Plan for future growth	Implement the Cumberland County Comprehensive Plan through County-based planning projects and municipal technical assistance assignments.
	Coordinate with Cumberland Area Economic Development Corporation (CAEDC) and Cumberland County Housing and Redevelopment Authority (CCHRA) to effectively deliver planning, development, and redevelopment services to the County's 33 municipalities. Assist in developing and implementing a redevelopment strategy for acquiring, demolishing, and redeveloping blighted properties.
	Coordinate with Shippensburg University, Greater Harrisburg Association of Realtors, Harrisburg Builders Association, CAEDC, and CCHRA to host a meeting with municipalities and developers to discuss strategies to address housing affordability issues.
Goal 3: Transportation - Develop & maintain a multimodal transportation system	Ensure effective delivery of shared-ride and fixed route public transportation through active participation on the Central Pennsylvania Transit Authority (CPTA) Board of Directors. Supports efforts to regionalize transit service between CPTA and CAT. Provide regular reports to the Commissioners and Chief Clerk on Board discussions and progress.
	Represent Cumberland County's interest in Harrisburg Area Transportation Study (HATS) by participating in regularly scheduled meetings, serving on committees, and evaluating service provided in the County. Provide regular reports to the Board of Commissioners on HATS issues and performance.
Goal 4: Efficient Government - Promote quality, efficient, and effective County services	Carry out all tasks associated with the Merit Based Compensation program.
	Manage and actively participate in special projects as assigned by the Chief Clerk and/or Board of Commissioners.

Planning

Performance Measures

Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
1	Percent of Subdivision and Land Development plans reviewed within state deadline (30 days)	100%	100%	100%	100%
1	Number of acres of farmland preserved	872	954	1,255	1,000
1	Complete Hazard Mitigation Plan update	n/a	n/a	no	yes
1	Number of acres of recreation and environmentally sensitive lands preserved through the Land Partnership Program	n/a	170	0	20

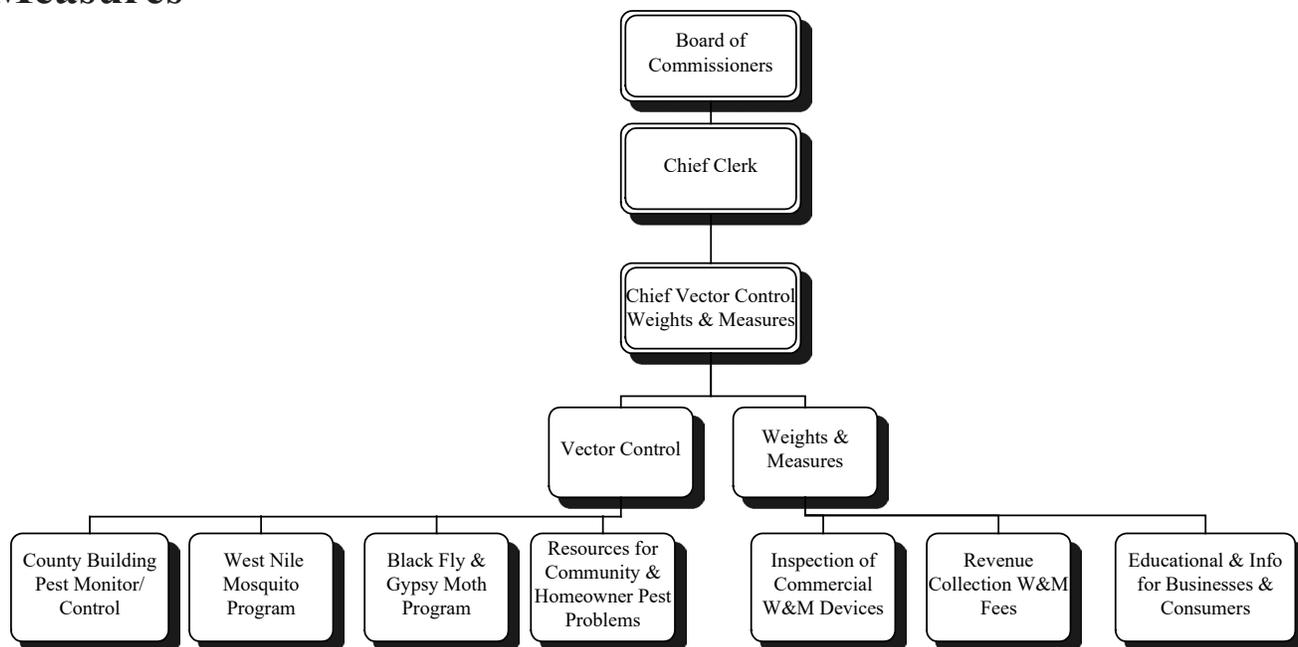
Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	5.0	5.0	5.0	5.0
Budgeted Part-Time FTEs	.0	.0	.5	.5
Total Budgeted FTEs	5.0	5.0	5.5	5.5

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$184,134	\$221,712	\$221,320	\$280,000	\$58,680	26.5%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$185,481	\$211,368	\$197,200	\$320,800	\$123,600	62.7%
Total Revenue	\$369,615	\$433,080	\$418,520	\$600,800	\$182,280	43.6%
Salaries and Benefits	\$431,697	\$450,098	\$472,365	\$475,769	\$3,404	0.7%
Operating Expense	\$506,359	\$663,057	\$927,911	\$1,181,865	\$253,954	27.4%
Interfund Expense	\$2,787	\$2,545	\$3,752	\$3,800	\$48	1.3%
Capital Expense	\$290,396	\$499,914	\$760,000	\$950,000	\$190,000	25.0%
Total Expense	\$1,231,239	\$1,615,614	\$2,164,028	\$2,611,434	\$447,406	20.7%

Vector Control and Weights & Measures



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 marketplace” 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.

- Goals**
- Detect and manage reproduction locations of mosquitoes to limit their emergence and proliferation.
 - Publicize results of surveys, treatments, and associated data on the County website including GIS mapping and local news media.

Inspection and Testing: Annual inspection of commercial weighing and measuring devices.

- Goals**
- Register and inspect, approve or reject County weighing and measuring commercial devices.
 - Inform public regarding quick response to inquiries and selling/purchasing related information.

Vector Control and Weights & Measures

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	Carry out all tasks associated with the Merit Based Compensation program.
	Manage the execution of the West Nile and Black Fly Programs in accordance with the Department of Environmental Protection (DEP) sampling and reporting standards.
	Secure necessary grants, manage cash flow, and assess fee structure to provide all Vector Control and W&M services with no General Fund subsidy. Secure annual DEP grants to support the Mosquito Control Grant (West Nile Program). Invoice and collect W&M inspection fees. Maintain and adjust a defensible fee structure for W&M that reflects the costs of services provided.
	Use departmental webpage, social media platforms, and press releases in coordination with the Communications Department to notify the public and municipal partners of noteworthy departmental activities. Monitor response to outreach activities and modify the approach as necessary. Participate in County and municipal coordination meetings such as the Municipal Advisory Board, Council of Governments, and Planning Department Outreach meetings on an as needed basis.
<p>Goal 5: Healthy Communities - Promote healthy communities</p>	<p>Supervise departmental staff and provide leadership to complete programs consistent with work programs, schedules, and budgets. Provide training and mentorship to staff members to improve performance and increase overall departmental effectiveness.</p> <p>Provide prompt customer service to public inquiries regarding Vector Control and W&M programs and associated services. Using the customer service database, maintain the following standards:</p> <ol style="list-style-type: none"> 1) 95% of customer inquiries will be responded to within 24 hours; 2) Inquiries requiring departmental follow-up will be acted upon within one week and associated resolution tracked.

Vector Control and Weights & Measures

Performance Measures

Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Percentage of businesses/devices inspected (within 30 days of annual due month)	83%	99%	95%	95%
4	Invoicing/collection registration fees (60 days of notice)	95	100	98	98
4	Inspection records data: document and post on website including GIS mapping system monthly (96 per quarter)	98	93	97	98
5	Adult sampling (60 per quarter)	1,520	1,800	500	700
5	Adult treatments (24 per quarter)	11	26	10	10
5	Samples to DEP lab for identification confirmation (192 per quarter)	95	97	100	99
5	Provide information to the public, municipalities, and press as needed or at a minimum every 2 months (8 per quarter)	50	49	32	25
5	Consumer/residents info request (within 24 hours) and resolution (within 48 hours)	98	98	99	99
5	Respond and resolve County Building Pest Control Issues (9 per quarter)	12	20	12	15
5	Immature sampling mosquito treatment (20 per month)	265	175	100	100

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	3.0	3.0	3.0	3.0
Budgeted Part-Time FTEs	.4	.3	.4	.5
Total Budgeted FTEs	3.4	3.3	3.4	3.5

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$61,293	\$69,368	\$76,001	\$75,000	\$-1,001	-1.3%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$257,040	\$255,720	\$260,000	\$280,000	\$20,000	7.7%
Total Revenue	\$318,333	\$325,088	\$336,001	\$355,000	\$18,999	5.7%
Salaries and Benefits	\$214,297	\$204,548	\$220,856	\$235,889	\$15,033	6.8%
Operating Expense	\$91,756	\$86,215	\$39,875	\$50,355	\$10,480	26.3%
Interfund Expense	\$1,310	\$1,713	\$5,210	\$5,600	\$390	7.5%
Capital Expense	\$30,796	\$0	\$28,742	\$0	\$-28,742	-100.0%
Total Expense	\$338,159	\$292,476	\$294,683	\$291,844	\$-2,839	-1.0%



Mission Statement

Manage the disbursement of the 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.

- Goals**
- Replace priority County bridges with new structures.
 - Implement preventative maintenance programs for County-owned bridges on an as needed basis.

Performance Goals for 2020

Strategic Goals	Performance Goals
Goal 3: Transportation - Develop & maintain a multimodal transportation system	Implement the County Bridge Capital Improvement Program that reduces the number of structurally deficient bridges under our jurisdiction. <ol style="list-style-type: none"> 1. Complete Orrs Bridge by the end of 2020. 2. Complete construction on Kunkle Bridge, Sample Bridge and Wolf Bridge by the end of the second quarter of 2021.

Bridges/Liquid Fuels

Performance Measures

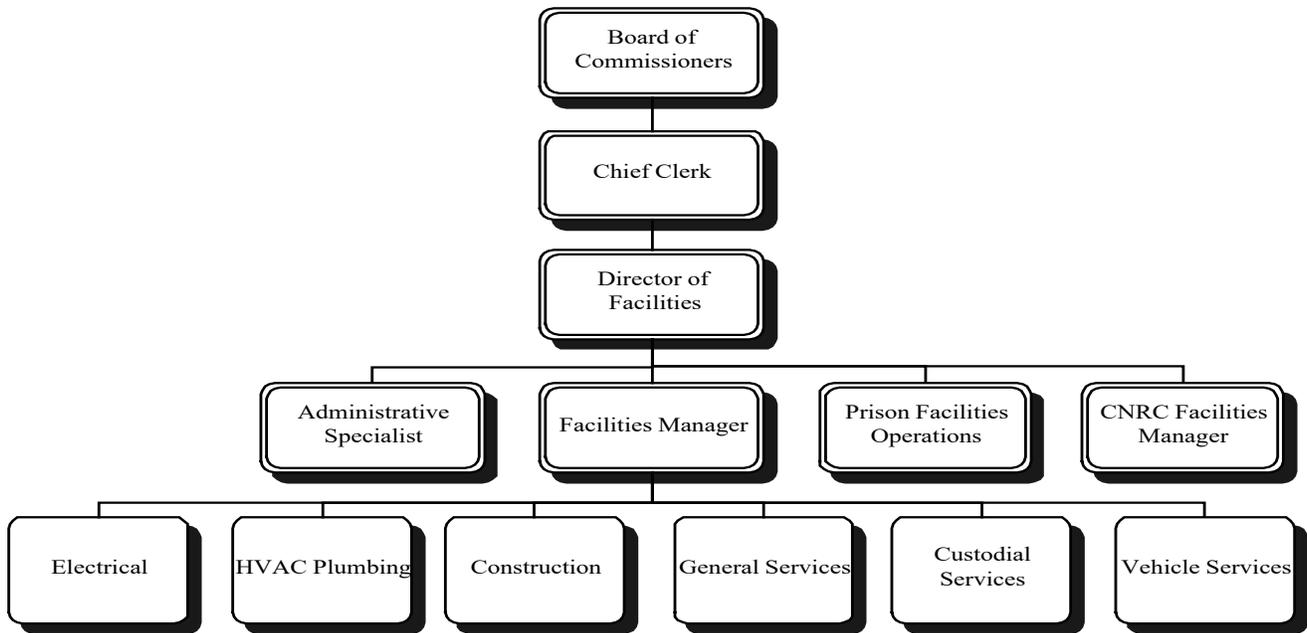
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
3	Complete construction for Orrs Bridge	n/a	n/a	n/a	yes
3	Begin construction phase for Wolf Bridge	n/a	no	no	yes
3	Begin construction phase for Kunkle Bridge	n/a	n/a	no	yes

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	.0	.0	.0	.0
Budgeted Part-Time FTEs	.0	.0	.0	.0
Total Budgeted FTEs	.0	.0	.0	.0

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$4,103,909	\$1,426,828	\$8,654,674	\$9,852,603	\$1,197,929	13.8%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$1,697,159	\$1,284,752	\$1,317,400	\$6,309,617	\$4,992,217	378.9%
Total Revenue	\$5,801,068	\$2,711,580	\$9,972,074	\$16,162,220	\$6,190,146	62.1%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$287,565	\$280,115	\$1,774,575	\$2,048,428	\$273,853	15.4%
Interfund Expense	\$36,261	\$45,905	\$37,611	\$577,090	\$539,479	1434.4%
Capital Expense	\$4,733,189	\$999,597	\$9,009,628	\$15,023,746	\$6,014,118	66.8%
Total Expense	\$5,057,015	\$1,325,617	\$10,821,814	\$17,649,264	\$6,827,450	63.1%



Mission Statement

The Facilities Management Department manages and maintains County facilities and grounds in support of County operations and public accessibility. The department is committed to providing a safe and aesthetically pleasing environment while maintaining existing structures, optimizing space usage, pursuing increased energy efficiency, and promoting fiscally responsible use of County resources.

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.

- Goals**
- Maintain facility grounds providing an aesthetically pleasing view by planting, mulching, trimming, and mowing and removing snow and ice during winter months to provide a safe environment for employees and the public.
 - Implement performance measures to ensure work is completed in a timely manner and within scheduled time.
 - Integrate energy management to include all County buildings and leased properties to provide cost savings in areas of electric, water, sewer, and fuel.
 - Prepare County facilities budget each year to determine cost savings and expenditures that will benefit the County in the future.
 - Pursue state contract pricing when available and conduct cost comparisons on all projects and items purchased.

Vehicle Services: Inspect, service, and repair County-owned or leased vehicles and rabbitransit buses for Cumberland, Perry, and Franklin counties.

- Goals**
- Oversee vehicle maintenance to keep all County and rabbitransit vehicles operating efficiently by conducting scheduled preventative maintenance (PM) and repairing vehicles as needed.

Construction Projects: Manage construction projects.

- Goals**
- Direct and manage County construction projects from start to completion in a cost-effective manner and within time constraints allotted.
 - Prepare detailed technical specifications for facility bid specs to ensure projects, PM, and purchases are completed accurately and are cost advantageous to the County.

Facilities Management

Janitorial Cleaning: Oversee janitorial contractors.

- Goals** • Oversee contracted services, including janitorial, to make sure all work is completed within compliance of contracts and/or purchase orders.

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 3: Transportation - Develop & maintain a multimodal transportation system</p>	<p>Complete regularly scheduled inspections and service on Cumberland, Franklin, and Perry County buses.</p>
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	<p>Carry out all tasks associated with the Merit Based Compensation program.</p> <p>Limit OT, manage staff costs, and achieve better work-life balance for staff by fully implementing the County’s new policies on OT/comp time, flex scheduling, on-call, and call time within your department.</p> <p>Prepare and execute contracts including preparation of bid specifications, bidding, and management of equipment and vendor provided services.</p> <p>Pass any federal and state reviews and inspections along with maintaining essential accreditations.</p> <p>Monitor and track County leases and ensure lease arrangements are up-to-date and current.</p> <p>Interact with brokers and energy consultants to track and monitor utility accounts.</p> <p>Work in conjunction with the Planning Department and Emergency Telephone 9-1-1 to monitor County bridges and cell tower maintenance with emphasis on preventative maintenance.</p> <p>Strategically coordinate space allocation as it relates to interdepartmental County relocations as planned for CID, Forensics, IMTO, and Adult Probation. Understanding that Facilities participants cannot be held responsible for the approvals or lack thereof by other County departmental leadership to implement their responsibilities in relation to timeline completion.</p> <p>Continue to monitor the design defects within the prison shower units which have been ongoing since 2013.</p> <p>Follow up 2020 with outstanding requests, if any, from the Courts. Construct an area for Elections for storage of 400 new election machines. Construct an area for storage for the Sheriff Department’s confiscated guns. Understanding that Facilities participants cannot be held responsible for the approvals or lack thereof by other County departmental leadership to implement their responsibilities in relation to timeline completion.</p> <p>Support County efforts to comply with all American with Disabilities Act requirements, including any that may come from the Department of Justice as a result of their 2018 review of County polling places.</p>

Facilities Management

Performance Measures

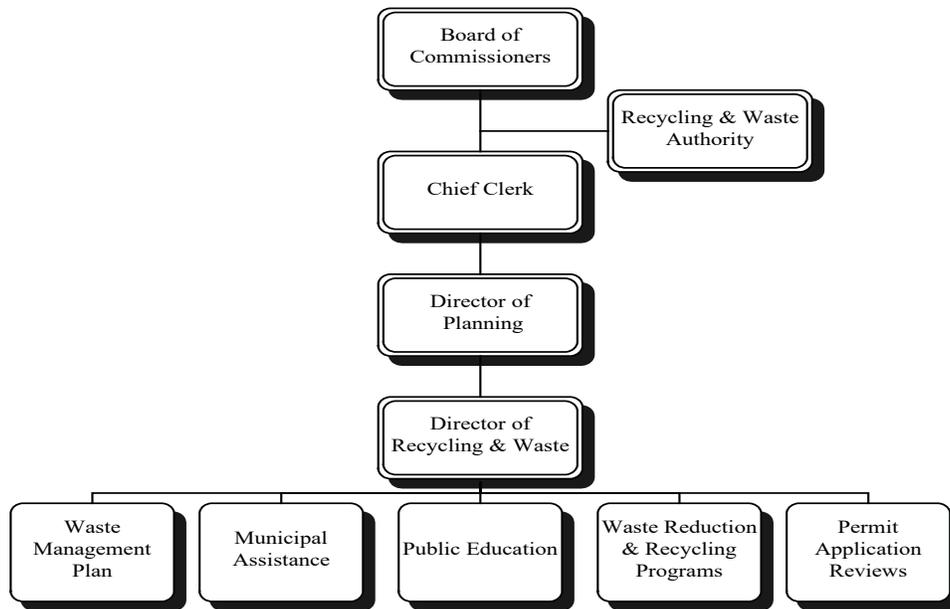
Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Yearly dollars saved through energy management	\$356,235	\$360,551	\$350,000	\$350,000
4	Construction projects completed within time constraints and within budget	\$74,407	\$443,663	\$305,000	\$509,000
4	Maintain landscaping as scheduled	\$21,323	\$15,675	\$30,000	\$30,000
4	Number of vehicle inspections performed in house	275	260	280	280
4	Maintain all County vehicles to written PMs	384	367	400	400

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	21.3	22.8	23.8	23.8
Budgeted Part-Time FTEs	.8	.6	.6	.0
Total Budgeted FTEs	22.1	23.4	24.4	23.8

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$19,390	\$995	\$20,000	\$20,000	\$0	0.0%
Interfund Revenue	\$33,699	\$34,374	\$40,000	\$35,000	\$-5,000	-12.5%
Other Revenue	\$89,427	\$76,910	\$109,930	\$74,650	\$-35,280	-32.1%
Total Revenue	\$142,516	\$112,279	\$169,930	\$129,650	\$-40,280	-23.7%
Salaries and Benefits	\$1,432,424	\$1,429,646	\$1,627,023	\$1,654,797	\$27,774	1.7%
Operating Expense	\$968,100	\$1,159,645	\$1,393,523	\$1,369,699	\$-23,824	-1.7%
Interfund Expense	\$16,857	\$16,588	\$14,442	\$16,100	\$1,658	11.5%
Capital Expense	\$22,450	\$1,569,103	\$1,131,424	\$509,000	\$-622,424	-55.0%
Total Expense	\$2,439,831	\$4,174,982	\$4,166,412	\$3,549,596	\$-616,816	-14.8%



Mission Statement

To provide for the long-term capacity and disposal of Cumberland County municipal waste in an environmentally sound and cost-effective manner, and reduce overall County waste generation while increasing overall County recycling.

Core Activities

County Municipal Waste Management Plan: Develop, implement, and update a County Municipal Waste Management Plan in accordance with Act 101 regulations and guidelines.

- Goals**
- Assure long-term disposal capacity for municipal waste generated within Cumberland County.
 - Prepare and submit an annual Recycling Report to the Pennsylvania Department of Environmental Protection (PA DEP).
 - Leverage Act 101 authorized recycling grants.
 - Implement waste management and recycling programs identified in the Waste Management Plan.
 - Revise the Waste Management Plan as necessary and required.

Waste Management and Recycling Technical Assistance: Provide waste management consulting services and assistance to County municipalities, businesses, non-profits, and other entities in a timely and cost-effective manner.

- Goals**
- Assist with the development of grant applications, ordinances, contracts, programs, etc.

Waste Management and Recycling Education: To the maximum extent possible, educate County residents, municipalities, school districts, and businesses about proper waste management and recycling methods.

- Goals**
- Offer waste management and recycling educational presentations, waste audits, etc.
 - Provide waste management and recycling information through the answering of phone calls, social media, and maintenance of the Recycling & Waste Authority website.

Recycling & Waste Authority

Performance Goals for 2020

Strategic Goals	Performance Goals
<p>Goal 4: Efficient Government - Promote quality, efficient, and effective County services</p>	<p>Carry out all tasks associated with the Merit Based Compensation program.</p>
	<p>Pursue ongoing professional development by maintaining Certified Recycling Professional (CRP) certification and actively researching and applying emerging recycling and solid waste issues, trends, and topics. Secure continuing education credits and apply new ideas and concepts in County recycling and solid waste initiatives. Monitor recycling related legislation and keep Commissioners apprised of progress and potential impacts on County activities.</p>
<p>Goals 5: Healthy Communities - Promote healthy communities</p>	<p>Manage the operation of the Electronics Recycling Center. Market the program through all media platforms to maximize participation. Assess participant satisfaction through a web-based survey. Strive for an 80% or better satisfaction rate with the program. Monitor and project revenues and expenditures and make monthly performance reports to the Director of Planning. Maintain and enforce operational and safety procedures for employees and trustees working at the center. Secure a contract with a certified electronics recycler to continue recycling services.</p>
	<p>Manage the Cumberland County Yard Waste Equipment Sharing Program. Meet three times with the participant steering committee to guide program implementation, develop policies, and monitor progress. Track program costs and invoice participants by September 15th. Assure compliance with program maintenance and safety procedures. Schedule equipment usage and maintain equipment on an as needed basis. Implement training and educational initiatives to improve user proficiency and safety.</p>
	<p>Efficiently use remaining Solid Waste funds and leverage new and existing revenue sources to support departmental operations without requiring a General Fund subsidy. Secure applicable Act 101 and Act 190 grants to offset eligible recycling program expenses.</p>
	<p>Maintain, revise, and implement Cumberland County's Act 101 Municipal Waste Management Plan in accordance with state standards, municipal collaboration, private sector input, and community needs. Launch official revision of the 2013 Waste Management Plan in coordination with DEP and municipalities by end of the second quarter. Pursue DEP municipal waste planning grant funding as appropriate. Provide technical assistance to recycling and solid waste stakeholders for activities that support plan implementation. Submit an annual report to DEP by April 1st that tracks countywide recycling progress, trends, and issues.</p>
	<p>Continue a fee based household hazardous waste disposal program in 2020 and explore opportunities for increasing program convenience. Market the program through all media platforms to maximize participation. Assess participant satisfaction through a web-based survey. Strive for an 80% or better satisfaction rate with the program. Manage and evaluate the Household Hazardous Waste Program and present findings and operational recommendations to the Recycling & Waste Authority and the Board of Commissioners by the end of the fourth quarter.</p>

Recycling & Waste Authority

Performance Measures

Goal	Measure	2017 Actuals	2018 Actuals	2019 Estimate	2020 Target
4	Complete and submit annual Recycling Coordinator Grant Application by April 30th of each year	yes	yes	yes	yes
4	Complete and submit annual Recycling Performance Grant Application by September 30th of each year	yes	yes	yes	yes
4	Complete and submit DEP Household Hazardous Waste (HHW) Reimbursement Application within 60 days of HHW event	yes	yes	yes	yes
4	Track costs and invoice Yard Waste Equipment Program participants by September 15th of each year	yes	yes	yes	yes
4	Complete and submit annual Recycling Report by April 1st of each year	yes	yes	yes	yes

Full-Time Equivalents

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Full-Time FTEs	1.0	1.0	1.0	1.0
Budgeted Part-Time FTEs	.0	.6	.6	.6
Total Budgeted FTEs	1.0	1.6	1.6	1.6

Budget Summary

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Grant Revenue	\$82,311	\$334,197	\$438,000	\$94,600	\$-343,400	-78.4%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$277,639	\$334,603	\$358,480	\$408,800	\$50,320	14.0%
Total Revenue	\$359,950	\$668,800	\$796,480	\$503,400	\$-293,080	-36.8%
Salaries and Benefits	\$87,002	\$102,862	\$110,364	\$118,181	\$7,817	7.1%
Operating Expense	\$229,777	\$261,869	\$435,640	\$459,741	\$24,101	5.5%
Interfund Expense	\$2,118	\$1,798	\$6,860	\$12,966	\$6,106	89.0%
Capital Expense	\$8,340	\$256,873	\$659,195	\$10,000	\$-649,195	-98.5%
Total Expense	\$327,237	\$623,402	\$1,212,059	\$600,888	\$-611,171	-50.4%

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 \$25,145,000,000 of taxable assessed value. The millage rate for 2020 is 2.361 mills of which 0.166 mills are applied to the Library System. Cumberland County has a Tax Increment Financing (TIF) District. The base taxable value for the TIF is \$1,197,200 or \$2,628 in tax revenue. The growth of taxable assessed value above the base taxable value is budgeted separately in the TIF department. The amount of real estate tax revenue collected above the \$2,628, less tax collector costs, is transferred to the Industrial Development Authority.
- Investment Earnings:** Money 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 of money to the agency from another agency or fund.
- Internal Charges:** An annual cost allocation plan is developed in conformance with federal regulations as set by the Office of Management and Budget's uniform guidance. The County receives revenue from the reimbursements from the Library System, Human Services Agencies, and Emergency Telephone 9-1-1 as well as maintenance for the Human Services Building and the Domestic Relations Office.

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Tax Revenue	\$56,226,819	\$57,244,807	\$58,079,043	\$58,953,579	\$874,536	1.5%
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$6,895,376	\$7,649,285	\$7,646,663	\$7,216,731	\$-429,932	-5.6%
Other Revenue	\$560,745	\$1,029,608	\$692,855	\$1,281,100	\$588,245	84.9%
Total Revenue	\$63,682,940	\$65,923,700	\$66,418,561	\$67,451,410	\$1,032,849	1.6%
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%

Administrative Services

Other Governmental Operations

Description

To provide administrative support to implement the priorities of the Board of Commissioners.

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Tax Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Grant Revenue	\$24,235	\$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	\$24,235	\$0	\$0	\$0	\$0	0.0%
Salaries and Benefits	\$42,137	\$60,963	\$64,363	\$67,150	\$2,787	4.3%
Operating Expense	\$85,325	\$36,573	\$96,328	\$90,610	\$-5,718	-5.9%
Interfund Expense	\$26,237	\$21,516	\$14,354	\$12,600	\$-1,754	-12.2%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$153,699	\$119,052	\$175,045	\$170,360	\$-4,685	-2.7%

Affordable Housing

Other Governmental Operations

Description

To expand housing opportunities for households with incomes below 100% of the area median income.

	2017 Actuals	2018 Actuals	2019 Budget	2020 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	\$192,435	\$184,862	\$190,350	\$180,000	\$-10,350	-5.4%
Total Revenue	\$192,435	\$184,862	\$190,350	\$180,000	\$-10,350	-5.4%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$185,159	\$183,593	\$180,534	\$171,500	\$-9,034	-5.0%
Interfund Expense	\$10,516	\$8,827	\$9,589	\$9,100	\$-489	-5.1%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$195,675	\$192,420	\$190,123	\$180,600	\$-9,523	-5.0%

Debt

Other Governmental Operations

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" [National Council on Governmental Accounting statement one, paragraph three]. 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.

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Tax Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$5,669,788	\$5,713,321	\$4,182,407	\$4,019,987	\$-162,420	-3.9%
Other Revenue	\$0	\$12,140,000	\$0	\$0	\$0	0.0%
Total Revenue	\$5,669,788	\$17,853,321	\$4,182,407	\$4,019,987	\$-162,420	-3.9%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$5,672,443	\$17,840,305	\$4,185,057	\$4,021,987	\$-163,070	-3.9%
Interfund Expense	\$4,898,078	\$4,956,116	\$3,424,041	\$2,722,732	\$-701,309	-20.5%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$10,570,521	\$22,796,421	\$7,609,098	\$6,744,719	\$-864,379	-11.4%

Grants

Other Governmental Operations

Description

To support various community and County endeavors.

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Tax Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Grant Revenue	\$1,579,216	\$1,354,753	\$1,690,000	\$1,690,000	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Total Revenue	\$1,579,216	\$1,354,753	\$1,690,000	\$1,690,000	\$0	0.0%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$5,787,122	\$6,315,665	\$6,630,000	\$6,248,900	\$-381,100	-5.7%
Interfund Expense	\$56	\$18	\$16	\$50	\$34	212.5%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$5,787,178	\$6,315,683	\$6,630,016	\$6,248,950	\$-381,066	-5.7%

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.

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Tax Revenue	\$2,106,822	\$2,178,797	\$2,100,000	\$2,200,000	\$100,000	4.8%
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$2,132	\$4,415	\$2,650	\$4,300	\$1,650	62.3%
Total Revenue	\$2,108,954	\$2,183,212	\$2,102,650	\$2,204,300	\$101,650	4.8%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$42,123	\$43,556	\$54,000	\$44,000	\$-10,000	-18.5%
Interfund Expense	\$2,066,831	\$2,139,657	\$2,048,650	\$2,160,300	\$111,650	5.4%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$2,108,954	\$2,183,213	\$2,102,650	\$2,204,300	\$101,650	4.8%

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. The County offers medical and prescription coverage through a self-insured plan.

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Tax Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Grant Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Revenue	\$0	\$709,235	\$0	\$0	\$0	0.0%
Other Revenue	\$389,259	\$13,398,213	\$14,333,800	\$15,145,001	\$811,201	5.7%
Total Revenue	\$389,259	\$14,107,448	\$14,333,800	\$15,145,001	\$811,201	5.7%
Salaries and Benefits	\$0	\$50,777	\$89,711	\$101,911	\$12,200	13.6%
Operating Expense	\$805,554	\$14,276,307	\$14,654,805	\$15,352,301	\$697,496	4.8%
Interfund Expense	\$16	\$709,853	\$424	\$1,250	\$826	194.8%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$805,570	\$15,036,937	\$14,744,940	\$15,455,462	\$710,522	4.8%

Records Improvement - County

Other Governmental Operations

Description

To improve the security, accountability, access, and preservation of Cumberland County’s historical documents and non-active permanent records.

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Tax Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Grant Revenue	\$0	\$0	\$0	\$17,306	\$17,306	100.0%
Interfund Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Other Revenue	\$65,689	\$61,993	\$60,050	\$60,050	\$0	0.0%
Total Revenue	\$65,689	\$61,993	\$60,050	\$77,356	\$17,306	28.8%
Salaries and Benefits	\$50,910	\$51,997	\$65,566	\$77,303	\$11,737	17.9%
Operating Expense	\$49,751	\$25,538	\$59,230	\$77,400	\$18,170	30.7%
Interfund Expense	\$731	\$559	\$470	\$15,800	\$15,330	3261.7%
Capital Expense	\$5,090	\$0	\$53,000	\$1	\$-52,999	-100.0%
Total Expense	\$106,482	\$78,094	\$178,266	\$170,504	\$-7,762	-4.4%

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 retirees. To ensure compliance with regulatory requirements.

	2017 Actuals	2018 Actuals	2019 Budget	2020 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	\$37,241,951	\$-3,298,601	\$18,605,000	\$18,470,000	\$-135,000	-0.7%
Total Revenue	\$37,241,951	\$-3,298,601	\$18,605,000	\$18,470,000	\$-135,000	-0.7%
Salaries and Benefits	\$99,826	\$87,885	\$86,043	\$87,665	\$1,622	1.9%
Operating Expense	\$12,493,687	\$13,151,177	\$16,611,100	\$16,833,100	\$222,000	1.3%
Interfund Expense	\$181	\$139	\$174	\$400	\$226	129.9%
Capital Expense	\$0	\$0	\$0	\$250,000	\$250,000	100.0%
Total Expense	\$12,593,694	\$13,239,201	\$16,697,317	\$17,171,165	\$473,848	2.8%

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.

	2017 Actuals	2018 Actuals	2019 Budget	2020 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	\$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	\$6,858,255	\$6,106,287	\$8,893,464	\$10,921,230	\$2,027,766	22.8%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$6,858,255	\$6,106,287	\$8,893,464	\$10,921,230	\$2,027,766	22.8%

Support for the following major County agencies:

* Children & Youth Services	\$4,223,213
Transfer Out - Capital Funds - Bond Projects	\$2,450,000
Domestic Relations	\$1,322,013
* Criminal Justice Services	\$879,876
* MH.IDD	\$589,018
* Office of Aging	\$405,362
Emergency Telephone 9-1-1	\$295,279
Victim Witness Asst. Program	\$267,521
* Drug & Alcohol	\$250,769
Conservation District - District Programs	\$90,000
Stop Grant	\$49,316
Conservation District - Clean Water	\$49,300
* Community Services	\$30,800
* Human Service Development Fund (HSDF)	\$18,763

* **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 PA 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 2019-2020 County fiscal year budget for Human Service and other fiscally funded programs has been placed on display with this budget. The 2020-2021 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.

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.

	2017 Actuals	2018 Actuals	2019 Budget	2020 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	\$330,815	\$299,781	\$226,000	\$157,000	\$-69,000	-30.5%
Total Revenue	\$330,815	\$299,781	\$226,000	\$157,000	\$-69,000	-30.5%
Salaries and Benefits	\$0	\$0	\$0	\$19,466	\$19,466	100.0%
Operating Expense	\$212,148	\$153,419	\$532,000	\$656,700	\$124,700	23.4%
Interfund Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Capital Expense	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expense	\$212,148	\$153,419	\$532,000	\$676,166	\$144,166	27.1%

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.

	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Variance	% Change
Tax Revenue	\$0	\$0	\$0	\$28,427	\$28,427	100.0%
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	\$28,427	\$28,427	100.0%
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expense	\$0	\$0	\$886,521	\$1,200,100	\$313,579	35.4%
Interfund Expense	\$0	\$0	\$24,900	\$28,427	\$3,527	14.2%
Capital Expense	\$0	\$0	\$619,692	\$1,600,000	\$980,308	158.2%
Total Expense	\$0	\$0	\$1,531,113	\$2,828,527	\$1,297,414	84.7%

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Supplementary Information

2020 Capital Expenditures: Routine

<u>Funding Source</u>	<u>Department</u>	<u>Description</u>	<u>Amount</u>
General Fund	Agricultural Land Preservation	Farmland Preservation	\$950,000
General Fund	IMTO	Web Filter, Network Equipment, Licenses	\$535,015
General Fund	Capital Contingency	Capital Contingency	\$402,650
General Fund	Sheriff	New Vehicles	\$156,100
Fees	CNRC	Bus	\$81,300
General Fund	Coroner	New Vehicle	\$48,000
General Fund	Courts	Furniture	\$40,000
Fees	Conservation District	New Vehicle	\$30,000
General Fund	Adult Probation	New Vehicle	\$30,000
Fees	CNRC Maintenance	Carpet	\$15,000
General Fund	Register of Wills	Carpet	\$10,000
Fees	Clerk of Courts	At the Discretion of the Clerk of Courts	\$7,000
Subtotal			\$2,305,065
CNRC	Capital Contra		\$-96,300
Total Routine			\$2,208,765

2020 Capital Expenditures: Non-Routine

<u>Funding Source</u>	<u>Department</u>	<u>Description</u>	<u>Amount</u>
PIB Loan/Fees	Capital Bridge Program	Sample Bridge	\$4,552,500
Grant	Capital Bridge Program	Orr's Bridge	\$4,044,046
Grant	Capital Bridge Program	Wolf Bridge	\$3,159,300
Bond/Fees	Emergency Telephone 9-1-1	9-1-1 Radios and Infrastructure	\$2,780,000
Grant/Fees	Capital Bridge Program	Kunkle Bridge	\$1,968,000
Fees	Emergency Telephone 9-1-1	CAD Replacement	\$1,108,710
Fees/Grant	Capital Bridge Program	Bridge Bundle (Roush, Burgner, & Stonewall)	\$992,400
Fees	CNRC Maintenance	Tower Building Ceiling Replacement	\$900,000
General Fund/Grant	Public Safety	HazMat Vehicle	\$420,000
Fees	Emergency Telephone 9-1-1	Law and Fire Protocols	\$366,221
General Fund	Finance	Budget Database	\$350,000
General Fund	Facilities Management	District Attorney Lab Relocation	\$295,000
Fees	Prison	Housing Unit Showers	\$250,000
Fees	Retirement	Retirement Administration Software	\$250,000
Fees	Capital Bridge Program	Ramp Bridge	\$205,000
Fees	Emergency Telephone 9-1-1	MCU Zetron	\$151,622
Fees	Prison	Body Scanner	\$150,000
General Fund	GIS	Pictometry	\$142,556
General Fund	Courts	Courtroom Technology	\$120,000
Fees	Capital Bridge Program	Hertzler Bridge	\$102,500
Fees	Prison	Elevator Controls and Parts	\$100,000
General Fund	Facilities Management	District Judge Courtroom	\$80,000
Fees	Emergency Telephone 9-1-1	Avaya Phone Replacement	\$79,364
General Fund	Facilities Management	New Courthouse Breaker	\$75,000
Fees	CNRC Maintenance	Tower Building Renovations	\$60,000
Fees	CNRC Maintenance	Electrical Panel	\$50,000
Fees	Emergency Telephone 9-1-1	VESTA Phone Replacement	\$49,009
General Fund	Facilities Management	Barn Painting	\$45,000
General Fund	District Attorney	DNA Collection Vacuum	\$45,000
Fees	CNRC	Dining Services Equipment	\$40,000
General Fund	IMTO	Upgrade A/V Equipment	\$40,000
General Fund	District Attorney	Specialty Furniture	\$40,000
Fees	CNRC	Medical Equipment Washing & Decontamination	\$31,800
General Fund	Prison	Upgrade Stanley Security System	\$30,000
General Fund/Grant	Elections	Election Equipment	\$25,000
Fees	Register of Wills	Atiz BookDrive Pro Scan Station	\$22,000

Supplementary Information

2020 Capital Expenditures: Non-Routine (Continued)

<u>Funding Source</u>	<u>Department</u>	<u>Description</u>	<u>Amount</u>
General Fund	Public Safety	Burn Building Site Preparation	\$20,000
Grant	Public Safety	EOC Projectors	\$14,993
Grant	Public Safety	Portal Monitor	\$12,947
Fees	Recycling & Waste	Electronics Recycling Center Improvements	\$10,000
General Fund	District Attorney	Recording System	\$10,000
General Fund	Facilities Management	New Courthouse Roof	\$9,000
General Fund	Public Safety	Training Room Display	\$8,500
Fees	Emergency Telephone 9-1-1	Low Band Amplifier	\$6,979
Fees	Prothonotary	Systems Integration	\$5,000
Fees	CNRC Maintenance	HVAC Ductless Unit	\$5,000
General Fund	Facilities Management	Window Replacement	\$5,000
Subtotal			\$23,227,447
	CNRC	Capital Contra	\$-1,086,800
Total Non-Routine			\$22,140,647

2020 Capital Expenditures: Summary

<u>Description</u>	<u>Amount</u>
Routine	\$2,305,065
Non-Routine	\$23,227,447
Total Capital Expenditures	\$25,532,512
Routine - Capital contra	\$-96,300
Non-Routine - Capital contra	\$-1,086,800
Total Capital Expenditures less Capital Contra	\$24,349,412

Note: Enterprise funds are budgeted 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

2020 Capital Expenditures: Non-Routine

Sample Bridge

Department: Capital Bridge Program

Funding Source: PIB Loan/Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$561,018	\$211,481	\$4,552,500	\$0	\$0	\$5,324,999

Description: Sample Bridge is located in Silver Spring Township and engineering began in 2017. The bridge has naturally deteriorated due to exposure to the elements, deicing chemicals, and increased vehicular types and volume. The increase in land development and its subsequent vehicular traffic, combined with substandard safety features, weight restrictions, and advanced age has increased concerns pertaining to the functionality, safety, and integrity of the bridge. Replacement is scheduled for 2020. **There will be no increase to operating expenses.**

Orr's Bridge

Department: Capital Bridge Program

Funding Source: Grant

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$1,128,772	\$2,815,990	\$4,044,046	\$0	\$0	\$7,988,808

Description: Orr's Bridge, located in Hampden Township, carries Orr's Bridge road over the Conodoguinet Creek. Orr's Bridge carries approximately 10,000 vehicles daily. In 2012, structural deficiencies found during routine bridge inspection required weight limit reductions. Preliminary engineering began in 2013 and construction began in 2019. **There will be no increase to operating expenses.**

Wolf Bridge

Department: Capital Bridge Program

Funding Source: Grant

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$382,967	\$295,114	\$3,159,300	\$0	\$0	\$3,837,381

Description: Wolf Bridge, built in 1895, is a 192 foot truss bridge over the Conodoguinet Creek in Middlesex Township. Wolf Bridge carried approximately 2,500 vehicles per day. Wolf Bridge was closed in September 2013 after an inspection showed significant deterioration of the bridge structure. Preliminary engineering began in 2012. Final construction is estimated to be completed in 2020. **There will be no increase to operating expenses.**

9-1-1 Radios and Infrastructure

Department: Emergency Telephone 9-1-1

Funding Source: Bond/Fees

Estimated Completion: 2024

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$13,250	\$87,000	\$2,780,000	\$8,550,000	\$11,720,000	\$23,150,250

Description: Public Safety is in the planning process for the 9-1-1 radios and infrastructure to upgrade its towers, transmitters, and radios. Our current radio system and most of the subscriber radios are not compliant and have reached or are near the end of their useful life. A planning team will include the Department of Public Safety (DPS) project team, County senior leadership, advisory board, and a professional consultant (project manager) to devise a unified goal and strategic plan to result in a highly functional, financially responsible, and quality system to meet the coverage needs of the County's first responders and surrounding environments. This will be a major project that will span from 2017 through 2024. **There will be an increase to operating expenses and the increase will be determined once a vendor is selected.**

Supplementary Information

2020 Capital Expenditures: Non-Routine

Kunkle Bridge

Department: Capital Bridge Program

Funding Source: Grant/Fees

Estimated Completion: 2021

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$502,492	\$132,005	\$1,968,000	\$785,790	\$0	\$3,388,287

Description: Cumberland County began engineering Kunkle Bridge in 2015 and closed in November 2019. Kunkle Bridge, a single lane bridge, was constructed in 1902 and carried nearly 694 vehicles per day over the Yellow Breeches Creek. Kunkle Bridge has naturally deteriorated over the years from exposure to the elements and deicing chemicals and increased vehicular types and volume. The bridge is classified as structurally deficient and functionally obsolete. Construction is scheduled to begin in 2020. **There will be no increase to operating expenses.**

CAD Replacement

Department: Emergency Telephone 9-1-1

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$737,929	\$1,108,710	\$0	\$0	\$1,846,639

Description: The Computer-Aided Dispatch (CAD) system will replace the existing CAD system with a new system that will meet the needs of Public Safety's operations. The new system will be reliable, user-friendly, integrated with several interfaces, and provide a mobile product for field units. **Operating expenses will increase \$11,900 per month upon system acceptance.**

Bridge Bundle (Roush, Burgner, and Stonewall)

Department: Capital Bridge Program

Funding Source: Fees/Grant

Estimated Completion: 2021

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$182,600	\$992,400	\$3,542,000	\$0	\$4,717,000

Description: Roush, Burgner, and Stonewall bridges will be bundled together in order to reduce costs. Roush Bridge is a structurally deficient bridge that was recently downgraded to a nine ton weight posting on an emergency response route. Replacement is needed to support emergency response vehicles. Burgner Bridge is a functionally obsolete, concrete box beam bridge that is showing signs of deterioration. It is located on a road with over 1,000 vehicles per day and needs to be replaced. Stonewall Bridge is a nearly 100 year old, one lane bridge carrying approximately 1,000 vehicles per day. It needs to be replaced to provide two travel lanes and improve safety. **There will be no increase to operating expenses.**

Tower Building Ceiling Replacement

Department: CNRC Maintenance

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$900,000	\$0	\$0	\$900,000

Description: We can no longer use our Fire Safety Evaluation System (FSES) exemption waiver for the Tower Building existing Type II 000. We need to get the building to a Type II 222. To meet this, we need to get the floor fire protection rating to a two hour rating. If we do not meet the Type II 222 rating, the Tower Building will no longer be able to be used for nursing care. To meet this rating, the easiest and least expensive option is to replace the ceiling tile. **There will be no increase to operating expenses.**

Supplementary Information

2020 Capital Expenditures: Non-Routine

HazMat Vehicle

Department: Public Safety

Funding Source: General Fund/Grant

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$420,000	\$0	\$0	\$430,250

Description: The Special Hazards Operations Team (SHOT) is a County team that responds to hazardous materials (HazMat) types of emergencies. The current response vehicle was purchased in 2004 and is at the point where extensive repairs need done. The HazMat emergency response vehicle will be designed to meet the needs of the team and response regulatory requirements to maintain their certification. The vehicle will have a commercial chassis versus a custom fire apparatus chassis. It will have a command area that is capable of transporting four to eight team members and can safely use the area while in transit to begin preparing for the emergency operation once on scene. The vehicle will also be climate controlled for storage of the team's specialized equipment and extending its useful life. It will have a diesel generator that will run while operating on the scene. **There will be no increase to operating expenses.**

Law and Fire Protocols

Department: Emergency Telephone 9-1-1

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$366,221	\$0	\$0	\$366,221

Description: Standardized protocols for dispatch staff to follow for all law enforcement and fire related calls, much like the medical priority dispatch protocols that are followed for medical calls, will be required within the next two years by Pennsylvania Emergency Management Agency (PEMA) for all call types. This would include but not limited to: licenses, training, server, printed materials, quality assurance protocols and trainings, reports, application fees, and annual maintenance. **Operating expenses will increase once a vendor is selected due to the annual maintenance fees.**

Budget Database

Department: Finance

Funding Source: General Fund

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$350,000	\$0	\$0	\$350,000

Description: The software would replace the current Structured Query Language (SQL) budget database. The new software would be able to do the following: calculate salaries and benefits for all union and non-union employees; provide a user interface for departments to input their budgets for the year; provide budget history and store the approved budget amounts; provide tools to analyze the budget submission; reporting tools for use by departments and the finance staff; and produce a Government Finance Officers Association (GFOA) award winning budget document through the software itself or by SQL code and our current budget document software. **Operating expenses will increase \$50,000 per year due to software updates and maintenance.**

Supplementary Information

2020 Capital Expenditures: Non-Routine

District Attorney (DA) Lab Relocation

Department: Facilities Management

Funding Source: General Fund

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$295,000	\$0	\$0	\$295,000

Description: The DA Lab is moving from the Old Prison to Ritner Highway. Expenses will include renovations to the new office space (painting, electrical, plumbing, carpet, etc.), vinyl chemical resistant flooring for labs, a cooler, storage space, and a 48 port switch and panel. **There will be no increase to operating expenses.**

Housing Unit Showers

Department: Prison

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$8,630	\$0	\$250,000	\$0	\$0	\$258,630

Description: Water continues to get behind the painted shower wall and cove base resulting in peeling paint and loosened cove base. The showers have been remodeled, but the same issues have returned over time. The installation of tile units will resolve the water issue and protect the shower walls. Unit A shower was completed in 2018 for inmates to use and determine durability. **There will be no increase to operating expenses.**

Retirement Administration Software

Department: Retirement

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$250,000	\$0	\$0	\$250,000

Description: The current retirement system is a 'home built' Access database. The new system would replace the current database and provide a standard, documented process and procedure to be used for tracking plan accumulated contributions, interest credited to accounts, and a participant portal to view, update, and perform basic inquiry functions. **Operating expenses could increase due to the maintenance agreement depending on the software that is selected.**

Ramp Bridge

Department: Capital Bridge Program

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$78,589	\$205,000	\$0	\$0	\$283,589

Description: A complete rehabilitation of Ramp Bridge, an historic covered bridge, is needed. Improvements will be made to the bridge's beams, deck, and abutments to maintain its weight carrying capacity. **There will be no increase to operating expenses.**

Supplementary Information

2020 Capital Expenditures: Non-Routine

Mobile Communications Unit (MCU) Zetron

Department: Emergency Telephone 9-1-1

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$151,622	\$0	\$0	\$151,622

Description: The current system is too old to upgrade and there are modifications needed to the paging system that we are unable to do because there is no longer any software support for this system. **There will be no increase to operating expenses.**

Body Scanner

Department: Prison

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$150,000	\$0	\$0	\$150,000

Description: Transmission X-ray technology is used in the body scanners in order to detect contraband that may be concealed under an individual's clothing or hidden in body cavities. It can also be used to scan packages and boxes. The advantage of the body scanner is it will be able to detect anything hidden on the individual without having to do a full body search. The scan can be completed in less than eight seconds where as a body search could take five to ten minutes. **Operating expenses will increase \$8,500 after the two year warranty period.**

Pictometry

Department: GIS

Funding Source: General Fund

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$15,839	\$142,556	\$0	\$0	\$158,395

Description: Pictometry provides countywide orthographic imagery and oblique imagery from all four cardinal directions. Assessment has integrated this product into their workflow, which saves time and money on field visits. The pictometry product has also been made available to municipal staff and the property mapper. **There will be no increase to operating expenses.**

Courtroom Technology

Department: Courts

Funding Source: General Fund

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$94,870	\$120,000	\$0	\$0	\$214,870

Description: The project includes upgrades to courtrooms three, four, five, and six. The upgrades consist of "For the Record" court recording software by Sage Technology and the Professional Services package, which is the 12-month support package for the software. Along with the upgrades, each courtroom will receive a new computer. The Audio/Visual (A/V) system will be redone in courtroom one as well. **There will be no increase to operating expenses.**

Supplementary Information

2020 Capital Expenditures: Non-Routine

Hertzler Bridge

Department: Capital Bridge Program

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2018	Budgeted 2019	Estimated 2020	Beyond 2020	Project Total
\$0	\$0	\$102,500	\$1,026,350	\$0	\$1,128,850

Description: Hertzler Bridge carries Creek Road over the Conodoguinet Creek in Lower Frankford and West Pennsboro Townships. The steel truss bridge was built in 1896 and carries an estimated 439 vehicles per day. The County will be conducting a full rehabilitation of the bridge. **There will be no increase to operating expenses.**

Elevator Controls and Parts

Department: Prison

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$100,000	\$0	\$0	\$100,000

Description: The elevator controls and parts are obsolete and hard to locate and obtain. It has been recommended by Thyssenkrupp to upgrade the current controls and parts. An elevator jack is not required to be replaced, but it will cost more to replace it after the remodel. **There will be no increase to operating expenses.**

District Justice Courtroom

Department: Facilities Management

Funding Source: General Fund

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$80,000	\$0	\$0	\$80,000

Description: The current location is too small to meet adequate courtroom needs and lacks security. Any new location would need renovated to Administrative Office of PA Courts (AOPC) standards with increased security and courtroom usage. **Once a location is selected, an analysis of rent and utility costs will be done to determine any future increase to operating expenses.**

Avaya Phone System Replacement

Department: Emergency Telephone 9-1-1

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$79,364	\$0	\$0	\$79,364

Description: The current phone system is nearing the end of its availability. The phone replacement will provide continuity of all County phone systems and enable safety and alerting features with every handset across the County. **There will be no increase to operating expenses.**

Supplementary Information

2020 Capital Expenditures: Non-Routine

New Courthouse Breaker

Department: Facilities Management

Funding Source: General Fund

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$75,000	\$0	\$0	\$75,000

Description: The current breaker in the New Courthouse has numerous issues with the breaker tripping and losing power to the chiller. Heim Electric recommended replacing the breaker before it completely goes out. **There will be no increase to operating expenses.**

Tower Building Renovations

Department: CNRC Maintenance

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$60,000	\$0	\$0	\$60,000

Description: The wall paper in the Tower Building is in bad shape with holes and tears that cannot be fixed. The renovations will include removing the wall paper and painting the walls in the corridors on floors one through three and the Lobby on the ground floor. With the current condition of the facility, the Department of Health could give the nursing home a citation. Painted walls are easier to patch and paint in order to properly maintain the walls. **There will be no increase to operating expenses.**

Electrical Panel

Department: CNRC Maintenance

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$50,000	\$0	\$0	\$50,000

Description: The electrical panels are the original panels installed in 1975. The panels are Federal Pacific Panels which are no longer made and are noted to have problems not tripping out when they should which could cause overheating of wiring. The new electrical panels will be in the Tower Building which includes the ground floor to the penthouse but not the main switch gear panels. **There will be no increase to operating expenses.**

VESTA Workstations

Department: Emergency Telephone 9-1-1

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$49,009	\$0	\$0	\$49,009

Description: Two workstations will replace the two laptops in the 9-1-1 Call Center. The two laptops will be moved to the MCU. In the event the DPS building needs to be evacuated and the systems are still operable, the MCU would then be able to have a 9-1-1 phone system. **Operating expenses will increase \$1,115 per year for three years due to the vendor maintenance and support.**

Supplementary Information

2020 Capital Expenditures: Non-Routine

Barn Painting

Department: Facilities Management

Funding Source: General Fund

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$45,000	\$0	\$0	\$45,000

Description: The barn roof and siding needs painting to avoid wood and metal damage due to paint peeling. **There will be no increase to operating expenses.**

DNA Collection Vacuum

Department: District Attorney

Funding Source: General Fund

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$45,000	\$0	\$0	\$45,000

Description: A DNA collection vacuum is a sterile wet-vacuum. Collection solution is sprayed on the surface while simultaneously being vacuumed off the surface. It creates a strong vacuum that loosens DNA material which is transferred to the collection bottle and later concentrated in the filter. **There will be an estimated increase of \$1,500 a year for supplies.**

Dining Services Equipment

Department: CNRC

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$40,000	\$0	\$0	\$40,000

Description: Two reach-in air curtain refrigerators need replaced due to both units having warped and bent doors and do not close properly. Additionally other equipment has broken down in previous years and could need replaced next year in order for dining services to function properly. **There will be no increase to operating expenses.**

A/V Equipment

Department: IMTO

Funding Source: General Fund

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$40,000	\$0	\$0	\$40,000

Description: The current A/V equipment in the Commissioners' Hearing Room is inadequate. In order to improve the quality of live streamed and recorded public meetings and to prepare for the future need to convert audio to text, the equipment in the room must be replaced. **There will be no increase to operating expenses.**

Specialty Furniture

Department: District Attorney

Funding Source: General Fund

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$40,000	\$0	\$0	\$40,000

Description: The DA Lab will need new furniture which includes chemical resistant tables, acid resistant cabinets, etc once the office is moved to its new location. **There will be no increase to operating expenses.**

Supplementary Information

2020 Capital Expenditures: Non-Routine

Medical Equipment Washing and Decontamination

Department: CNRC
 Funding Source: Fees
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$31,800	\$0	\$0	\$31,800

Description: Effective infection prevention and control is critical to providing high quality health care for all residents. The medical equipment washing and decontamination system will wash and disinfect wheelchairs, walkers, canes, oxygen carts, commode frames, cushions, etc. The oscillating, stainless steel spray arms provide far superior cleaning and disinfection than hand wiping. With a seven minute cleaning cycle, the medical washing and decontamination system saves employees time and labor. **There will be an increase of \$2,016 to operating expenses.**

Upgrade Stanley Security System

Department: Prison
 Funding Source: General Fund
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$30,000	\$0	\$0	\$30,000

Description: The upgraded Stanley Security System will install additional cameras needed to reduce building area “blind spots.” The current digital video recorders (DVRs) are at maximum capacity and all ports are filled with no ports available for additional cameras. **There will be no increase to operating expenses.**

Election Equipment

Department: Elections
 Funding Source: General Fund/Grant
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$4,144,538	\$25,000	\$0	\$0	\$4,169,538

Description: The Governor has mandated all counties in Pennsylvania must purchase new, certified election equipment with a paper verifiable back up by December 2019 and implementation by April 2020. Our current system will be decertified reinforcing the need for new election equipment. The machines need to be Americans with Disabilities Act (ADA) compliant, secure, easy to use and set up, safe for County employees and poll workers, and have a high level of vendor support. **The maintenance agreement will increase operating expenses \$16,237 per year.**

Atiz BookDrive Pro Scan Station

Department: Register of Wills
 Funding Source: Fees
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$22,000	\$0	\$0	\$22,000

Description: This system will enable the office to digitize all books/dockets/indices for a permanent backup of historic records. **No increase in operating expense is anticipated.**

Supplementary Information

2020 Capital Expenditures: Non-Routine

Burn Building Site Preparation

Department: Public Safety
 Funding Source: General Fund
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$20,000	\$0	\$0	\$20,000

Description: The site preparation will include a concrete pad for the anticipated arrival of a container style burn building being proposed by the Carlisle Barracks. It is estimated to be 60 feet by 48 feet. **There will be no increase to operating expenses.**

Emergency Operations Center (EOC) Projectors

Department: Public Safety
 Funding Source: Grant
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$14,993	\$0	\$0	\$14,993

Description: The current maintenance agreement with the vendor covers the A/V equipment in the Public Safety building including the four projectors in the EOC. These are dual lamp projectors in which replacement parts are becoming hard to find and therefore driving annual maintenance agreement rates up. In the new agreement with the vendor, a proposal option is to replace all four of the dual lamp projectors with new laser projectors. **The maintenance agreement that covers all the A/V equipment will decrease operating costs \$816 per year.**

Portal Monitors

Department: Public Safety
 Funding Source: Grant
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$12,947	\$0	\$0	\$12,947

Description: One Ludlum Personnel Beta/Gamma Portal Monitor will replace the currently non-operational unit. The new monitor has a life expectancy of 15 to 20 years. These monitors are required as part of our Three Mile Island (TMI) emergency plan and are used at decontamination stations established during a TMI incident to detect radiation on individuals evacuating from the exposure pathway zone. **Operating expenses will increase \$50 per year due to the required recalibration cost for the monitor.**

Electronics Recycling Center Improvements

Department: Recycling & Waste
 Funding Source: Fees
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$10,000	\$0	\$0	\$10,000

Description: Building and parking lot improvements at the Electronics Recycling Center are needed. Improvements include support posts, increased security, bird control, wall stabilization, and pavement improvements. These improvements will increase employee and customer safety and satisfaction. **There will be no increase to operating expenses.**

Supplementary Information

2020 Capital Expenditures: Non-Routine

Recording System

Department: District Attorney
 Funding Source: General Fund
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$10,000	\$0	\$0	\$10,000

Description: The Criminal Investigation Division (CID) interview room recording system will provide quality and accurate A/V recording of the suspects and victims alike. The equipment is necessary for interview and prosecution of criminals. **There will be no increase to operating expenses.**

New Courthouse Roof

Department: Facilities Management
 Funding Source: General Fund
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$9,000	\$0	\$0	\$9,000

Description: The rubber matting needs installed on the rubber roof of the New Courthouse to avoid damage from any slate or other material that may fall onto the roof. **There will be no increase to operating expenses.**

Training Room Display

Department: Public Safety
 Funding Source: General Fund
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$8,500	\$0	\$0	\$8,500

Description: This will replace the current short throw projector and smartboard with a television display. The training rooms are being used heavily and as such the quality of the current projector onto the smartboard is nearing the end of its useful life. It would be replaced with a large television screen to serve as a display and repurpose the projector and smartboard to the wall where the function would still be available for instructors but used slightly less and extend its life as much as possible. **There will be no increase to operating expenses.**

Low Band Amplifier

Department: Emergency Telephone 9-1-1
 Funding Source: Fees
 Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$6,831	\$6,979	\$0	\$0	\$13,810

Description: The amplifiers take the signal generated from the equipment at the tower site and projects it out to the first responders, activating their pagers to alert them of an emergency call. The paging equipment is at four of the tower sites and without an amplifier, there is not enough power to get the signal out of the tower shelter and to the pagers. **There will be no increase to operating expenses.**

Supplementary Information

2020 Capital Expenditures: Non-Routine

System Integration - Sheriff/Prothonotary

Department: Prothonotary

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$8,700	\$5,000	\$0	\$0	\$13,700

Description: The Sheriff case management system and the Prothonotary’s system are able to share or transfer records electronically with the help of additional software to facilitate the connection. Both offices will benefit from less paperwork and more timely information. **No increase in operating expense is anticipated.**

Heating, Ventilation, and Air Conditioning (HVAC) Ductless Unit

Department: CNRC Maintenance

Funding Source: Fees

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$5,000	\$0	\$0	\$5,000

Description: The connecting hallway area is currently cooled using two Packaged Terminal Air Conditioning (PTAC) units which have been consistently having problems. Installing an additional unit will ensure that the nursing home is able to provide both air conditioning and heat on a continual basis by reducing the down time and repair time for the existing units. **There will be no increase to operating expenses.**

Window Replacement

Department: Facilities Management

Funding Source: General Fund

Estimated Completion: 2020

Previous Actuals	Projected 2019	Budgeted 2020	Estimated 2021	Beyond 2021	Project Total
\$0	\$0	\$5,000	\$0	\$0	\$5,000

Description: The windows at Allen Road need replaced due to the wood beginning to rot, the age of the windows, and weather penetration. **There should be a slight decrease in energy costs.**

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. The County prepares the ten year plan by using the life expectancy of the equipment and buildings.

Vehicles are on a replacement cycle based on maintenance history and cost, mileage, and age of vehicles.

IMTO has a five year plan for capital expenditures. All County computers and servers are on a life cycle replacement of every five years.

The Department of Public Safety has a ten year plan for capital expenditures to include equipment and software. The plan is reviewed and updated annually.

The Capital Bridge Program has a 10-15 year capital expenditure plan. The plan is reviewed and updated annually. Bridges are replaced based on bridge ranking while also taking into account the structural condition, estimated remaining life, load posted, and the annual daily traffic.

Capital Expenditures: Priorities

Capital expenditures are prioritized based on the following:

- Improves customer service.
- Achieves outcome-oriented system improvement.
- Return on investment analysis.
- Responds to identified need.
- Regulations.

Capital Expenditures: Monthly Review Process

The County holds monthly capital project meetings to discuss capital requests. The intention of the process is to get senior management involved in the project early in order to provide direction and feedback to avoid delays later in the process. The capital committee consists of the Chief Clerk, Finance, IMTO, and Facilities. Capital requests are analyzed based on need, return on investment, system improvement, and regulations. After discussion, the capital committee will recommend to move forward in the approval process, request further information, or deny requests. This process change has been successful and we have a more structured and cost-effective approach.

Supplementary Information

Capital Projects - Ten-Year Plan							
\$ in Thousands							
Facilities Management	2020	2021	2022	2023	2024	2025	2026-2030
DA Lab Renovations	\$295						
New Courthouse	\$84	\$65	\$110	\$575	\$100	\$208	\$445
District Justice Courtroom	\$80						
Barn	\$45		\$15				
Allen Road	\$5						\$100
1601 Ritner		\$50		\$35			\$155
Reed Building		\$5			\$60		\$30
Human Service Building			\$100	\$600			\$130
Old Courthouse			\$75		\$50	\$47	\$250
Old Jail			\$53	\$5	\$50	\$70	\$125
Aging			\$25				
Domestic Relations				\$160	\$7	\$40	\$9
Public Safety					\$50		\$500
1615 Ritner							\$100
Total Facilities Management	\$509	\$120	\$378	\$1,375	\$317	\$365	\$1,744

IMTO	2020	2021	2022	2023	2024	2025	2026-2030
Microsoft Office Upgrade	\$450						
Pictometry	\$143			\$150			
Web Filter, Network Equipment, Licenses	\$85						
Commissioners Hearing Room A/V Upgrade	\$40						
Lawson Upgrade		\$500	\$500				
Network Redundancy		\$200					
SAN Expansion		\$200					
Next Generation Anti-Virus Software		\$100					
Network Authentication Security		\$50					
Web/Applications Server Replacement			\$200				
Laserfish Upgrade			\$100				
Migrate Lawson to Cloud				\$200			
Migrate Kronos to Cloud				\$200			
Network Replacement					\$1,000		
Various Capital Projects						\$200	\$1,000
Total IMTO	\$718	\$1,050	\$800	\$550	\$1,000	\$200	\$1,000

Vehicles Replacements	2020	2021	2022	2023	2024	2025	2026-2030
County Vehicle Replacements	\$765	\$395	\$221	\$100	\$710	\$438	\$2,190
Total Vehicles Replacements	\$765	\$395	\$221	\$100	\$710	\$438	\$2,190

Liquid Fuels	2020	2021	2022	2023	2024	2025	2026-2030
Sample Bridge	\$4,553						
Orr's Bridge	\$4,044						
Wolf Bridge	\$3,159						
Kunkle Bridge	\$1,968	\$786					
Stonewall Bridge	\$378	\$1,509					
Burgner Bridge	\$328	\$1,482					
Roush Bridge	\$286	\$551					
Ramp Bridge	\$205						
Hertzler Bridge	\$103						
North Grantham Road		\$325	\$2,446				
Sheepford Road Bridge		\$100					
McCormick Bridge							\$3,088
Total Liquid Fuels	\$15,024	\$4,753	\$2,446	\$0	\$0	\$0	\$3,088

Supplementary Information

Capital Projects - Ten-Year Plan							
\$ in Thousands							
Public Safety / Emergency Telephone 9-1-1	2020	2021	2022	2023	2024	2025	2026-2030
9-1-1 Radios and Infrastructure	\$2,780	\$8,550	\$8,500	\$3,220			
CAD Replacement	\$1,108						
Law & Fire Protocols	\$366						
MCU Zetron Consoles	\$152						
Avaya Phone System Replacement	\$79						
VESTA Workstations	\$49						
Burn Building Site Preparation	\$20						
EOC Projectors	\$15						
Ludlum Portal Monitor	\$13						
Training Room Display	\$9						
Low Band Amplifier	\$7						
A/V System Upgrade		\$100	\$100	\$100			
Thermal Imaging Camera		\$9					
Chair Replacement			\$5		\$5		\$5
Phone System Upgrade						\$742	
UPS - Powerware							\$265
CAD Server Replacement							\$50
Total Public Safety / Emergency Telephone 9-1-1	\$4,598	\$8,659	\$8,605	\$3,320	\$5	\$742	\$320

Prison	2020	2021	2022	2023	2024	2025	2026-2030
Housing Unit Showers	\$250						
Body Scanner	\$150						
Elevator Controls and Parts	\$100						
Upgrade Stanley Security System	\$30						
Bunks and Ladders in Work Release		\$25					
Replace Inmate Secure Visit Phones		\$10					
New Courtroom Entrance			\$350				
Replace Booking Counter Tops & Drawers				\$20			
Upgrade Water Softener Controls				\$15			
Close Cell Windows with Blocks				\$10			
Replace Boiler Burners					\$200		
Re-insulate Ductwork					\$30		
Upgrade Lights to LED					\$15	\$30	
Various Capital Projects							\$678
Total Prison	\$530	\$35	\$350	\$45	\$245	\$30	\$678

CNRC	2020	2021	2022	2023	2024	2025	2026-2030
Tower Building Maintenance	\$1,010	\$190			\$50	\$175	\$550
Upgrade Kitchen Equipment	\$40	\$7	\$58	\$193	\$25		\$44
Medical Equipment Washing & Decontamination System	\$32						
Replace Carpet	\$15					30	
HVAC Maintenance	\$5			\$25	\$5		\$8
Parking Lot and Driveway Sealcoating		\$40					
Roof Replacements			\$415				\$140
Laundry Room Maintenance				\$20	\$50		\$14
A/C Units					\$5		
Replace P/K Hot Water Heaters						\$25	
Morgue Cooling System & Controls						\$5	
Various Capital Projects							\$315
Total CNRC	\$1,102	\$237	\$473	\$238	\$135	\$235	\$1,071

Supplementary Information

Capital Projects - Ten-Year Plan							
\$ in Thousands							
Other General Fund Projects	2020	2021	2022	2023	2024	2025	2026-2030
Farmland Preservation	\$950						
Capital Contingency	\$403						
Finance - Budget Database	\$350						
Courts - Courtroom Technology	\$120						
DA - DNA Collection Vacuum	\$45						
DA - Specialty Furniture	\$40						
Courts - Furniture	\$40						
Elections - Election Equipment	\$25						
DA- Recording System	\$10						
Register of Wills - Carpet	\$10						
Total Other General Fund Projects	\$1,993	\$0	\$0	\$0	\$0	\$0	\$0

Other Non-General Fund Projects	2020	2021	2022	2023	2024	2025	2026-2030
Retirement - Administration Software	\$250						
Register of Wills - Atiz BookDrive	\$22						
Recycling & Waste - Electronics	\$10						
Recycling Center Improvements							
Clerk of Courts - Capital Projects	\$7						
Prothonotary - Systems Integration	\$5						
Total Other Non-General Fund Projects	\$294	\$0	\$0	\$0	\$0	\$0	\$0

Grand Total	\$25,533	\$15,249	\$13,273	\$5,628	\$2,412	\$2,010	\$10,091
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Glossary of Terms

501(c)(3): Refers to a tax-exempt non-profit organization in the United States.

AAA Bond Rating: Bonds of the highest quality that offer the lowest degree of investment risk. Issuers are considered extremely stable and dependable.

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 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. In the document we refer to unassigned fund balance as unassigned fund balance plus assigned - future budgetary requirements.

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: Revenues + Fund Balance + Transfers \geq Expenses.

Benchmarking: A method of comparing the performance of Cumberland County to third class counties in Pennsylvania.

Best Practices: The processes, practices, and systems identified in organizations that are 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.

Board: A body of elected or appointed members who jointly oversee the activities of an organization.

Bond: A means for long-term borrowing of funds to finance capital projects.

Budget: The plan of financial operation for each calendar or fiscal 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.

Glossary of Terms

Cadillac Tax: A 40.0% excise tax applied to the value of group health insurance plan coverage that exceeds the threshold of \$11,200 for single coverage and \$30,150 for family coverage that takes affect in 2022.

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.

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.

Comprehensive Annual Financial Report: The official annual financial report of the County. It includes management discussion and analysis of the financial activities for the year, financial statements and supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, required supplementary information and a statistical section.

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.

Defined Benefit: The traditional way many companies offer health insurance to their employees where the employer pays a portion of the premium for a plan or plans. With this approach, the employer provides a specific package of health benefits to employees.

Defined Contribution: A funding arrangement in which the employer gives employees a fixed dollar amount to apply toward their benefit plan selection(s). This approach offers greater transparency of costs between the employee and the employer because it's clear from the start the amount of money the employer is contributing.

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.

Glossary of Terms

Driving Under the Influence (DUI) Central Court: A Magisterial District Judge (MDJ) 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 (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.

Enterprise Resource Planning (ERP): An enterprise-wide information system designed to coordinate all the resources, information, and activities needed to complete business processes. An ERP system 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.

Evidence-Based Practices: An intervention, practice, or service model, for which, substantial evidence of effectiveness exists based on empirical data from a systematic and rigorous evaluation.

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, capital outlays, intergovernmental grants, entitlements, and shared revenue.

Expense: The act of expending; expenditure.

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 (Federal Insurance Contributions Act, 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. Standard hours for County employees are 1,950 with the exception of the 24/7 departments in which the standard hours are 2,080.

Fund: A grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives.

Glossary of Terms

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.

Gainsharing: An incentive plan in which employees receive benefits directly as a result of cost-saving measures that they initiate or participate in.

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 Principles (GAAP): 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 GAAP 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.

Governmental Accounting Standards Board: The authoritative accounting and financial reporting standard-setting body for government entities.

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, to 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.

Glossary of Terms

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 ten percent of the total revenue or expense budget.

Median: The middle value in a distribution, above and below which lie an equal number of values.

Merit Based Compensation: A system of employee pay that links compensation to measures of work quality or goals.

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, rent, grants, and certain miscellaneous revenues.

Naloxone: A drug used to reverse the effects of opioids especially in the case of an overdose.

Non-Major Fund: Any fund whose revenues or expenditures, excluding other financing sources and uses, is less than 10.0% of the total revenue or expense budget.

Nonspendable Fund Balance: Legally restricted and the resources that it represents can be used for the restricted purpose only.

Opioid Intervention Court: It is an extremely intensive early intervention program designed to address the treatment needs for people with an opiate abuse history and to prevent them from using while their case proceeds through the criminal courts. The goal is preventing fatal overdoses and saving lives. This is a voluntary program that consists of 30 court appearances as well as daily attendance at either drug counseling or NA/AA type meetings.

Glossary of Terms

Pass-through: Money given to a government or organization with a condition that it be given (passed through) to another government or organization.

Pennsylvania Infrastructure Bank (PIB): A PennDOT program that provides low-interest loans to help fund transportation projects within the Commonwealth.

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).

Project 25: A suite of standards developed to provide digital voice and data communication systems for use by public safety organizations and first responders.

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.

Return on Investment: A measure used to evaluate how much profit or cost savings will be realized from a project.

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.

Tax Increment Financing: A TIF is a mechanism for funding public infrastructure improvements for private residential, commercial, or industrial development. An allocation of all or a portion of additional tax revenue resulting from increasing property values from a development project are dedicated to funding public infrastructure improvements.

Together Optimizing Mental Health Solutions: TOMS Court is a diversionary program designed to address participants' mental health treatment needs in lieu of incarceration or standard probation. If a person charged with a crime has a qualifying diagnosis (such as schizophrenia, bi-polar disorder, among others), they may be eligible for this 12 to 18 month program.

Glossary of Terms

Treatment Court: This is a program of “last resort”, intended to salvage good lives from the grip of addiction rather than send them needlessly to state prison. Participants are intensely supervised. Through the use of best practices, each participant is given the opportunity to change their lives and have their charges expunged.

Unfunded Mandates: A statute or regulation that requires local governments to provide services with no money provided for fulfilling the requirements.

Unassigned Fund Balance: Net resources in excess of what is properly categorized in one of the four categories. In the document we refer to unassigned fund balance as unassigned fund balance plus assigned - future budgetary requirements.

Unencumbered: Free of encumbrance, not subject to claims.

Voluntary Separation Program: A financial incentive offered to eligible employees in the hopes that they will resign or retire.

Acronyms Glossary

A/V: Audio/Visual

ACH: Automated Clearing House

ADA: Americans with Disabilities Act

ADC: Actuarially Determined Contribution

AICPA: American Institute of Certified Public Accountants

AOPC: Administrative Office of PA Courts

AR: Accounts Receivable

ARD: Accelerated Rehabilitative Disposition

ASA: Agricultural Security Area

BH-MCO: Behavioral Health Managed Care Organization

BoA: Board of Assessment Appeals

BoC: Board of Commissioners

CABHC: Capital Area Behavioral Health Collaborative

CAD: Computer-Aided Dispatch

CAEDC: Cumberland Area Economic Development Corporation

CAFR: Comprehensive Annual Financial Report

CAG: Collections Advisory Group

CAO: Concentrated Animal Operations

CASA: Court Appointed Special Advocate

CASSP: Child and Adolescent Service System Program

CAT: Capital Area Transit

CCAP: County Commissioners Association of Pennsylvania

CCHRA: Cumberland County Housing and Redevelopment Authority

CCLS: Cumberland County Library System

Acronyms Glossary

CHIPP: Community Hospital Integration Project Program

CID: Criminal Investigative Division

CIP: County Improvement Plan

CIT: Crisis Intervention Team

CJPSC: Criminal Justice Policy Steering Committee

CJPT: Criminal Justice Policy Team

CLE: Continuing Legal Education

CMS: Centers for Medicare and Medicaid Services

CNRC: Claremont Nursing and Rehabilitation Center

COOP: Community Opiate Overdose Prevention

CPCMS: Common Pleas Case Management System

CPTA: Central Pennsylvania Transit Authority

CQI: Continuous Quality Improvement

CRIS: Court Reporting Information Sharing

CRN: Court Reporting Network

CRP: Certified Recycling Professional

CSP: Community Support Program

CSS: Customer Satisfaction Services

CYS: Children and Youth Services

DA: District Attorney

DCED: Department of Community and Economic Development

DDRE: Defense Distribution Region East

DEP: Department of Environmental Protection

DNA: Deoxyribonucleic Acid

Acronyms Glossary

DPS: Department of Public Safety

DRC: Drug Rehabilitation Center

DRS: Domestic Relations Section

DUI: Driving Under the Influence

DUI-IP: Driving Under the Influence-Intermediate Punishment

DUS: Driving Under Suspension

DVR: Digital Video Recorder

ECC: Emergency Communications Center

EI: Early Intervention

EM/HA: Electronic Monitoring and House Arrest

EMS: Emergency Medical Services

EOC: Emergency Operations Center

ERP: Enterprise Resource Planning

ESAP: Emergency Services Action Panel

FEMA: Federal Emergency Management Agency

FSES: Fire Safety Evaluation System

FTE: Full-Time Equivalent

GAAP: Generally Accepted Accounting Principles

GASB: Governmental Accounting Standards Board

GF: General Fund

GFOA: Government Finance Officers Association

GIS: Geographic Information System

GOB: Government Obligation Bond

GON: Government Obligation Note

Acronyms Glossary

HATS: Harrisburg Area Transportation Study

HAVA: Help America Vote Act

HazMat: Hazardous Materials

HCBS: Home and Community Based Services

HHW: Household Hazardous Waste

HIPAA: Health Insurance Portability and Accountability Act

HR: Human Resources

HRA: Health Reimbursement Account

HSA: Health Savings Account

HSDF: Human Services Development Fund

HVAC: Heating, Ventilation, and Air Conditioning

ID: Identify

IDD: Intellectual and Developmental Disabilities

IEC: International Electrotechnical Commission

IGT: Intergovernmental Transfers

ILS: Integrated Library System

IM4Q: Independent Monitoring for Quality

IMTO: Information Management Technology Office

IP: Intermediate Punishment

ISO: International Organization for Standardization

IT: Information Technology

JPO: Juvenile Probation Office

LLC: Limited Liability Company

LP: Limited Partnership

Acronyms Glossary

LTC: License to Carry

MA: Medical Assistance

MAB: Municipal Advisory Board

MBC: Merit Based Compensation

MCO: Managed Care Organization

MCU: Mobile Communications Unit

MDIT: Multi-Disciplinary Investigative Team

MDJ: Magisterial District Judge

MH: Mental Health

MH.IDD: Mental Health, Intellectual Developmental Disabilities

MOU: Memorandum of Understanding

NMS: National Medical Services

NPDES: National Pollutant Discharge Elimination System

OEF: Operation Enduring Freedom

OIC: Opioid Intervention Court

OIF: Operation Iraqi Freedom

ORAS: Ohio Risk Assessment System

OT: Overtime

P25: Project 25

PA: Pennsylvania

PA DEP: Pennsylvania Department of Environmental Protection

PCSM: Post Construction Stormwater Management

PDA: Pennsylvania Department of Aging

PDPM: Patient-Driven Payment Model

Acronyms Glossary

PEMA: Pennsylvania Emergency Management Agency

PennDOT: Pennsylvania Department of Transportation

PFM: Public Financial Management

PIB: Pennsylvania Infrastructure Bank

PM: Preventative Maintenance

PSA: Public Service Announcement

PSAP: Public Safety Answering Point

PTAC: Packaged Terminal Air Conditioning

ROI: Return on Investment

RTT: Realty Transfer Tax

RUG: Resource Utilization Groups

SARA: Superfund Amendment and Reauthorization Act

SCO: Supports Coordination Organization

SHOT: Special Hazards Operations Team

SPCC: Shipping Parts Control Center

SPEC: Supporting Positive Environments for Children

SQL: Structured Query Language

STAR: Service to Adult Readers

STEB: State Tax Equalization Board

STEM: Science, Technology, Engineering, and Math

TED: Tax Equalization Division

TIF: Tax Increment Financing

TMI: Three Mile Island

TOMS: Together Optimizing Mental Health Solutions

Acronyms Glossary

UCM: Unified Case Management

UPI: Uniform Parcel Identifier

U.S.: United States

VA: Veterans' Affairs

VoIP: Voice over Internet Protocol

VTC: Video Conferencing

W&M: Weights and Measures

YTD: Year-to-Date