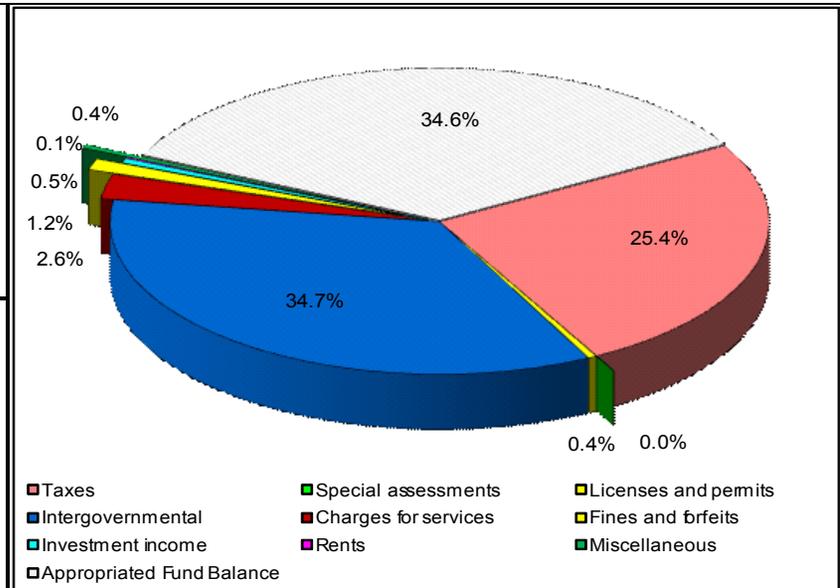


SUMMARY OF SOURCES AND USES

All Funds

Total Revenues - All Funds				
Fund - Type	Total Sources	Transfers In	Quasi-External & Component	Total Revenues
General	84,705,429	(1,437,039)	-	83,268,390
Special Revenue	146,422,987	(10,081,403)	-	136,341,584
Debt Service	5,848,228	(4,313,607)	-	1,534,621
Capital Project	24,121,833	(1,890,527)	-	22,231,306
Internal Service	23,661,759	-	-	23,661,759
Total All Funds	284,760,236	(17,722,576)	-	267,037,660

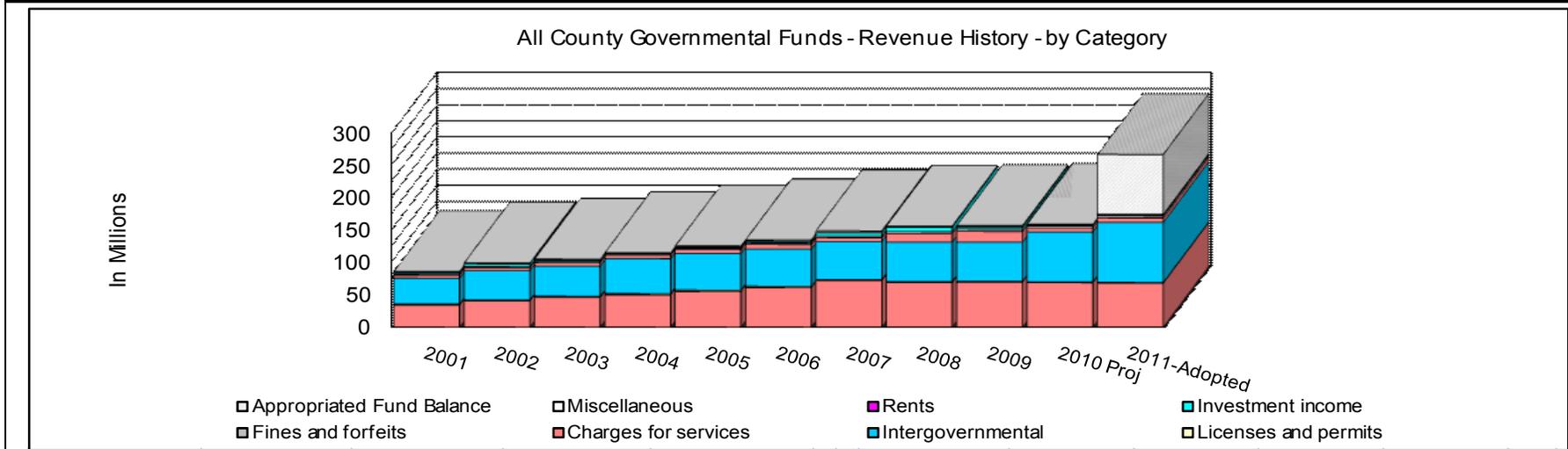
Use of Appropriated Revenues - All Funds				
Fund - Type	Appropriated Fund Balanced	Designated for Future	Anticipated Reversions	Fund Balance (Inc) / Dec
General	17,757,638	(10,644,169)	(2,025,525)	5,087,944
Special Revenue	56,305,250	(31,875,217)	-	24,430,033
Debt Service	1,443,271	(1,169,535)	-	273,736
Capital Project	6,381,673	(3,836,666)	-	2,545,007
Internal Service	10,498,849	(8,888,712)	-	1,610,137
Total All Funds	92,386,681	(56,414,299)	(2,025,525)	33,946,857



Above / Left: Portrays a summary of county revenue by fund type. This chart starts with total sources, then backs out transfers in and quasi-external transactions to arrive at total revenues. The chart below reconciles the change in fund balance. This chart starts with the carry-over fund balance from fiscal year 2009-2010, then deducts designated reserves and anticipated reversions to arrive at the increase or decrease in fund balance.

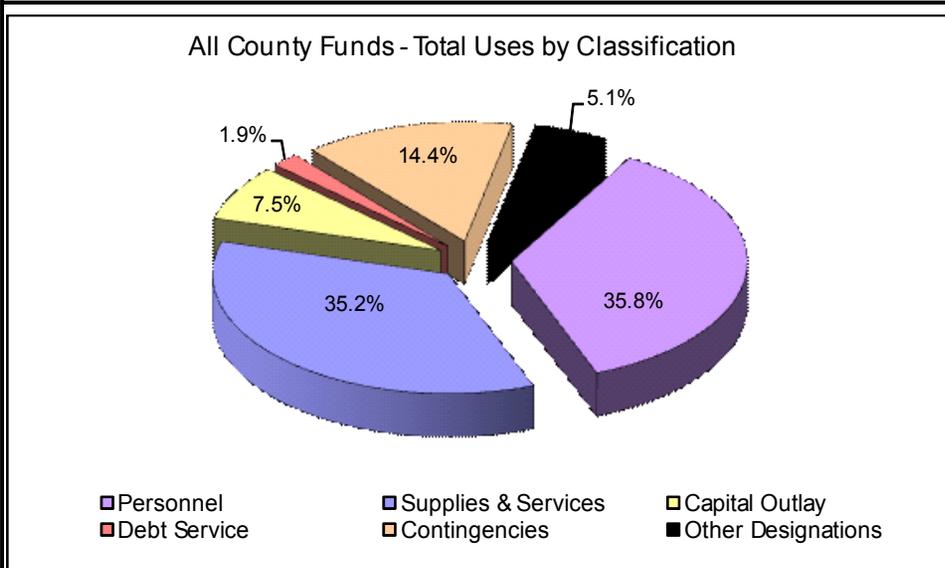
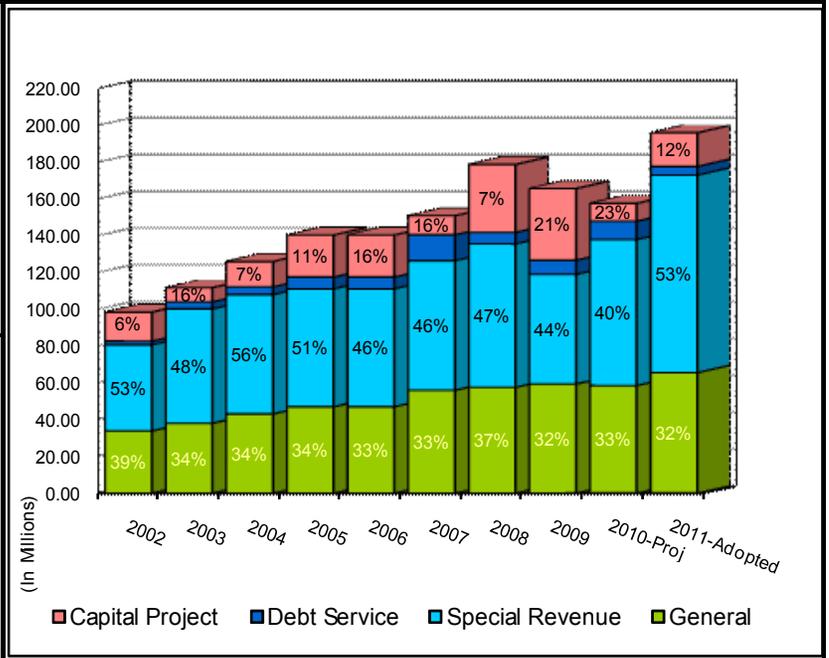
Above / Right: Displays the revenue for the all fund's 2010-11 fiscal year budget. Taxes, intergovernmental, and prior year's surplus revenue account for a total of **94.7%** of the revenue.

Below / Right: Represents a nine year history of actual and two year budget of all fund's revenue by category compared to total expenditures.



Total Appropriations - All Funds				
Fund - Type	Total Uses	Transfers Out	Quasi-External	Total Appropriation
General	84,705,429	(8,551,714)	-	76,153,715
Special Revenue	146,422,987	(7,118,899)	-	139,304,088
Debt Service	5,848,228	-	-	5,848,228
Capital Project	24,121,833	(1,953,963)	-	22,167,870
Internal Service	23,661,759	(98,000)	(23,563,759)	-
Total All Funds	284,760,236	(17,722,576)	(23,563,759)	243,473,901

Use of Appropriations - All Funds				
Fund - Type	Total Appropriation	Designated for Future	Anticipated Reversions	Anticipated Spending
General	76,153,715	(10,644,169)	(2,025,525)	63,484,021
Special Revenue	139,304,088	(31,875,217)	-	107,428,871
Debt Service	5,848,228	(1,169,535)	-	4,678,693
Capital Project	22,167,870	(3,836,666)	-	18,331,204
Internal Service	-	-	-	-
Total All Funds	243,473,901	(47,525,587)	(2,025,525)	193,922,789



Above / Left: Delineates the composition of the 2010-11 adopted budget appropriations. Starting with total uses, there are deductions for transfer out and quasi-external transactions to arrive at total appropriations. The chart below calculates the anticipated spending level by further deducting designations for reserves and anticipated reversions.

Above / Right: Represents a ten (10) year history of all fund's total uses by fund type. It shows the General Fund becoming less of the predominate fund at 32% of the total anticipated spending this fiscal year (2010/11); down from 39% in fiscal year 2001/02.

Left: Displays the total uses for all fund's 2010-11 recommended budget by classification. Personnel, supplies and services, and capital outlay account for 78.5% of the total uses. A large portion of the Contingencies are set-aside for future capital and debt obligations.

SUMMARY OF FUND REVENUES, EXPENDITURES AND TRANSFERS IN AND OUT

All Funds

	General Fund			Jail District			Library District			Health District			Special Improvement Districts Funds		
	2009 Actuals	2010 Projected	2011 Budget	2009 Actuals	2010 Projected	2011 Budget	2009 Actuals	2010 Projected	2011 Budget	2009 Actuals	2010 Projected	2011 Budget	2009 Actuals	2010 Projected	2011 Budget
Fund Revenues															
Taxes	37,723,599	37,062,111	38,007,445	11,826,297	10,424,320	10,632,806	10,269,314	10,521,440	10,225,013	2,351,261	2,160,820	2,126,561	905,429	902,491	1,165,349
Special Assessments	-	-	-	-	-	-	-	-	-	-	-	-	93,232	103,615	68,350
Licenses and Permits	658,305	603,834	599,743	-	-	-	-	-	-	497,752	456,248	456,248	-	-	-
Intergovernmental	24,127,145	22,538,935	19,820,557	652,662	678,380	536,243	137,334	12,122	84,039	3,337,179	5,003,739	5,109,057	76,168	1,146,189	15,754,508
Charges for Services	3,745,287	3,834,212	4,720,757	824,310	765,012	862,375	15,771	8,135	16,016	369,348	330,800	330,800	102,327	61,312	71,257
Fines and Fees	2,160,010	1,818,421	1,813,500	-	-	-	50,432	38,110	46,723	214	6,000	6,000	-	-	-
Investment Income	507,358	210,135	250,000	68,201	50,626	36,879	1,053,756	144,447	240,070	40,181	17,570	17,570	38,901	7,421	125
Rents	17,676	17,675	17,675	-	-	-	1,050	400	-	-	-	-	-	-	-
Miscellaneous	442,222	352,254	281,075	162,601	196,724	202,235	173,595	101,465	147,919	29,282	17,810	17,850	19,461	-	-
Total Fund Revenues	69,381,602	66,437,577	65,510,752	13,534,071	12,115,062	12,270,538	11,701,252	10,826,119	10,759,780	6,625,217	7,992,987	8,064,086	1,235,518	2,221,028	17,059,589
Capital Lease Agreements/Sale of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers in	4,147,002	494,999	1,437,039	9,452,638	14,525,731	8,525,879	3,305,456	3,867,912	3,315,625	1,324,821	1,211,098	1,664,577	7	142,574	14,832
Loan Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues and Transfers In	73,528,604	66,932,576	66,947,791	22,986,709	26,640,793	20,796,417	15,006,708	14,694,031	14,075,405	7,950,038	9,204,085	9,728,663	1,235,525	2,363,602	17,074,421
Appropriations from cash balances	-	-	17,757,638	-	-	1,604,782	-	-	13,808,642	-	-	2,566,379	-	-	1,282,503
Total Revenues, Transfers In, and Cash Balances	73,528,604	66,932,576	84,705,429	22,986,709	26,640,793	22,401,199	15,006,708	14,694,031	27,884,047	7,950,038	9,204,085	12,295,042	1,235,525	2,363,602	18,356,924
Fund Expenditures															
General Government	36,820,583	37,119,482	40,460,242	-	-	-	-	800	800	-	-	-	885,296	881,267	1,388,651
Public Safety	10,709,481	11,003,663	11,413,262	18,791,608	18,049,570	18,846,610	-	-	-	-	-	-	-	-	-
Highways and Streets	-	-	-	-	-	-	-	-	-	-	-	-	-	124,223	72,035
Sanitation	611,995	478,232	667,757	-	-	-	-	-	-	-	-	-	-	-	-
Health	264,021	304,789	324,882	-	-	-	-	-	-	7,935,751	8,218,533	9,971,135	-	-	-
Welfare	9,837,391	8,683,159	9,772,899	-	-	-	-	-	-	-	-	-	-	-	-
Culture and Recreation	9,837	5,268	30,060	-	-	-	7,999,346	6,207,620	8,192,953	-	-	-	-	-	-
Education	315,925	326,648	350,997	-	-	-	-	-	-	-	-	-	-	-	-
Capital Outlay	702,250	543,202	391,117	1,305,794	300,000	-	27,996,351	4,042,841	3,567,612	221,092	8,806	-	76,011	1,028,229	12,558,490
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Retirement	62,370	62,370	62,370	2,035,000	5,372,626	640,000	975,000	1,020,000	1,065,000	-	-	-	61,058	344,190	64,826
Interest & Fiscal Charges	10,435	10,435	10,435	653,733	880,450	343,150	2,329,226	2,290,226	2,248,425	-	-	-	42,117	39,888	37,144
Contingencies	-	-	12,669,694	-	-	1,588,289	-	-	9,014,465	-	-	1,446,228	-	-	4,221,302
Total Expenditures	59,344,288	58,537,248	76,153,715	22,786,135	24,602,646	21,418,049	39,299,923	13,561,487	24,089,255	8,156,843	8,227,339	11,417,363	1,064,482	2,417,797	18,342,448
Transfers Out	10,857,450	7,968,605	8,551,714	3,141,090	8,112,930	983,150	3,305,456	4,095,888	3,794,792	537,923	424,200	877,679	560	142,574	14,832
Total Expenditures and Transfers Out	70,201,738	66,505,853	84,705,429	25,927,225	32,715,576	22,401,199	42,605,379	17,657,375	27,884,047	8,694,766	8,651,539	12,295,042	1,065,042	2,560,371	18,357,280
Excess / (Deficiency) of revenues and other sources over/(under) expenditures and other uses	3,326,866	426,723	(17,757,638)	(2,940,516)	(6,074,783)	(1,604,782)	(27,598,671)	(2,963,344)	(13,808,642)	(744,728)	552,546	(2,566,379)	170,483	(196,769)	(1,282,859)
Beginning Fund Balance	14,004,049	17,330,915	17,757,638	10,620,081	7,679,565	1,604,782	44,144,738	16,546,067	13,808,642	2,758,561	2,013,833	2,566,379	1,309,145	1,479,628	1,282,859
Ending Fund Balance	17,330,915	17,757,638	-	7,679,565	1,604,782	-	16,546,067	13,582,723	-	2,013,833	2,566,379	-	1,479,628	1,282,859	-

All Funds

SUMMARY OF FUND REVENUES, EXPENDITURES AND TRANSFERS IN AND OUT

Flood District (Operating)			Highway User's Revenue Fund (Operating)			Housing Department Fund			Capital Improvements/Debt Service			All Other Government Funds			Total All Government Funds			
2009 Actuals	2010 Projected	2011 Budget	2009 Actuals	2010 Projected	2011 Budget	2009 Actuals	2010 Projected	2011 Budget	2009 Actuals	2010 Projected	2011 Budget	2009 Actuals	2010 Projected	2011 Budget	2009 Actuals	2010 Projected	2011 Budget	
3,757,681	5,523,444	3,536,337	2,571,630	2,200,000	2,240,000	-	-	-	60,702	-	-	-	-	-	69,465,913	68,794,626	67,933,511	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	93,232	103,615	68,350	
1,595	-	-	96,499	38,709	70,000	-	-	-	-	-	-	10	-	-	1,254,161	1,098,791	1,125,991	
-	-	-	10,732,915	9,045,556	10,552,000	3,574,328	3,974,300	3,365,856	3,756	-	-	17,924,940	34,802,850	37,543,741	60,566,427	77,202,071	92,766,001	
10,301	10,729	15,000	1,442	2,000	12,000	-	-	-	-	-	-	11,611,194	1,215,588	946,413	16,679,980	6,227,788	6,974,618	
-	-	-	-	-	-	-	-	-	-	-	-	1,307,909	1,190,928	1,268,787	3,518,565	3,053,459	3,135,010	
291,885	175,661	53,270	492,892	294,381	405,000	11,840	5,727	5,706	346,745	110,884	32,000	679,460	(26,648)	233,667	3,531,219	990,204	1,274,287	
-	-	-	-	-	-	342,002	329,008	332,132	-	-	-	-	-	-	360,728	347,083	349,807	
2,146	-	-	22,418	13,600	15,000	257,423	199,712	202,242	-	-	-	242,103	232,899	157,083	1,351,251	1,114,464	1,023,404	
4,063,608	5,709,834	3,604,607	13,917,796	11,594,246	13,294,000	4,185,593	4,508,747	3,905,936	411,203	110,884	32,000	31,765,616	37,415,617	40,149,691	156,821,476	158,932,101	174,650,979	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	11,921	-	386	1	-	15,937,965	1,531,112	1,890,527	2,646,038	949,315	874,097	36,814,313	22,734,663	17,722,576	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4,063,608	5,709,834	3,604,607	13,917,796	11,606,167	13,294,000	4,185,979	4,508,748	3,905,936	16,349,168	1,641,996	1,922,527	34,411,654	38,364,932	41,023,788	193,635,789	181,666,764	192,373,555	
-	-	13,853,045	-	-	18,998,101	-	-	1,759,990	-	-	2,912,172	-	-	17,843,429	-	-	92,386,681	
4,063,608	5,709,834	17,457,652	13,917,796	11,606,167	32,292,101	4,185,979	4,508,748	5,665,926	16,349,168	1,641,996	4,834,699	34,411,654	38,364,932	58,867,217	193,635,789	181,666,764	284,760,236	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	183,130	-	-	15,968,922	12,865,274	19,921,489	53,857,931	51,016,336	61,791,816	
-	-	-	-	-	-	-	-	-	-	-	-	8,865,379	11,022,218	14,115,344	38,366,468	40,075,451	44,375,216	
1,078,275	3,575,985	2,880,339	10,101,521	10,257,718	10,968,034	-	-	-	-	-	-	-	-	-	11,179,796	13,974,608	13,920,408	
-	-	-	-	-	-	-	-	-	-	-	-	216,469	353,666	307,379	828,464	831,898	975,136	
-	-	-	-	-	-	-	-	-	-	-	-	17,399	-	-	8,217,172	8,523,322	10,296,017	
-	-	-	-	-	-	3,845,385	3,907,479	3,766,690	-	-	-	-	-	(477,666)	13,682,775	12,401,400	13,061,923	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	83	8,009,183	6,212,888	8,223,096	
-	-	-	-	-	-	-	-	-	-	-	-	6,607,601	12,134,294	11,399,141	6,923,526	12,460,942	11,750,138	
419,509	734,895	7,155,000	2,165,806	2,215,294	15,598,242	178,116	519,277	277,698	5,724,514	5,401,584	2,230,736	223,315	-	-	39,012,758	14,427,272	41,758,261	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	1,362,412	-	-	4,495,840	6,799,186	1,832,196	
-	-	-	-	-	-	-	-	-	-	-	-	131,078	-	-	3,166,589	3,220,999	2,639,154	
-	-	7,076,803	-	-	5,380,067	-	-	1,621,538	-	-	664,832	-	-	12,731,081	-	-	56,414,299	
1,497,784	4,310,880	17,112,142	12,267,327	12,473,012	31,946,343	4,023,501	4,426,756	5,665,926	5,907,644	5,401,584	2,895,568	33,392,575	36,375,452	57,996,851	187,740,502	169,944,302	267,037,660	
-	240,244	345,510	163,008	12,464	345,758	-	-	-	15,300,004	913,386	1,939,131	3,508,822	824,372	870,010	36,814,313	22,734,663	17,722,576	
1,497,784	4,551,124	17,457,652	12,430,335	12,485,476	32,292,101	4,023,501	4,426,756	5,665,926	21,207,648	6,314,970	4,834,699	36,901,397	37,199,824	58,866,861	224,554,815	192,678,965	284,760,236	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2,565,824	1,158,710	(13,853,045)	1,487,461	(879,309)	(18,998,101)	162,478	81,992	(1,759,990)	(4,858,480)	(4,672,974)	(2,912,172)	(2,489,743)	1,165,108	(17,843,073)	(30,919,026)	(11,012,201)	(92,386,681)	
10,128,511	12,694,335	13,853,045	18,389,949	19,877,410	18,998,101	1,515,520	1,677,998	1,759,990	12,443,626	7,585,146	2,912,172	19,003,728	16,513,985	17,843,073	134,317,908	103,398,882	92,386,681	
12,694,335	13,853,045	-	19,877,410	18,998,101	-	1,677,998	1,759,990	-	7,585,146	2,912,172	-	16,513,985	17,679,093	-	103,398,882	92,386,681	-	

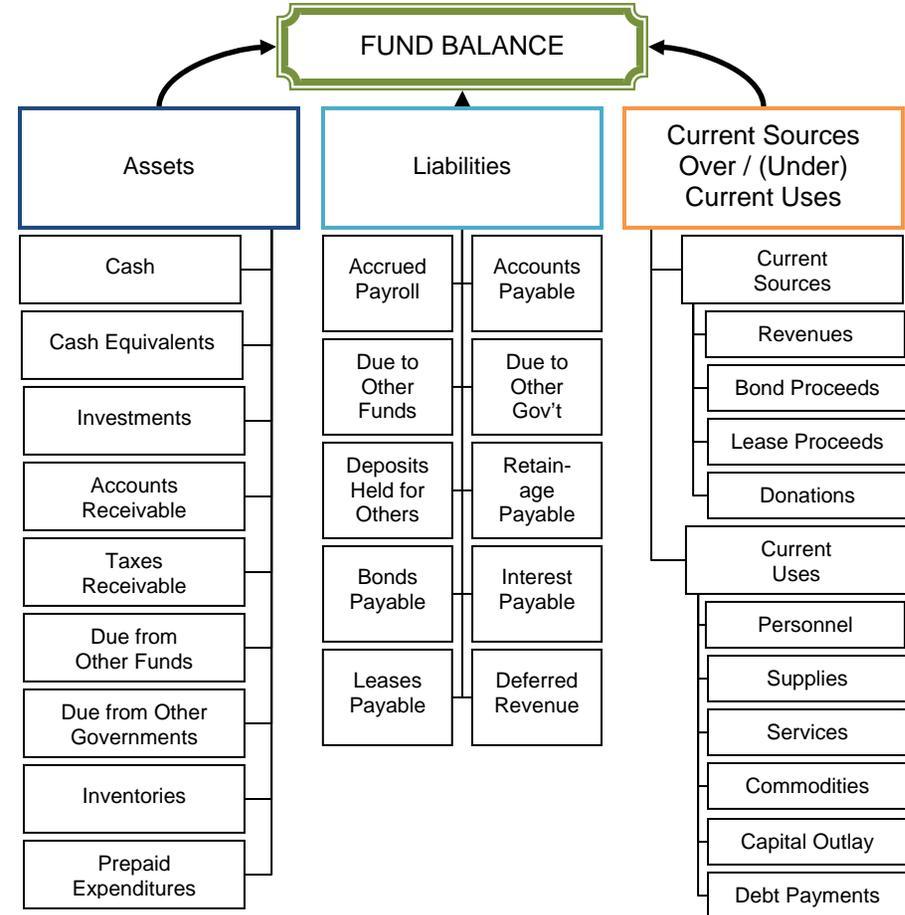
RECOMMENDED PRACTICE

A strong cash and fund balance can be quantified, but it should also be qualified. Recommended practices set the percentage of an entity's budgets dedicated to reserves as ranging from no less than 5% to 15%. A good cash and fund balance should be identified by what requirements will arise in the following fiscal year. Generally applying the 5% to 15% range to the subsequent year's needs rather than only the current year's budget is considered good standing.

The County's adopted cash and fund balance policy delegates the determination of the amount of adequate balance to maintain to the County Administrator and Finance Director. This policy also states the emergency reserves to be set at no less than 5% of operating expenditures.

The adequate amount of balance to maintain for each district and fund that is required to maintain a balance varies. Factors that are considered include, but not limited to: timing of revenue and expenditures, historical and anticipated trends of revenues and expenditures, and future adequate balance requirements.

COMPOSITION OF FUND BALANCE



The above flow charts illustrate the composition of fund balance: **Fund Balance** = Assets - Liabilities + Net Current Year's Source [Over / (under)] Current Uses.

SUMMARY OF CHANGES IN FUND BALANCE

	Highway User Revenue			Jail District		Capital Improvement Program			Other Primary Tax Authorities		Other Governmental Funds	Total Governmental Funds
	General Fund	Development Services	Public Works	General Operations	Debt Service	Capital Projects Sales Tax	Capital Improvements	Certificates of Participation	Library District	Flood Control District		
Fund balance 06/30/09	17,999,370	14,110,068	4,678,507	989,600	2,104,683	98,711	18,725,248	776	8,464,426	12,698,520	13,974,837	93,844,746
Projected fiscal year 2009-2010:												
Sources:												
Revenues	66,437,577	3,528,139	8,053,193	11,306,684	63,190	26,120	1,336,459	3,826	10,804,099	5,710,094	38,964,925	146,234,306
Transfers in	494,999	-	11,921	10,378,262	4,147,469	-	1,531,112	-	455,000	-	5,715,900	22,734,663
Total sources	66,932,576	3,528,139	8,065,114	21,684,946	4,210,659	26,120	2,867,571	3,826	11,259,099	5,710,094	44,680,825	168,968,969
Uses:												
Expenditures	59,205,703	3,775,212	8,426,242	17,552,642	6,253,076	30,898	9,735,162	1,230	6,894,969	4,315,325	42,086,198	158,276,657
Transfers out	7,968,605	-	543	4,116,336	31,133	-	5,475,984	3,372	3,640,888	240,244	1,172,121	22,649,226
Total uses	67,174,308	3,775,212	8,426,785	21,668,978	6,284,209	30,898	15,211,146	4,602	10,535,857	4,555,569	43,258,319	180,925,883
Change in fund balance (net)	(241,732)	(247,073)	(361,671)	15,968	(2,073,550)	(4,778)	(12,343,575)	(776)	723,242	1,154,525	1,422,506	(11,956,914)
Fund balance 06/30/10	17,757,638	13,862,995	4,316,836	1,005,568	31,133	93,933	6,381,673	-	9,187,668	13,853,045	15,397,343	81,887,832
Budget fiscal year 2010-2011:												
Sources:												
Revenues	65,510,752	5,945,807	7,348,193	11,534,447	1,000	-	15,849,633	-	10,517,559	3,604,607	41,176,071	161,488,069
Transfers in	1,437,039	-	-	7,542,729	983,150	-	1,890,527	-	-	-	5,869,131	17,722,576
Total sources	66,947,791	5,945,807	7,348,193	19,077,176	984,150	-	17,740,160	-	10,517,559	3,604,607	47,045,202	179,210,645
Uses:												
Expenditures	65,509,546	18,284,267	8,282,009	17,881,423	984,150	25,634	18,331,204	-	8,054,418	10,035,339	48,560,324	195,948,314
Transfers out	8,551,714	345,758	-	983,150	-	-	1,953,963	-	3,794,792	345,510	1,649,689	17,624,576
Anticipated reversions	(2,025,525)	-	-	-	-	-	-	-	-	-	-	(2,025,525)
Total uses	72,035,735	18,630,025	8,282,009	18,864,573	984,150	25,634	20,285,167	-	11,849,210	10,380,849	50,210,013	211,547,365
Change in fund balance (net)	(5,087,944)	(12,684,218)	(933,816)	212,603	-	(25,634)	(2,545,007)	-	(1,331,651)	(6,776,242)	(3,164,811)	(32,336,720)
Fund balance 06/30/11	12,669,694	1,178,777	3,383,020	1,218,171	31,133	68,299	3,836,666	-	7,856,017	7,076,803	12,232,532	49,551,112

INTERFUND TRANSFER SUMMARY

All Funds

TRANSFERS TO:		TRANSFERS FROM:																
		General Fund 00100	Assessor's Fund 02201	Treasurer's Fund 02202	Local Court Assistance 02221	HURF DDS 02252	Health District 02260	Library District 02276	Crime Prosec Enhancement 02290	Flood Control District 02295	Jail District 02300	Justice Cr Enhancement 02317	Int Probation Supervision 02321	Gadsden Capital 04719	Capital Improvement 04407	Life Cylce 06601	Liability Self Insurance 06608	Total Transfers In
General Fund	00100	-	-	-	345,758	-	479,167	-	345,510	-	-	-	-	243,604	23,000	-	-	1,437,039
Victim's Program	02210	143,657	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	143,657
Bad Check Fund	02225	29,130	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	29,130
Intensive Probation	02230	-	-	-	-	-	-	-	-	-	-	128,845	-	-	-	-	-	128,845
Health Services District	02260	786,898	-	-	-	453,479	-	-	-	-	-	-	-	-	-	-	-	1,240,377
Rabies Control	02264	-	-	-	-	424,200	-	-	-	-	-	-	-	-	-	-	-	424,200
Adult Prob - State Aid Enhancement	02288	-	-	-	-	-	-	-	-	-	-	193,819	-	-	-	-	-	193,819
Jail District	02300	6,180,147	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,180,147
Justice Court Enhancement	02317	2,056	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,056
Jail District	02300	1,362,582	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,362,582
Fill the Gap	02319	-	-	-	227,674	-	-	89,559	-	-	-	-	-	-	-	-	-	317,233
Superior Court Case Mgmt	02325	-	-	-	-	-	-	-	-	-	12,113	-	-	-	-	-	-	12,113
Juvenile Incentive Administration	02327	3,732	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,732
Victim Assistance Program	02343	43,512	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	43,512
Jail District Debt Service	03500	-	-	-	-	-	-	-	-	983,150	-	-	-	-	-	-	-	983,150
Gadsden Debt Service	03546	-	-	-	-	-	-	-	-	-	-	-	14,832	-	-	-	-	14,832
Library District Debt Service	03547	-	-	-	-	-	3,315,625	-	-	-	-	-	-	-	-	-	-	3,315,625
Capital Improvements	04407	-	100,000	20,000	-	-	-	-	-	-	-	-	-	1,695,527	-	75,000	-	1,890,527
Total Transfers Out		8,551,714	0,000	20,000	227,674	345,758	3,679	899,792	559	345,510	983,150	,113	322,664	14,832	1,939,131	23,000	,000	17,722,576

INTRODUCTION

The purpose of this section is to reinforce the linkage between the County-wide Strategic Plan and funding. The Department Budgets section contains several references and links between the Strategic Plan and Department priorities that should be highlighted and expanded upon.

COUNTY-WIDE GOALS

The five County-wide goals (also called Areas of Emphasis) listed to the right are taken directly from the Strategic Plan. The County's Strategic Plan is set up in a cascading alignment where department goals, objectives, measures, strategies, and targets/benchmarks "roll-up" to support one of the County-wide goals/Areas of Emphasis listed to the right.

The 2009-2012 Strategic Plan Executive Summary is available at:

<http://www.yumacountyaz.gov/Modules/ShowDocument.aspx?documentid=3234>

The Objectives and Strategies report is available at:

<http://www.yumacountyaz.gov/Modules/ShowDocument.aspx?documentid=3232>

County-wide goals / Areas of Emphasis:

- ✘ **Community Health, Safety and Well-being:** To promote and enhance community health, safety, and well-being.
- ✘ **County Resources:** To maintain a strong financial base for the organization and to assure there are adequate resources to sustain operations and initiatives. Included are two sub-goals: 1) to provide services effectively and efficiently; and 2) to attract and retain a competent County workforce.
- ✘ **Customer Satisfaction:** To assure customer satisfaction by all those who use County services or facilities.
- ✘ **Economic Development:** To promote the economic development of our community by diversifying our economic base and by securing quality employment opportunities for our citizens.
- ✘ **Public Awareness, Trust & Participation:** To establish a broad base of public awareness designed to involve and inform our citizens about county issues and to assure high levels of participation in, and trust of, County government.

DEPARTMENT BUDGETS

The Department Budgets section includes several references to the linkages between funding, staffing, and Strategic Plan goals.

The Strategic Plan Performance section of each Department budget includes actual, current, and target/benchmarks on performance measures that are taken directly from the County-wide Strategic Plan. However, for space purposes, the presentation is summarized and includes either a County-wide goal or a department goal with a corresponding measure for the goal.

It is important to note that the full Strategic Plan includes objectives, measures, strategies, an extended timeline, and other detail that all “roll-up” to support one of the five County-wide goals/Areas of Emphasis listed on the previous page.

The Expectations section of each Department budget is also linked to the Strategic Plan. Within each of the Expectations there is a notation stating which Strategic Plan goal the Expectation supports. In addition, the Strategies and Objectives are often taken from the Strategic Plan.

When a department is adding staffing, there is a notation in the Staffing Levels section that identifies the Strategic Plan goal the additional staff will support.

PRIORITY RANKINGS

Perhaps the most important link between funding and the goals of departments and the County as a whole is accomplished in the Priority Ranking of Requests (discussed in the Supplemental Information section on page E-43).

The Budget Review Team (BRT) reviews budget requests on various criteria. One aspect that helps the BRT review requests is the Strategic Plan. Requests possessing robust Strategic Plan support (i.e. supporting department strategies, objectives, goals as well as County-wide goals) receive the highest rating. Requests that only support an abstract County-Wide goal or requests that only support a departmental goal do not rate as well.

The Strategic Plan accounts for 15% of each request’s total rating and, can therefore, impact whether it falls above or below the line of requests that are funded.

The table on the next page lists the County-wide goals, and then gives examples of places in the budget document where funding and the County-wide goals of the Strategic Plan come together.

The tables on pages B-20 – B-21 link new initiatives for Fiscal Year 2010-11 to the County Strategic Goal / Area of Emphasis they support.

Strategic Plan County-wide Goals / Areas of Emphasis	Approved Request / On-going Project	Reference in Budget Document
To promote and enhance community health, safety, and well-being.	<ol style="list-style-type: none"> 1. Addition of one Deputy Sheriff Officer - Sheriff's Office (\$61,389 - ongoing funding from non-personnel). 2. \$19,720 in funding for Crossroad's Mission and \$14,790 for Amberly's Place (Ongoing). 	<ol style="list-style-type: none"> 1. Sheriff (Patrol) Department pages - see the Staffing Levels section. 2. Non-Departmental department pages - see the Non-Profit Allocations table.
To maintain a strong financial base for the organization and to assure there are adequate resources to sustain operations and initiatives. Included are two sub-goals: 1) to provide services effectively and efficiently; and 2) to attract and retain a competent County Workforce.	<ol style="list-style-type: none"> 1. Revenue collection software for Superior Court (\$34,682 - new funding). 2. The Attorney Loan Repayment Program (\$75,000 - ongoing). 3. The tuition reimbursement budget (\$50,000 - ongoing). 	<ol style="list-style-type: none"> 1. The revenue collection software isn't individually listed in the document. 2 & 3. Non-Departmental Operational Set-Asides table in the Department Budgets section.
To assure customer satisfaction by all those who use County services or facilities.	<ol style="list-style-type: none"> 1. Public Works Highways & Streets budget for repair and maintenance of County Roads (\$11,665,029 - combination of ongoing and new funding.) 2. Increased staffing for the Library District to improve equipment availability and cleanliness of facilities (\$124,910 - new funding). 	<ol style="list-style-type: none"> 1. Public Works Department pages - see Strategic Plan Performance and Expectations sections. 2. Library District Department pages - see Staffing section.
To promote the economic development of our community by diversifying our economic base and by securing quality employment opportunities for our citizens.	<ol style="list-style-type: none"> 1. Greater Yuma Economic Development Corporation (GYEDC) budget (\$113,390 - ongoing funding). 2. Yuma County Port Authority (\$50,000 - ongoing funding). 	<ol style="list-style-type: none"> 1 & 2. Non-Departmental Department pages - see Non-Profit Allocations table.
To establish a broad base of public awareness designed to involve and inform our citizens about county issues and to assure high levels of participation in, and trust of, County government.	<ol style="list-style-type: none"> 1. The budget to operate the County website & television station (\$245,048 - ongoing funding). 2. Portions of the budget for Elections (\$441,547 - ongoing funding). 	<ol style="list-style-type: none"> 1. County Administrator's Department pages - see Communications Strategic Plan Performance & Funding tables. 2. County Administrator's Department pages - see Elections Strategic Plan Performance table and Expectations sections.

Linking New Initiatives for Fiscal Year 2010/11 with County Strategic Goals / Areas of Emphasis		
County Strategic Goal / Area of Emphasis*	Department	Initiatives New For FY10/11
Community Health, Safety & Well-being	Adult Probation	Implement Project S.A.F.E (Swift Accountable Fair Enforcement) This is a pilot patterned after Hawaii's Project HOPE, which has demonstrated and proven to reduce revocation of probation to jail/prison and also reduce substance abuse while on probation. In Yuma County, Intensive Probationers (IPS), beginning to demonstrate violation-type behavior are modified through a Court proceeding into Project S.A.F.E. Once in the program, violations will cause an arrest warrant to be issued and the offender will be arrested and brought before of either of the two Superior Court Project S.A.F.E Judges (Judge Gould and Judge Cruz).
County Resources	Attorney	Address and meet the demands in criminal matters as it relates to the addition of a 5th division for Superior Court to hear criminal matters by increasing overall staff.
County Resources	Constable Precinct #1	To partner with the Judicial Assistant Unit to serve notices to bring persons to renew or set up new contracts to collect unpaid fines owed to Justice Court.
County Resources	Constable Precinct #2	To develop a billing system for services rendered.
County Resources	Constable Precinct #3	Establish permanent records system, forms, signs, letterhead, and service logs
County Resources	Constable Precinct #3	Establish more efficient method of collecting and depositing fees.
County Resources	Constable Precinct #3	Establish program to collect fines on delinquent fee, warrants, and other cases.
County Resources	Constable Precinct #3	Conduct at least two seminars for landlords regarding eviction process and legal requirements.
County Resources	Fiduciary	Transfer clients to Maricopa County Public Fiduciary or Pima County Fiduciary if client has been living in the County for one full year and will not be returning to Yuma County.
County Resources	Fiduciary	Work with Development Services (CIP) regarding land for new County Cemetery.
County Resources	General Services	Reduce energy usage in Yuma County facilities by 5% in FY10/11
Community Health, Safety & Well-being and County Resources	Health	Re-organize and continue Diabetes Class
County Resources	Health	Re-organize and establish data (through Health District Admin. Manager) to expand billing system for clinical services.
Community Health, Safety & Well-being and County Resources	Health	Complete National Public Health Standards Strategic Planning Process
Community Health, Safety & Well-being and County Resources	Health	Coordinate education and outreach efforts with Emergency Preparedness for special events through out the County (i.e. Hospice Picnic, Balloon Festival, Tamale Festival, Lettuce Days, etc.).

Linking New Initiatives for Fiscal Year 2010/11 with County Strategic Goals / Areas of Emphasis		
County Strategic Goal / Area of Emphasis*	Department	Initiatives New For FY10/11
County Resources	Housing	Conduct a Wastewater Treatment Feasibility study in conjunction with the City of Somerton. Due to recent annexation of the Valley Vista Apartments location to the City of Somerton. It is very likely that the City would be willing to take on the Sewage Disposal service to the Valley Vista Apartments. This take over will not only save maintenance costs but also unburden the department of any future catastrophic costs failure of the Wastewater Treatment plant.
County Resources	Public Defender	Fund the Public Defender's Office Summer Law Intern Program
County Resources	Juvenile	Achieve North Central Accreditation for Aztec Charter High School in 2001.
County Resources and Customer Satisfaction	Library	Increase training, collection expenditures, programs, outreach, and marketing to enhance services for Spanish speakers
County Resources and Customer Satisfaction	Library	Work with staff, public, and a facilitator to develop, describe, define, and outline and updated District Plan.
County Resources and Customer Satisfaction	Library	Ensure adequate staffing, materials, program presenters, and marketing for Tween Services.
County Resources	Public Works	Accomplish cost-saving measures to offset revenue shortages by utilizing alternative maintenance practices, as well as, other approaches.
Community Health, Safety & Well-being	Sheriff	High intensity traffic enforcement on State Highways that are now the responsibility of the County.
County Resources	Superior Court	Caseflow improvements including new case assignment protocols using recommendations from the National Center for State Courts.
County Resources	Superior Court	Participate with AOC to develop CourTools reports for AJACS
County Resources and Customer Satisfaction	Superior Court	Partner with Clerk of Superior Court to accommodate e-filing by attorneys and the public of complaints, answers, responses and all motions filed with Clerk of Superior Court.

*Full descriptions of the County Strategic Goals / Areas of Emphasis are provided on page B-17.