

**COUNTY OF WEBB**  
**BUDGET & FISCAL POLICIES**  
**FISCAL YEAR 2018-2019**



**Webb County Commissioners Court**  
**1000 Houston St.**  
**Laredo, TX 78041**



**COUNTY OF WEBB**  
***BUDGETARY DEVELOPMENT POLICIES***

These policies are indicative of significant factors affecting the budgetary decisions of the Commissioners Court in the fiscal management of the County. These policies are not all inclusive of every possible scenario in the fiscal management of the County. Rather, they are intended as a reference guide in the decision-making process of the Commissioners Court, instilling continual maintenance of and progression of innovative fiscal management in meeting the increasing demands of the County as well as achievement of short and long-term goals and objectives.

Over the past few years, the County has put more emphasis on establishment of an overall financial policy guide that, at a minimum, should be updated annually as part of the ongoing budgetary process. Some areas such as the cash management and investment policy are only touched upon briefly as these are maintained as separate policy guides.

**I. GENERAL OVERVIEW**

The County shall develop a budget based on actual and anticipated revenues and other financial resources estimated to be available as provided by law on the last day of each fiscal year to fund the proposed budget. The fiscal year of the County spans a twelve month period from October 1 through September 30.

A major challenge for the County is not to become dependent upon state or federal funds (i.e. grants) that could dissipate from one year to the next. In order to ensure sound fiscal budgeting, the most significant expenditure items within each fund, typically salary and fringe benefit expenditures, followed by operating costs, shall not exceed the sum of stable operating revenues from ad valorem property taxes, sales taxes plus a reasonable estimate of operating income. The County shall pay for current expenditures with current resources pursuant to Article XI of the Texas Constitution and Articles 111.091-111.093 of the Texas Revised Civil Statutes.

On a yearly basis, the County shall analyze the fees and charges for services it sets and associated costs in order to preserve stability and enhancement of the revenue stream to the County. The County shall also strive to minimize the property tax burden on Webb County citizens through efforts aimed at diversifying revenue sources, implementing legally permissible user fees and charges as well as developing innovative economic development initiatives. Furthermore, a continual assessment shall be made of the outstanding sources of revenue with emphasis on innovative approaches to enhancement of collection efforts. Discretionary funding by way of reserve accounts shall be budgeted as deemed necessary to supplement support services as provided by the County and that a county public purpose exists as defined by statute where applicable.

In addressing future goals and objectives, the County shall continually formulate and maintain revenue trends and expenditure forecasts. Future projections shall be based on prior year actual expenditures and revenues and projected future economic indicators such as the rate of inflation, growth, the local

economy, national and international factors affecting the border region of Webb County and other relevant known factors.

The County budgeting procedures attempt to identify distinct functions and activities performed by the County, and to allocate budget resources adequately to perform these functions and activities at a level of service expected by all Webb County taxpayers. The budget process shall be coordinated and in alignment with the countywide, strategic planning process and shall reflect the vision, mission, values, goals and objectives developed through this process.

Commissioners Court may institute a voluntary freeze on hiring, promotions, transfers, operating expenditures and capital equipment purchases as deemed financially necessary and appropriate. Commissioners Court may make exceptions to the freeze as deemed necessary.

In allowable circumstances and with the authority of Commissioners Court, the Budget Officers shall have the authority to initiate intrafund and interfund expense transfers as deemed necessary and appropriate in the case of emergencies or for routine operational or capital transfers. Transfers of this nature will be subject to the policies adopted herein and will also be reported to the Commissioners Court on no less than a quarterly basis

## **II. APPROPRIATIONS**

During the budgetary process, when allocating resources, funding shall be aligned with strategic goals while simultaneously ensuring that functions and programs within the County can continue to provide adequate service levels.

Certain appropriations may not follow the fiscal year due to various constraints on the fund type. Capital project funds are budgeted on a project basis across multiple years until the project is complete. Grant funds are appropriated on a grant-year basis until the end of the grant-award period.

The County shall integrate performance measurements within the budget process where appropriate and continually strive to improve the budget development and monitoring process through evaluating and utilizing innovative alternative approaches to costing and budgeting.

Appropriations, as approved by the Commissioners Court, are set up and maintained in the County's financial system by the County Auditor. The following general character level categories are used to appropriate funds annually: Personnel, Operating and Capital. These categories along with a lower level of detailed expenditures are used for overall budgetary planning purposes.

## **III. DEVELOPMENT PROCESSES & TIMELINE**

The County shall develop an annual calendar relating to the development of the budget, which includes but is not limited to the following:

- Budget manuals for annual preparation, including forms and necessary instructions, shall be distributed to County offices and departments.

- All offices and departments must return their budget proposals and requests to the Budget Officers.
- Initial proposed budgeted revenue estimates are provided by the County Auditor.
- A proposed and balanced budget will be developed and distributed to the members of Commissioners Court.
- County Auditor continues to revise revenue projections and may update thereafter to reflect the certified tax estimates as well as other relevant revenue data.
- Commissioners Court shall adopt a tax rate.

***Commissioners Court should adopt the budget on or before the first Monday in October but by no later than the last Monday in October. The Budget Officers will develop and publish the budget and tax calendar during the third quarter of the fiscal year. It is anticipated that this process will begin in mid to late May and be materially completed during the month of August with an ultimate adoption of both the tax rate and budget by the statutorily required dates.***

The County Auditor and County Treasurer shall prepare a monthly report on the budget status and trends and submit to the Commissioners Court. These forecast and reports will be presented to and discussed with the Commissioners Court upon preparation on a monthly basis.



**COUNTY OF WEBB**  
**FUND BALANCE POLICIES**

## **I. CLASSIFICATIONS**

The Commissioners Court has established operating and reporting guidelines for the fund balances of the governmental funds in accordance with Governmental Accounting Standards Board Statement Number 54. The County's Fund Balances shall be classified into five categories based on the strength of the constraints governing how those balances can be spent:

**NONSPENDABLE FUND BALANCE** - Represents amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact (Inventory and Prepaids).

**RESTRICTED FUND BALANCE** - Represents amounts that are restricted to specific purposes, with constraints placed on the use of resources by (a) external creditors, grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

**COMMITTED FUND BALANCE** - Represents amounts that can only be used for specific purposes that have imposed constraints by formal action of the government's highest level of decision-making authority, the Commissioners Court. The amounts may not be used for other purposes unless the Court removes or changes the constraints pursuant to the same type of action used to initially commit them.

**ASSIGNED FUND BALANCE** - Represents amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed. The Commissioners Court may delegate its authority to assign amounts to another body or officials, for example the Budget Officers. The Commissioners Court, when it is appropriate for fund balance to be assigned, delegates the authority to the Budget Officers. Assignments may occur subsequent to fiscal year end. Assignments will be made when necessary to utilize reserves to balance the proposed budget as needed or in the event of unforeseen circumstances that arise and require the expenditure of funds for which there was not an offsetting revenue source to account for the increase in unplanned appropriations, i.e. a catastrophic event

**UNASSIGNED FUND BALANCE** - Represents the residual amount in the general fund that has not been restricted, committed, or assigned to specific purposes.

## **II. RESERVES**

**GENERAL FUND RESERVE** - The County shall strive to maintain an unassigned General Fund reserve between 10-15 percent of the total adopted General Fund operating budget, in any one fiscal year. Use of this reserve is limited to an unanticipated emergency, calamity, natural disaster or the loss/shortfall of a major revenue source. This amount should prove sufficient to meet cash flow needs during the first quarter of the fiscal year, as the inflow from *ad valorem* property taxes, the County's major revenue source, does not become substantial until the end of the first fiscal quarter. Any expenditure from this

reserve that required an amendment of the budget as a result or the declaration of an emergency will be reported in detail in the County's Comprehensive Annual Financial Report (CAFR).

**ALLOCATED RESERVES** - When fiscally permissible, the Court shall establish contingency reserves within the General Fund account titled *Contingency Reserve Fund* for personnel and operations. This funding source is to be used only after all other alternatives have been fully explored.

### **III. FUND BALANCES**

**END OF YEAR** - The projected unspent budgeted funds and revenue variances for any given fiscal year. The balance shall be estimated and identified annually by the Budget Officers and/or Auditor's Office as a component of the Appropriated Fund Balance.

**APPROPRIATED** - The combined estimated value of the End of Year fund balance as well as the balance of the assigned General Fund Reserve. This fund shall be identified in the upcoming fiscal year budget and the Commissioners Court may utilize this fund to balance said budget. Any amount that is not utilized to supplement and balance the budget shall be appropriated by the Commissioners Court as the General Fund reserve, equivalent to the unassigned fund balance as defined by the Government Accounting Standards Board. Use of this funding is subject to the policies adopted herein.

**CAPITAL PROJECT** - Classified as restricted or committed funds to meet both the purpose of the legal debt issuance and the policy objectives of the Commissioners Court. Formal action by the Commissioners Court is required to establish, modify or rescind a fund balance commitment. This may include that residual unspent funds shall be transferred, with Commissioners Court approval, to the respective debt service fund as a means of reducing of debt. Project managers shall notify the Budget Officers and County Auditor immediately upon completion of all projects.

**DEBT SERVICE** - Restricted for the payment of principal and interest on the debt service obligation. Any funds that are remaining after all debt is extinguished shall be transferred to the general fund and may then be appropriated at the discretion of the Commissioners Court.

**SPECIAL REVENUE** - Restricted to the extent that the proceeds are generated through enabling legislation or externally imposed by creditors, grantors, contributors, or laws or regulations of other governments.



**COUNTY OF WEBB**  
**BUDGETARY CONTROL POLICIES**

**I. TRANSFERS & AMENDMENTS**

All amendments to the adopted budget shall require written request and justification for transfer from the respective department head or elected official or duly delegated office staff. Pursuant to Texas Local Government Code, §§ 111.070 c (2), the Commissioners Court has designated that the Budget Officers may, as appropriate and subject to these approved policies as further specified below, amend the budget by transferring amounts budgeted for certain items to other items. Approved budget amendments resulting in a new appropriation must be recorded prior to expenditure against such appropriation.

**TRANSFERS**

Budget transfers will be initiated by the department. The department must ensure all supporting documentation is included in the request. Supporting documentation refers to, but is not limited to, quotes, e-mails, etc. Commissioners Court shall receive a monthly update with all internal budget transfers processed for the month and the budget transfers being considered during regularly-scheduled Commissioners Court agenda.

Budget transfers requiring Commissioners Court approval:

- Transfers between characters (personnel, operating or capital) and/or between different departmental indices require separate approval of the Commissioners Court. This limitation does not include grants – please refer to Grants section of this file for budget transfer criteria.
- A transfer request for items, programs or services that were discussed and disallowed during the annual budget hearings of the Commissioners Court shall be subject to the sole approval of the Commissioners Court.

Accounts that shall not be considered for internal transfers are as follows:

- Contract services
- Interpreter Services
- Professional Services - Medical
- Professional Services- Legal Services
- Vehicle Oper. Expense
- Communications-Telephone
- Communications-Internet
- Utilities-Gas
- Utilities-Electric
- Utilities-Water
- Utilities-General
- Capital Outlay

- Fuel and Lubricants
- Uniforms (within law enforcement departments)
- Capital Murder (within judiciary departments)

Budget transfers not requiring Commissioners Court approval:

Budget transfer requests that are within a departmental index and within the same character (personnel, operating or capital) are authorized to be made by the Budget Officers on a regular basis with the annual approval of the County's budget and fiscal policies by Commissioners Court. Year-end transfers are initiated to meet timely payment requirements and year end accruals in accordance with Generally Accepted Accounting Principles (GAAP) as deemed appropriate by the County Auditor's Department and the Budget Officers.

Budget transfers from the General Fund that were appropriated and budgeted for a specific purpose may be transferred internally with the approval of the Commissioners Court and/or the Budget Officers only for the purpose that was approved for in the adopted budget.

Commissioners Court shall approve all general fund budget transfers per fiscal year. The Budget Officers may administratively approve budget transfers individually totaling up to \$10,000 for General fund, Road and Bridge fund, and Water Utilities fund. Interdepartmental transfers are not eligible for administrative approval nor are transfers requesting funds from Appropriated Fund Balances, except as provided for in this policy. For grant accounts, please see Grant Funds sections for administrative discretion over grant funds.

#### **EQUIPMENT TRANSFERS**

The Operating Expense Equipment was allocated to departments to cover the replacement of equipment when needed. New equipment may also be purchased for the continuity of business; however, additional funding will not be provided to cover replacement purchases. Replacement equipment will not be considered in the Capital Improvement Plan unless the equipment is over \$5,000. Transfers out of Operating Expense Equipment will require Commissioners Court approval, furthermore if transfers are not to an equipment account this may result in a reduction to the operating equipment account at the start of the new fiscal year.

A department may request their equipment funds to be carried over by providing the Budget Officers with the following:

- Memo that breaks down the equipment to be purchased and the amount of said equipment
- Supporting documentation for requests
- Verification from County's subject matter expert, if applicable (i.e. Information Technology)

Funds transferred over will be placed in the County's Contingency Reserve Fund and will be transferred to the requested department once the department is ready for purchase.

Carryover requests need to be submitted to the Budget Officers by a designated deadline provided yearly that is based on the budget process schedule. Carryover requests will be evaluated and additional



information may be requested if needed. The request for carryover will be reviewed by the Budget and Fiscal Policy department but will be based on the approval of Commissioners Court.

**AMENDMENTS**

County departments may initiate budgetary amendments within the same character (Operations to Operations; Personnel to Personnel) to cover unforeseen expenditures with the approval of Commissioners Court. With the exception of a Commissioners Court-approved emergency, all amendments shall be submitted after April 1. Any related year-end projected shortfalls and impacts for accruals shall be projected at the end of the third fiscal quarter and shall be provided to the Court for informational purposes.

County departments may initiate budget amendments deemed necessary to cover unforeseen emergencies as well as expenditure accruals at year-end. These amendments may be transfers between departmental index and between character and objects during the fiscal year end accrual period or for unforeseen emergencies, such as weather related incidents.

Transfers related to grants are detailed in the Grants section of this document.

**II. BIDS**

Bids related to the purchase of goods and services that are both budgeted for in the fiscal year and are a component of the normal day to day operations of County departments shall be prepared and solicited for by the Purchasing Department and presented to Commissioners Court for award consideration. Any bids requests for goods or services for which there are no specific or routine appropriations shall be submitted to the Commissioners Court Administrator and Budget Officer for consideration of availability of funding and placement on the agenda for consideration of the Court. The Purchasing Agent or designee(s) will notify the Commissioners Court on a routine basis regarding all bids of goods and services which are currently out for solicitation.

**III. PERSONNEL**

Webb County has a wage and classification plan allowing for progressive advancement within pay levels for the various job classifications of the County with the exception of sheriff deputies and detention officers (jailers) who follow a compensation plan in compliance with an approved Collective Bargaining Agreement (CBA).

The Commissioners Court shall continue to support its wage and classification plan, having developed step levels within the approved salary plan within job classes. This plan should continue to result in the reduction of employee turnover in the County as well as encourage career employment within the County, therefore, reinforcing maintenance of its valuable workforce. Furthermore, the Court shall continually strive to provide a system of fair compensation to employees based on annual satisfactory employee performance evaluations. Any such system shall be addressed during budgetary hearings and funded accordingly and as soon as financially practical. The County's wage and classification plan may be revisited, reviewed, and analyzed annually or at the discretion of the Commissioners Court.

The Budget Officer shall present a budget for salary and fringe benefits, including contingencies, to Commissioners Court for approval during budgetary hearings. The Budget Officer shall ensure that changes to the salary and fringe benefit budget, including contingencies, do not exceed the amount authorized by Commissioners Court.

Overtime as defined by the Webb County Employee Handbook: budgeted overtime-compensation payments may only be made to nonexempt employees at a rate of time-and-a-half. Unbudgeted overtime requests require pre-approval by the Budget Officers and funding approved by the Commissioners Court before overtime may be accrued. Compensatory time may be utilized in lieu of overtime when following County personnel rules.

#### **HIRING FREEZE POLICY**

To assure minimal impact to services and citizens and promote fiscal responsibility, when a position becomes vacant, the department must wait the length of time the separating employee is paid in accrued leaves (annual leave and compensatory time) before filling the position.

The hiring waiting period applies to positions that become vacant in all departments. This policy ensures that departments do not exceed the allocated budget. Certain positions at the discretion of Commissioners Court may be exempt, including:

- Front line customer service positions whose primary function are to collect money “as determined by the Commissioners Court Administrator”.
- Those that are statutorily required where only one position exists in the department to perform the function as determined by the Commissioners Court Administrator
- Positions covered under a collective bargaining agreement

When there are no leave balances to be paid out from the General Fund, the following positions shall be exempt from the waiting period:

- Positions 100 percent funded with special revenues
- Positions 100 percent funded with grant funds
- Positions 100 percent funded with discretionary funds which are ineligible to offset general fund expenses
- Vacancies filled by hiring current County employees.

#### **ELECTED OFFICIAL COMPENSATION**

The Commissioners Court chooses to select a compensation philosophy that ensures all Elected County Officials are compensated based on the knowledge, skills and abilities needed to successfully perform these jobs. Furthermore, those salaries will be compensated 100% from the County’s General Fund.

Newly elected officials, or those appointed to elected positions, are exempt from civil service are not required to undergo the waiting period during the first 90 days in office.

The salaries of elected officials paid from the General Fund shall be published in a local newspaper if salaries of elected officials are increased in any manner from one fiscal year to another.

### **TEMPORARY EMPLOYMENT**

If an employee is out on an unpaid leave, the department can fill the position with a temporary employee for a period not to exceed 6 months so long as the temporary position does not exceed budget allocations for the original position and it is consistent with the period of time the regular employee shall be out on unpaid leave. Because there is no budgetary impact, the temporary may be hired immediately with the approval of Commissioners Court.

If an employee is out on paid mandatorily required leave (such as FMLA) for a period expected to last longer than 10 days, and the department has the funds in its current budget to pay for a temporary employee, the department may:

- Request the Budget Officer verify that funds are available; and
- Request that the Human Resources Office verify that 1) the employee is out on a mandatorily required leave, and 2) the time frame the temporary employee is being requested for does not exceed the time of the mandatorily required leave. Requests of this nature shall require the approval of the HR Director and/or the Commissioners Court Administrator and Commissioners Court, if deemed necessary.

If an employee is out on a mandatorily required leave (such as FMLA) for a period expected to last longer than 10 days, and the department does not have the funds in its current budget to pay for a temporary employee, the request must go to Commissioners Court. Human Resources shall verify funding availability in contingencies or other sources with the Budget Officers and make a recommendation to Commissioners Court for consideration.

Temporary employees for cases where the department has allowed the regular employee to go out on paid leave for non-mandatorily required leave shall not be considered. If a department has a vacancy that it would like to fill with a temporary employee, the total cost of the temporary employee for salary and fringe benefits per pay period cannot exceed the total cost of the regular position for salary and fringe benefits per pay period.

### **IV. GRANTS**

Grant applications, budgets, and/or renewals shall be submitted to the Economic Development Department for screening through the county's Single Point of Contact (SPOC) process with all necessary documentation, which include but are not limited to the following:

- Economic Development Department certification of budget award/adjustment from the grantor agency (when setting up or increasing/decreasing the grant budget)
- Include when grant budgets or their respective employee counts and changes in employee compensation are amended.
- Notice that the granting agency allows the transfer requested as per grant guidelines
- Brief but thorough explanation of transfer

- Any additional supporting documentation related to the transfer as the grant division deems necessary
- Name and initials of grant employee requesting the transfer and a manager (or designee) initial which ensures all policy criteria has been met.

Net overall increases or decreases are subject to the approval of Commissioners Court. Commissioners Court shall receive a monthly summary of all employee count and compensation changes from the County Auditor's Office.

Transfers from within the grant budget shall be approved administratively, up to \$10,000 if the transfer is consistent and in accordance with the granting agencies policies or is approved by the granting agency. Departments requesting administrative approvals of these transfers shall provide all necessary documentation for review, including justification for the administrative approval, to the Economic Development Department and shall be included in the County Auditor's monthly report to the Commissioners Court.

Grant applications shall include the option to be amended to cover any salary increases (i.e. COLA, step, etc.) approved by Commissioners Court. All grants that contain personnel and that will not be able to cover the increase in salary may be covered through a supplement by the General Fund at the discretion and with the approval of Commissioners Court.



**COUNTY OF WEBB**  
**GENERAL FINANCIAL POLICIES**

**I. ACCOUNTING, AUDITING & FINANCIAL PLANNING**

The County Auditor's Office shall continue to maintain the County's financial records on a basis that is compatible with the guidance of generally accepted accounting principles and standards that have been promulgated by the Governmental Accounting Standards Board (GASB) for local governments.

Pursuant to the Texas Local Government Code, §§ 111.091, 111.092 and 114.025, interim monthly and Comprehensive Annual Financial Reports (CAFR) shall be issued by the County Auditor's Office. These reports shall summarize the County's financial transactions by fund and department. Also, actual revenues and actual expenditures shall be monitored and compared to the associated budgeted amounts.

In accordance with provisions contained in the Texas Local Government Code, §§ 111.091, 111.092, 114.025 and 115.045, full disclosures shall continue to be provided in the Comprehensive Annual Financial Reports (CAFR), budget reports and bond representations. Pursuant to the Texas Local Government Code, § 115.045, once each fiscal year, the Commissioners Court shall engage an independent Certified Public Accounting firm to conduct a comprehensive external audit of all books, records and accounts of the County. The external audit shall cover all matters relating to the fiscal affairs of the County.

The Commissioners Court shall continue to identify and refer business matters for analysis to the Budget Officers, Civil Legal Division committees, consultants or staff, in order to improve the effectiveness and efficiency of services and activities of the County.

Cost versus benefits studies shall be made, when deemed appropriate by Commissioners Court, on non-recurring expenditures and capital projects.

The County Auditor's staff shall continually conduct internal audits throughout the County that are designed to strengthen internal accounting and budgeting controls and to protect the County's assets.

**II. REVENUE**

The County shall maintain a stable and diversified revenue system to protect it from short-term fluctuations in any single revenue source. The County, whenever applicable, shall establish user fees and charges permitted by law at levels associated with the direct costs and indirect costs of providing those services. Furthermore, the County shall annually evaluate fees and charges to assure that total costs are covered and shall adjust accordingly to keep pace with the cost of providing those services.

Further, the County will pursue the enactment of new legislation, when deemed appropriate, to permit changes in user fees and charges, aggressively collecting ad valorem property tax revenues, including filing suits when permitted by the Texas Property Tax Code.

Webb County shall restrict its reliance on non-recurring revenue sources (*ex: grants*) to promote fiscal responsibility. The County shall monitor intergovernmental grant revenue when approving grants that may potentially result in 100 percent county funding.

### **III. FIXED ASSETS & CAPITAL PLANNING**

The Commissioners Court shall continually assess the County's capital needs and establish policies, procedures and plans to address infrastructure, fleet and general capital needs of the County in its budgetary process.

For financial accounting and reporting purposes, it is the policy of the County that only assets with a value exceeding \$5,000 or more and having a useful life expectancy of at least one year are reported as general fixed assets in the County's Comprehensive Annual Financial Report. Note however, that this does not mean that items less than the \$5,000 threshold shall not be tagged. The purchasing agent, at his/her discretion, may tag any items deemed appropriate for adequate control and accountability purposes.

The County Auditor's Office shall periodically reconcile the yearly inventory listing, provided by the purchasing agent, to the County's financial accounting records. This inventory shall include assets purchased with Federal funds, along with the special guidelines for assets purchased with Federal funds from the Federal Emergency Management Agency, the Office of National Drug Control Policy or other applicable agencies.

During each annual budgetary process, the Commissioners Court members shall evaluate the County's inventory. After the evaluation is made, satisfactory financial arrangements shall be made to either repair or replace depreciating items, as deemed necessary.

Capital needs for projects and equipment will follow the guidelines established in the County Capital Improvement Policy. The purchasing agent shall, wherever deemed appropriate, issue useable items placed in storage to departments and agencies requesting comparable new equipment.

### **IV. CASH MANAGEMENT & INVESTMENTS**

All County funds received by the Treasury Department shall be deposited within one business day of receipt in order to optimize the County's cash flow and interest earnings. Receipt and disbursement of funds shall be performed in compliance with applicable provisions within Texas Statutes.

Pursuant to the Texas Statutes, Commissioners Court shall establish and approve a written investment policy annually. The investment policy shall, among other topics, address the parameters of maximizing rates of return, liquidity, safety, prudence and diversification. The County shall issue quarterly investment reports in a timely manner.

### **V. STRATEGIES & PLANS**

County strategies and plans shall be integrated into all departmental budgets to ensure unified efforts within County government to achieve the goals and objectives of the County. These are guidelines that demonstrate the steps undertaken in order to meet the objectives of the County without negatively

impacting other goals within the County. Performance measures and productivity indicators shall continue to be integrated into all departmental budget requests. The County's strategies and plans are guidelines necessary in order to allow the Commissioners Court and the citizens of Webb County a means of evaluating County government's efficiency and effectiveness in utilizing taxpayer dollars in achieving its goals and objectives.

ADOPTED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_ 2017 BY THE COMMISSIONERS COURT OF WEBB COUNTY.



Tano E. Tijerina  
Webb County Judge



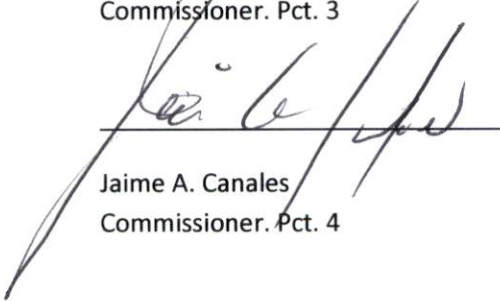
Jesse Gonzalez  
Commissioner Pct. 1



John C. Galo  
Commissioner. Pct. 3

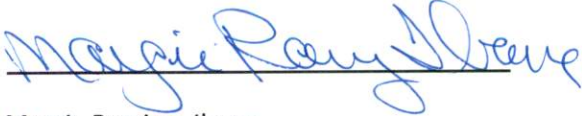


Rosaura "Wawi" Tijerina  
Commissioner. Pct. 2



Jaime A. Canales  
Commissioner. Pct. 4

ATTEST:



Margie Ramirez-Ibarra  
Webb County Clerk

