



COUNTY OF MONTGOMERY

GENERAL FUND BUDGET

CAPITAL BUDGET and FIVE-YEAR PLAN

2016

Proposed: November 18, 2015

Adopted: December 17, 2015

**MONTGOMERY COUNTY
BOARD OF COMMISSIONERS**

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December 17, 2015

Commissioner Joshua D. Shapiro, Chair
Commissioner Val Arkoosh, MD, MPH, Vice Chair
Commissioner Bruce L. Castor, Jr.

I am pleased to submit to the Board of Commissioners the 2016 budget document for Montgomery County. The 2016 Budget document maintains the two central goals identified in 2013:

- Accurately and transparently reflect the spending of taxpayer funds by the County government
- Describe the goals and outcomes of government activities

The figures which make up the \$389.7 million General Fund budget represent the actual projected spending by the County in 2016. The document includes projected actual spending for the previous year, allowing the reader to compare the current budget with actual spending levels from the previous year. This document includes a section which categorizes budget spending by expenditure type rather than by department. Total spending across the government on employee wages, benefits, contracted services, and other categories provide a better understanding of County expenditures.

This document also includes the proposed 2016 Capital budget, allowing a coordinated presentation of all of the County's goals across its multiple budgets. This enables the Commissioners, County staff and the public to view the County's governmental activities in a comprehensive context.

This budget is designed to be a dynamic document for the internal management of government resources, and to provide information to the citizenry of the County. The Finance Office welcomes input on how this document can continue to evolve to become more informative and user-friendly.

I want to thank the hundreds of hard working individuals across the County who not only provide the fiscal and programmatic information which make up the budget, but also present new and creative ideas for making County government more effective and efficient. In particular I offer my gratitude to the dedicated members of the County's Finance Office, without whom, this budget would not exist.

With appreciation,

**County of Montgomery, PA
2016 Budget and Fiscal Program**

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County of Montgomery, PA
2016 Budget and Fiscal Program Narrative

2016 General Fund Summary

The 2016 Budget for Montgomery County assumes \$389.7 million in expenditures and \$3889.7 million in revenues. The 2016 Budget builds on the mission-based approach identified through the zero-based budgeting process of 2013, continues to invest in Human Services and County infrastructure, and increases employee compensation. The 2016 Budget projects to end the year with a fund balance equivalent to 10.42 percent of revenues, consistent with the recommendation of the Government Finance Officers Association (GFOA). The 2016 Budget assumes more than doubling the 2015 payment to the County Pension Fund to fully fund the County's obligation, and assumes a new capital borrowing in order to fund core County infrastructure including roads, bridges, trails, and public safety. The Budget assumes a 9.8 percent increase in the County Real Estate tax rate for 2016 in order to fund a fiscally responsible budget.

2015 Budget Year in Review

Confronting Unanticipated Challenges

The 2015 budget year was defined by the impact of the unprecedented Budget Impasse of the Commonwealth. Unplanned expenditures, including some extreme weather and costs associated with the visit of the Pope to the region in October, were unexpected costs the County made mid-year adjustments to absorb. The failure of the Commonwealth to pass a budget and fulfill its obligations to the Counties in Pennsylvania was simply too significant to manage.

Montgomery County, like all counties in the Commonwealth, is charged with the delivery of human services on behalf of the Commonwealth. In order to fulfill this mandate, the Commonwealth utilizes its funding and certain federal funds in order to reimburse the County for a large percentage of those services. In 2015, the Commonwealth authorized over \$130 million in reimbursements to the County, to help offset over \$142 million in funding for human services across the County.

In the absence of an approved budget, the Commonwealth has failed to provide any reimbursement funds since June 30. All Counties across Pennsylvania were forced to confront choices regarding the continued provision of these crucial services to the most vulnerable populations, including children, the aging, and the developmentally disabled. Montgomery County chose to continue to fund service providers across the County through November 1, ensuring that these services would continue, but effectively exhausting the County's reserves. The County has continued to work with service providers to ensure the provision of services to the most at-risk in our communities.

Under ordinary circumstances the County would be projecting to end the year with revenues that roughly balance expenditures, and maintaining its recommended fund balance. As of this writing, the Commonwealth has yet to pass a budget, and the County is now projecting to end the year owed nearly \$40 million by the Commonwealth, its reserves exhausted, and forced to establish a short term line-of credit for \$75 million at the beginning of 2016.

During the 2015 Budget year the County continued to operate within the goals laid out during the ZBB process utilized during 2012. Departments and Offices across the County identified areas to better achieve their operating goals and meet the needs of County residents as efficiently and effectively as possible. The ZBB approach rejects the traditional notion of annual government budgeting which takes the previous year's budget, assumes some amount of growth or arbitrary level of cuts, and sets a new budget figure unrelated to the actual activities of the government. Under ZBB, each government function identifies its mission, how to achieve that mission, how to measure its performance, how to structure the agency to best meet its mission, and what resources are required to meet that mission. Once those parameters are established, the agency is able to establish a budget which conforms to how it can meet its core mission.

2016 Budget Process

The 2016 Budget Process maintained the principal that the budget should reflect the true cost of delivering services in a transparent fashion. Expenditures and revenues should reflect realistic projections and be reflected in the appropriate cost centers. The publicly presented budget document should include actual previous year spending levels and be identical to the figures contained in the County's internal fiscal management system.

Offices that had utilized the ZBB approach to improve operations and better focus on their core mission continued to implement new strategies. Some departments, either as a result of new leadership, or a self-identified desire to utilize ZBB, continued to look at ways to reconfigure their departments to meet their core mission.

The 2016 Budget was faced with numerous challenges, including:

- Increases related to an arbitration award for Corrections Officers at the County prison, as well as funding existing labor contract increases which committed the County to over \$1,000,000 in additional labor costs.
- A significant increase in the contract to provide health services at the prison. A combination of diverse health needs at the prison and a growing inmate population had led to projections of an increase in contract costs of as much as \$5 million. While the County utilized a competitive bidding process to ensure necessary service delivery at an appropriate process, the new contract resulted in increased costs for 2016 of more than \$3.2 million.
- An increase in debt service costs for 2016 of more than \$2.6 million. Prior administration decisions to invest in risky SWAP derivatives and the failed Logan Square project added over \$800,000 in new debt service costs for 2016. An additional \$500,000 is required to fund interest payments on the radio financing program for municipalities across the County, and an estimated \$1.3 million in new debt service costs to continue the investment in core County infrastructure such as roads, bridges, trails and public safety.
- Nearly \$2.5 million in increased inflationary costs for various Departments, including increased software licensing fees, increased public safety technology costs, the replacement of outdated equipment across the County, and increased lab fees for the District Attorney.

Additionally, in order to maintain the County's approach of adequately representing the cost of providing services, the 2016 Budget identified certain other new necessary costs, including:

- Making a full payment to the County Pension Fund. From 2007 to 2012 the County failed to make any payments to the Pension Fund. Beginning in 2013, the County began making a portion of its Actuarially Determined Contribution (ADC) payments, paying in nearly \$3.3 million in 2013 and over \$3.5 million in 2014. 2015 marked the third consecutive year of increasing payments, nearly \$3.8 million. While these payments were significant, they represented less than half of the ADC payment in each of those years. The 2016 Budget includes a pension payment of \$8 million in order to fully fund the County's obligation.
- Over \$650,000 to meet increased security and staffing needs at County facilities, parks and trails.

In order to address these costs within the framework of a fiscally responsible budget, the 2016 Budget includes a tax increase of 9.8 percent. This increase, equivalent to less than \$1 per week for the average homeowner in the County, provides the revenues necessary to fund the actual expenses of the County, while maintaining an appropriate Fund Balance.

- The recommended Fund Balance was accomplished in 2014, the first time in five years. The County began 2013 with a fund balance of just over \$17 million, equal to less than 5 percent of revenues, less than half of the recommended percentage. The inadequate Fund Balance is of particular import, and was cited by Moody's as the primary weakness in the County's fiscal outlook, and the reason for the decision to downgrade the County's Bond Rating. "The downgrade of the County's rating to Aa1 reflects its narrowed financial position following several years of sizable operating deficits caused by a growing structural imbalance. The County's General Fund reserves at the end of fiscal 2011 (unaudited) were \$24 million, equal to a weak 6.2% of revenues, and well below average for the rating category." Based on Moody's analytics and the recommendations of the Government Finance Officers Association (GFOA), the County should have a Fund Balance equal to 10 percent of revenues, or about \$39 million.
- Maintaining a sufficient fund balance has allowed the County to cease utilizing short-term borrowings which cost taxpayers nearly \$100,000 a year in fees, and allowed the County to self-fund human services for four months during the ongoing Budget Impasse at the State.

The 2016 budget does:

- Project a balanced budget with revenues at or exceeding expenditures.
- Accurately account for the cost of delivering services.
- Project to begin and end 2016 with a fund balance that meets or exceeds the recommended 10 percent funding level.
- Absorb 90 percent of the cost for medical benefits for County employees, with no increase in costs for employees.
- Continue to invest in the County workforce by providing a 1.5 percent base pay increase for all non-represented employees.

2016 Budget Risks and Opportunities

While the proposed budget does achieve its goals, it remains narrowly balanced, subject to certain risks. A budget is a dynamic document that will need to respond to changing circumstances throughout the year. While this budget attempts to be conservative in its assumptions, there are risks that could throw the balance out of budget. Foremost among these risks are: a downturn in the economy, and budget cuts or other funding stream changes at the state and federal level.

There are also additional opportunities which could improve the budget projection. Continued economic recovery could increase tax assessment values. Economic improvement is already evident as the County-wide valuation for 2016 marked an increase of over \$350 million. The County will need to continue utilizing the quarterly monthly reports to make adjustments when necessary, and to consider changes during the year based on the overall County fiscal situation.

Initiatives for 2016

As noted previously, ZBB was not an alternative means to cut the budget; it is simply a means for building a budget up from the details rather than identifying an arbitrary total. In some cases cost savings through re-engineering government processes and better utilizing existing resources were identified. Other offices identified areas where current operations were not in concert with the mission of the office. Some offices highlighted opportunities for additional investments which could improve service delivery and create future efficiencies.

The County is increasing staffing for Adult Probation with four new Probation Officers, which will allow the office to create a new unit and further reduce caseloads.

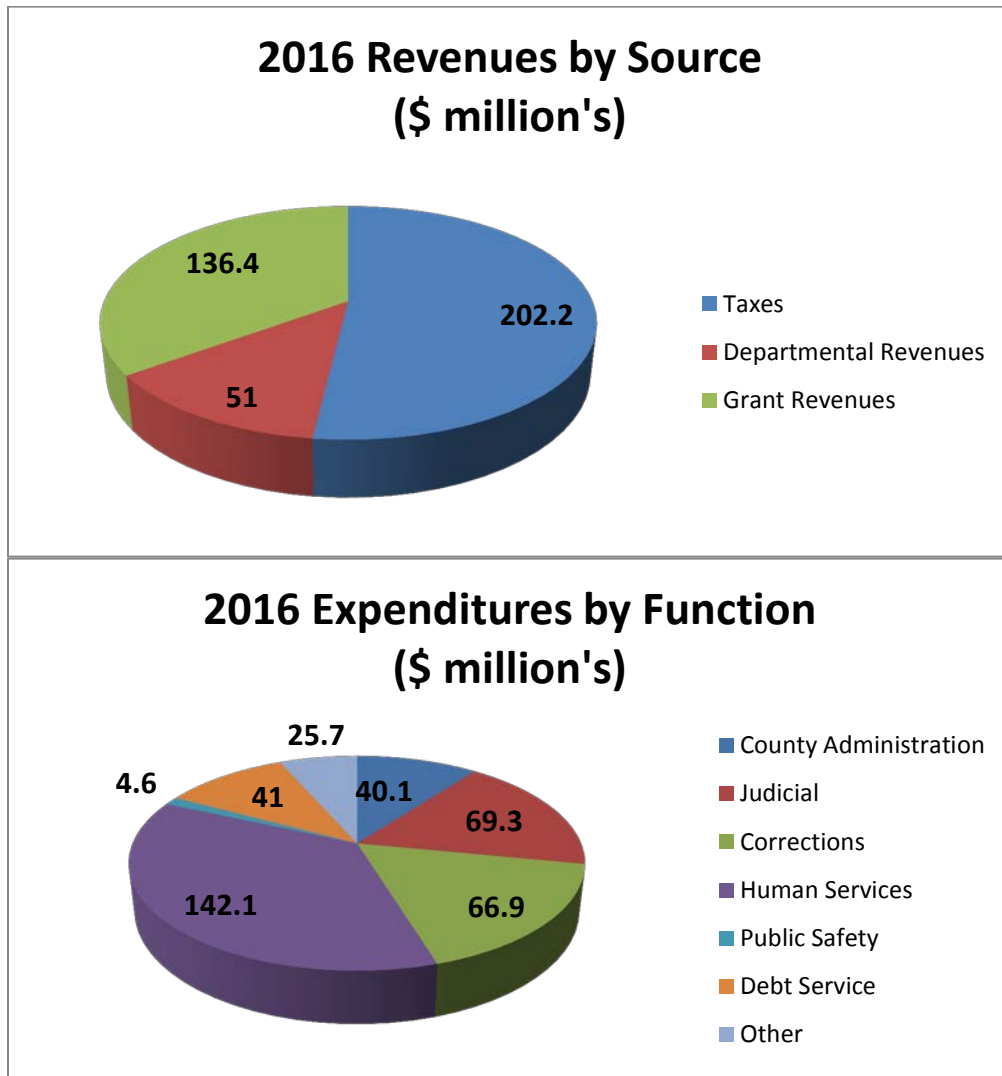
The County continues to utilize the flexibility afforded by its acceptance as a Block Grant County in late 2013. Human Services departments are working together to identify where funds can be reallocated to meet the ever changing needs of the diverse population of the County. This effort will be further enhanced as the County works with an organizational development consultant to implement the most efficient and effective means for delivering the broad array of Human Services across the County.

Information Technology Services continues to realign its personnel to meet the evolving technology needs across the County government. ITS has increased operating and capital investment in new technologies which will allow departments to spend more time delivering services and less time tethered to workstations.

2016 Budget by spending classification

The 2016 budget detail includes a section (page VIII) which highlights how expenditures are allocated within broad spending areas across the County. In 2016, the County will spend approximately \$116.7 million in wages; \$44.6 million in employee benefits; \$135.6 million in contracted services (primarily for state funded services); and \$41 million in Debt Service.

	1/2012	1/2013	1/2014	1/2015	1/2016
General Fund Full-time positions	3,010	2,938	2,415	2,361	2,360
	1/2012	11/2012	11/2013	11/2014	11/2015
Filled General Fund Full-time positions	2,981	2,910	2,831	2,266	2,252



2016 Budget Detail – Narrative

The Budget detail which follows is designed to present the mission and activities of each budget line with the County General Fund. Each section identifies any new initiatives of the Department as well as key measures or goals. Finally, each section includes a summary chart of the 2015 adopted budget figure for that Department, the projected actual expenditure level for 2015, and the 2016 budgeted expenditure level.

COUNTY ADMINISTRATION

County Commissioners

The Office of the County Commissioners includes the Board of Commissioners; the Office of the Chief Operating Officer/Chief Clerk; the Solicitor’s Office; the Finance Office; and, the Office of Communications. The mission of the Office is to establish policies and oversee the operations of the County.

In 2016, the Office of the County Commissioners will be continue the County’s path towards fiscal stability while ensuring that services are delivered efficiently and effectively to the residents of Montgomery County.

Commissioners	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	2,670,568	2,719,116	2,811,644

Assets and Infrastructure

The Department of Assets Infrastructure includes the divisions of Public Property, Roads and Bridge, Parks and Heritage Services, Fleet, and Transportation. The Department was created in 2012 to coordinate the administration and maintenance of all County owned assets. The mission of the Department is to ensure the County with a network of safe, healthy and attractive physical assets and efficiently administrate the divisions of Public Property, Parks and Heritage Services, and Roads & Bridges that are tasked with managing those assets.

This Department oversees the management of 75 miles of roads, 104 bridges, 28 culverts, 9 parks and 5 trails throughout Montgomery County. Citizens across the County and region utilize the County’s parks and trails to the amount of 1,594,202 visitors in 2013 and 1,730,389 in 2014. Through December 15, 2015, visitors total 1,879,134. This year saw a decrease in the number of bridges the County is responsible for while seeing an increase in the number of visitors to the parks throughout the County.

In addition, the Department is responsible for a total of 14 County owned buildings with the current square footage of County owned buildings well over 1,666,924.

Assets and Infrastructure	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	5,650,198	5,492,039	6,145,403

Board of Assessment Appeals

The mission of the Board of Assessment Appeals is to serve the taxpayers and taxing authorities of Montgomery County by efficiently valuing and assessing all real estate for county, municipal, and school tax purposes. The department maintains the assessment rolls, tax maps, and real estate registry of the ownership for all real estate in Montgomery County.

Montgomery County is comprised of a total of 290,086 properties Countywide, with 8,840 tax exempt properties. The total number of appeal hearings in 2015 was 1662.

Board of Assessment Appeals	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	3,266,311	3,266,311	3,354,189

Office of the Controller

The Controller is an elected row officer and has general supervision over all fiscal affairs of the County and of the accounts of all functions collecting, receiving or disbursing County funds. This includes but is not limited to: General Accounting; Accounts Payable; Internal Audits; Payroll; and, maintaining the records for the Retirement System. The Controller serves as a member of the Salary Board, Depository Board, and Investment Board and is the Secretary of the Montgomery County Employees' Retirement Board.

Office of the Controller	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	1,712,314	1,589,141	1,771,521

Security

The Montgomery County security force works to provide safety and protection to everyone on County property. The force provides round-the-clock security to the Court House as well as all of the other County buildings and facilities. Security operates the X-ray scanners at the Court House, the Domestic Relations Center and the Youth Center during regular business hours. The security force is also responsible for screening visitors and monitoring the Closed Circuit Television (CCTV) operations at One Montgomery Plaza, the Willow Grove Annex, and the Public Library.

Security	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	909,779	1,114,445	1,123,992

Commerce - Economic and Workforce Development

Montgomery County's Commerce Department combines many different areas of expertise to provide efficient and reliable services to Montgomery County residents, businesses and communities. The Commerce Department coordinates the resources of the various County economic development arms including the Redevelopment Authority, the Montgomery County Development Corporation, the

Industrial Development Authority, and the Workforce Development Board, MontcoWork. The consolidated Department is able to increase its use of grant funds and other revenues and reduce its reliance on General Fund resources. This comprehensive approach provides streamlined and direct services to business and individuals.

Commerce	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	35,082	187,515	434,775

Human Resources

The Department of Human Resources provides a variety of services to the Montgomery County workforce including but not limited to Strategic and Compensation Management, Employee Health and Safety, Benefit Administration and Workforce Planning and Development. Recruitment and placement efforts have resulted in processing 5,424 employment applications for 168 job openings for a total of 952 personnel actions.

Through October 2014, the Department of Human Resources has processed 4,149 applications and 1285 employee actions.

Human Resources	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	872,889	840,692	907,928

Information and Technology Solutions

The Information and Technology Solutions (ITS) Department continues to expand upon its 2015 goals, objectives and investments. County IT continues to provide support for workstation computers, software for all County departments, server technologies both public cloud and private, network infrastructure, and telecommunications throughout the County.

The Information Technology Solutions Department is committed to providing the various County departments and other agencies with the highest level of support, utilizing proven industry standards technologies. ITS prides itself as being a customer service oriented department that works with our customers to simplify and demystify technology.

The ITS Department continues to innovate and implement new technologies throughout the County, making the appropriate workforces truly mobile. These efforts have increased productivity for all departments currently using these technologies by 40% and in some cases by as much as 300%. IT continues to successfully migrate appropriate systems to the Cloud, resulting in: increased uptime, greater storage capacity for end users, and increased overall performance.

The ITS Helpdesk continues to excel while its activity increases. As of November 5, 2015 the Helpdesk logged 13,000 calls. The average resolution to a basic helpdesk request continues to be three to four

business days while calls that come in as “not able to work” get a high priority with same day resolution.

Information and Technology Solutions	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	6,313,978	5,586,834	7,115,268

Planning Commission

The Montgomery County Planning Commission strives to maintain and improve the county’s quality of life by promoting sound planning, strengthening the transportation network, supporting healthy and prosperous communities, and working to create vibrant places and protect natural and historic resources. They use their expertise to proactively guide strategic and long range decisions through high-quality and innovative plans, promotion of choices, collaboration and engagement, and balancing competing interests, as authorized under the Pennsylvania Municipalities Planning Code, and the Municipalities Authorities Act. Four county boards are managed by the staff of the planning commission, the Montgomery County Transportation Authority, Open Space Board, Agricultural Land Preservation Board, and the Planning Commission.

The Planning Commission’s Community Planning Assistance program provides technical planning assistance to 31 municipalities and 4 regional planning areas. The commission continually works to add and renew contracts throughout the year. The office has instituted short term technical assistance contracts with municipalities for special planning projects such as marketing development opportunities in Fort Washington Business Park and walkability audits. The commission also provides school district enrollment projection studies – three were completed in 2015 and two are scheduled for 2016.

In addition, the Planning Commission is an education resource for appointed and elected officials on planning practices in Pennsylvania and trends that affect the county. Our technical expertise, planning courses, model ordinances, awards program, and best practices research promote sound planning in the county’s municipalities and implement the goals of the county’s comprehensive plan. A walkability plan for the county, Walk Montco, is expected to be completed in 2016 and a new bicycle plan for the county will begin in 2016.

Planning Commission	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	3,700,652	3,859,247	4,324,361

Public Defender

The continuing mission of the Montgomery County Public Defender’s Office is to fulfill the mandate of Gideon v. Wainwright, by providing quality and effective representation to indigent persons charged with criminal offenses, to ensure the fair and efficient administration of justice and to help our clients receive rehabilitation when there is an identified need. The Montgomery County Office of the Public Defender partners with others in the community – from judges to prosecutors to nonprofits – to

advance client-centered representation that makes our community safer and stronger and empowers individuals.

The Public Defender provides representation at preliminary hearings, state criminal trials, including Homicide cases, appeals to the state superior and supreme courts, state parole hearings, juvenile delinquency proceedings, Juvenile dependent proceedings, termination of parental right hearings, county probation and parole proceedings, miscellaneous court proceedings, specialty courts i.e.: Behavioral Health Court, Veterans Court and Drug Court, involuntary civil commitment proceedings under the Mental Health Act and indirect criminal contempt hearings.

For 2015 the office handles the following caseload in the above-mentioned categories:

Caseload	As of 11/1/15	Est. Annual Total
Preliminary Hearings	3330	4000
Adult Criminal Hearings	11395	11703
Juvenile Delinquency Proceedings	1818	2182
Juvenile Dependent Proceedings	1075	1399
Termination of Parental Rights Hearings	10	12
Probation and Parole Hearings	1662	1994
State Parole Hearings	386	463
Involuntary Civil Commitment Hearings (Mental Health Act)	1701	2041
Indirect Criminal Contempt Cases	150	180
Appellate Cases	118	
Homicide Cases	10	128

Public Defender	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	4,203,572	4,130,760	4,532,732

Purchasing

It is the mission of the Purchasing Department to assist the various agencies of the County Government with purchasing the material, equipment and services they need to operate effectively. The Department is also responsible for ensuring that the proper policies and procedures are followed so that the County is obtaining these materials, equipment and supplies at the most reasonable price.

To date in 2015, the Purchasing Department has issued 1 Statement of Interest; 2 Requests for Information; 61 Requests for Proposals; and, 19 Specifications.

Purchasing	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	824,049	859,468	847,973

Recorder of Deeds

The Recorder of Deeds is an Independently Elected Official of the County. The mission of the Montgomery County Recorder of Deeds office is to maintain the integrity of all land records and other documents entrusted to the department as well as the collection and monthly distribution of County/State fees and Real Estate Transfer Taxes for the State, Townships, Boroughs and School Districts; while efficiently serving the public with complete accountability and responsibility.

Recorder of Deeds	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	1,581,829	1,562,815	1,606,606

Tax Claim Bureau

The Montgomery County Tax Claim Bureau accepts real estate tax liens for delinquent taxes on behalf of the County, townships/boroughs and school districts within the County.

Tax Claim Bureau	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	728,822	695,383	729,300

Treasurer

The Treasurer is the custodian of all County funds. Payments of County taxes and fees, state and federal grants and other monies due the County are received and deposited by this office. The Treasurer is responsible for payment of all funds on proper authorization for obligations incurred by the County. Investment of County funds is also handled by this office. As an agent for the state, the office sells licenses for hunting, fishing, dogs, bingo and small games of chance. The Treasurer is chairman of the County Investment Board, treasurer of the Employees' Retirement System and a member of the County Depository Board.

Treasurer	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	688,457	655,524	728,966

Voter Services

The Office of Voter Services is dedicated to providing accurate and responsive election services to all eligible Montgomery County voters so that participation in the democratic process is guaranteed. In addition to sustaining effective voter registration and ballot creation systems, these election services include voting machine maintenance, candidate advisory and reporting requirements. All responsibilities should be conducted in a neutral and nonpartisan manner.

The Pennsylvania Election Code along with the NVRA (National Voter Registration Act) and the PVRA (Pennsylvania Voter Registration Act) govern most duties carried out by the Voter Services Office. Furthermore, in 2002, a federal law referred to as HAVA (Help America Vote Act) was implemented to require provisional balloting and improve polling place accessibility, among other facets of voting.

Montgomery County has a total of 536,154 registered voters as of November 3, 2015. The County designated 425 precincts which utilize 1,133 electronic voter machines.

Voter Services	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	2,017,139	1,751,375	2,287,825

JUDICIAL

Clerk of Courts

The Clerk of Courts is an Independently Elected Official and serves as the clerk of the criminal court and retains custody of all original cases. The office maintains a computerized index and docket in which a record is kept of all documents filed in each case. Court costs and restitution are assessed and collected for each case. These court-related costs are distributed in accordance with the law to the appropriate municipal, county and state offices and restitution victims. The office is responsible for the collection of bail money and its return to the surety upon completion of court action.

Clerk of Courts	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	2,317,600	2,317,600	2,594,636

Coroner

The Coroner is an independently elected official who is charged by Pennsylvania law with many responsibilities, the foremost of which is investigation, documentation and certification of a variety of deaths occurring within the county, including all deaths of other than natural causes, and any apparently natural deaths in which no attending physician can reasonably state the cause. The Coroner can utilize any and all medicolegal investigative techniques, including a viewing (non-autopsy), autopsy (invasive postmortem examination), to establish both the medical cause and manner (mode) of death (natural, accident, suicide, homicide or undetermined).

Coroner	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	1,446,287	1,446,287	1,523,984

Courts and District Justices

Montgomery County is the 38th Judicial District of the Unified Judicial System of Pennsylvania. The Court of Common Pleas will have a complement of 23 Judges and 6 Senior Judges. There are 30 Magisterial District Judge courts within the District.

Courts	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	15,327,931	15,327,931	16,561,329

District Justices	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	9,495,120	9,495,120	9,990,890

District Attorney

The Montgomery County Office of the District Attorney is an Independently Elected Official who is dedicated to achieving justice and protecting the safety of our community. The Office fairly investigates, and aggressively prosecutes, criminal activity throughout our County, while zealously enforcing the law and the rights of crime victims. Their goal is to keep Montgomery County safe and secure by effectively working with the entire law enforcement community. They fight for justice in the courts, seek appropriate punishment for those who commit crimes, provide complete assistance to victims of crime, and offer community-based crime prevention programs to educate the public.

District Attorney	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	14,677,756	14,677,756	15,442,042

Domestic Relations

The Montgomery County Domestic Relations Office establishes paternity and determines and enforces child and spousal support orders in accordance with Federal, State and Local Regulations, Statutes, and Rules of Civil Procedure.

Domestic Relations	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	8,254,032	7,818,796	8,503,724

Jury Board

The Jury Commissioners are Independently Elected Officials. The Montgomery County Jury Selection Commission is responsible for providing a qualified pool of jurors to ensure the right of all citizens to a trial by an impartial jury.

In 2016 the Jury Board expects to call between 75,000 and 76,000 jurors for the year. Thus far in 2015, 8,876 jurors appeared and 1,156 jurors were assigned to cases.

Jury Board	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	545,897	508,397	581,454

Law Library

The Law Library of Montgomery County serves the legal research needs of the courts, governmental agencies, the practicing bar and the public. The Library has legal materials available for general interest, for knowledge about legal transactions, for educational information and includes materials designed for use by the layperson. The Law Library of Montgomery County, established by an act of the state legislature on March 12, 1869, is located in the lower plaza level of the Montgomery County Court House, Norristown, Pennsylvania.

Law Library	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	624,325	521,872	746,255

Prothonotary

The Prothonotary is an Independently Elected Official. The mission of the Montgomery County Prothonotary is to serve as the chief civil clerk of the 38th District of the Court of Common Pleas for the Commonwealth of Pennsylvania. The Prothonotary leads a staff to provide the public, bar, and judiciary accurate maintenance of civil court documentation through honest, dependable and efficient direction with the utmost integrity.

The Office of the Prothonotary is investing in the personnel and equipment needed to move to 100% e-filing, by pro se filers and attorneys filing civil related pleadings, in the near future. (Currently e-filing represents more than half of the filings in the office.) The effort will improve accuracy, reduce paper, and ultimately allow for additional savings. The costs of this investment are being paid through the Prothonotary's Automation Fund.

The Prothonotary also provides other services. It processes Protection from Abuse petitions and works in conjunction with other advocates to assist victims of domestic abuse. The Passport Office is pursuing ways to make the process more efficient and streamlined for the customer while adhering to all Federal and State Department regulations.

Prothonotary	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	2,337,100	2,337,100	2,281,933

Register of Wills

The Register of Wills & Clerk of the Orphans' Court is an Independently Elected Official. As the office of public records for the Orphan's Court Division of the Court of Common Pleas, the Register of Wills & Clerk of Orphans' Court espouses a mission to ensure the highest degree of accuracy, accessibility, and preservation of historically valuable, original court documents for the public.

Register of Wills	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	1,161,176	1,161,176	1,219,456

Sheriff

The Sheriff is an Independently Elected Official. The Office of Sheriff in the Commonwealth of Pennsylvania is authorized and established by the Constitution of 1784 and the current revisions under which our State Government now operates. The Sheriff is the chief law enforcement officer of the County under the Pennsylvania Constitution. While most police work is now done by local and state police, the Sheriff's broad powers authorize him and his deputies to enforce the law.

The Sheriff is called upon during riots, prison breaches, strikes and other emergencies which are or may be a breach of the peace. Among the duties of the Sheriff are service of all writs both criminal and civil issued by the Courts, and the transportation of prisoners throughout the Commonwealth of Pennsylvania and extraditions from other states for the purpose of court proceedings. The Sheriff also issues permits for firearms and conducts sale of real and personal property at the request of litigants, including the city, county and state.

In 2013, the Sheriff's Department served a total of 8,465 warrants and transported 14,030 prisoners throughout the Commonwealth. As of September 30, 2014, the Department has served 7,108 warrants and transported 9,314 prisoners throughout the Commonwealth.

Sheriff	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	8,779,407	8,779,407	8,998,639

CORRECTIONS

Adult Probation

The Adult Probation and Parole Department acts as an extension of the Board of Judges of Montgomery County. The agency is challenged with the fundamental responsibility to supervise all probationers, parolees, and intermediate punishment cases in the community. As of November 2015, we currently have 15,591 offenders under the authority and jurisdiction of the Montgomery County Board of Judges'.

Supervision of these offenders is accomplished through a number of strategies that include home visits, community visits, urine surveillance, and probation office appointments. In addition to general supervision, the Department provides inter-county and interstate supervision services, providing intensive supervision services for the three (3) Specialty Treatment Courts (Drug, Behavioral Health, and Veterans), pre-sentence investigations and reports, maintains an intensive specialty Sex Offender supervision unit, and an intensive Mental Health unit for those with a dual diagnosis and diagnosed seriously mental ill. The Department also provides house arrest and electronic monitoring to support pre-trial services, DUI sentencing, and other sanctioned-related matters, and programming to accommodate community services and treatment opportunities.

Montgomery County Adult Probation and Parole Department's mission is to partner in protecting public safety that promotes justice through community supervision. We enforce Court orders and meet community expectations by holding offenders accountable and offering meaningful opportunities that foster positive behavioral change.

Adult Probation	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	8,104,994	7,990,813	8,888,972

Juvenile Probation

Child Care – Delinquent

The Montgomery County Juvenile Justice System is dedicated to ensuring that: citizens live in safety, victims are restored to the extent possible and that, juvenile offenders are held accountable and develop the competencies to become positive members of society. The Juvenile Justice System is committed to carrying out this mission with dignity, respect and compassion for all.

Currently, less than 500 children are under the Department's supervision, with a projected 850 referrals this year and about 1,200 children expected to be managed by the department in 2015.

Juvenile Probation	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	5,061,106	5,144,135	5,268,270

Child Care - Delinquent	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	10,187,000	10,187,000	10,265,000

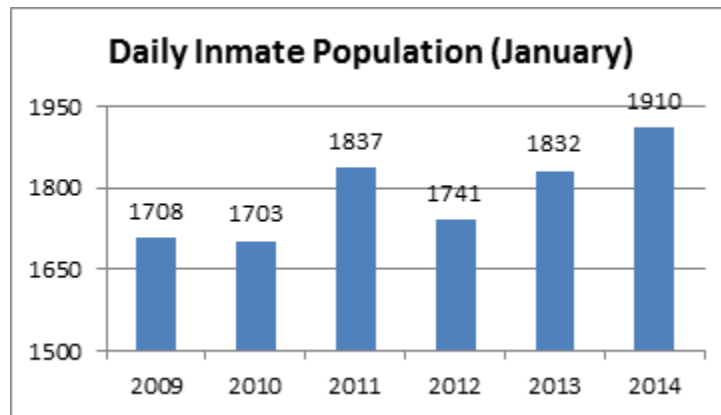
Driving Under the Influence

This office, commonly referred to as DUI, oversees the rehabilitative efforts of County residents arrested for drunken driving; evaluates clients for possible treatment and conducts 12.5 hours of safe driving instruction for those arrested for driving while intoxicated. Staff personnel works closely with law enforcement officials throughout the County. In 2015, this office has served 2,528 individuals to date, which is similar to 2014's numbers when it served 3,245 individuals by the end of the year.

Driving Under the Influence	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	462,235	413,425	485,118

Correction Facility

The Montgomery County Correctional Facility is located in Lower Providence Township, Montgomery County. The Montgomery County Correctional Facility houses both male and female sentenced offenders and individuals awaiting trial. As of November 2015, the average daily population was 2,067 with a work release average of 105 individuals.



Correction Facility	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	32,591,071	34,962,804	37,424,822

Youth Detention Center

(A description of the Youth Detention Center is found under Human Services)

HUMAN SERVICES

Aging and Adult Services

The Montgomery County Office of Aging and Adult Services (MCAAS) serves as the mandated area agency on aging for the County, to develop and provide a comprehensive and coordinated system of services for older persons. MCAAS works to assist individuals and families in preventing premature institutionalization and to support the elderly and the disabled in living as independently as possible within their community.

In 2014, MCAAS provided:

- 275,198 home delivered meals
- 265,901 visits to Senior Centers
- 4,082 long term care assessments
- 717 reports of abuse or neglect taken
- 383 abuse or neglect investigations conducted
- 1,484 consumers provided with care management; coordination of services to remain in their homes

Aging and Adult Services	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	20,194,869	19,477,472	19,967,373

Children and Youth Administration & Child Care - Dependent

The Office of Children and Youth (OCY) delivers child protective and family-focused child welfare intervention so that children and their families can achieve and maintain a safe, stable and desirable quality of life. The department's three overarching goals are: child safety, child permanency, and child and family well-being. Services are delivered in accordance with federal and state statutes, as well as Department of Public Welfare regulations. OCY responsibilities expanded in 2015 as a result of new laws that increased reporting of suspected child abuse and increased investigative requirements. By the end of 2015, families receiving services will total over 10,700. Effective in 2016, OCY's protective responsibilities will again expand to include investigation possible victims of child trafficking. Services delivered by the Department in the past year include but are not limited to the following:

- Reports of suspected child abuse and neglect are received around the clock - Child protection investigations have increased 50.5% in the past year. 3,797 reports were investigated in the past 12 months. Of that total, 3,242 were investigations of child abuse and neglect and 616 involved diversion services through which families are connected to community programs intended to prevent child abuse and neglect. The stability of 6,883 families was assessed and safety of 17,938 children was addressed.
- 2,123 families received ongoing child welfare services - 85% of the families received those services in their home. The average number of children being monitored at home is 748 children per day. An additional 516 children were temporarily placed in foster care. The County licensed and maintained 87 foster homes. Independent living preparation services or aftercare services were

delivered to 147 youth during transition to independence. 62 children achieved permanency through adoption or permanent custody with a legal custodian.

Children and Youth Administration	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	12,218,583	11,024,111	12,672,950

Child Care - Dependent	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	15,116,400	15,473,339	16,000,000

Day Care

The Departments of Human Services and Education, Office of Child Development and Early Learning provides state and Federal funding to Montgomery County to manage the child care subsidy program and it is the designated Child Care Information Services (CCIS) for Montgomery County. Montgomery County CCIS also oversees the operation of the court care child care program.

Day Care	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	25,051,777	26,206,793	27,168,353

Drug and Alcohol Programs and Behavioral Health Programs

The Montgomery County Behavioral Health/Developmental Disabilities Department is committed to the establishment and oversight of drug and alcohol, mental health and intellectual disabilities services in Montgomery County. By forming partnerships with the state, county, advocates, system partners, recipients and their families we can promote recovery, inclusion and an everyday life of hope. We will accomplish success through evidenced based and best practices.

Expenditure levels for Mental Health and Developmental Disabilities in 2015 are similar to 2014, which were down dramatically from previous years due to the State budget cuts in mid-2012. In spite of the decreases in funding, Montgomery County is able to serve approximately the same number of individuals as previous years. In 2015, the Department provided services to the following numbers of individuals:

- The Office of Developmental Disabilities (DD) served nearly 2,700 individuals with Intellectual Disabilities
- The Office of Mental Health (MH) served over 5,000 individuals with a mental illness (this number does not including those served through Medicaid). These individuals have access to a continuum of services, including therapy and psychiatry services, residential services, peer support, case management, career services, and housing support.

- The Office of Drug and Alcohol (D&A): Each year approximately 6,000 County residents receive drug and alcohol prevention awareness programs while approximately 3,967 students receive Student Assistance Services in the schools and 1,300 residents receive short term counseling and/or other intervention services. Additionally, 2,600 residents receive Level of Care Assessments for placement in to Drug & Alcohol treatment services of which approximately 1,500 residents chose to receive ongoing outpatient and/or inpatient care with the primary focus being on attaining and maintaining a drug and alcohol free life.

- Early Intervention, which was not affected by the decrease, continues to serve about 2,525 individuals annually.

The Department of Behavioral Health and Developmental Disabilities has established a number of performance goals, including but not limited to:

- BH/MH: Reduction of 30 day Adult Inpatient Psychiatric admissions by 11%.
- BH/MH: Reduction of Residential Treatment Facility admissions for children by 11%.
- BH/MH: Increase the speed that individuals can access treatment services.
- BH/MH: Increase positive outcomes of individuals served as demonstrated on a scientifically validated recovery measure.
- D&A: Reduce the number of deaths from overdose.
- D&A/MH: Continue to integrate Student Assistant Services by blending funding to increase the positive outcomes for young people.
- DD: Provide information and training sessions to our community partners including individuals, families, advocates, service providers, school districts, legislators and social service agencies to promote choice, partnership, and community understanding of the Developmental Disabilities to support individuals transitioning from the education system through quarterly newsletters, semi-annual outreach events and participation in community resource events. The Office of Developmental Disabilities transitioned 62 individuals from the school system who graduated in 2014, and are currently working with 82 individuals who graduated in June 2015.
- DD: Work with our provider community in developing and promoting innovative programs to meet the needs of individuals with complex medical and/or behavioral needs that go beyond the traditional Developmental Disabilities service system.

Drug and Alcohol Programs	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	6,173,211	6,173,211	5,416,767

Behavioral Health Programs	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	48,971,888	47,328,304	48,394,878

Health Department

The primary mission of the Health Department is to assure the provision of services that promote, protect and preserve the public's health. This mission includes providing personal health services by promoting the well-being of individuals, families, groups and communities; protecting the health of Montgomery County residents through surveillance of all reportable diseases, control and prevention of outbreaks and unusual occurrences, and provision of preventive services; and, improving the public's health through health education programs, health screenings and media campaigns.

The Department also provides Environmental Health Services, in its efforts to license and inspect food service facilities, investigate environmental complaints, health and safety inspections of organized camps, campgrounds, public bathing facilities, mobile home parks and institutional sanitation and safety throughout Montgomery County. The Department oversees permit issuance and installation inspections of private water supplies and on-lot sewage disposal systems to protect surface and ground water.

Among the Departments' many performance measures:

- The Prenatal Service Program provided free prenatal care at one prenatal clinics to 156 pregnant, low-income women who are uninsured, underinsured, or who did not qualify for Medical Assistance.
- 96 Pack 'n Play with Bassinets and sheets were delivered to families in need of a safe sleep environment.
- 15,528 reports of mandated reportable diseases/conditions
 - 7,552 communicable diseases investigated with 4,602 being confirmed cases
 - 1,140 animal bite investigations
- Provided 615 clinic visits for Tuberculosis
 - Provided 2,025 directly observed therapy for 143 Tuberculosis patients
- Provided 2,516 immunization appointments to clients at the Norristown, Pottstown, and Willow Grove health centers and community sites.
- Provided 11,493 seasonal influenza immunizations to high-risk residents at 8 community-based sites and 8 targeted outreach sites.
- Provided HIV testing, counseling and education on safe sex practices and other preventive measures to 1,360 pretest and 1,148 post-test persons through the Communicable Disease Control Clinics.
- Provided HIV testing to 103 at-risk youth.
- Screening, diagnosis and treatment for sexually transmitted diseases was provided to 2,706 persons through MCHD's Communicable Disease Control Clinics.
- Investigated 2,251 cases of Sexually Transmitted Diseases.
- 22,733 persons reached through Health Education programs by the Division of Health Promotion.
- Installed 332 child passenger safety seats at 4 monthly installation/inspection stations within Montgomery County.
 - Distributed 258 child passenger safety seats to income qualifying Montgomery County residents.
 - Conducted 22 CPS educational programs.
 - Distributed over 1,000 pieces of child safety literature at various community events.
- Coordinated 100 Survival 101 educational programs in partnership with local law enforcement.
- Conducted 8,382 inspections at all MCHD licensed food facilities.

Health Department	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	9,405,453	9,002,064	9,759,538

Parkhouse

The Parkhouse facilities were sold in 2014. There are no additional operating expenses related to Parkhouse.

Parkhouse and Assisted Living	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	754,000	571,977	554,000

Veterans Affairs

The mission of the Montgomery County Veterans Affairs Office is to inform veterans and their dependents of the various county, state, and federal benefits available. Our office determines eligibility and acts as an advocate for veterans and their families who wish to apply for veterans benefits.

Veterans Affairs	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	504,935	504,935	524,015

Youth Shelter Center & Youth Detention Center

The Montgomery County Youth Center is a 48-bed co-ed residential facility where ten to eighteen year old juveniles reside while they are awaiting juvenile court hearings. The Youth Center operates two separate and independent programs: a 36-bed Secure Detention unit that houses juveniles alleged to have committed a delinquent act and a 12-bed Shelter which houses juveniles for minor delinquent offenses and dependency issues such as runaway, truant or ungovernable behavior. Physically or sexually abused juveniles can also be placed in the Shelter.

The primary objective of the Youth Center is to provide for the physical and emotional wellbeing of all residents in a safe and secure environment. The community is thereby safeguarded while residents are held accountable for their behavior and learn new skills to effect positive change in their lives. Juveniles are provided with round the clock direct supervision by the shelter staff (Youth and Family Advocates) or detention staff (Secure Detention Counselors).

In 2013, the Center's shelter care:

- Had 102 new admissions
- Provided 3,748 child care days
- Averaged 10.3 residents per day

In 2013, the Center's secure detention facility:

- Had 433 new admissions
- Provided 8,926 child care days
- Averaged 24.3 residents per day

Youth Shelter Center	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	1,340,674	1,197,932	1,398,367

Youth Detention Center	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	4,060,818	3,802,914	4,616,766

PUBLIC SAFETY

The mission of the Department of Public Safety is to protect and enhance the wellbeing of our residents by providing highly professional and well-coordinated services that include emergency responder training, emergency communications, administration and deployment of strategic assets, as well as response to, and recovery from, critical incidents. These tasks are accomplished through the Divisions of Emergency Management, Emergency Communication, Emergency Medical Services, Homeland Security and Intelligence and the police, fire and emergency medical training offered at the Public Safety Training Campus.

Severe weather continues to pose a significant threat to Montgomery County. The Division of Emergency Management plans for and stands ready to respond to all natural or manmade disasters that affect the county. This past year, the Division of Emergency Management coordinated planning for the visit of Pope Francis to the County. This was considered the largest National Special Security Event (NSSE) ever conducted by the United States Secret Service.

The Department of Public Safety is also the lead agency for the administration of the Southeastern Pennsylvania Regional Task Force, which facilitates the distribution of about \$18 million annually in Homeland Security grants for planning, training and equipment across the 5-County Philadelphia region.

The Emergency Communications Division is in the midst of an upgrade to the Emergency Dispatch Radio System, which processes one million radio transmissions monthly. The division processes about 845,349 calls to the 9-1-1 center annually and dispatches emergency responders to 2,300 calls a day, on average. In 2015, one of the first fully integrated Text to 911 systems in Pennsylvania was implemented. This is a significant capability that will greatly enhance public safety for the whole community.

The Emergency Medical Services (EMS) division manages the implementation of the drug overdose committee recommendations concerning the administration of Naloxone medication. They also completed the implementation of the Physicians Response Team (PRT), a unique program that provides a Board Certified Emergency Physician on the scene of mass casualties, SWAT and HAZMAT incidents.

The Homeland Security and Intelligence division is completing a Request for Proposal for the County's first ever hosted Records Management System (RMS). This is a collaboration with both local and county criminal justice agencies and is a significant enhancement to our intelligence led law enforcement support.

In addition, the School Safety Coordinator works with administrators in 146 public school buildings, 150 non-public schools, 12 institutions of higher learning, 4 technical schools and the Montgomery County Intermediate Unit to develop security plans and procedures, training for their personnel and to conduct drills and exercise to test their readiness.

The police, fire and emergency medical responders who directly serve our residents also receive comprehensive training throughout the year at the department's Public Safety Training Campus. In 2014, those training programs included:

- 266 total fire and police training courses
- 248 training days in the Tactical Response Training Center

- 14,171 total fire and police students
- 63,780 total training hours fire/police

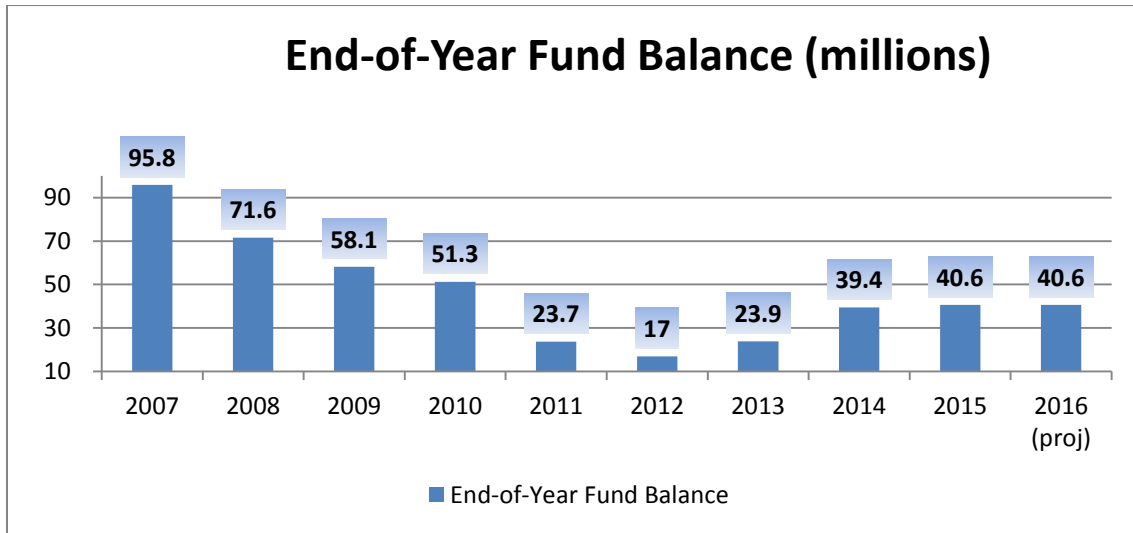
In December 2014, the Department of Public Safety’s resources were tested during the search for Bradley Stone along with an intense homicide investigation involving numerous jurisdictions. The Department provided coordination and support services to our partner agencies at local, state, county, and Federal levels. This coordination included deployment of resources to various scenes over a 48-hour period.

Looking forward, the Department of Public Safety has identified numerous emerging threats and challenges, including “home grown” terrorism, active shooters, cybercrime, infectious disease and high profile events such as a the region hosting the Democratic National Convention.

Public Safety	2015 Budget	2015 Actual (projected)	2016 Budget
Total Expenditures	4,299,759	4,223,744	4,633,988

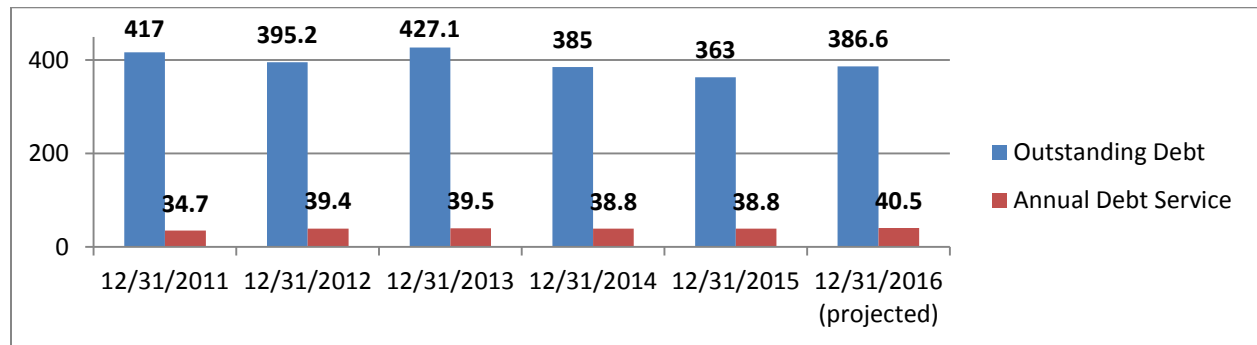
FUND BALANCE

2015 projects to end the year with a fund balance of nearly \$40.6 million, or just over 10.94 percent of revenues. This represents the third consecutive year of an increase in the year-end fund balance, the stabilization of the Fund Balance at the recommended reserve levels of at least 10% of revenues which had not been achieved since 2010. The 2016 Budget assumes that the County will end the year with a fund balance of \$40.6 million, equal to over 10.4 percent of budgeted revenues.



DEBT SERVICE

The 2016 Budget projects Debt Service payments totaling \$41 million. By the end of 2016, assuming a capital borrowing of \$55 million in 2016, the total outstanding County debt will be \$386.6 million, down \$40.5 million from the end of 2013. This change is due to the retirement of debt through routine debt service, and the defeasance of over \$19 million in debt related to the Human Services Center and the Parkhouse facility.



The Capital Plan that can be found later in this document anticipates spending levels above that of currently available funds. In order to fund the Capital Budget, the County will need to borrow additional capital funds, early in 2016. In its analysis of the County's fiscal situation, Moody's noted that the County could absorb additional debt. "Moody's expects the County's debt burden to remain manageable, given its modest direct debt burden (0.4% of full value). The County's overall debt burden, inclusive of overlapping school district and municipal debt, is a manageable 1.9% of full value, comfortably below the 3% state median for Moody's-rated counties."

PENSION FUND

The Montgomery County Retirement Fund is healthy as indicated by both Moody's and Fitch in their most recent assessments of the County's fiscal health, with a January 2015 funded ratio of 90.1 percent. However, the County neglected to make its actuarially determined Actuarially Determined Contribution (ADC) from 2008 to 2012. During that period, the ARC grew from just over \$2 million to an estimated \$11 million in 2014, while the fund has fallen from being 100 percent funded.

In 2013 the County made an ADC payment of over \$3.2 million, and \$3.5 million payments in 2014 and 2015. The 2016 Budget projects a Pension payment of \$8 million, estimated to equal the full ADC payment.

SUBSIDIES

Education Subsidies

Montgomery County Community College

Founded in 1964, the Montgomery County Community College has grown with the community to meet the lifelong learning needs of Montgomery County. Known for its academic excellence and based on the successes of 55,000 alumni, the College has been designated as a Leader College by Achieving the Dream, placing it in the top 6% of all community colleges to receive this recognition, and in 2014 received the Leah Meyer Austin Award for its work to improve developmental education outcomes, college readiness, and student persistence. The College was ranked first in the nation in its use of technology by the Center for Digital Education for 2008, 2009, and 2010. In addition, their focus on the country's veterans was acknowledged again as the College earned its fifth consecutive "Military Friendly School" designation from G.I. Jobs magazine.

The College has two campuses in Blue Bell and Pottstown, a Culinary Arts Institute in Towamencin Township and a variety of first-responder offerings at the Public Safety Training Campus in Conshohocken, as well as an extensive array of e-Learning options offered through the Virtual Campus. Total enrollment for 2013-2014 is 24,157 students, comprised of 20,250 credit and 3,907 non-credit students. The College's comprehensive curriculum includes 100+ associate degree/certificate programs, as well as specialized workforce development training and certifications that includes training for employees at more than 200 companies.

The 2016 Budget subsidy of \$18,018,407 consists of \$14,189,887 for operating funds and long-term leases, \$2,988,520 for County funded Capital debt obligations, and support for Campus Capital projects through the County's Capital Fund in the amount of \$840,000. The County also owns the land where the Blue Bell campus is situated (assessed value of nearly \$60 million) which it provides to the College for \$1 in annual rent.

Montgomery County Community College	2015 Subsidy	2016 Subsidy
Total Expenditures	18,018,407	18,018,407

Montgomery County - Norristown Public Library

The Montgomery County – Norristown Public Library was established in 1796 as a non-profit corporation. The Norristown Public Library consists of four branch locations, Conshohocken, Perkiomen Valley at Schwenksville, Royersford, and Upper Perkiomen Valley supported by appropriations from the Commonwealth of Pennsylvania, Montgomery County, Norristown Area School District, and additional income from various other sources.

The Commonwealth of Pennsylvania stipulates certain requirements the Library must abide by as it relates to the number of employees, hours of operation each week, and percentage of their budget which must go to materials. As it stands today, the Library has been granted waivers for "local government income," "Number of FTEs" and "required hours open to the public" for unmet requirements stipulated by Pennsylvania State Library Code. Any further funding reductions from the

State or the County would affect their ability to adhere to the minimum of 12% of their total budget going to library materials, a requirement they are, at present, just meeting.

- Currently operate the main library, 4 bookmobiles and 4 branches.
- An MC-NPL library card currently provides access to 2.4 million items.
- At least 25% (125,000 items) from total Collection is circulated to County residents at one time.
- Main library and four branches welcomed 80,365 computer users for a total of 89,527 log-on hours.
- Main library and four branches held 3,244 programs, attended by 67,431 patrons. This includes programs for adults, teens and children.

Montgomery County – Norristown Library	2015 Subsidy	2016 Subsidy
Total Expenditures	2,396,415	2,451,415

Cooperative Extension

Montgomery County had one of the first county agents in the nation when Penn State University initiated informal agricultural education in 1912. Today Cooperative Extension offers research-based education and problem-solving assistance to both private citizens and businesses. Extension provides mandated education and diagnostic services for many licensed professions. County residents also take advantage of diagnostic resources for water, soil, and plant/insect identification. Along with educational outreach in human nutrition, ag production, horticulture, community forestry, ag entrepreneurship, and youth development, current programming includes bio-energy research, water quality, and environmental stewardship.

In 2015, Montgomery County Cooperative Extension reached over 30,000 county citizens at face-to-face educational sessions. In addition, 8,989 professional development certificates were awarded to Montgomery County early education professionals for a total of 24,997 training credits in 2015. Educational articles in local publications extended to a readership of over 540,000. An estimated 700,000 pieces of printed educational materials were disseminated as well. Enrollment in the Montgomery County 4-H youth development program continues to be one of the highest in the state and includes outreach to almost every school district in the County. In addition, over 1,300 educational meetings were held at the 4-H Center during the year. For every dollar in County funding, Cooperative Extension is able to leverage an additional \$7.59 in funds from federal, state, and private sources.

Cooperative Extension	2015 Subsidy	2016 Subsidy
Total Expenditures	333,737	357,511

Transportation and Planning Subsidies

Delaware Valley Regional Planning Commission (DVRPC)

The Delaware Valley Regional Planning Commission (DVRPC) brings together the regions elected officials, planning professionals and the public with a common vision of shaping our communities for the better. DVRPC works to build consensus on improving transportation, promoting smart growth, protecting the environment and enhancing the economy. For every \$1 of County funds, the County receives approximately \$1.14 of return in grants for planning and projects in the County.

DVRPC	2015 Subsidy	2016 Subsidy
Total Expenditures	185,284	185,284

Mass Transportation

The Southeastern Pennsylvania Transportation Authority serves Montgomery County residents and the greater region with various forms of public transit, including bus and rail transportation.

Pottstown Area Rapid Transit (PART) is a bus service in Pottstown and the surrounding communities which is a publicly owned and privately operated system.

- In 2013, an estimated 15,186,294 passenger trips occurred in the County on buses, regional rail and the Norristown High Speed Line. This is a significant increase from 2011.
- In 2013, there were approximately 83,876 annual paratransit trips on SEPTA and PART.

Mass Transportation	2015 Subsidy	2016 Subsidy
Total Expenditures	4,301,800	4,597,800

Montgomery County Conservation District

The Montgomery County Conservation District's mission is to protect and improve the quality of life of the residents of Montgomery County and surrounding communities by providing, in cooperation with others, timely and efficient service, education and technical guidance for the wise use of our soil, water and related resources.

The County is reimbursed by the Conservation District for certain salaries in the amount of \$419,100. The net subsidy to the Conservation District is \$150,000.

Montgomery County Conservation District	2015 Subsidy	2016 Subsidy
Total Expenditures	550,701	569,100

2016 Capital Budget and Five-Year Capital Plan

The 2016 Capital Budget and Five-Year Capital Plan include total 2016 Capital expenditures of \$76,206,615, and total expenditures of \$437,382,284 over the years 2016-2020. Over 90 percent of the proposed expenditures relate to existing County infrastructure. This is in sharp contrast to the 2012 Capital Budget which had only 53.4% of expenditures relating to existing County infrastructure, and reflects the stated goal of investing in the County.

The budget anticipates receiving revenues from matching funds related to capital projects totaling more than \$26.8 million in 2016, and nearly \$202 million for the years 2016 – 2020. As a result, the net County Capital expenditures for 2016 are projected to be just over \$49.3 million in 2016, and over \$201.9 million for the years 2016 – 2020. This level of Capital spending will require borrowing additional funds in 2016, as contemplated in the General Fund budget.

Highlights among the many projects included in the Capital Plan include:

- Funding for completion of the new County emergency radio system
- Repairs and renovations to structurally deficient bridges across the County
- Funding the Open Space, Park and Trail Expansion Program
- Continued investment in County Information Technology
- Investments in the County fleet
- Investments in the campus of the Montgomery County Community College
- Required SEPTA Capital commitments
- Funds for Economic Development investments across the County

Complete details for the Capital Plan can be found in Appendix 2 of this document.

Appendix 1

2016 General Fund Budget Detail

**COUNTY OF MONTGOMERY
GENERAL FUND**

BUDGET SUMMARY

	2015	2015	2016
	<u>Adopted</u>	<u>Actual (projected)</u>	<u>Proposed</u>
Real Estate Valuation (Billions)	\$ 59.289	\$ 59.289	59.645
Tax Rate (Mills)	3.152	3.152	3.459
Net Current Taxes	\$ 179,683,032	\$ 179,683,032	197,703,462
Prior Year Taxes	<u>4,500,000</u>	<u>4,500,000</u>	<u>4,500,000</u>
Total Real Estate Taxes	\$ 184,183,032	\$ 184,183,032	\$ 202,203,462
Parkhouse and HSC Facilities	200,000	500,000	134,000
Departmental & Other Revenue	50,380,365	50,336,818	\$50,977,389
Grant Revenue	<u>136,401,692</u>	<u>135,662,602</u>	<u>136,439,383</u>
Total Revenues	\$ 371,165,089	\$ 370,682,452	\$ 389,754,234
Fund Balance January 1	<u>39,084,335</u>	<u>40,156,005</u>	<u>40,562,765</u>
Total Revenues and Balance Appropriation	410,249,424	410,838,457	430,316,999
Total Expenditures	<u>\$ 371,145,000</u>	<u>\$ 371,196,381</u>	<u>\$ 389,722,974</u>
Annual Operating Surplus/(Deficit)	20,089	(513,929)	31,260
Non-Recurring Revenues and Expenditures			
<i>Net Asset Sale Proceeds/One Time Revenues</i>	5,500,000	6,120,689	-
<i>Cost of 27th Paycheck</i>	(5,200,000)	(5,200,000)	-
Projected Year-End Fund Balance	<u>\$ 39,404,424</u>	<u>\$ 40,562,765</u>	<u>\$ 40,594,025</u>
Fund Balance as a percentage of Revenues	10.62%	10.94%	10.42%

**COUNTY OF MONTGOMERY
GENERAL FUND**

DEPARTMENTAL REVENUE

	2015	2015	2016
	Adopted	Actual (projected)	Proposed
Adult Probation	1,596,124	1,562,801	1,601,255
Aging & Adult Services	2,575,000	2,575,000	2,580,000
Assets & Infrastructure	1,901,527	1,901,527	1,891,072
Board Of Assessment	126,500	140,000	135,000
Children And Youth	361,500	400,000	361,500
Clerk Of Courts	5,100,000	4,925,883	4,704,100
Conservation District	350,701	350,701	396,122
Coroner	311,350	319,320	364,350
Correction Facility	2,513,992	3,218,501	3,296,480
Courts	336,150	336,150	479,364
District Attorney	248,919	206,545	248,919
District Justices	3,000,000	3,000,000	3,000,000
Domestic Relations	6,053,241	5,830,885	5,968,626
Drug And Alcohol Programs	240,000	240,000	240,000
DUI Administration	783,000	783,000	783,000
Health Department	1,276,950	1,387,610	1,531,950
Information Technology Solutions	75,000	89,540	65,000
Juvenile Probation	400,000	320,255	305,500
Law Library	20,000	23,499	20,000
Mental Health Programs	250,000	562,727	30,000
Planning Commission	1,193,662	1,193,662	1,009,471
Prothonotary	4,171,489	3,983,224	4,072,639
Public Defender	40,000	27,312	30,000
Public Safety	1,029,868	900,768	2,035,999
Purchasing	-	1,500	850
Recorder Of Deeds	5,430,962	6,218,692	6,175,512
Register Of Wills	2,602,000	2,399,845	2,574,000
Sheriff	2,507,330	2,507,330	2,521,530
Tax Claim Bureau	2,825,000	2,852,900	2,825,000
Treasurer	95,000	116,313	93,000
Youth Centers	45,150	45,150	150
Other Department Revenue	366,533	97,905	12,000
	<u>\$ 47,826,948</u>	<u>\$ 48,561,818</u>	<u>49,352,389</u>

OTHER REVENUE

Interest	150,000	150,000	100,000
Recoverable Expenditures	2,303,417	1,600,000	1,500,000
Bail Recovery	100,000	25,000	25,000
	<u>\$2,553,417</u>	<u>\$1,775,000</u>	<u>\$1,625,000</u>
Total Departmental and Other Revenue	<u>\$50,380,365</u>	<u>\$50,336,818</u>	<u>\$50,977,389</u>

**COUNTY OF MONTGOMERY
GENERAL FUND**

GRANT REVENUE

	2015 <u>Adopted</u>	2015 Actual (projected) <u> </u>	2016 <u>Proposed</u>
Adult Probation	187,455	332,744	42,377
Aging & Adult Services	15,900,400	15,335,400	15,510,400
Assets & Infrastructure	774,700	787,088	775,000
Children And Youth	21,482,000	21,482,000	22,253,750
Community Connections	134,070	134,070	222,000
Courts Admin	1,619,778	1,619,778	1,635,318
Day Care	25,269,519	26,227,876	27,170,078
District Attorney	366,900	366,900	381,400
Drug And Alcohol	5,768,609	5,768,609	5,017,284
Health Department	5,812,026	5,812,026	5,761,480
Juvenile Probation	7,340,511	7,340,511	7,214,974
Behavioral Health	47,246,007	45,876,007	46,702,990
Planning	210,000	210,000	183,600
Public Safety	1,190,117	1,190,117	532,732
Register Of Wills	40,000	85,000	55,000
District Justice	-		67,500
Purta	230,000	214,876	230,000
Youth Centers	2,829,600	2,829,600	2,683,500
Other Grant Revenue		50,000	
	<u>\$132,811,248</u>	<u>\$135,662,602</u>	<u>136,439,383</u>

**COUNTY OF MONTGOMERY
GENERAL FUND**

EXPENDITURE BUDGET

	2015	2015	2016
	Adopted	Actual (Projected)	Proposed
<u>County Administration</u>			
Commissioners	2,670,568	\$ 2,719,116	2,811,644
Assets and Infrastructure	5,650,198	\$ 5,492,039	6,145,403
Board Of Assessment Appeals	3,266,311	3,266,311	3,354,189
Controller	1,712,314	1,589,141	1,771,521
Security	909,779	1,114,445	1,123,992
Commerce -			
Economic/Workforce Development	35,082	187,515	434,775
Human Resources	872,889	840,692	907,928
Information Technology Solutions	6,313,978	5,586,834	7,115,268
Planning Commission	3,700,652	3,859,247	4,324,361
Public Defender	4,203,572	4,130,760	4,532,732
Purchasing	824,049	859,468	847,973
Recorder Of Deeds	1,581,829	1,526,789	1,606,606
Tax Collector's Fees	1,370,000	1,464,860	1,370,000
Tax Claim Bureau	728,822	695,383	729,300
Treasurer	688,457	665,524	728,966
Voter Services	2,017,139	1,751,375	2,287,825
Total County Administration	36,545,639	35,749,499	40,092,483
<u>Judicial</u>			
Clerk Of Courts	2,317,600	2,317,600	2,594,636
Coroner	1,446,287	1,446,287	1,523,984
Courts/Drug Court	15,327,931	15,327,931	16,561,329
Court Appointed Fees	580,000	842,615	875,000

**COUNTY OF MONTGOMERY
GENERAL FUND**

EXPENDITURE BUDGET

	2015	2015	2016
	Adopted	Actual (Projected)	Proposed
District Attorney	14,677,756	14,677,756	15,442,402
District Justices	9,495,120	9,495,120	9,990,890
Domestic Relations	8,254,032	7,818,796	8,503,724
Jury Board	545,897	508,397	581,454
Law Library	624,325	521,872	746,255
Prothonotary	2,337,100	2,337,100	2,281,933
Register Of Wills	1,161,176	1,161,176	1,219,456
Sheriff/Central Processing	8,779,407	8,779,407	8,998,639
Total Judicial	65,546,631	65,234,057	69,319,702
 <u>Corrections</u>			
Adult Probation	8,104,994	7,990,813	8,888,972
Juvenile Probation	5,061,106	5,061,106	5,268,270
Child Care - Delinquent	10,187,000	10,187,000	10,265,000
Driving Under the Influence	462,235	413,425	485,118
Correction Facility	32,591,071	34,962,804	37,424,822
Youth Detention Center	4,060,818	3,802,914	4,616,766
Total Corrections	60,467,224	62,418,062	66,948,948
 <u>Human Services</u>			
Aging & Adult Services	20,194,869	19,477,472	19,967,373
Children And Youth Admin	12,218,583	11,024,111	12,672,950
Child Care-Dependent	15,116,400	15,473,339	16,000,000
Day Care	25,164,944	26,206,793	27,168,353
Drug And Alcohol Programs	6,173,211	6,173,211	5,416,767

**COUNTY OF MONTGOMERY
GENERAL FUND**

EXPENDITURE BUDGET

	2015 Adopted	2015 Actual (Projected)	2016 Proposed
Behavioral Health Programs	48,971,888	47,328,304	48,394,878
Health Department	9,405,453	9,002,064	9,759,538
Community Connections	134,070	67,161	222,000
Youth Shelter Center	1,340,674	1,197,932	1,398,367
Parkhouse and Assisted Living	754,000	571,977	554,000
Veterans Affairs	504,935	504,935	524,015
Total Human Services	139,979,027	137,027,299	142,078,241
Public Safety	4,299,759	4,223,744	4,633,988
<u>Other</u>			
Insurance	1,600,000	1,600,000	1,600,000
Debt Services	38,815,074	38,302,074	41,035,095
Reduction In Staff Complement	(2,950,000)	-	(2,575,000)
Tax Refunds And Appraisals	1,000,000	825,000	1,000,000
Legal And Professional Fees	300,000	175,000	250,000
Merit Based Bonus Program			
Miscellaneous		200,000	
Total Other	38,765,074	41,102,074	41,310,095
<u>Transfers To Other Funds</u>			
Emergency Communications	500,000	500,000	
Liquid Fuels			
Recycling	100,000		

**COUNTY OF MONTGOMERY
GENERAL FUND
EXPENDITURE BUDGET**

	2015 Adopted	2015 Actual (Projected)	2016 Proposed
<i>Total Transfers</i>	<u>600,000</u>	<u>500,000</u>	<u>-</u>
<u>Subsidies</u>	<u>24,941,646</u>	<u>24,941,646</u>	<u>25,339,517</u>
Total General Fund Expenditures	<u><u>\$ 371,196,380</u></u>	<u><u>\$ 371,196,381</u></u>	<u><u>\$ 389,722,974</u></u>

**COUNTY OF MONTGOMERY
GENERAL FUND**

EXPENDITURES BY CATEGORY

	2015	2016
	<u>Adopted</u>	<u>Proposed</u>
Full-time Wages	109,320,124	112,527,105
Part-time Wages	3,684,044	4,211,367
Employee Benefits		
Medical, Dental, Long Term Disability	25,367,005	25,595,468
Social Security	8,139,098	8,488,552
Pension	3,508,395	8,047,066
Unemployment, and Workers Compensation	1,263,938	1,109,615
Unused Leave	1,170,328	1,220,576
Tuition Reimbursement Program	127,672	133,154
SUBTOTAL	39,576,436	44,594,431
Supplies/Maintenance/Training	11,825,696	12,744,434
Contracted Services	129,838,496	135,585,090
Equipment	2,352,942	2,852,860
Utilities	3,998,732	3,935,634
Debt Service	38,815,074	41,035,095
Subsidies/Earmarks	24,941,646	25,339,517
Other	6,791,810	6,897,441
TOTAL	371,145,000	389,722,974

**COUNTY OF MONTGOMERY
GENERAL FUND**

**HEALTH CHOICES FUND
BUDGET SUMMARY**

<u>Revenues</u>	<u>2015</u>	<u>2016</u>
Commonwealth of Pennsylvania Grant	128,294,356	112,084,000
Interest		
Total Revenues	128,294,356	112,084,000
Cash Balance January 1		
Total Revenues and Balance	128,294,356	112,084,000
<u>Expenditures</u>		
Contracted Services	94,282,402	100,290,512
Salaries and Wages	908,796	823,533
Operational Expenditures	7,630,942	5,283,589
Employee Benefits and Indirect Costs	217,370	208,267
Total Expenditures	103,039,510	106,605,901
Unappropriated Balance	25,254,846	5,478,099
Total Expenditures and Balance	128,294,356	112,084,000

**EMERGENCY DISPATCH SERVICES (9-1-1 FUND)
BUDGET SUMMARY**

<u>Revenues</u>	<u>2015</u>	<u>2016</u>
Land Line Phone Charges	6,356,849	15,823,544
Wireless Phone Charges	7,836,567	
General Fund Appropriation	500,000	
Interest	-	-
Other		
Total Revenues	14,693,416	15,823,544
Cash Balance January 1		
Total Revenues and Balance	14,693,416	15,823,544
<u>Expenditures</u>		
Salaries and Wages	8,693,854	8,627,376
Operational Expenditures	3,426,249	4,502,507
Employee Benefits	2,573,313	2,693,661
Equipment Upgrades	-	-
Total Expenditures	14,693,416	15,823,544
Unappropriated Balance		
Total Expenditures and Balance	14,693,416	15,823,544

**COUNTY OF MONTGOMERY
GENERAL FUND**

LIQUID FUELS TAX FUND

BUDGET SUMMARY

<u>Revenues</u>	<u>2015</u>	<u>2016</u>
Commonwealth of Pennsylvania	1,382,458	1,352,444
General Fund Appropriation	-	-
Interest		
Other	<u>130,412</u>	<u>94,800</u>
 Total Revenues	 1,512,870	 1,447,244
Cash Balance January 1	<u>-</u>	<u>-</u>
 Total Revenues and Balance	 <u>1,512,870</u>	 <u>1,447,244</u>
<u>Expenditures</u>		
Salaries and Wages	567,549	597,664
Maintenance of Roads and Bridges	868,590	989,332
Engineering of Roads and Bridges	25,670	
Employee Benefits	<u>219,525</u>	<u>242,931</u>
 Total Expenditures	 1,681,334	 1,829,927
Unappropriated Balance	<u>(168,463)</u>	<u>(382,683)</u>
 Total Expenditures and Balance	 <u>1,512,871</u>	 <u>1,447,244</u>

**SELF INSURANCE FUND
BUDGET SUMMARY**

<u>Revenues</u>	<u>2015</u>	<u>2016</u>
General Fund Appropriation	1,000,000	1,000,000
Settlements and Premium Adjustments	50,000	50,000
Interest	<u>25,000</u>	<u>25,000</u>
Total Revenues	1,075,000	1,075,000
 Cash Balance January 1	 <u>2,500,000</u>	 <u>2,025,000</u>
Total Revenues and Balance	<u>3,575,000</u>	<u>3,100,000</u>
<u>Expenditures</u>		
Claims	1,500,000	1,500,000
Trustee and Legal Fees	20,000	20,000
General Administration	<u>30,000</u>	<u>30,000</u>
 Total Expenditures	 <u>1,550,000</u>	 <u>1,550,000</u>
 Ending Fund Balance	 <u>2,025,000</u>	 <u>1,550,000</u>

Appendix 2

2016 Capital Budget Detail

**COUNTY OF MONTGOMERY
2016 CAPITAL BUDGET AND 2016-2020 CAPITAL PLAN**

SUMMARY ALL DEPARTMENTS

	2016 Budget	Capital Plan				Total 2016-2020
		2017	2018	2019	2020	
Assets and Infrastructure	\$ 7,320,000	\$ 15,220,000	\$ 15,395,000	\$ 15,325,000	\$ 3,300,000	\$ 56,560,000
Open Space, Parks, Trails & Historic Sites	\$ 11,890,515	\$ 19,808,557	\$ 16,980,000	\$ 8,370,000	\$ 2,453,000	\$ 59,502,072
Public Safety and Corrections	\$ 10,621,500	\$ 1,700,000	\$ 1,085,000	\$ 1,000,000	\$ 1,085,000	\$ 15,449,000
Roads and Bridges	\$ 24,702,843	\$ 29,372,374	\$ 48,721,713	\$ 50,610,426	\$ 57,416,557	\$ 210,823,913
Marcellus Shale Funds Projects	\$ 1,821,356	\$ 3,058,542	\$ 400,000	\$ -	\$ -	\$ 5,279,898
County Infrastructure Initiative	\$ 5,246,000	\$ 8,231,000	\$ 9,335,000	\$ 6,000,000	\$ 5,500,000	\$ 34,312,000
Information Technology	\$ 9,702,400	\$ 5,389,400	\$ 3,889,400	\$ 1,372,200	\$ -	\$ 20,353,400
Voter Services	\$ -	\$ 3,600,000	\$ 3,600,000	\$ 3,000,000	\$ 3,000,000	\$ 13,200,000
Vehicle Replacement Fund	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
SEPTA	\$ 1,267,516	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 6,067,516
Economic Development	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000
Montgomery County Community College	\$ 840,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 4,040,000
Community Revitalization	\$ 544,485	\$ -	\$ -	\$ -	\$ -	\$ 544,485
TOTAL CAPITAL EXPENDITURES	\$ 76,206,615	\$ 90,629,873	\$ 103,656,113	\$ 89,927,626	\$ 77,004,557	\$ 437,382,284
TOTAL CAPITAL REVENUES	\$ 26,826,104	\$ 36,536,971	\$ 48,556,859	\$ 40,177,212	\$ 49,818,729	\$ 201,915,874
TOTAL NET COUNTY CAPITAL EXPENDITURES	\$ 49,380,511	\$ 54,092,902	\$ 55,099,254	\$ 49,750,414	\$ 27,185,828	\$ 235,466,409

**COUNTY OF MONTGOMERY
2016 CAPITAL BUDGET AND 2016-2020 CAPITAL PLAN
ASSETS AND INFRASTRUCTURE**

Description	2016 Budget	Capital Plan				Total 2016-2020
		2017	2018	2019	2020	
County Complex						
OMP Scaffolding Replacement	350,000					350,000
Planning and Engineering	2,000,000	3,000,000				5,000,000
Construction	750,000	10,000,000	15,000,000	15,000,000	3,000,000	43,750,000
Improvements & Maintenance	750,000	250,000	250,000	250,000	250,000	1,750,000
Courthouse						
Courthouse Elevator Renovations	200,000					200,000
Upgrade Detention area	100,000					100,000
Carpet Replacements	20,000	20,000	20,000			60,000
Youth Center Campus						
Kitchen Sewer Line/Floor Replacement	95,000					95,000
HVAC Upgrades		25,000		25,000		50,000
Parking Lots and Road Paving			75,000			75,000
Eagleville Facility						
Driveway Repair	1,000,000					1,000,000
Voter Services Warehouse	1,600,000	1,800,000				3,400,000
Old Prison Stabilization	100,000					100,000
Library						
Bookmobile Replacement	175,000					175,000
Sprinkler System Replacement	80,000					80,000
Green Lane Maintenance Yard						
Bathroom Facility	50,000	75,000				125,000
Emergency Capital Needs	50,000	50,000	50,000	50,000	50,000	250,000
TOTAL	7,320,000	15,220,000	15,395,000	15,325,000	3,300,000	56,560,000

**COUNTY OF MONTGOMERY
2016 CAPITAL BUDGET AND 2016-2020 CAPITAL PLAN
OPEN SPACE, PARKS, TRAILS & HISTORIC SITES**

Description	2016	Capital Plan				Total
	Budget	2017	2018	2019	2020	2016-2020
Grant Revenue						
Chester Valley Trail	350,000	5,000,000	4,300,000			9,650,000
Wissahickon/Cross County Trail	350,000					350,000
Pennypack Trail	60,000	364,175				424,175
Schuylkill River Trail	580,000	626,600				1,206,600
Cross County Trail	60,000	262,000		500,000	500,000	1,322,000
Sun Rise Trail	30,000					30,000
Cresheim Valley Trail		150,000				150,000
Bridgeport Trail Loop		433,557				433,557
Mill Grove (RACP)	2,000,000	2,000,000	1,500,000			5,500,000
TOTAL REVENUE	3,430,000	8,836,332	5,800,000	500,000	500,000	19,066,332
Open Space, Park and Trail Expansion Program						
	2,000,000	5,000,000	5,000,000	3,200,000		15,200,000
2040 Implementation Partnership Initiative	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Chester Valley Trail						
Acquisition, Design and Engineering	875,000					875,000
Construction		5,000,000	4,300,000			9,300,000
Wissahickon/Cross County Trail						
Design and Engineering	350,000					350,000
Construction		650,000	650,000			1,300,000
Pennypack Trail						
Design and Engineering Byberry-County Line	100,000					100,000
Construction Byberry County Line	300,000	330,000				630,000
Philadelphia Connections		150,000				150,000
Schuylkill River Trail						
Pottstown Construction - Industrial Highway	800,000					800,000
Pottstown 422 Bridge Connection - Design	45,000					45,000
Pottstown 422 Bridge Connection - Construction		330,000				330,000
Property Acquisition	146,015					146,015
Montgomery County Trail Junction Center	200,000	500,000				700,000

Cross County Trail						
Design/Engineering Plymouth Whitemarsh	60,000	500,000				560,000
Construciton Plymouth/Whitemarsh			1,500,000	1,500,000		3,000,000
Sun Rise Trail						
Feasibility Study	30,000					30,000
Cresheim Valley Trail						
Design/Engineering Springfield Section		150,000				150,000
Bridgeport Trail Loop		433,557				433,557
Misc. Trail Projects						
Regional Trail Network Improvements	100,000	100,000	100,000	100,000	100,000	500,000
Green Lane Park						
Sand Mound Systems	275,000					275,000
Building and Parking Lot repairs	65,000	200,000	150,000			415,000
Lower Perkiomen Valley Park						
Park Roadway	160,000					160,000
LPVP Maintenance Facility and Ranger Office	60,000	250,000	30,000			340,000
Basketball Court/Playground/fitness stations	55,000	25,000				80,000
Central Perkiomen Valley Park						
Building and Parking Lot repairs	26,500					26,500
Norristown Farm Park						
Restrooms	100,000					100,000
Building and Parking Lot repairs	90,000	425,000	350,000	200,000		1,065,000
Schuylkill Canal						
Climate Control System	10,000	50,000				60,000
Upper Schuylkill Valley Park						
USVP Accesibility Improvements	180,000					180,000
USVP Barn Stabilization and Rehab		100,000	50,000			150,000
USVP Large Barn Roof Replacement	130,000					130,000
Bernard Barn Rehab/Site Work	60,000	100,000	60,000			220,000
Stone Wall repairs		50,000	50,000			100,000
Wolf Enclosure Expansion	30,000					30,000
USVP Restroom		100,000	100,000			200,000

Pennypacker Mills						
Building and Parking Lot repairs	40,000	15,000				55,000
Sunrise Mill						
Sunrise Mill Roof Improvements	15,000	25,000				40,000
Peter Wentz Farmstead						
Building, Parking Lot, and Driveway repairs	305,000	85,000	60,000	50,000		500,000
Pottsgrove Manor						
Building and Parking Lot repairs	40,000	99,000	20,000			159,000
Lorimer						
Building Renovations	30,000					30,000
Mill Grove	2,500,000	2,500,000	2,000,000	1,000,000		8,000,000
Parks Replacement Vehicles	213,000	171,000	185,000		33,000	602,000
Parks Mowers, Trailers, Off-Road Equipment	200,000	170,000	75,000	20,000	20,000	485,000
Farmland Preservation	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
TOTAL EXPENDITURES	11,890,515	19,808,557	16,980,000	8,370,000	2,453,000	59,502,072
TOTAL NET COUNTY EXPENDITURES	8,460,515	10,972,225	11,180,000	7,870,000	1,953,000	40,435,740

**COUNTY OF MONTGOMERY
2016 CAPITAL BUDGET AND 2016-2020 CAPITAL PLAN
PUBLIC SAFETY AND CORRECTIONS**

Description	2016	Capital Plan				Total
	Budget	2017	2018	2019	2020	2016-2020
PUBLIC SAFETY						
Emergency Communications - Radio System	6,885,000	1,000,000	1,000,000	1,000,000	1,000,000	10,885,000
Emergency Communications - Radio Towers site work	500,000					500,000
Public Safety Record Management System	2,200,000					2,200,000
Vehicle/Equipment Storage Garage at EOC for Public Safety and DA	700,000	700,000				1,400,000
Retrofit Fleet Bay for DA Vehicle Forensics	50,000					50,000
Training Campus Repairs	74,500					74,500
Operations Center Repairs	45,000					45,000
Replacement Vehicle	35,000		35,000		35,000	105,000
CORRECTIONS						
X-Ray Machine Replacement	22,500					22,500
Live Scan Station Replacement	19,000					
Mobile Boom Lift	23,500					
Vehicle Replacement	67,000		50,000		50,000	167,000
TOTAL	10,621,500	1,700,000	1,085,000	1,000,000	1,085,000	15,449,000

COUNTY OF MONTGOMERY
2016 CAPITAL BUDGET AND 2016-2020 CAPITAL PLAN
ROADS AND BRIDGES

Description	2016	Capital Plan			Total	
	Budget	2017	2018	2019	2016-2020	
Grant Revenue						
Bridges						
Fetter Mill Road (closed)	515,850	2,352,200				2,868,050
Valley Green Rd	528,200		557,650		6,318,450	7,404,300
Arcola Rd. Upper Providence (closed)	3,534,000					3,534,000
Keim St *(closed)	522,500		918,650		16,958,450	18,399,600
Fruitville Rd, Upper Hanover (closed)	190,000	522,500		554,800		1,267,300
Knight Rd. Upper Hanover	2,354,100					2,354,100
Butler Pike Bridge	280,000		360,000	2,800,000		3,440,000
Ridge Pike Bridges - Turnpike to Carland Rd (CONSTRUCTION ONLY)	-	-	4,240,088	5,811,917	1,571,829	11,623,834
Ridge Pike Bridge over Norfolk Southern	500,000	1,400,000	7,580,000	7,100,000	-	16,580,000
Ridge Pike Improvement Project						
Ridge Pike - Carland Rd. to Regal Dr.	903,200	364,400	5,775,401	5,060,000	-	12,103,001
Ridge Pike - Crescent to Philadelphia	-	-	-	-	-	-
Ridge Pike - Butler to Crescent	120,000	160,000	320,000	440,000	9,760,000	10,800,000
Ridge Pike - Regal Dr to Chemical Rd	250,000	250,000	1,000,000	500,000	-	2,000,000
Lafayette Street	7,909,398	14,934,997	13,426,070	3,492,495	-	39,762,960
Lafayette Street Turnpike Interchange	1,700,000	3,019,000	6,879,000	12,618,000	13,410,000	37,626,000
Liquid Fuels Act 44 Germantown Pike	350,000					350,000
Liquid Fuels Act 89 Deep Creek	75,000	250,000				325,000
TOTAL REVENUE	19,732,248	23,253,097	41,056,859	38,377,212	48,018,729	170,438,144
Bridge Replacement/Reconstruction						
Fetter Mill Road (closed)	543,000	2,476,000				3,019,000
Valley Green Rd	556,000		587,000		6,651,000	7,794,000
Arcola Rd. Upper Providence (closed)	3,720,000					3,720,000
Keim St *(closed)	550,000		967,000		17,851,000	19,368,000

**COUNTY OF MONTGOMERY
2016 CAPITAL BUDGET AND 2016-2020 CAPITAL PLAN
ROADS AND BRIDGES**

Description	2016	Capital Plan				Total
	Budget	2017	2018	2019	2020	2016-2020
Fruitville Rd, Upper Hanover (closed)	200,000	550,000		584,000		1,334,000
Knight Rd. Upper Hanover	2,478,000					2,478,000
Church Rd Bridge	20,000	38,000	38,624			96,624
Butler Pike Bridge	350,000		450,000	3,500,000		4,300,000
Ridge Pike Bridges - Turnpike to Carland Rd	-	-	4,463,250	6,117,807	1,654,557	12,235,614
Ridge Pike Bridge over Norfolk Southern	500,000	1,400,000	7,580,000	7,100,000	-	16,580,000
Ridge Pike Improvement Project						
Ridge Pike - Carland Rd. to Regal Dr.	1,129,000	455,500	7,219,251	6,325,000	-	15,128,751
Ridge Pike - Crescent to Philadelphia	518,920	1,124,585	1,100,000	6,575,000	5,550,000	14,868,505
Ridge Pike - Butler to Crescent	150,000	200,000	975,000	1,125,000	12,200,000	14,650,000
Ridge Pike - Regal Dr to Chemical Rd	866,626	275,543	1,350,000	2,200,000	-	4,692,169
Lafayette Street	9,886,747	18,668,746	16,782,588	4,365,619		49,703,700
Lafayette Street Turnpike Interchange	1,700,000	3,019,000	6,879,000	12,618,000	13,410,000	37,626,000
Liquid Fuels Act 44 Germantown Pike	350,000					350,000
Liquid Fuels Act 89 Deep Creek	75,000	250,000				325,000
County Road Drainage Upgrades	100,000	400,000	150,000			650,000
GuideRail - Roads and Bridges	100,000	100,000	100,000	100,000	100,000	500,000
Vehicles	109,550	115,000	80,000			304,550
Maintenance Building- Blackhorse	800,000	300,000				1,100,000
TOTAL EXPENDITURES	24,702,843	29,372,374	48,721,713	50,610,426	57,416,557	210,823,913
TOTAL NET COUNTY EXPENDITURES	4,970,595	6,119,277	7,664,854	12,233,214	9,397,828	40,385,769

COUNTY OF MONTGOMERY
2016 CAPITAL BUDGET AND 2016-2020 CAPITAL PLAN
MARCELLUS SHALE FUNDS

Description	2016	Capital Plan			Total
	Budget	2017	2018	2019	2016-2020
Grant Revenue					
Marcellus Shale Unconventional Wells Funds	1,821,356	3,058,542	400,000		5,279,898
TOTAL REVENUE	1,821,356	3,058,542	400,000	-	5,279,898
Bridge Replacement/Reconstruction					
Black Rock Rd	255,598				255,598
Morris Road	325,000	1,500,000			1,825,000
Old Gulf Road	40,795				40,795
Ashbourne Rd	58,257				58,257
Sumneytown Pk	22,372				22,372
Simmons Rd	312,889				312,889
Line Lexington	224,508				224,508
Old Sumneytown	147,831				147,831
Germantown Pk	111,024				111,024
Rittenhouse Rd	100,000	500,000			600,000
Old Reading Pike	80,000	400,000			480,000
Ashmead Road	72,505				72,505
Green Lane Rd	14,161				14,161
Moyer Road		250,000			250,000
Mount Pleasant Ave.	42,891				42,891
King Rd	13,525				13,525
Additional Bridge Projects to be determined		408,542	400,000		808,542
TOTAL EXPENDITURES	1,821,356	3,058,542	400,000	-	5,279,898
TOTAL NET COUNTY EXPENDITURES	-	-	-	-	-

1. Revenues include remaining Shale Funds from those received in 2012, 2013, 2014 and 2015, and a projected \$700,000 in 2016.

**2015 CAPITAL BUDGET AND 2016-2020 CAPITAL PLAN
COUNTY INFRASTRUCTURE INVESTMENT**

Description	2016 Budget	Capital Plan				Total 2016-2020
		2017	2018	2019	2020	
Revenue						
Bridge Removals						
Fern Ave.	250,000					250,000
Rupert Road	236,000	89,000				325,000
TOTAL REVENUE	486,000	89,000	-	-	-	575,000
Bridge Replacements						
Bergy Mill Road (Closed)	300,000	1,500,000				1,800,000
Luthern Road		250,000	1,000,000			1,250,000
Camp Wawa (Closed)		300,000	2,000,000			1,750,000
Paper Mill Road (Closed)	250,000	1,200,000				950,000
Rostkowski Road			285,000	900,000		1,750,000
Keith Valley Road		400,000	1,500,000			500,000
Davis Grove			200,000	600,000		500,000
Waverly Road				250,000	750,000	500,000
Stump Road				250,000	750,000	500,000
Bridge Maintenance and Engineering						
Conshohocken State Road	550,000					550,000
Peevy Road Construction Only)	1,500,000					1,500,000
Henry Road	200,000					200,000
Bridge Removals						
Fern Ave.	450,000					450,000
Rupert Road	236,000	570,000				806,000
Hedrick Road		100,000	350,000			450,000
Old Reading Pike (PUC Order)	246,000					246,000
County Roadway Program						
	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Reserve for Maintenance						
		2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
TOTAL COUNTY EXPENDITURES	5,246,000	8,231,000	9,335,000	6,000,000	5,500,000	31,127,000

**COUNTY OF MONTGOMERY
2016 CAPITAL BUDGET AND 2016-2020 CAPITAL PLAN
INFORMATION TECHNOLOGY AND VOTER SERVICES**

Description	2016	Capital Plan				Total
	Budget	2017	2018	2019	2020	2016-2020
Microsoft Product Upgrade	2,000,000	1,800,000	1,800,000			5,600,000
Enterprise Back-up/Archive Solution	1,000,000					1,000,000
Document Management Platform	500,000	1,500,000	1,000,000	1,000,000		4,000,000
CRM System Build	300,000	300,000	300,000	100,000		1,000,000
SharePoint System Build	300,000	300,000	300,000	100,000		1,000,000
Lifecycle Management Upgrade/Replacement	200,000					200,000
Financial System Upgrade and Enhancement	800,000					800,000
Department Enterprise Applications						
Health Department - Environmental Health Services Platform	113,000					113,000
Community Connections - Master Data Management	300,000					300,000
Communication						
Network Expand-Enhance	200,000					200,000
Long-Term Optic Fiber Lease	344,400	344,400	344,400	172,200		1,205,400
Technology Hardware						
Voice and Data Wiring	145,000	145,000	145,000			435,000
Network Security	1,000,000	1,000,000				2,000,000
Load Balancer	500,000					500,000
HVAC System Upgrade OMP/CH	250,000					250,000
Storage Area Network Upgrade	750,000					750,000
Digital Signs for Courthouse	1,000,000					1,000,000
TOTAL	9,702,400	5,389,400	3,889,400	1,372,200	-	20,353,400

**COUNTY OF MONTGOMERY
2016 CAPITAL BUDGET AND 2016-2020 CAPITAL PLAN
VOTER SERVICES, VEHICLE REPLACEMENT, SEPTA, ECONOMIC DEVELOPMENT, MCCC, COMMUNITY REVITALIZATION**

Description	2016 Budget	Capital Plan				Total 2016-2020
		2017	2018	2019	2020	
Voter Services						
Electronic Poll Books		600,000	600,000			1,200,000
Voting Machine Replacement		3,000,000	3,000,000	3,000,000	3,000,000	12,000,000
Vehicle Replacement	250,000	250,000	250,000	250,000	250,000	1,250,000
SEPTA Annual Commitment	1,267,516	1,200,000	1,200,000	1,200,000	1,200,000	6,067,516
Economic Development Programs	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Montgomery County Community College	840,000	800,000	800,000	800,000	800,000	4,040,000
CR - Municipal Appropriations	544,485					544,485
TOTAL	4,902,001	7,850,000	7,850,000	7,250,000	7,250,000	35,102,001

COUNTY OF MONTGOMERY
 2016 CAPITAL BUDGET AND 2016-2020 CAPITAL PLAN
 REVENUE SUMMARY

Description	2016	Capital Plan				Total
	Budget	2017	2018	2019	2020	2016-2020
Trail Projects Grant Revenues	3,430,000	8,836,332	5,800,000	500,000	500,000	19,066,332
Farmland Preservation	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Roads and Bridges	19,732,248	23,253,097	41,056,859	38,377,212	48,018,729	170,438,144
Marcellus Shale Unconventional Wells Funds	1,821,356	3,058,542	400,000			5,279,898
CII Revenue	486,000	89,000	-	-	-	575,000
Health Department Grant Funds	56,500					56,500
TOTAL REVENUE	\$ 26,826,104	\$36,536,971	\$ 48,556,859	\$ 40,177,212	\$ 49,818,729	\$ 201,915,874