



# **COUNTY OF MONTGOMERY**

## **GENERAL FUND BUDGET**

## **CAPITAL BUDGET and FIVE-YEAR PLAN**

## **OPEN SPACE BUDGET and FIVE-YEAR PLAN**

# **2014**

**Proposed: November 21, 2013**

**Adopted: December 19, 2013**

**MONTGOMERY COUNTY  
BOARD OF COMMISSIONERS**

JOSHUA D. SHAPIRO, CHAIR  
LESLIE S. RICHARDS, VICE CHAIR  
BRUCE L. CASTOR, JR.



**FINANCE OFFICE**  
MONTGOMERY COUNTY COURTHOUSE • PO Box 311  
NORRISTOWN, PA 19404-0311  
610-278-3437  
FAX: 610-278-3069 • TDD: 610-631-1211  
WWW.MONTCOPA.ORG

URI Z. MONSON  
CHIEF FINANCIAL OFFICER

December 19, 2013

Commissioner Joshua D. Shapiro, Chair  
Commissioner Leslie S. Richards, Vice Chair  
Commissioner Bruce L. Castor, Jr.

I am pleased to submit to the Board of Commissioners the 2014 budget document for Montgomery County. The 2014 Budget document maintains the two central goals identified last year:

- 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 \$375.7 million General Fund budget represent the actual projected spending by the County in 2014. 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 2014 Capital and Open Space budgets, 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 would like to thank the hard working members of the County workforce who gave of their time and effort to contribute to this budget document, and in particular the dedicated members of the County's Finance Office without whom, this budget would not exist.

With appreciation,

**County of Montgomery, PA  
2014 Budget and Fiscal Program**

**Table of Contents**

2014 General Fund Summary ..... 1

2013 Budget Year in Review ..... 1

2014 Budget Process..... 2

2014 Budget Detail – Narrative ..... 5

    COUNTY ADMINISTRATION..... 5

    JUDICIAL ..... 11

    CORRECTIONS ..... 14

    GENERAL WELFARE ..... 16

    ADULT WELFARE ..... 18

    CHILD WELFARE ..... 19

    PUBLIC SAFETY ..... 21

    VETERANS AFFAIRS ..... 21

    FUND BALANCE ..... 22

    DEBT SERVICE..... 22

    PENSION FUND ..... 23

    SUBSIDIES..... 24

2014 Capital Budget and Five-Year Capital Plan ..... 27

2014 Open Space Budget and Five-Year Plan ..... 28

**Appendices:**

**1. 2014 General Fund Budget Detail..... 1 - 10**  
    **(including Health Choices Fund, 9-1-1 Fund, and Liquid Fuel Tax Fund)**

**2. 2014 Capital Budget Detail..... 1 - 11**

**3. 2014 Open Space Budget Detail..... 1 - 6**

**County of Montgomery, PA**  
**2014 Budget and Fiscal Program Narrative**

## **2014 General Fund Summary**

The 2014 Budget for Montgomery County assumes \$375.7 million in expenditures and \$375.7 million in revenues. The 2014 Budget builds on the mission-based approach identified through the zero-based budgeting process of 2013, assumes the completion of the sale of the Human Services Center and the Parkhouse facility, and increases employee compensation. The 2014 Budget projects to end the year with a fund balance equivalent to 11% of revenues, consistent with the recommendation of the Government Finance Officers Association (GFOA). The 2014 Budget assumes making a required payment to the County Pension Fund and assumes no new capital borrowing. The Budget assumes no increase in the County Real Estate tax rate for 2014.

## **2013 Budget Year in Review**

### *Operating within a Zero-Based Budget (ZBB)*

The 2013 Budget year was the first opportunity for the County to operate within the goals laid out during the ZBB process utilized during 2012. 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.

In most areas across the County, operations conformed to budget expectations. Overall, the County projects to end 2013 with an annual operating surplus of over \$540,000. This would mark the first year of balanced County operations (revenues at or exceeding expenditures) since 2007. Activities in certain human service areas were down, resulting in projected reduced expenditures of more than \$3.5 million. As these funds are primarily reimbursed by the Commonwealth, there was a corresponding projected reduction in Grant Revenues.

Expenditures are projected to end the year \$4.5 million below budgeted levels, and would have been nearly \$7.3 million below budget, but for the need for the County to provide an additional \$2.8 million to cover shortfalls in the 9-1-1 Emergency Communications Fund. The funding system for 9-1-1 operations was designed by the Commonwealth to be a fee-based system. Despite an increase in personnel and technology costs required to operate the 9-1-1 system, the General Assembly has declined to increase fee levels, requiring increasing amounts of local tax dollars to supplement operations. Additionally, fees from wireless phone lines are not distributed according to County of origination, and the County is not getting its fair share of the wireless portion of the fees.

In the absence of action by the General Assembly, this problem will continue to require significant amount of taxpayer subsidy, not just for Montgomery County, but for Counties across the Commonwealth. Allegheny County is already estimating taxpayer subsidies of over \$5.2 million for this year, and Delaware County estimates nearly \$7 million in taxpayer subsidies

## 2014 Budget Process

The 2014 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 2014 Budget was faced with numerous challenges, including:

- Rebuilding a Fund Balance which was insufficient to provide necessary financial flexibility for the County. 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 \$41 million.
- Maintaining a payment to the County Pension Fund. In 2013, the County has made Annually Required Contribution (ARC) payments totaling \$3.2 million to the Pension Fund, after making no ARC payments since 2007. The sale of Parkhouse will have a significant impact on both the liabilities and the assets of the Pension Fund, making it impossible to accurately project what the recommended ARC payment will be. The County is committed to budgeting for a pension payment at least equal to the amount in 2013.
- An increase in medical benefit costs projected at 8.9 percent. The County currently bears 90 percent of the costs associated with medical benefits, and the projected increase totaled over \$2.5 million.
- Additional Debt Service obligations due to the foreclosure of the Logan Square development. The Redevelopment Authority had issued revenue bonds in 2010 related to this development. The County guaranteed those bonds, necessitating County payment of the annual debt service on these bonds beginning in 2014.

While addressing these concerns, the 2014 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 2014 with a fund balance that meets or exceeds the recommended 10 percent funding level.
- Assume a Pension Fund payment of \$3.5 million, approximately \$200,000 more than the amount included in the 2013 budget.
- Absorb 90 percent of the increase in medical costs for County employees.
- Reduce the County's outstanding debt by the end of 2014 by nearly \$43 million, and reduce annual debt service by \$750,000 while accounting for Logan Square related debt obligations.
- Provide a 1.5 percent base pay increase for all non-represented employees and establishes a "merit-based bonus" program under which employees are eligible for one-time payments not to exceed 1.5% of their salary. The new merit-based bonus program will allow the County to reward excellence among the County workforce and provide additional tools for County managers.

#### *2014 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 at the state and federal level.

The budget could also be challenged by continued failures by the Commonwealth funding mechanism for the 9-1-1 system. As discussed above, this fee-based system is both outdated, and does not distribute funds equitably.

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 2014 marked an increase of \$45 million, nearly a 1 percent increase, and the largest year-over-year increase since 2008. New collections efforts have begun to show results, but performance could exceed the conservative assumptions utilized in the formation of the budget. 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 2014*

As noted last year, 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 has been accepted as Block Grant County for Human Services by the Commonwealth. The increased financial flexibility offered by this status will allow the various human services departments in the County to better coordinate their efforts and respond to changing levels of citizen need. 2014 also contains the first full year of the Community Connections program, which will continue to provide improved access and more coordinated services for County residents in need.

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.

The Board of Assessments plans to initiate its new technology that will allow its assessors to securely enter data into its system from remote sites, reducing duplication of effort and increasing data accuracy. Similar initiatives are being rolled out in human service delivery areas to allow for better client interaction and reduce data entry errors.

Funding for Court-appointed counsel was moved out of the Court funding line to prevent any appearance of conflict of the Courts both assigning and compensating counsel. The County is working with the Office of the Public Defender and the Courts to better manage the expenditure of these funds.

*2014 Budget by spending classification*

The 2014 budget detail includes a section (page VIII) which highlights how expenditures are allocated within broad spending areas across the County. In 2014, the County will spend approximately \$120.9 million in wages; \$40.6 million in employee benefits; \$129.2 million in contracted services (primarily for state funded services); and \$38.75 million in Debt Service.

	<b>1/2012</b>	<b>1/2013</b>	<b>1/2014</b>
<b>General Fund Full-time positions</b>	3,010	2,938	2,415
	<b>1/2012</b>	<b>11/2012</b>	<b>11/2013</b>
<b>Filled General Fund Full-time positions</b>	2,981	2,910	2,831

## 2014 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 2013 adopted budget figure for that Department, the projected actual expenditure level for 2013, and the 2014 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.

During 2013, the reconfiguration of the Solicitor’s Office personnel to utilize full-time rather than part-time attorneys continued to show significant savings. The Office of Communications assisted with the development and release of the new County website which won the 2013 CCAP award for best county website.

In 2014, 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	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	2,576,535	2,591,296	2,724,514

#### 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, 106 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 1,546,124 visitors in 2012 and 1,431,626 in 2013 to date. 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 16 County owned buildings with the current square footage of County owned buildings well over 2,355,189. Going into 2014, with the approved sale



of the Human Services Center and Parkhouse, the County will own 14 buildings with a total square footage of 1,666,924.

<b>Assets and Infrastructure</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	6,227,033*	4,594,447**	6,438,227***

\* The 2013 budget includes \$1 million in proceeds from the State Marcellus Shale Funds which are directed to be used for repairs to local bridges.

\*\*The 2013 Actual (projected) budget does not include the \$1 million from the Marcellus Shale Unconventional grant funds based on an advisory from the Commonwealth that those funds should be reflected in the capital budget rather than the operating budget.

\*\*\* The 2014 budget figure is higher as Assets and Infrastructure is no longer credit with rental payments by other Departments for space in the Human Services Center.

### **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.

As of December 31, 2012, Montgomery County is comprised of a total of 296,815 properties Countywide, with 8,606 tax-exempt properties. The total number of appeal hearings in 2012 was 3,391.

<b>Board of Assessment Appeals</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	3,108,709	2,814,941	3,297,845

### **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, Investment Board and is the Secretary of the Montgomery County Employees' Retirement Board.

<b>Office of the Controller</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	1,746,373	1,640,279	1,869,467

### **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.

<b>Security</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	954,950	954,113	897,993

### **Commerce - Economic and Workforce Development**

Montgomery County’s Commerce Department incorporates the Division of Economic & Workforce Development combining many different areas of expertise to provide service to companies looking to expand and/or relocate in the County as well as to residents seeking to upgrade and enhance their skills. This comprehensive approach provides streamlined service to business and individuals. The Commerce Department is also coordinating the various County economic development arms including the Redevelopment Authority, the Montgomery County Development Corporation, the Industrial Development Authority, and the Workforce Investment Board. The consolidated Department is able to increase its use of grant funds and reduce its reliance on General Fund resources.

<b>Commerce</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	27,625	27,625	26,627

### **Human Resources**

The Human Resources Department provides a host of services to Montgomery County and its workforce, including the recruitment and selection of qualified candidates, employee relations, Equal Employment Opportunity, and effective and meaningful training and development opportunities. The Department also plays a lead role in administering employee benefits and managing the County’s commercial lines of insurance.

Through October 2013, the Human Resources Department had posted 133 positions for employment across the County.

<b>Human Resources</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	725,517	800,197	865,055

### **Information and Technology Solutions**

The Information and Technology Solutions (ITS) Department champions prudent technological investments and provides support for computer, network, 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.

In 2013, the ITS Department successfully moved its email system to a cloud based platform, the result of this migration is as follows: increased uptime, greater capacity for end user mailboxes and a reduction in on-premises server equipment. ITS also moved several other platforms to either cloud bases, or SaaS

based systems (Tyler and ADL to name a few). These moves also helped reduce our on-premises infrastructure and provided a higher, more accessible level of service to our users.

ITS has reduced its physical server fleet from 150 servers to 100. The department also reduced the number of appliances by 20. Our systems uptime continues to run in high 90's percentage. Additionally, the ITS Helpdesk received 10,174 calls in 2012, with an estimated 12,000 or more calls coming in this year. The average resolution to a basic helpdesk request is 3 business days while calls that come in as "not able to work" get a high priority with same day resolution. ITS also unveiled the new County website which received the County Commissioners Association of Pennsylvania award for best county website in 2013. In 2014, ITS will usher in a new VoIP system throughout all County departments along with a new backup solution and a few other new technologies.

<b>Information and Technology Solutions</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	6,317,688	5,791,311	6,654,711

### **Planning Commission**

The mission of the Planning Commission is to ensure the current and future quality of life for residents, workers, and visitors across the County by strengthening the transportation network, supporting prosperous and healthy communities, creating vibrant places, and protecting 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.

The Planning Commission currently has 30 municipal and 4 regional contracts. The Commission continually works to add and renew contracts throughout the year. The office has also instituted short term contracts with school districts for enrollment projection studies. One such study has already been performed this year with an additional district entering into contract with the Commission before the end of the year.

<b>Planning Commission</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	3,162,222	3,147,521	3,364,082

### **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 a fair and efficient administration of justice system, and to help our clients receive rehabilitation when there is an identified need.

Using the American Bar Association's Criminal Justice Standards on criminal representation (which have been recently adopted by the Pennsylvania Bar Association, Pennsylvania Association of Criminal Defense Lawyers, Philadelphia Bar Association and Allegheny Bar Association) as a guide to providing quality and effective representation, our objective is to maintain reasonable workloads and obtain the necessary staffing in order to perform our most basic duties effectively and efficiently. Those duties

include: consulting with clients, investigating cases, conducting legal research, preparing competent defenses, meeting with the District Attorney’s office in a timely fashion to discuss trial issues and, when appropriate, to negotiate non-trial dispositions, preparing for sentencing, and reviewing transcripts and filing appeals. Additionally, we strive to perform our duties competently and in accordance with evolving developments in the law that affect our responsibility to our clients. Finally, we attempt to work with community based organizations to find alternatives to incarceration that will provide rehabilitation to our clients that pose little threat to society, thereby decreasing the burden of costly prison sentences.

The office is broken up into four departments that each handled the following number of cases in 2013 to date: Adult Unit: 6,186 cases, Juvenile Unit: 1,356 cases serving over 707 children, Investigations Unit: 170 investigations, and a new since April of this year the Social Services Unit: 57 cases.

<b>Public Defender</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	3,763,587	3,764,977	4,035,708

### **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.

In 2013, the Purchasing Department to date has issued 4 Requests for Information, 47 Requests for Proposals, and 35 Specifications.

<b>Purchasing</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	818,718	767,003	828,259

### **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.

<b>Recorder of Deeds</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	1,652,779	1,619,567	1,701,677

## 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.

<b>Tax Claim Bureau</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	589,121	641,035	695,405

## 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.

<b>Treasurer</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	649,116	657,393	670,601

## 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 541,470 registered voters as of November 7, 2013. The County designated 425 polling locations which utilize 1,133 electronic voter machines.

<b>Voter Services</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	1,826,902	1,660,253	2,074,459

## 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.

<b>Clerk of Courts</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	2,038,540	2,114,932	2,377,908

### Coroner

The Coroner is an Independently Elected Official who is charged by law with many responsibilities, the foremost of which is the investigation and certification of a variety of deaths including all deaths of other than natural causes, and any apparently natural deaths in which no physician can reasonably state the cause. The Coroner can utilize any and all medico-legal investigative techniques, including an autopsy, to establish both the medical cause of death, and mode or manner of death (natural, accident, homicide, suicide, or undetermined).

<b>Coroner</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	1,284,026	1,344,549	1,366,492

### 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 5 Senior Judges. There are 30 Magisterial District Judge courts within the District.

<b>Courts</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	15,736,648	15,720,573	15,403,741

<b>District Justices</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	10,006,904	9,916,263	9,910,527

### 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.

<b>District Attorney</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	13,935,475	14,333,461	14,386,905

### **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.

<b>Domestic Relations</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	7,950,306	7,852,715	8,274,552

### **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 2013, the Jury Board expects to call between 82,000 and 83,000 jurors for the year, and through October 31 have had 9,516 jurors appear and 1,136 jurors assigned to cases.

<b>Jury Board</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	518,190	491,872	533,678

### **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.

<b>Law Library</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	594,468	538,555	620,694

## 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 38<sup>th</sup> District of the Court of Common Pleas for the Commonwealth of Pennsylvania, primarily through the leadership of a staff that provides the public, bar and judiciary accurate maintenance of civil court documentation while providing the public with trust 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 the end of 2013 (currently e-filing represents one-third 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 shared by the General Fund and the Prothonotary's Automation Fund.

<b>Prothonotary</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	2,279,616	2,383,812	2,406,506

## 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.

<b>Register of Wills</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	1,148,110	1,125,339	1,206,674

## 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 her and her 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 2012, the Sheriff’s Department served a total of 7,303 warrants and transported 12,178 prisoners throughout the Commonwealth. As of October 31, 2013, the Department has served 6,376 warrants and transported 11,964 prisoners throughout the Commonwealth.

<b>Sheriff</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	8,124,909	8,266,452	8,786,437

## **CORRECTIONS**

### **Adult Probation**

The Adult Probation and Parole Department acts as an extension of the Board of Judges of Montgomery County. The agency has the responsibility to supervise in the community all probationers, parolees and intermediate punishment cases, currently 15,347 offenders, who are under the Montgomery County Board of Judges’ authority as of November 2013.

Supervision of these offenders is accomplished through visits with the offender in their home, in the community and in the probation office. In addition to general supervision, the Department provides inter-county and interstate supervision services, conducts and prepares presentence investigations and reports, and maintain an intensive supervision unit monitoring drug and alcohol, dual diagnosed and mental health offenders. The Department also provides house arrest and electronic monitoring, as well as a community service program.

<b>Adult Probation</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	7,242,289	7,237,407	7,530,819

### **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 800 children are under the Department’s supervision, with a projected 900 referrals this year and about 1,500 children expected to be managed by the department in 2013.

<b>Juvenile Probation</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	5,024,070	5,096,731	4,997,363

<b>Child Care - Delinquent</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	10,682,000	9,428,576	10,207,000

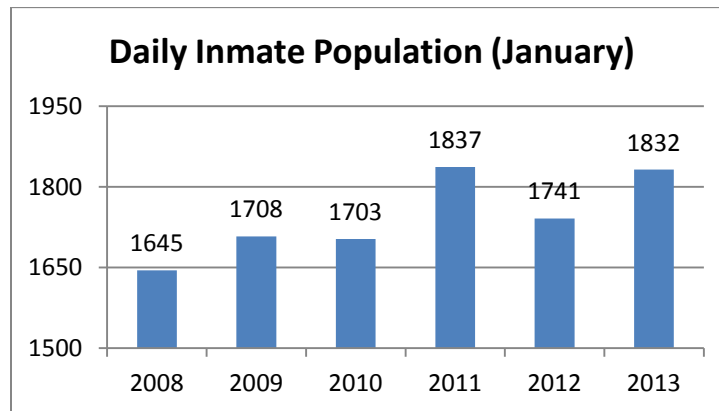
### Driving Under the Influence

This office, commonly referred to as DUI, oversees the rehabilitative efforts of County residents arrested for drunken driving; evaluates clients for possible treatment or counseling 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 2013, this office has served 2,658 individuals to date, which is similar to 2012's numbers when it served 3,224 individuals by the end of the year.

Driving Under the Influence	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	431,122	409,079	451,563

### 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 2013, the average daily population was 1,933 with a work release average of 106 individuals. The average cost in 2013 per offender is \$45.36 per day, one of the lowest costs per day in Pennsylvania.



Correction Facility	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	31,834,463	31,876,707	32,174,133

### Youth Detention Center

*(A description of the Youth Detention Center is found under Child Welfare)*

## GENERAL WELFARE

### 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 developmental disabilities services in Montgomery County. By forming partnerships with the state, county, advocates, recipients and their families and other interested parties we can promote the ideas of 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 were down dramatically for 2013, due to the State budget cuts in mid-2012. In spite of the decreases in funding, the Department continues to serve nearly 2,600 in Developmental Disabilities and over 5,000 in Mental Health (not including those served through Medicaid). These service levels are consistent with previous years, despite the funding decrease. Early Intervention, which was not affected by the decrease, continues to serve about 1,300 individuals annually.

Each year approximately 6,000 County residents receive drug and alcohol awareness counseling (prevention). In addition, 3,500 residents receive short term counseling (intervention), and 1,500 residents receive ongoing outpatient and inpatient care (treatment), with the primary focus being on attaining and maintaining a drug and alcohol free life.

The Department of Behavioral Health and Developmental Disabilities has established a number of performance goals, including:

- Reduction of 30 day Adult Inpatient Psychiatric admissions by 11%.
- Reduction of Residential Treatment Facility admissions for children by 11%.
- 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. To date the department has 62 individuals registered in our system scheduled to graduate in 2014.
- 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.

<b>Drug and Alcohol Programs</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	6,389,631	6,236,292	6,147,241

<b>Behavioral Health Programs</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	50,428,787	47,988,234	49,132,413

## 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 also endeavors to control drinking water quality through permit issuance and installation inspections of private water supplies and on-lot sewage disposal systems.

Among the Departments' many performance measures:

- The Prenatal Service Program provided free prenatal care at one prenatal clinics to 120 pregnant, low-income women who are uninsured, underinsured, or who did not qualify for Medical Assistance.
- 92 Pack 'n Play with Bassinets and sheets were delivered to families in need of a safe sleep environment.
- 12,747 reports of mandated reportable diseases/conditions
  - 4,098 communicable diseases investigated
  - 1,554 animal bite investigations
- Provided 785 clinic visits for Tuberculosis
  - Provided 1,771 directly observed therapy for Tuberculosis investigations
- Provided 3,767 immunization appointments to clients at the Norristown, Pottstown, and Willow Grove health centers and community sites.
- Provided 11,309 seasonal influenza immunizations to high-risk residents at 7 community-based sites and 4 targeted outreach sites.
- Provided HIV testing, counseling and education on safe sex practices and other preventive measures to 1,309 pretest and 1,074 post-test persons through the Communicable Disease Control Clinics.
- Provided HIV testing to 512 clients at 3 drug and alcohol counseling sites.
- Screening, diagnosis and treatment for sexually transmitted diseases was provided to 3,317 persons through MCHD's Communicable Disease Control Clinics.
- Investigated 2,263 cases of Sexually Transmitted Diseases.
- 28,275 persons reached through Health Education programs by the Division of Health Promotion.
- Installed 321 child passenger safety seats at 4 monthly installation/inspection stations within Montgomery County.
  - Distributed 301 child passenger safety seats to income qualifying Montgomery County residents.
  - Conducted 39 CPS educational programs.
  - Distributed over 2,000 pieces of child safety literature at various community events.

- Conducted 40 Survival 101 educational programs reaching 6,123 students in Montgomery County.
- Conducted 7,948 inspections at all MCHD licensed food facilities.

<b>Health Department</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	9,348,169	8,792,732	9,274,712

## **ADULT WELFARE**

### **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 2012, MCAAS provided:

- Information and assistance to 54,300 contacts
- 302,484 home delivered meals
- 3,397 long term care assessments
- 274,527 transportation trips for seniors
- 327,969 visits to Senior Centers

<b>Aging and Adult Services</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	17,742,941	16,206,369	18,711,481

### **Parkhouse**

This budget assumes the sale of the Parkhouse facilities. Based on a historical analysis of expenditure accruals, this budget assumes that \$7.2 million will be required in 2014 to pay for 2014 billings related to 2013 expenses.

<b>Parkhouse and Assisted Living</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	49,546,049	49,266,685	7,280,684

## CHILD WELFARE

### 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 2012, the Center's shelter care:

- Had 114 new admissions
- Provided 3,085 child care days
- Averaged 8.1 residents per day

In 2012, the Center's secure detention facility:

- Had 647 new admissions
- Provided 11,736 child care days
- Averaged 32.1 residents per day

Youth Shelter Center	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	1,331,947	1,284,299	1,334,567

Youth Detention Center	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	3,965,310	3,701,041	4,007,879

### Children and Youth Administration & Child Care - Dependent

Through the Office of Children and Youth, the mission of this Department is to deliver effective child welfare services that empower families to achieve and maintain a desirable quality of life in the best interest of each child. These services are provided in accordance with federal and state statutes, as well as Department of Public Welfare mandates. The three overarching goals are: child safety, child permanency, and child and family well-being. The activities of the Office of Children and Youth are primarily funded by the State; the Office qualified for increased funding levels in 2013.

In 2012, the Office of Children and Youth:

- 8,477 new calls, walk-in referrals, and requests for information were made. Of that total:
  - 5,338 families were provided informational assistance by an OCY staff or were referred to the appropriate public or private agency best suited to meet their

- needs during regular hours of operation. 2,238 of the calls received response after regular hours of operations.
  - 1,613 families received a brief service diversionary response through an in-person home visit and family connection to needed services.
  - 1,526 investigations of child abuse and neglect were conducted to assure safety and well-being of children.
- In the course of assessing the total of 3,139 reports above, the safety of 6,993 children was assured.
- On any given day in 2012, there were an average of 273 cases open to receive ongoing child welfare services.
  - 85% of the time these services are delivered in the home and families remain intact. The average number of children being monitored at home was 680 children per day.
  - Throughout the year, 571 children received temporary placement services. The average length of stay in placement was 4.2 months. On 12/31/2012 the County was the legal custodian of 304 children.
  - 93% of children who are successfully discharged to parents, relatives or other caretakers never re-enter the child welfare system.
- Staff attended 1,615 Juvenile Court dependency proceedings.
- 2,905 formal family decision making meetings were conducted to address child welfare issues impacting 5,124 children.
- Licensed and maintained 125 approved foster families.
- 51 children who were in temporary placement settings achieved permanency through adoption and an additional 19 children were discharged from county custody to permanent legal custodians.
- 98 youth in placement age 16 to 20 participated in independent living preparation services and 41 youth received aftercare services to assure their well-being to age 21.
- The Educational Coordinator coordinated early childhood development screenings for 212 preschool age children.

<b>Children and Youth Administration</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	10,757,165	10,164,687	11,729,575

<b>Child Care - Dependent</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	13,114,500	12,620,736	14,050,000

**Day Care**

The Office of Child Day Care Services oversees the operation of the court child care program, and is the Pennsylvania Department of Public Welfare's designated Child Care Information Service for Montgomery County. The Department of Public Welfare provides funding to Montgomery County to manage the CCIS.

<b>Day Care</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	25,555,475	24,995,109	24,619,658

## PUBLIC SAFETY

The mission of the Department of Public Safety is to provide the community with highly professional, well-coordinated public safety services through training, communications, deployment, administration, and response to, and recovery from, critical incidents. These tasks are accomplished through the office of emergency management, emergency communication, emergency medical systems, and the police, fire and emergency medical training offered at the public safety training campus.

Among the activities and highlights of Public Safety are:

- The emergency communications division (9-1-1)
  - Processes about 770,000 calls annually
  - Dispatches 1,900 calls per day
  - Processes one million radio transmissions monthly
  - In November 2012, it once again was awarded international accreditation for the training department by APCO. In 2011, it became the first county public safety communications center in Pennsylvania to become internationally accredited. This dual accreditation puts the division in the 1% percentile of PSAPs that have achieved this dual accreditation.
- In 2012, the Training Programs:
  - 420 total fire and police training courses
  - 234 training days in the Tactical Response
  - 10,740 total fire and police students
  - 76,672.5 total training hours fire/police

<b>Public Safety</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	3,573,573	3,650,371	3,810,835

## VETERANS AFFAIRS

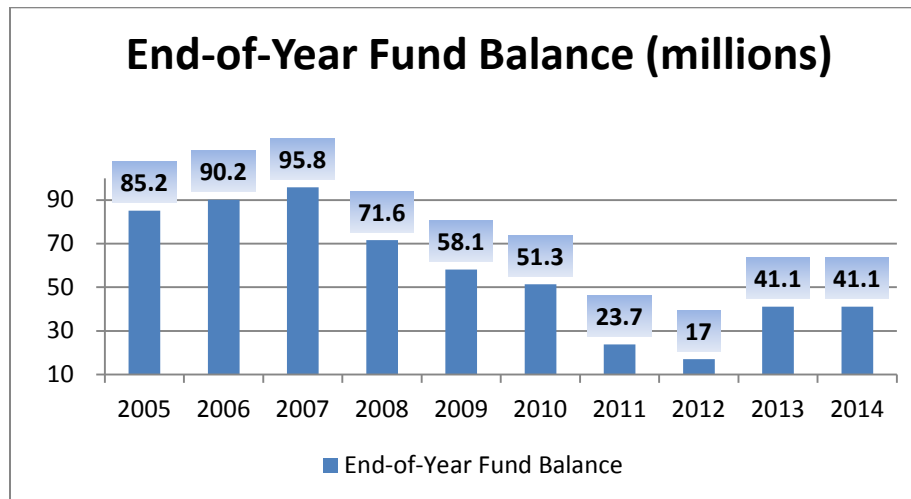
The mission of the Montgomery County Department of Veterans Affairs is to inform veterans and their dependents of the various county, state, and federal benefits available. The Department ascertains eligibility and acts as an advocate for veterans and their families with the development of any claim.

<b>Veterans Affairs</b>	2013 Budget	2013 Actual (projected)	2014 Budget
Total Expenditures	425,627	413,429	482,513



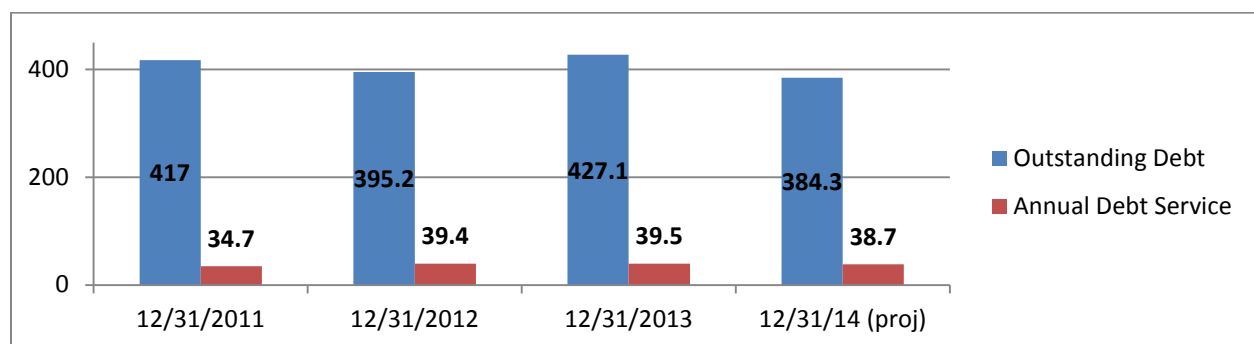
## FUND BALANCE

2013 projects to end the year with a fund balance of \$41.1 million. This represents a reversal of the trend of dwindling fund balances as well as a return to the recommended reserve levels of at least 10% of revenues. The 2014 Budget assumes that the County will end the year with a fund balance of \$41.1 million, equal to nearly 11% of budgeted revenues.



## DEBT SERVICE

The 2014 Budget projects Debt Service payments totaling \$38.75 million. This figure is a reduction from the 2013 figure, due to the retirement of over \$22 million in 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 below that of currently available funds. The County does not anticipate a capital borrowing in 2014. 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 2013 funded ratio of 92.3 percent. However, the County neglected to make its actuarially determined Annual Required Contribution (ARC) from 2008 to 2012. During that period, the ARC grew from just over \$2 million to an estimated \$11 million in 2013, while the fund has fallen from being 100 percent funded.

In 2013 the County made an ARC payment of over \$3.2 million, and is budgeting to make a \$3.5 million payment in 2014. Given the various impacts of the Parkhouse sale on the assets and liabilities of the County Pension Fund, it is impossible to accurately project the actuarial recommended ARC payment for 2014. Once that figure is determined over the summer, the County will be able to revisit increasing the Pension payment as necessary.

## 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 more than 30,000 alumni, the College is 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 fourth consecutive "Military Friendly School" designation from G.I. Jobs magazine.

The College has two conveniently located campuses in Blue Bell and Pottstown, with additional learning centers in Willow Grove, Lansdale, Conshohocken, and Norristown, as well as an extensive array of e-Learning options. Total enrollment for 2012-2013 is 30,782 students, comprised of 21,419 credit and 9,363 non-credit students. The College's comprehensive curriculum includes 85 associate degree/certificate programs in 59 areas of study, including eight complete degrees offered entirely online, and specialized workforce development and continuing education programs.

The 2014 Budget subsidy of \$17,200,839 consists of \$13,779,886 for operating funds and long-term leases and \$3,420,953 for County funded Capital debt obligations. 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.

<b>Montgomery County Community College</b>	2013 Subsidy	2014 Subsidy
Total Expenditures	15,885,975	17,200,839

#### *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.
- At least 25% (125,000 items) from total Collection is circulated to County residents at one time.
- Main library and four branches welcomed 84,657 computer users for a total of 91,600 log-on hours.

- Main library and four branches held 3,253 programs, attended by 65,551 patrons. This includes programs for adults, teens and children.

<b>Montgomery County – Norristown Library</b>	2013 Subsidy	2014 Subsidy
Total Expenditures	2,361,000	2,396,415

*Cooperative Extension*

The Penn State Cooperative Extension has served the citizens of Montgomery County for 102 years. The Cooperative Extension offers practical how-to-education and problem-solving assistance based on university research. For every dollar in County funding, the Cooperative Extension is able to leverage an additional \$8.50 in funds from federal, state, and private sources.

In the 2013, Montgomery County Cooperative Extension reached over 36,054 County citizens at 961 face-to-face educational sessions. Over 5,000 Montgomery County professionals received job-required professional development via distance education for a total of 15,905 training hours. An estimated 20,000 requests for information came in via phone or e-mail. Educational articles in local publications reached a readership of over 540,000. A new website and on-line registration, along with Facebook and Twitter, were highly effective in distributing research-based information to the public. An estimated 600,000 pieces of printed educational materials were disseminated as well. The 2013 4-H enrollment was 7,926 and included outreach to almost every school district in the County and 1,521 educational meetings were held at the 4-H Center during 2013.

<b>Cooperative Extension</b>	2013 Subsidy	2014 Subsidy
Total Expenditures	320,800	333,630

**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 \$1.12 of return in grants for planning and projects in the County.

<b>DVRPC</b>	2013 Subsidy	2014 Subsidy
Total Expenditures	209,575	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 2012, an estimated 40,821,294 passenger trips occurred in the County on buses, regional rail and the Norristown High Speed Line. This is a significant increase from 2011.
- In 2012, there were approximately 259,263 annual paratransit trips on SEPTA and Pottstown.

<b>Mass Transportation</b>	2013 Subsidy	2014 Subsidy
Total Expenditures	4,191,953	4,255,800

*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 \$258,892. The net subsidy to the Conservation District is \$285,577.

<b>Montgomery County Conservation District</b>	2013 Subsidy	2014 Subsidy
Total Expenditures	458,915	544,469

## 2014 Capital Budget and Five-Year Capital Plan

The 2014 Capital Budget and Five-Year Capital Plan includes total 2014 Capital expenditures of \$93,118,793, and expenditures of \$346,106,124 over the years 2014-2018. 95.7 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 nearly \$25.7 in 2014, and over \$138 million for the years 2014 – 2018. As a result, the net County Capital expenditures for 2014 are projected to be just over \$67.4 million in 2014, and just over \$208 million in for the years 2014 – 2018. This level of activity will not require borrowing additional funds in 2014.

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

- Funding for repairs and renovations of Main Street Garage, Courthouse Garage, Juvenile Probation facility, Youth Center, and One Montgomery Plaza
- Funding for new County emergency radio system
- Repairs and renovations to structurally deficient bridges across the County
- Continued investment in County Information Technology including telephone system upgrade, Virtual Desktop Infrastructure Initiative
- Investments in the County fleet
- 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.

## 2014 Open Space Budget and Five-Year Plan

The 2014 Open Space Budget and Five-Year Plan includes total 2014 Open Space expenditures of \$11,682,500, and expenditures of \$22,423,964 over the years 2014-2018. The budget anticipates receiving revenues from matching funds related to Open Space projects totaling over \$7.5 million in 2014, and over \$13.6 million for the years 2014 – 2018. As a result, the net Open Space Capital expenditures for 2014 are projected to be over \$4.1 million in 2014, and more than \$8.8 million in for the years 2014 – 2018. This level of activity is consistent with the amount of funds remaining from the County's previous Open Space borrowings.

Highlights among the many projects included in the Open Space Plan include:

- Funding for site improvements at all County Parks
- Funding for resurfacing and signage at County Parks
- Funding for completion and expansion of four trails
  - Chester Valley Trail
  - Wissahickon Trail
  - Pennypack Trail
  - Schukill River Trail
- Funding for trail related capital improvements, resurfacing, and acquisitions.
- Funding for previously approved municipal and private open space grants
- Funding for Farmland Preservation

Complete details for the Open Space Plan can be found in Appendix 3 of this document.

# **Appendix 1**

## **2014 General Fund Budget Detail**



**COUNTY OF MONTGOMERY  
GENERAL FUND**

**BUDGET SUMMARY**

	2013	2013	2014
	<u>Proposed</u>	<u>Actual (projected)</u>	<u>Adopted</u>
Real Estate Valuation (Billions)	\$ 58.451	\$ 58.451	\$ 58.906
Tax Rate (Mills)	3.152	3.152	3.152
Net Current Taxes	\$ 179,500,000	\$ 177,000,000	\$ 178,266,187
Prior Year Taxes	<u>5,000,000</u>	<u>6,000,000</u>	<u>5,000,000</u>
Total Real Estate Taxes	\$ 184,500,000	\$ 183,000,000	\$ 183,266,187
Parkhouse and HSC Facilities	45,061,088	45,296,721	10,046,837
Departmental & Other Revenue	47,215,558	47,284,204	49,660,984
Grant Revenue	<u>135,502,762</u>	<u>130,088,004</u>	<u>132,811,248</u>
Total Revenues	\$ 412,279,408	\$ 405,668,929	\$ 375,785,256
Fund Balance January 1	<u>20,102,763</u>	<u>17,064,488</u>	<u>41,111,727</u>
Total Revenues and Balance Appropriation	432,382,171	422,733,417	416,896,983
Total Expenditures	<u>\$ 409,685,493</u>	<u>\$ 405,121,690</u>	<u>\$ 375,753,298</u>
Net Asset Sale Proceeds	-	23,500,000	
Reserve for Fund Balance	2,593,915	-	-
Projected Year-End Fund Balance	<u>\$ 22,696,678</u>	<u>\$ 41,111,727</u>	<u>\$ 41,143,685</u>
Annual Operating Surplus/(Deficit)	-	547,239	31,958

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**DEPARTMENTAL REVENUE**

	2013	2013	2014
	Adopted	Actual (projected)	Adopted
Adult Probation	1,585,944	1,585,944	1,592,640
Aging & Adult Services	1,760,000	1,649,074	1,875,500
Assets & Infrastructure	2,086,667	2,272,395	1,912,331
Board Of Assessment	200,000	193,280	96,500
Children And Youth	411,300	321,312	346,500
Clerk Of Courts	4,700,000	4,461,173	5,270,000
Conservation District	258,892	258,892	344,469
Controller	-	-	-
Coroner	240,000	281,741	310,000
Correction Facility	2,475,000	2,185,883	2,202,200
Courts	65,000	65,000	65,000
District Attorney	125,000	232,891	130,000
District Justices	3,700,000	3,536,535	3,700,000
Domestic Relations	6,422,721	5,855,912	6,388,274
Drug And Alcohol Programs	230,000	232,976	230,000
DUI Administration	700,000	700,000	712,975
Health Department	1,344,480	1,408,460	1,276,950
Information Technology Solutions	70,000	108,751	88,000
Juvenile Probation	335,000	335,000	460,000
Law Library	-	-	15,000
Mental Health Programs	450,000	520,248	500,000
Planning Commission	687,031	645,687	767,297
Prothonotary	4,100,000	4,100,000	3,823,918
Public Defender	54,000	25,000	35,000
Public Safety	777,943	850,000	1,093,500
Purchasing	2,000	2,000	2,000
Recorder Of Deeds	6,200,000	7,000,000	7,635,050
Register Of Wills	2,168,000	2,600,000	2,580,000
Sheriff	2,315,530	2,350,000	2,426,730
Tax Claim Bureau	2,425,000	2,425,000	2,525,000
Treasurer	90,900	90,900	91,000
Youth Centers	45,150	45,150	45,150
	<b>\$ 46,025,558</b>	<b>\$ 46,339,204</b>	<b>\$ 48,540,984</b>
<b><u>OTHER REVENUE</u></b>			
Interest	100,000	120,000	120,000
Recoverable Expenditures	890,000	700,000	900,000
Bail Recovery	200,000	125,000	100,000
Rental Income	-	-	-
	<b>\$1,190,000</b>	<b>\$945,000</b>	<b>\$1,120,000</b>
Total Departmental And Other Revenue	<b><u>\$47,215,558</u></b>	<b><u>\$47,284,204</u></b>	<b><u>\$49,660,984</u></b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**GRANT REVENUE**

	2013 <u>Adopted</u>	2013 Actual (projected)	2014 <u>Adopted</u>
Adult Probation	228,698	235,000	218,698
Aging & Adult Services	14,414,000	14,442,161	15,208,000
Assets & Infrastructure	1,700,000	673,992	675,000
Children And Youth	18,948,700	18,000,000	20,250,500
Community Connections	-	-	648,894
Coroner Office	70,000	55,000	71,000
Courts Admin	1,568,755	1,568,755	1,578,755
Day Care	25,463,019	25,000,000	24,621,607
District Attorney	380,000	550,000	244,500
Drug And Alcohol	6,057,461	5,500,000	5,768,609
Health Department	5,698,334	5,200,000	5,422,041
Juvenile Probation	8,098,551	7,500,000	6,537,500
Mental Health	48,599,718	47,500,000	47,246,007
Planning	36,049	36,049	12,967
Public Safety	853,477	750,000	1,112,170
Register Of Wills	20,000	55,000	30,000
Sheriff	-	2,000	1,500
Purta	200,000	220,047	200,000
Youth Centers	3,166,000	2,800,000	2,963,500
	<b><u>\$135,502,762</u></b>	<b><u>\$130,088,004</u></b>	<b><u>\$132,811,248</u></b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**EXPENDITURE BUDGET**

	<b>2013</b>	<b>2013</b>	<b>2014</b>
	<b>Adopted</b>	<b>Actual (Projected)</b>	<b>Budget</b>
<u>County Administration</u>			
Commissioners	\$ 2,576,535	\$ 2,591,296	\$ 2,724,514
Assets and Infrastructure	\$ 6,227,033	\$ 4,594,447	\$ 6,438,227
Board Of Assessment Appeals	3,108,709	2,814,941	3,297,845
Controller	1,746,373	1,640,279	1,869,467
Security	954,950	954,113	897,993
Commerce -			
Economic/Workforce Development	27,625	27,625	26,627
Human Resources	725,517	800,197	865,055
Information Technology Solutions	6,317,688	5,791,311	6,654,711
Planning Commission	3,162,122	3,147,521	3,364,082
Public Defender	3,763,587	3,764,977	4,035,708
Purchasing	818,788	767,003	828,259
Recorder Of Deeds	1,652,779	1,619,567	1,701,677
Tax Collector's Fees	1,430,000	1,483,063	1,440,000
Tax Claim Bureau	589,121	641,035	695,405
Treasurer	649,116	657,393	670,601
Voter Services	1,826,902	1,660,253	2,074,459
<b>Total County Administration</b>	<b>35,576,845</b>	<b>32,955,023</b>	<b>37,584,630</b>
<u>Judicial</u>			
Clerk Of Courts	\$ 2,038,540	\$ 2,114,932	\$ 2,377,908
Coroner	1,284,026	1,344,549	1,366,492
Courts/Drug Court	15,706,648	15,720,573	15,403,741
Court Appointed Fees	-	-	575,000
District Attorney	13,935,475	14,333,461	14,386,905
District Justices	10,006,904	9,916,263	9,910,527
Domestic Relations	7,950,306	7,852,715	8,274,552
Jury Board	518,190	491,872	533,678
Law Library	594,468	538,555	620,694
Prothonotary	2,279,616	2,383,812	2,406,506
Register Of Wills	1,148,110	1,125,339	1,206,674
Sheriff/Central Processing	8,124,909	8,266,452	8,786,437
<b>Total Judicial</b>	<b>63,587,192</b>	<b>64,088,522</b>	<b>65,849,114</b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**EXPENDITURE BUDGET**

	<b>2013</b>	<b>2013</b>	<b>2014</b>
	<b>Adopted</b>	<b>Actual (Projected)</b>	<b>Budget</b>
<u>Corrections</u>			
Adult Probation	7,242,289	7,237,407	7,530,819
Juvenile Probation	5,024,270	5,096,731	4,997,363
Child Care - Delinquent	10,682,000	9,428,576	10,207,000
Driving Under the Influence	431,122	409,079	451,563
Correction Facility	31,834,463	31,876,707	32,174,133
Youth Detention Center	3,965,310	3,701,041	4,007,879
<b>Total Corrections</b>	<b>59,179,454</b>	<b>57,749,540</b>	<b>59,368,757</b>
<u>General Welfare</u>			
Drug And Alcohol Programs	\$ 6,389,631	\$ 6,236,292	\$ 6,147,241
Behavioral Health Programs	50,428,707	47,988,234	49,132,413
Health Department	9,348,169	8,792,732	9,274,712
Community Connections	-	288	635,634
<b>Total General Welfare</b>	<b>66,166,507</b>	<b>63,017,546</b>	<b>65,190,000</b>
<u>Adult Welfare</u>			
Aging & Adult Services	17,742,941	16,206,369	18,711,481
Parkhouse and Assisted Living	49,546,049	49,266,685	7,280,684
<b>Total Adult Welfare</b>	<b>67,288,990</b>	<b>65,473,055</b>	<b>25,992,165</b>
<u>Child Welfare</u>			
Youth Shelter Center	1,331,947	1,284,299	1,334,567
Children And Youth Admin	10,757,165	10,164,687	11,729,575
Child Care-Dependent	13,114,500	12,620,736	14,050,000
Day Care	25,555,475	24,995,109	24,619,658
<b>Total Child Welfare</b>	<b>50,759,087</b>	<b>49,064,831</b>	<b>51,733,800</b>
Public Safety	<b>3,573,573</b>	<b>3,650,371</b>	<b>3,810,835</b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**EXPENDITURE BUDGET**

	<b>2013</b>	<b>2013</b>	<b>2014</b>
	<b>Adopted</b>	<b>Actual (Projected)</b>	<b>Budget</b>
<u>Other</u>			
Veterans Affairs	425,627	413,429	482,513
Insurance	1,750,000	1,750,000	1,903,297
Debt Services	39,500,000	39,500,000	38,750,000
Reduction In Staff Complement	(3,825,000)	(956,250)	(2,900,000)
Tax Refunds And Appraisals	1,700,000	1,400,000	1,000,000
Legal And Professional Fees	300,000	232,406	300,000
Merit Based Bonus Program	-	-	1,171,750
Miscellaneous	-	180,000	-
<b>Total Other</b>	<b>39,850,627</b>	<b>42,519,585</b>	<b>40,707,560</b>
<u>Transfers To Other Funds</u>			
Emergency Communications	\$ 200,000	\$ 3,000,000	\$ 500,000
Liquid Fuels	-	100,000	-
Recycling	75,000	75,000	100,000
<b>Total Transfers</b>	<b>275,000</b>	<b>3,175,000</b>	<b>600,000</b>
<u>Subsidies</u>	<b>23,428,218</b>	<b>23,428,218</b>	<b>24,916,437</b>
<b>Total General Fund Expenditures</b>	<b>\$ 409,685,493</b>	<b>\$ 405,121,690</b>	<b>\$ 375,753,298</b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**EXPENDITURES BY CATEGORY**

	2013	2014
	<u>Budget</u>	<u>Adopted</u>
<b>Full-time Wages</b>	<b>135,873,140</b>	<b>117,009,509</b>
<b>Part-time Wages</b>	<b>6,712,088</b>	<b>3,960,898</b>
<b>Employee Benefits</b>		
<b>Medical, Dental, Long Term Disability</b>	\$ 32,313,625	\$ 26,084,570
<b>Social Security</b>	10,228,848	8,328,710
<b>Pension</b>	3,382,874	3,508,395
<b>Unemployment, and Workers Compensation</b>	\$ 2,467,058	\$ 1,393,435
<b>Unused Leave</b>	1,310,362	1,191,122
<b>Tuition Reimbursement Program</b>	162,921	129,941
<b>SUBTOTAL</b>	<b>49,865,688</b>	<b>40,636,173</b>
<b>Supplies/Maintenance/Training</b>	<b>14,853,393</b>	<b>12,190,965</b>
<b>Contracted Services</b>	<b>130,609,744</b>	<b>129,271,219</b>
<b>Equipment</b>	<b>2,410,882</b>	<b>1,966,178</b>
<b>Utilities</b>	<b>5,769,531</b>	<b>4,272,483</b>
<b>Debt Service</b>	<b>39,500,000</b>	<b>38,750,000</b>
<b>Subsidies/Earmarks</b>	<b>23,428,218</b>	<b>24,916,437</b>
<b>Other</b>	<b>692,809</b>	<b>2,779,436</b>
<b>TOTAL</b>	<b>409,715,493</b>	<b>375,753,298</b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**HEALTH CHOICES FUND  
BUDGET SUMMARY**

<u>Revenues</u>	<u>2013</u>	<u>2014</u>
Commonwealth of Pennsylvania Grant	109,839,948	109,839,948
Interest	31,863	-
Total Revenues	<u>109,871,811</u>	<u>109,839,948</u>
Cash Balance January 1	27,074,687	-
<b>Total Revenues and Balance</b>	<b><u>136,946,498</u></b>	<b><u>109,839,948</u></b>
<u>Expenditures</u>		
Contracted Services	90,749,022	92,038,828
Salaries and Wages	675,203	805,377
Operational Expenditures	6,851,557	6,913,152
Employee Benefits and Indirect Costs	145,312	185,641
Total Expenditures	<u>98,421,094</u>	<u>99,942,998</u>
Unappropriated Balance	38,525,404	9,896,950
<b>Total Expenditures and Balance</b>	<b><u>136,946,498</u></b>	<b><u>109,839,948</u></b>

---

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

<u>Revenues</u>	<u>2013</u>	<u>2014</u>
Land Line Phone Charges	4,000,000	6,328,272
Wireless Phone Charges	4,894,949	7,762,538
General Fund Appropriation	200,000	500,000
Interest	-	-
Other	1,455,500	-
Total Revenues	<u>10,550,449</u>	<u>14,590,810</u>
Cash Balance January 1	1,534,912	-
<b>Total Revenues and Balance</b>	<b><u>12,085,361</u></b>	<b><u>14,590,810</u></b>
<u>Expenditures</u>		
Salaries and Wages	7,610,812	8,091,107
Operational Expenditures	3,476,800	3,877,753
Employee Benefits	2,253,741	2,496,216
Equipment Upgrades	-	-
Total Expenditures	<u>13,341,353</u>	<u>14,465,076</u>
Unappropriated Balance	1,255,992	125,734
<b>Total Expenditures and Balance</b>	<b><u>12,085,361</u></b>	<b><u>14,590,810</u></b>



**COUNTY OF MONTGOMERY  
GENERAL FUND**

**LIQUID FUELS TAX FUND**

**BUDGET SUMMARY**

<b><u>Revenues</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
Commonwealth of Pennsylvania	1,546,542	1,423,835
General Fund Appropriation	-	-
Interest		
Other	30,300	30,800
	<hr/>	<hr/>
Total Revenues	1,576,842	1,454,635
Cash Balance January 1	509,328	-
	<hr/>	<hr/>
<b>Total Revenues and Balance</b>	<b><u><u>2,086,170</u></u></b>	<b><u><u>1,454,635</u></u></b>
<b><u>Expenditures</u></b>		
Salaries and Wages	626,973	515,604
Maintenance of Roads and Bridges	814,965	674,196
Engineering of Roads and Bridges	25,670	25,670
Employee Benefits	215,495	208,154
	<hr/>	<hr/>
Total Expenditures	1,683,103	1,423,624
Unappropriated Balance	403,067	31,011
	<hr/>	<hr/>
<b>Total Expenditures and Balance</b>	<b><u><u>2,086,170</u></u></b>	<b><u><u>1,454,635</u></u></b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**RECYCLING FUND  
BUDGET SUMMARY**

<u>Revenues</u>	<u>2013</u>	<u>2014</u>
Commonwealth of Pennsylvania Grant	102,000	112,000
General Fund Appropriation	75,000	100,000
Interest	28,000	5,000
Total Revenues	<u>205,000</u>	<u>217,000</u>
Cash Balance January 1	160,799	87,479
<b>Total Revenues and Balance</b>	<b><u>365,799</u></b>	<b><u>304,479</u></b>
<u>Expenditures</u>		
HHW Program	160,000	190,000
Administration	78,320	72,100
<b>Total Expenditures</b>	<b><u>238,320</u></b>	<b><u>262,100</u></b>
<b>Total Cash Balance</b>	<b><u>127,479</u></b>	<b><u>42,379</u></b>

**SELF INSURANCE FUND  
BUDGET SUMMARY**

<u>Revenues</u>	<u>2013</u>	<u>2014</u>
General Fund Appropriation	1,000,000	1,000,000
Settlements and Premium Adjustments	50,000	50,000
Interest	25,000	25,000
Total Revenues	<u>1,075,000</u>	<u>1,075,000</u>
Cash Balance January 1	3,175,000	2,500,000
<b>Total Revenues and Balance</b>	<b><u>4,250,000</u></b>	<b><u>3,575,000</u></b>
<u>Expenditures</u>		
Claims	1,700,000	1,300,000
Trustee and Legal Fees	20,000	20,000
General Administration	30,000	30,000
Total Expenditures	<u>1,750,000</u>	<u>1,350,000</u>
<b>Ending Fund Balance</b>	<b><u>2,500,000</u></b>	<b><u>2,225,000</u></b>

# **Appendix 2**

## **2014 Capital Budget Detail**

**COUNTY OF MONTGOMERY  
2014 CAPITAL BUDGET AND 2014-2018 CAPITAL PLAN**

**SUMMARY ALL DEPARTMENTS**

	2014 Budget	Capital Plan				Total 2014-2018
		2015	2016	2017	2018	
Assets and Infrastructure	\$ 16,336,500	\$ 21,493,000	\$ 19,690,400	\$ 9,220,400	\$ 600,000	\$ 67,340,300
Public Safety and Corrections	\$ 28,345,040	\$ 2,850,000	\$ 80,000	\$ 50,000	\$ 50,000	\$ 31,375,040
Roads and Bridges	\$ 29,109,279	\$ 37,124,178	\$ 39,189,624	\$ 28,438,000	\$ 46,550,000	\$ 180,411,081
Marcellus Shale Funds Projects	\$ 2,054,974	\$ 1,206,729	\$ 1,200,000	\$ -	\$ -	\$ 4,461,703
County Infrastructure Initiative	\$ 4,265,000	\$ 9,050,000	\$ 8,550,000	\$ 6,750,000	\$ 6,000,000	\$ 34,615,000
Information Technology & Solutions	\$ 9,330,000	\$ 2,945,000	\$ 550,000	\$ 200,000	\$ 200,000	\$ 13,225,000
Vehicle Replacement Fund	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
SEPTA	\$ 528,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,528,000
Economic Development	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 7,500,000
Community Revitalization	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 93,118,793</b>	<b>\$ 77,418,907</b>	<b>\$ 72,010,024</b>	<b>\$ 47,408,400</b>	<b>\$ 56,150,000</b>	<b>\$ 346,106,124</b>
<b>TOTAL CAPITAL REVENUES</b>	<b>\$ 25,690,635</b>	<b>\$ 28,983,942</b>	<b>\$ 31,770,800</b>	<b>\$ 16,848,900</b>	<b>\$ 36,345,000</b>	<b>\$ 138,089,277</b>
<b>TOTAL NET COUNTY CAPITAL EXPENDITURES</b>	<b>\$ 67,428,158</b>	<b>\$ 48,434,965</b>	<b>\$ 40,239,224</b>	<b>\$ 30,559,500</b>	<b>\$ 19,805,000</b>	<b>\$ 208,016,847</b>

**COUNTY OF MONTGOMERY  
2014 CAPITAL BUDGET AND 2014-2018 CAPITAL PLAN  
ASSETS AND INFRASTRUCTURE**

Description	2014	Capital Plan				Total
	Budget	2015	2016	2017	2018	2014-2018
<b>Courthouse - Garage</b>						
Engineering	100,000	200,000				300,000
Construction		11,000,000	8,000,000			19,000,000
<b>Courthouse</b>						
ESCO	2,500,000					2,500,000
Interior Reconfiguration	500,000	2,000,000	1,500,000			4,000,000
Bullpen Hallway - Recoat Floor	30,000					30,000
Replace (3) Courthouse Doors	13,000					13,000
Replace (4) CH elevator Doors			50,400	50,400		100,800
Elevator Renovation	1,065,000					1,065,000
Carpet Replacements	20,000	20,000	20,000			60,000
Terrazo Floor Repairs	10,000					10,000
Main St. Entrance Roof Repair	15,000					15,000
Landscape Improvements	15,000	15,000				30,000
<b>Main Street Garage</b>						
Structural repair	8,000,000					8,000,000
<b>One Montgomery Plaza</b>						
Engineering and Design	500,000					
Façade, Roof and Window Replacement		7,000,000	7,000,000	6,000,000		20,000,000
Space Fitout			2,500,000	2,500,000		5,000,000
<b>Juvenile Probation</b>						
Building Renovation	1,500,000					1,500,000
<b>Parks and Trails</b>						
Improvements and Acquisitions	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>Eagleville Facility</b>						
Driveway Repair	175,000					175,000
<b>Landfill</b>						
Gas Venting System	125,000					125,000

**COUNTY OF MONTGOMERY  
2014 CAPITAL BUDGET AND 2014-2018 CAPITAL PLAN  
ASSETS AND INFRASTRUCTURE**

<b>Description</b>	<b>2014</b>	<b>Capital Plan</b>				<b>Total</b>
	<b>Budget</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2014-2018</b>
<b>Youth Center</b>						
Parking lots/Road Paving		35,000		35,000		70,000
Carpeting/Flooring	40,000	40,000	40,000	40,000	40,000	200,000
Roof and Gutter repairs	10,000	40,000			10,000	60,000
Generator Replacement		250,000				250,000
Bathroom Renovations		10,000		15,000		25,000
Cubicles	40,000	40,000				80,000
Furniture	15,000	15,000				30,000
Plumbing Upgrades	50,000					50,000
HVAC Upgrades	25,000	25,000				50,000
Dishwasher		20,000				20,000
Expansion of Youth Center	750,000					750,000
<b>Library</b>						
Parking Lot	150,000					150,000
HVAC Upgrades		165,000				165,000
<b>Fleet Facility</b>						
Tow Truck	30,000					30,000
Bucket Truck	30,000					30,000
Tractor w/ Plow Attachment	18,500					18,500
Van (used) - skilled trades	12,500					12,500
Extended Van (carpenters)		38,000				38,000
4-Wheel Drive (used) w/Plow, Snow Spreader	17,500					17,500
<b>Sidewalk Repairs</b>	30,000	30,000	30,000	30,000		120,000
<b>Emergency Capital Needs</b>	50,000	50,000	50,000	50,000	50,000	250,000
<b>TOTAL</b>	<b>16,336,500</b>	<b>21,493,000</b>	<b>19,690,400</b>	<b>9,220,400</b>	<b>600,000</b>	<b>66,840,300</b>

**COUNTY OF MONTGOMERY  
2014 CAPITAL BUDGET AND 2014-2018 CAPITAL PLAN  
PUBLIC SAFETY AND CORRECTIONS**

Description	2014 Budget	Capital Plan				Total 2014-2018
		2015	2016	2017	2018	
<b>PUBLIC SAFETY</b>						
Emergency Communications - Radio System Infrastructure	20,000,000	2,800,000				22,800,000
Emergency Communications - County Radios	2,000,000					2,000,000
Emergency Communications - Radio Towers site work	1,900,000					1,900,000
Emergency Communications - Radio Towers Equipment	1,150,040					1,150,040
Public Safety Record Management System	2,200,000					2,200,000
Vehicle/Equipment Storage Garage at EOC for Public Safety and DA	750,000					750,000
Retrofit Fleet Bay for DA Vehicle Forensics	50,000					50,000
Training Campus Repairs	130,000					130,000
Operations Center Repairs	20,000					20,000
Replacement Vehicle	35,000		30,000			65,000
<b>CORRECTIONS</b>						
Vehicle Replacement	70,000	50,000	50,000	50,000	50,000	270,000
Laundry Equipment	40,000					40,000
<b>TOTAL</b>	<b>28,345,040</b>	<b>2,850,000</b>	<b>80,000</b>	<b>50,000</b>	<b>50,000</b>	<b>31,375,040</b>

**COUNTY OF MONTGOMERY  
2014 CAPITAL BUDGET AND 2014-2018 CAPITAL PLAN  
ROADS AND BRIDGES**

Description	2014	Capital Plan				Total
	Budget	2015	2016	2017	2018	2014-2018
<b>Grant Revenue</b>						
<b>Bridges</b>						
BR# 135 Arcola Road	475,000	4,750,000	3,325,000		-	8,550,000
BR# 237 Knight Road	380,000	2,375,000	665,000		-	3,420,000
BR# 27 Fetter Mill Road	285,000	285,000	1,710,000	38,000		2,318,000
BR# 190 Keim Street	332,500	617,500	760,000	2,185,000	23,750,000	27,645,000
BR# 59 Valley Green Road	237,500	522,500	2,375,000	1,662,500	95,000	4,892,500
BR# 232 Fruitville Road	332,500	665,000	665,000	475,000	9,500,000	11,637,500
Ridge Pike Bridges - over Norfolk Southern	1,000,000	4,000,000	6,650,000	2,850,000		14,500,000
Butler Pike Bridge	140,000	420,000	400,000	800,000	800,000	2,560,000
<b>Lafayette Street</b>	18,671,389	14,248,942	14,120,800	8,838,400	2,200,000	58,079,531
<b>Germantown Pike/Einstein</b>	25,043					25,043
<b>TOTAL REVENUE</b>	<b>21,878,932</b>	<b>27,883,942</b>	<b>30,670,800</b>	<b>16,848,900</b>	<b>36,345,000</b>	<b>133,627,574</b>
<b>Bridge Replacement/Reconstruction</b>						
BR# 135 Arcola Road	500,000	5,000,000	3,500,000		-	8,500,000
BR# 237 Knight Road	400,000	2,500,000	700,000		-	3,600,000
BR# 27 Fetter Mill Road	300,000	300,000	1,800,000	40,000		2,440,000
BR# 190 Keim Street	350,000	650,000	800,000	2,300,000	25,000,000	29,100,000
BR# 59 Valley Green Road	250,000	550,000	2,500,000	1,750,000	100,000	5,150,000
BR# 232 Fruitville Road	350,000	700,000	700,000	500,000	10,000,000	12,250,000
Church Road	20,000	38,000	38,624	-	-	96,624
Ridge Pike Bridges - over Norfolk Southern	1,300,000	4,300,000	7,000,000	3,000,000	-	15,600,000
Butler Pike Bridge	175,000	525,000	500,000	1,000,000	1,000,000	3,200,000
<b>Ridge Pike Improvement Project</b>						
Ridge Pike - Carland Rd. to Regal Dr.	100,000	2,100,000	3,000,000	1,000,000	-	6,200,000



**COUNTY OF MONTGOMERY  
2014 CAPITAL BUDGET AND 2014-2018 CAPITAL PLAN  
ROADS AND BRIDGES**

<b>Description</b>	<b>2014</b>	<b>Capital Plan</b>				<b>Total</b>
	<b>Budget</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2014-2018</b>
Ridge Pike - Joshua to Philadelphia	400,000	800,000	400,000	4,000,000	4,000,000	9,600,000
Ridge Pike - Butler to Joshua	300,000	400,000	300,000	3,500,000	3,500,000	8,000,000
Ridge Pike and Alan Wood Road Intersection	250,000	750,000				1,000,000
<b>Lafayette Street</b>	23,339,236	17,811,178	17,651,000	11,048,000	2,750,000	72,599,414
<b>Germantown Pike/Einstein</b>	25,043					25,043
<b>County Road Drainage Upgrades</b>	100,000	100,000	100,000	100,000	100,000	500,000
<b>GuideRail - Roads and Bridges</b>	100,000	100,000	100,000	100,000	100,000	500,000
<b>Vehicles</b>	200,000	100,000	100,000	100,000		500,000
<b>Maintenance Building- Blackhorse</b>	650,000	400,000				1,050,000
<b>TOTAL EXPENDITURES</b>	<b>29,109,279</b>	<b>37,124,178</b>	<b>39,189,624</b>	<b>28,438,000</b>	<b>46,550,000</b>	<b>179,911,081</b>
<b>TOTAL NET COUNTY EXPENDITURES</b>	<b>7,230,347</b>	<b>9,240,236</b>	<b>8,518,824</b>	<b>11,589,100</b>	<b>10,205,000</b>	<b>46,283,507</b>

COUNTY OF MONTGOMERY  
 2014 CAPITAL BUDGET AND 2014-2018 CAPITAL PLAN  
 MARCELLUS SHALE FUNDS

Description	2014	Capital Plan				Total 2014-2018
	Budget	2015	2016	2017	2018	
<i>Grant Revenue</i>						
Marcellus Shale Unconventional Wells Funds	2,261,703	1,100,000	1,100,000			4,461,703
<b>TOTAL REVENUE</b>	<b>2,261,703</b>	<b>1,100,000</b>	<b>1,100,000</b>	-	-	<b>4,461,703</b>
Bridge Replacement/Reconstruction						
Specific Projects to be Determined	2,054,974	1,206,729	1,200,000	-	-	4,461,703
<b>TOTAL EXPENDITURES</b>	<b>2,054,974</b>	<b>1,206,729</b>	<b>1,200,000</b>	-	-	<b>4,461,703</b>
<b>TOTAL NET COUNTY EXPENDITURES</b>	<b>(206,729)</b>	<b>106,729</b>	<b>100,000</b>	-	-	<b>0</b>

1. 2014 Revenues include 2012 Funds of \$1,134,325 and 2013 Funds of \$1,127,377.97, received in 2013.

**2014 CAPITAL BUDGET AND 2014-2018 CAPITAL PLAN  
COUNTY INFRASTRUCTURE INVESTMENT**

<b>Description</b>	<b>2014 Budget</b>	<b>Capital Plan</b>				<b>Total 2014-2018</b>
		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	
<b>Bridge Replacements</b>						
Projects to Be Determined	1,200,000	4,050,000	2,550,000	750,000	-	8,550,000
<b>Bridge Maintenance and Engineering</b>						
Projects to Be Determined	565,000	-	-	-	-	565,000
<b>County Roadway Program</b>						
	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<b>Reserve for Emergency</b>						
	500,000	3,000,000	4,000,000	4,000,000	4,000,000	15,500,000
<b>TOTAL COUNTY EXPENDITURES</b>	<b>4,265,000</b>	<b>9,050,000</b>	<b>8,550,000</b>	<b>6,750,000</b>	<b>6,000,000</b>	<b>34,615,000</b>

**COUNTY OF MONTGOMERY  
2014 CAPITAL BUDGET AND 2014-2018 CAPITAL PLAN  
INFORMATION TECHNOLOGY**

<b>Description</b>	<b>2014 Budget</b>	<b>Capital Plan</b>				<b>Total 2014-2018</b>
		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	
<b>Records/Archives Management</b>						
Microfilm Transfer/Storage	85,000					85,000
<b>Enterprise Application System</b>						
Internet Content Filter	150,000					150,000
BYOD Security	300,000					300,000
Virtual Desktop Infrastructure	750,000	750,000	250,000			1,750,000
Payroll System	250,000					250,000
Microsoft Product Upgrade	1,500,000					1,500,000
Enterprise Back-up/Archive Solution	1,000,000	1,000,000				2,000,000
<b>Technology Hardware</b>						
Infrastructure Switch Replacement	1,500,000					1,500,000
Voice and Data Wiring	145,000	145,000				290,000
County Wi-fi	200,000					200,000
Virtual Desktop Infrastructure	750,000	750,000				1,500,000
<b>Communication</b>						
Network Expand-Enhance	100,000	100,000	100,000			300,000
Long-Term Optic Fiber Lease	700,000	200,000	200,000	200,000	200,000	1,500,000
Telephone System Upgrade	1,400,000					1,400,000
<b>Generator - Courthouse</b>	500,000					
<b>TOTAL</b>	<b>9,330,000</b>	<b>2,945,000</b>	<b>550,000</b>	<b>200,000</b>	<b>200,000</b>	<b>12,725,000</b>

**COUNTY OF MONTGOMERY  
2014 CAPITAL BUDGET AND 2014-2018 CAPITAL PLAN  
VEHICLE REPLACEMENT, SEPTA, ECONOMIC DEVELOPMENT, COMMUNITY REVITALIZATION**

<b>Description</b>	<b>2014</b>	<b>Capital Plan</b>				<b>Total</b>
	<b>Budget</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2014-2018</b>
Vehicle Replacement	250,000	250,000	250,000	250,000	250,000	1,250,000
SEPTA Annual Commitment	528,000	1,000,000	1,000,000	1,000,000	1,000,000	4,528,000
Economic Development Programs	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
CR - Municipal Appropriations	1,400,000					1,400,000
<b>TOTAL</b>	<b>3,678,000</b>	<b>2,750,000</b>	<b>2,750,000</b>	<b>2,750,000</b>	<b>2,750,000</b>	<b>14,678,000</b>

**COUNTY OF MONTGOMERY  
2014 CAPITAL BUDGET AND 2014-2018 CAPITAL PLAN  
REVENUE SUMMARY**

<b>Description</b>	<b>2014 Budget</b>	<b>Capital Plan</b>				<b>Total 2014-2018</b>
		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	
<b>CDBG Funds</b>						
Youth Center/JPO Barrier Removal	1,050,000					
<b>Public Safety Grant Funds</b>						
	500,000					
<b>Roads and Bridges</b>						
<b>Bridges</b>						
BR# 135 Arcola Road	475,000	4,750,000	3,325,000	-	-	8,550,000
BR# 237 Knight Road	380,000	2,375,000	665,000	-	-	3,420,000
BR# 27 Fetter Mill Road	285,000	285,000	1,710,000	38,000	-	2,318,000
BR# 190 Keim Street	332,500	617,500	760,000	2,185,000	23,750,000	27,645,000
BR# 59 Valley Green Road	237,500	522,500	2,375,000	1,662,500	95,000	4,892,500
BR# 232 Fruitville Road	332,500	665,000	665,000	475,000	9,500,000	11,637,500
Ridge Pike - over Norfolk Southern	1,000,000	4,000,000	6,650,000	2,850,000	-	14,500,000
Butler Pike Bridge	140,000	420,000	400,000	800,000	800,000	2,560,000
<b>Lafayette Street</b>	18,671,389	14,248,942	14,120,800	8,838,400	2,200,000	58,079,531
<b>Germantown Pike/Einstein</b>	25,043					25,043
<b>Marcellus Shale Unconventional Wells Funds</b>	2,261,703	1,100,000	1,100,000			4,461,703
<b>TOTAL REVENUE</b>	<b>\$ 25,690,635</b>	<b>\$28,983,942</b>	<b>\$ 31,770,800</b>	<b>\$ 16,848,900</b>	<b>\$ 36,345,000</b>	<b>\$ 138,089,277</b>

## **Appendix 3**

### **2014 Open Space Budget Detail**

COUNTY OF MONTGOMERY  
2014 OPEN SPACE BUDGET

SUMMARY ALL DEPARTMENTS

	2013 Commitments	Capital Plan					Total
		2014	2015	2016	2017	2018	2013-2018
<b>EXPENDITURES</b>							
County Park Improvement Projects	\$ 456,464	\$ 955,000	\$ 60,000	\$ -			\$ 1,471,464
Trail Projects	\$ 1,355,000	\$ 7,422,500	\$ 320,000	\$ -			\$ 9,097,500
Mill Grove, Municipal, and Private Organization Projects	\$ 1,650,000	\$ 1,830,000	\$ 1,000,000	\$ -			\$ 4,480,000
Farmland Preservation	\$ -	\$ 1,475,000	\$ 1,475,000	\$ 1,475,000	\$ 1,475,000	\$ 1,475,000	\$ 7,375,000
<b>Expenditures Total</b>	<b>\$ 3,461,464</b>	<b>\$ 11,682,500</b>	<b>\$ 2,855,000</b>	<b>\$ 1,475,000</b>	<b>\$ 1,475,000</b>	<b>\$ 1,475,000</b>	<b>\$ 22,423,964</b>
<b>REVENUES</b>	\$ 176,000	\$ 7,526,000	\$ 1,475,000	\$ 1,475,000	\$ 1,475,000	\$ 1,475,000	\$ 13,602,000
<b>TOTAL OPEN SPACE PROJECTS (NET COUNTY FUNDS)</b>	<b>\$ 3,285,464</b>	<b>\$ 4,156,500</b>	<b>\$ 1,380,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,821,964</b>



COUNTY OF MONTGOMERY  
 2014 OPEN SPACE SPENDING PLAN  
 COUNTY PARKS

Description	Capital Plan						Total
	2013 Commitments	2014	2015	2016	2017	2018	2013-2018
<b>Park Improvements</b>							
GLP Site Improvements	113,300	75,000	10,000	-			198,300
LPVP Building and Site Improvements	64,900	170,000	50,000	-			284,900
Schuylkill Canal Area Site Improvements		155,000					155,000
USVP Building and Site Improvements	40,000	420,000					460,000
PPM/CPVP Building Improvements	18,164						18,164
NFP Site Improvements	88,500	20,000					108,500
PWF Building and Site Improvements	26,000						26,000
Trail Resurfacing, Signage, and other Projects	105,600	115,000					220,600
<b>TOTAL</b>	<b>456,464</b>	<b>955,000</b>	<b>60,000</b>	<b>-</b>			<b>1,471,464</b>

**COUNTY OF MONTGOMERY  
2014 OPEN SPACE SPENDING PLAN  
COUNTY TRAIL PROJECTS**

Description	Capital Plan						Total
	2013 Commitments	2014	2015	2016	2017	2018	2013-2018
<b>Chester Valley Trail</b>							
PECO Property Acquisition	220,000						220,000
Warner Road Design/Construction	275,000						275,000
Demonstration Section Boro line Br Eng	31,485						31,485
Demonstration Section Boro line Br Cons	293,515						293,515
CMAQ Portion Construction		5,000,000					5,000,000
Henderson Road Area Land Acquisition		25,000					25,000
CMAQ Portion Design		149,000					149,000
<b>Wissahickon Trail</b>							
Design and Engineering			50,000				50,000
<b>Pennypack Trail</b>							
Extension to Rockledge	435,000						435,000
SEPTA Crossing Design		100,000					100,000
SEPTA Crossing Construction		500,000					500,000
Huntingdon Pike to Route 63 Construction		100,000					100,000
<b>Schuylkill River Trail</b>							
Pottstown Construction		270,000	270,000				540,000
Tow Path Restoration		680,000					680,000
Construction Management		18,500					18,500
<b>Misc Trails</b>							
Capital Improvements/ Resurfacing/ Acquisitions	100,000	580,000					680,000
<b>TOTAL</b>	<b>1,355,000</b>	<b>7,422,500</b>	<b>320,000</b>	<b>-</b>			<b>9,097,500</b>

COUNTY OF MONTGOMERY  
 2014 OPEN SPACE SPENDING PLAN  
 MILL GROVE  
 MUNICIPAL AND PRIVATE ORGANIZATION GRANTS

Description	2013						Total
	Commitments	2014	2015	2016	2017	2018	2013-2018
Audubon Mill Grove Visitor Center	1,000,000	1,000,000	1,000,000				3,000,000
Approved Grants	650,000	730,000					1,380,000
New County Grants and Acquisitions		100,000					100,000
<b>TOTAL</b>	<b>1,650,000</b>	<b>1,830,000</b>	<b>1,000,000</b>	<b>-</b>			<b>4,480,000</b>

**COUNTY OF MONTGOMERY  
2014 OPEN SPACE SPENDING PLAN  
FARMLAND PRESERVATION**

<b>Description</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total 2013-2018</b>
<b>Farmland Preservation</b>						
County Contribution - Act 319 Transfer	75,000	75,000	75,000	75,000	75,000	375,000
State Matching Funds	175,000	175,000	175,000	175,000	175,000	875,000
State Grant Funds	1,225,000	1,225,000	1,225,000	1,225,000	1,225,000	6,125,000
<b>TOTAL</b>	<b>1,475,000</b>	<b>1,475,000</b>	<b>1,475,000</b>	<b>1,475,000</b>	<b>1,475,000</b>	<b>7,375,000</b>

**COUNTY OF MONTGOMERY  
2014 OPEN SPACE SPENDING PLAN  
GRANT REVENUES**

Description	2013						Total
	Commitments	2014	2015	2016	2017	2018	2013-2018
<b>County Parks Development</b>							
Upper Schuylkill Valley Park Development		202,000					202,000
							-
<b>Trail Projects</b>							
Chester Valley Trail Acquisition PECO	176,000						176,000
Chester Valley Trail Demonstration Section		325,000					325,000
Schuylkill River Trail Pottstown		199,000					199,000
Schuylkill River Trail Spillway Bridge							-
Schuylkill River Trail Tow Path Restoration		325,000					325,000
Chester Valley Trail CMAQ Construction		5,000,000					5,000,000
Chester Valley Trail CMAQ Design							-
							-
<b>Farmland Preservation</b>		1,475,000	1,475,000	1,475,000	1,475,000	1,475,000	7,375,000
<b>TOTAL</b>	176,000	7,526,000	1,475,000	1,475,000	1,475,000	1,475,000	13,602,000