



# **COUNTY OF MONTGOMERY**

## **GENERAL FUND BUDGET**

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

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

# **2015**

**Proposed: November 20, 2014**

**Adopted: December 18, 2014**

**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 18, 2014

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 2015 budget document for Montgomery County. The 2015 Budget document maintains the two central goals identified in 2013:

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

The figures which make up the \$371.1 million General Fund budget represent the actual projected spending by the County in 2015. 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 2015 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 want to thank the hundreds of hard working individuals across the County who not only provide the fiscal and programmatic information which make up the budget, but also present new and creative ideas for making County government more effective and efficient. In particular I offer my gratitude to the dedicated members of the County's Finance Office, without whom, this budget would not exist.

With appreciation,

A handwritten signature in blue ink, appearing to read 'Uri Z. Monson', is written below the text 'With appreciation,'.



**County of Montgomery, PA  
2015 Budget and Fiscal Program**

**Table of Contents**

2015 General Fund Summary ..... 1

2014 Budget Year in Review ..... 1

2015 Budget Process..... 2

2015 Budget Detail – Narrative ..... 6

    COUNTY ADMINISTRATION..... 6

    JUDICIAL ..... 13

    CORRECTIONS ..... 16

    HUMAN SERVICES ..... 19

    PUBLIC SAFETY ..... 24

    FUND BALANCE ..... 25

    DEBT SERVICE..... 26

    PENSION FUND ..... 26

    SUBSIDIES..... 27

2015 Capital Budget and Five-Year Capital Plan ..... 30

2015 Open Space Budget and Five-Year Plan ..... 31

**Appendices:**

**1. 2015 General Fund Budget Detail..... 1 - 10**  
    **(including Health Choices Fund, 9-1-1 Fund, and Liquid Fuel Tax Fund)**

**2. 2015 Capital Budget Detail..... 1 - 14**

**3. 2015 Open Space Budget Detail..... 1 - 5**

**County of Montgomery, PA**  
**2015 Budget and Fiscal Program Narrative**

## **2015 General Fund Summary**

The 2015 Budget for Montgomery County assumes \$371.1 million in expenditures and \$371.1 million in revenues. The 2015 Budget builds on the mission-based approach identified through the zero-based budgeting process of 2013, continues to invest in Human Services and County infrastructure, and increases employee compensation. The 2015 Budget projects to end the year with a fund balance equivalent to 10.62 percent of revenues, consistent with the recommendation of the Government Finance Officers Association (GFOA). The 2015 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 2015.

## **2014 Budget Year in Review**

### *Confronting Unanticipated Challenges*

The 2014 budget year was challenged by the severe winter weather; a sharp decline in revenues related to deed filings as housing sales and mortgage refinancings waned; and, the continued failure of the Commonwealth to address shortfalls in the funding system for 9-1-1 operations.

The Departments of Public Safety, Emergency Communications, Assets and Infrastructure, and the various 24/7 facilities in the County performed at exceptional levels in the face of record-setting amounts of snow, severe ice storms, and long power outages. Their efforts to provide emergency services and maintain open lines of communication helped thousands of County residents survive the winter elements. These extreme winter storms resulted in nearly \$800,000 in unanticipated expenditures including overtime, emergency supplies, salt, and property repairs.

The housing market in the County was also impacted by the storms, with year-over-year sales down 24 percent in the first quarter. Although the market has recovered, year-over-year housing sales through the third quarter remained down nearly 9 percent. Additionally, as a result of continuing low interest rates and more stringent borrowing requirements, mortgage refinancings declined nationally. As a result of these factors, revenues related to deed filings are expected to finish the year \$2.1 million below budget, and at their lowest level in four years.

Continued inaction at the Commonwealth will require the County to supplement operations of the 9-1-1 system with an additional \$2 million in taxpayer funds in 2014. 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.

This fee-based system expired in June of 2014, and an improvement to the system had been anticipated. The General Assembly voted to maintain the current system for one more year while a new system could be designed. In the absence of action by the General Assembly, this problem will continue to

require significant amounts of taxpayer subsidy, not just for Montgomery County, but for Counties across the Commonwealth.

These three unanticipated issues combined to increase costs nearly \$5 million above budget. Despite these challenges, as of the end of the third quarter, the County was projecting a year-end operating deficit of less than \$900,000. The County is continuing efforts during the fourth quarter to achieve balanced operations (revenues at or exceeding expenditures) for the second consecutive year. Prior to 2013, the County had not achieved a year of balanced operations since 2007.

During the 2014 Budget year the County continued to operate within the goals laid out during the ZBB process utilized during 2012. Departments and Offices across the County identified areas to better achieve their operating goals and meet the needs of County residents as efficiently and effectively as possible. The ZBB approach rejects the traditional notion of annual government budgeting which takes the previous year's budget, assumes some amount of growth or arbitrary level of cuts, and sets a new budget figure unrelated to the actual activities of the government. Under ZBB, each government function identifies its mission, how to achieve that mission, how to measure its performance, how to structure the agency to best meet its mission, and what resources are required to meet that mission. Once those parameters are established, the agency is able to establish a budget which conforms to how it can meet its core mission.

## 2015 Budget Process

The 2015 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 2015 Budget was faced with numerous challenges, including:

- Absorbing increases related to existing labor contract increases which committed the County to nearly \$300,000 in additional labor costs.
- Absorbing the cost of an extra pay period in 2015. Because the number of weeks does not divide equally into a year, every 11 or 12 years there are 27 pay periods that fall within a calendar year. Most businesses re-divide total annual salary by 27 weeks, resulting in a lower biweekly paycheck, but the same annual salary for employees. The County is proposing to maintain the current system whereby annual payroll is divided by 26 weeks, effectively providing each employee in the County with an extra paycheck in 2015, equivalent to a one-time salary "adjustment" of nearly 3.9 percent. This approach will have a cost to the County of \$5.2million in 2015.

- Absorbing an increase of \$1 million in the County share of funding for Human Services. This investment leverages an additional \$2.9 million in funds from the Commonwealth and provides for increased services for the most vulnerable citizens in the County, primarily at-risk youth, the aging population, and public health.
- Based on 2014 deed filing activity, the County is estimating a reduction in deed filing revenues of \$2 million relative to the 2014 budget.
- Maintaining the newly achieved recommended Fund Balance that was accomplished in 2014, the first time in five years. The County began 2013 with a fund balance of just over \$17 million, equal to less than 5 percent of revenues, less than half of the recommended percentage. The inadequate Fund Balance is of particular import, and was cited by Moody's as the primary weakness in the County's fiscal outlook, and the reason for the decision to downgrade the County's Bond Rating. "The downgrade of the County's rating to Aa1 reflects its narrowed financial position following several years of sizable operating deficits caused by a growing structural imbalance. The County's General Fund reserves at the end of fiscal 2011 (unaudited) were \$24 million, equal to a weak 6.2% of revenues, and well below average for the rating category." Based on Moody's analytics and the recommendations of the Government Finance Officers Association (GFOA), the County should have a Fund Balance equal to 10 percent of revenues, or about \$37 million.
- Maintaining a payment to the County Pension Fund. In 2014, the County has made Annually Required Contribution (ARC) payments totaling \$3.5 million to the Pension Fund, the second consecutive year of making pension payments, after making no ARC payments since 2007. The County has budgeted for a pension payment at least equal to the amount in 2014.

While addressing these concerns, the 2015 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 2015 with a fund balance that meets or exceeds the recommended 10 percent funding level.
- Assume a Pension Fund payment of \$3.5 million, equal to the amount included in the 2014 budget.
- Absorb 90 percent of the cost for medical benefits for County employees, with no increase in costs for employees.
- Provide a 1 percent base pay increase for all non-represented employees. The net effect of this pay increase and the extra pay period is a nearly 5 percent increase in wages in 2015 for all non-represented employees.

### *2015 Budget Risks and Opportunities*

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

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 2015 marked an increase of over \$38 million. 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 2015*

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

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

The Court has proposed to conduct a comprehensive study of the potential use of digital recording in the courtroom, with a deadline for preliminary recommendations to the full Court by July 1, 2015. The Court has also advised the County that it will complete its comprehensive study of courtroom staffing needs with a deadline for preliminary recommendations to the full Court by July 1, 2015. Any opportunities for increased efficiencies which are approved by the Courts could be incorporated into the 2016 budget.

The County continues to utilize the flexibility afforded by its acceptance as a Block Grant County in late 2013. Human Services departments are working together to identify where funds can be reallocated to meet the ever changing needs of the diverse population of the County. This effort will be further enhanced as the County works with an organizational development consultant to identify the most efficient and effective means for delivering the broad array of Human Services across the County. 2015 also projects an expansion 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.

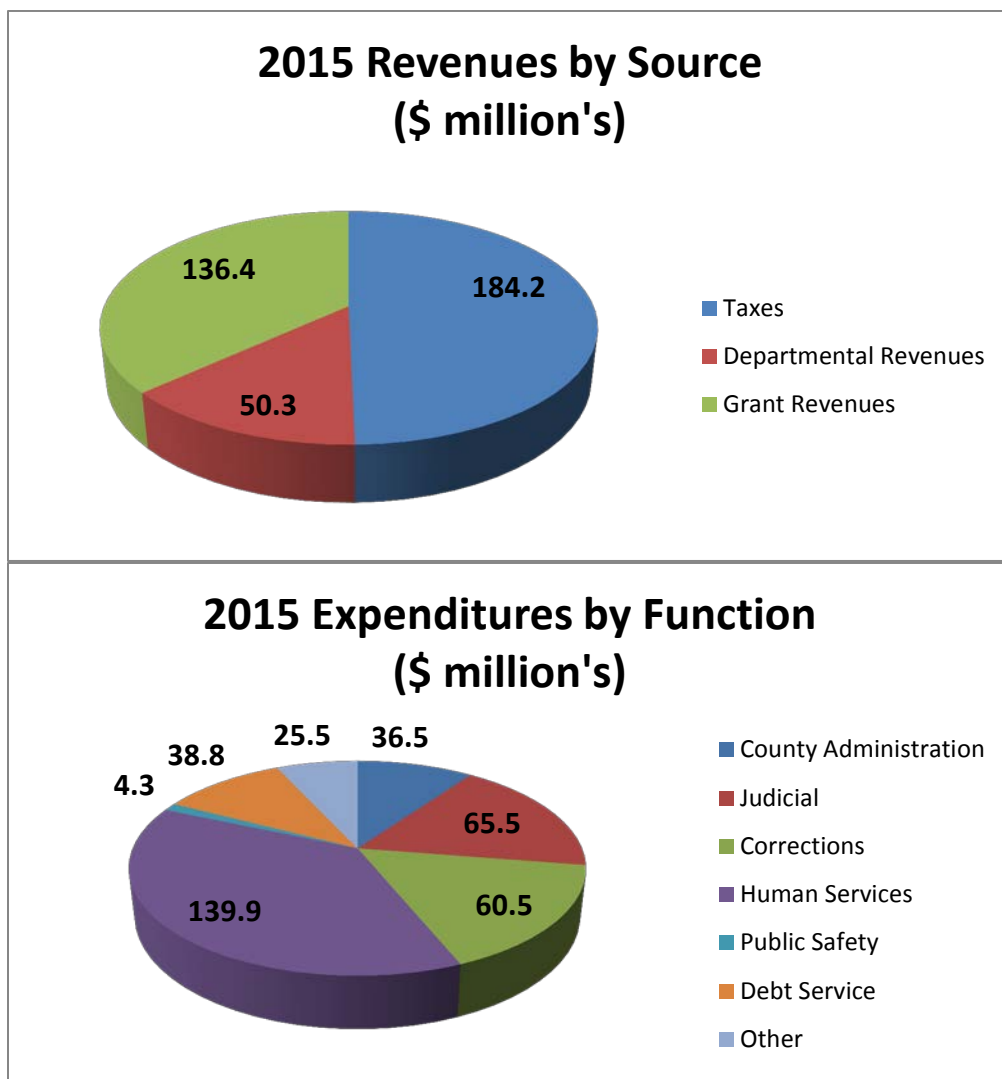
Numerous departments will begin rolling out new mobile technology that will allow users to securely enter data into its system from remote sites, reducing duplication of effort and increasing data accuracy.



*2015 Budget by spending classification*

The 2015 budget detail includes a section (page VIII) which highlights how expenditures are allocated within broad spending areas across the County. In 2015, the County will spend approximately \$113 million in wages; \$39.5 million in employee benefits; \$129.8 million in contracted services (primarily for state funded services); and \$38.8 million in Debt Service.

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



## 2015 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 2014 adopted budget figure for that Department, the projected actual expenditure level for 2014, and the 2015 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 2014, the Office consolidated several positions to improve work flow and achieve nearly \$40,000 in savings. The Solicitor’s Office continues to recognize increased efficiencies and savings for the County through its use of full-time solicitors.

In 2015, 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	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	2,724,514	2,724,514	2,670,568

#### Assets and Infrastructure

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

This Department oversees the management of 75 miles of roads, 104 bridges, 28 culverts, 9 parks and 5 trails throughout Montgomery County. Citizens across the County and region utilize the County’s parks and trails to the amount of 1,594,202 visitors in 2013 and 1,758,613 in 2014 through November 10, 2014. This year saw a decrease in the number of bridges the County is responsible for while seeing an increase in the number of visitors to the parks throughout the County.

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

<b>Assets and Infrastructure</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	6,438,227	6,552,000	5,650,198

### **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, 2013, Montgomery County is comprised of a total of 298,146 properties Countywide, with 8,675 tax-exempt properties. The total number of appeal hearings in 2013 was 1,827.

<b>Board of Assessment Appeals</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	3,297,845	3,094,454	3,266,311

### **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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	1,869,467	1,706,572	1,712,314

### **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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	897,993	897,993	909,779

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

Montgomery County's Commerce Department combines 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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	26,627	26,627	35,082

### **Human Resources**

The Department of Human Resources provides a variety of services to the Montgomery County workforce including Strategic Management, Employee Wellness and Risk Management and Workforce Planning and Development. The Department is also responsible for the administration of employee benefits and compensation management.

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

<b>Human Resources</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	865,055	836,059	872,889

### **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.

The ITS Department continues to move successfully to the Cloud, resulting in: increased uptime, greater storage capacity for end users, and increased overall performance. We continue to enhance our on-premises infrastructure and provided a higher, more accessible level of service to our users.

ITS has reduced its physical server fleet from 175 servers to 90. The department also reduced the number of appliances by 40. Our systems uptime continues to run in high 95 percentage. Additionally, the ITS Helpdesk received 15,000 calls in 2013, with an estimated 10,000 or more calls coming in this year. The average resolution to a basic helpdesk request is 3 to four business days while calls that come in as “not able to work” get a high priority with same day

resolution. ITS is in the process of rolling out a County wide VoIP system, new WiFi System, new 10gb network backbone a new backup solution and finally a successful VDI pilot program.

<b>Information and Technology Solutions</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	6,654,711	5,861,761	6,313,978

### **Planning Commission**

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

The Planning Commission’s Community Planning Assistance program provides technical planning assistance to 30 municipalities and 4 regional planning areas. The commission continually works to add and renew contracts throughout the year. The office has instituted short term technical assistance contracts with municipalities for special planning projects such as the Horsham Township Business Park Master Plan, which will be completed in 2015. The commission also provides school district enrollment projection studies – three were completed in 2014 and one is scheduled for 2015.

In addition, the Planning Commission is an education resource for appointed and elected officials on planning practices in Pennsylvania and trends that affect the county. Our technical expertise, planning courses, model ordinances, awards program, and best practices research promote sound planning in the county’s municipalities and implement the goals of the county’s comprehensive plan. The updated comprehensive plan, Montco 2040: A Shared Vision is expected to be considered for adoption by the County Commissioners in 2015.

<b>Planning Commission</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	3,364,082	3,287,467	3,700,652

### **Public Defender**

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

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

For 2014 the office handles the following caseload in the above-mentioned categories:

Caseload	As of 9/1/14	Est. Annual Total
Preliminary Hearings	2,245	3,848
Adult Criminal Hearings	7,233	9,853
Juvenile Delinquency Proceedings	620	1,062
Juvenile Dependent Proceedings	679	1,164
Termination of Parental Rights Hearings	15	30
Probation and Parole Hearings	1,238	2,476
State Parole Hearings	517	1,034
Involuntary Civil Commitment Hearings (Mental Health Act)	1,111	1,904
Indirect Criminal Contempt Cases	145	248
Appellate Cases	44	84

Public Defender	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	4,035,708	4,035,708	4,203,572

### 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 2014, the Purchasing Department to date has issued 1 Statement of Interest; 2 Requests for Information; 61 Requests for Proposals; and, 19 Specifications.

Purchasing	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	828,259	828,259	824,049

## 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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	1,701,677	1,562,815	1,581,829

## 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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	695,405	695,405	728,822

## 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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	670,601	670,601	688,457

## 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 545,555 registered voters as of October 17, 2014. The County designated 425 polling locations which utilize 1,133 electronic voter machines.

<b>Voter Services</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	2,074,459	2,002,916	2,017,139



## JUDICIAL

### Clerk of Courts

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

Clerk of Courts	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	2,377,908	2,321,881	2,317,600

### 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).

Coroner	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	1,366,492	1,366,492	1,446,287

### Courts and District Justices

Montgomery County is the 38th Judicial District of the Unified Judicial System of Pennsylvania. The Court of Common Pleas will have a complement of 23 Judges and 6 Senior Judges. There are 29 Magisterial District Judge courts within the District.

Courts	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	15,403,741	15,403,741	15,327,931

District Justices	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	9,910,527	9,910,527	9,495,120

### 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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	14,386,905	14,485,517	14,677,756

### **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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	8,274,552	7,912,348	8,254,032

### **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 2014, the Jury Board expects to call between 71,000 and 72,000 jurors for the year, and through November 5, 2014, have had 8,902 jurors appear and 1,207 jurors assigned to cases.

<b>Jury Board</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	533,678	531,010	545,897

### **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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	620,694	612,625	624,325

## 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% mandatory e-filing , by attorneys filing civil related pleadings, in the near future. ( Currently e-filing represents 40% of the filings in the office). The effort will improve accuracy, reduce paper, and ultimately allow for additional savings. The costs of this investment are being paid through the Prothonotary's Automation Fund.

<b>Prothonotary</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	2,406,506	2,406,506	2,337,100

## 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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	1,206,674	1,142,245	1,161,176

## Sheriff

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

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

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

<b>Sheriff</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	8,786,437	8,742,505	8,779,407

## **CORRECTIONS**

### **Adult Probation**

The Adult Probation and Parole Department acts as an extension of the Board of Judges of Montgomery County. The agency is challenged with the fundamental responsibility to supervise all probationers, parolees, and intermediate punishment cases in the community. As of October 2014, we currently have 15,210 offenders under the authority and jurisdiction of the Montgomery County Board of Judges’.

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

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

<b>Adult Probation</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	7,530,819	7,439,658	8,104,994

**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 700 children are under the Department’s supervision, with a projected 950 referrals this year and about 1,500 children expected to be managed by the department in 2015.

<b>Juvenile Probation</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	4,997,363	5,144,135	5,061,106

<b>Child Care - Delinquent</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	10,207,000	9,694,060	10,187,000

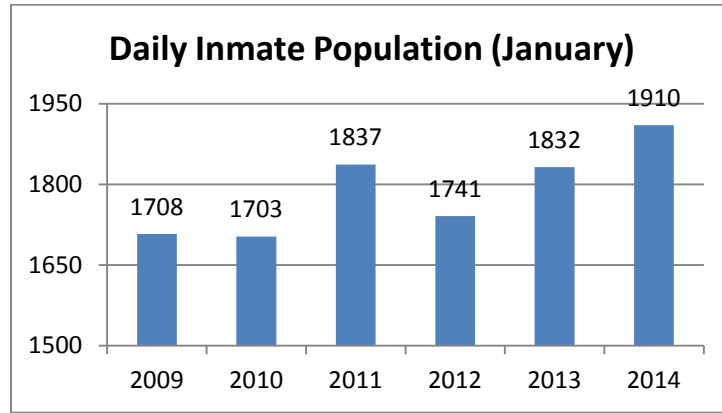
**Driving Under the Influence**

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 2014, this office has served 2,761 individuals to date, which is similar to 2013’s numbers when it served 3,174 individuals by the end of the year.

<b>Driving Under the Influence</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	451,563	451,563	462,235

**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 2014, the average daily population was 1,924 with a work release average of 105 individuals.



Correction Facility	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	32,174,133	32,755,995	32,591,071

**Youth Detention Center**

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

## HUMAN SERVICES

### Aging and Adult Services

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

In 2013, MCAAS provided:

- Information and assistance to 66,229 contacts
- 295,769 home delivered meals
- 3,647 long term care assessments
- 243,115 transportation trips for seniors
- 278,131 visits to Senior Centers

Aging and Adult Services	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	18,711,481	18,711,481	20,194,869

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

The Office of Children and Youth delivers child protective services and family-focused child welfare intervention and supportive services so that families can achieve and maintain a safe, stable and desirable quality of life. Services are provided in accordance with federal and state statutes, as well as Department of Public Welfare mandates. The department's three overarching goals are: child safety, child permanency, and child and family well-being. Office of Children and Youth services are primarily funded by the State. The department qualified for increased funding levels in 2015.

Among the many services provided by the Department:

- New child protection reports are received around the clock. 2,938 reports were received for services in 2013 and that number has increased in 2014.
  - 1,711 investigations of child abuse and neglect were conducted to assure safety and well-being of children.
  - 1,227 families received brief diversion support that includes in-person home visits and family connection to prevention services.
- Family assessments are completed to assure that basic needs of children are met.
  - 5,589 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.

- In the course of assessing the total of 2,940 reports above, the safety of 7,938 children was assured.
- On any given day in 2013, there was an average of 277 families receiving ongoing services from OCY.
  - 85% of the families receive child welfare services in their home. The average number of children being monitored at home is 748 children per day.
  - When home circumstances affect safety of children the county may be awarded temporary custody by the Juvenile Court. 0.426 children per 1,000 require placement out of home to assure their safety. Throughout the year, 461 children received temporary placement services. The average length of stay in foster care is 13 months. 93% of children never re-enter the child welfare system.
- The County licensed and maintained 122 foster homes.
- 62 children who were in temporary placement settings achieved permanency through adoption or permanent custody with a legal custodian.
- 105 youth in placement age 16 to 20 participated in independent living preparation services and 33 former foster youth received aftercare services to assure their well-being to age 21.

<b>Children and Youth Administration</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	11,729,575	10,564,604	12,218,583

<b>Child Care - Dependent</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	14,050,000	14,050,000	15,116,400

### 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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	24,619,658	24,619,658	25,051,777

### Drug and Alcohol Programs and Behavioral Health Programs

The Montgomery County Behavioral Health/Developmental Disabilities Department is committed to the establishment and oversight of drug and alcohol, mental health and intellectual disabilities services in Montgomery County. By forming partnerships with the state, county, advocates, 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 in 2014 are similar to 2013, which were down dramatically from previous years 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 2,525 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>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	6,147,241	6,147,241	6,173,211

<b>Behavioral Health Programs</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	49,132,413	49,132,413	48,971,888

## Health Department

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

The Department also provides Environmental Health Services, in its efforts to license and inspect food service facilities, investigate environmental complaints, health and safety inspections of organized

camps, campgrounds, public bathing facilities, mobile home parks and institutional sanitation and safety throughout Montgomery County. The Department oversees permit issuance and installation inspections of private water supplies and on-lot sewage disposal systems to protect surface and ground water.

Among the Departments’ many performance measures:

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

<b>Health Department</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	9,274,712	9,068,177	9,405,453

## Parkhouse

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

<b>Parkhouse and Assisted Living</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	7,280,684	12,617,058	754,000

## Veterans Affairs

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

<b>Veterans Affairs</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	482,513	452,827	504,935

## Youth Shelter Center & Youth Detention Center

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

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

In 2013, the Center's shelter care:

- Had 109 new admissions
- Provided 3,196 child care days
- Averaged 8.7 residents per day

In 2013, the Center's secure detention facility:

- Had 512 new admissions
- Provided 9,155 child care days

- Averaged 25.0 residents per day

<b>Youth Shelter Center</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	1,334,567	1,204,645	1,340,674

<b>Youth Detention Center</b>	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	4,007,879	3,820,160	4,060,818

## **PUBLIC SAFETY**

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

Severe weather continues to pose a significant threat to Montgomery County, as evidenced by the snow and ice storms that caused widespread power outages this past winter and Superstorm Sandy the previous year. The Office of Emergency Management plans for and stands ready to respond to all natural or manmade disasters that affect the county.

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

The Emergency Communications Division is in the midst of a \$29.9 million upgrade to the Emergency Dispatch Radio System, which processes one million radio transmissions monthly. The division processes about 786,837 calls to the 9-1-1 center annually and dispatches emergency responders to 1,900 calls a day, on average.

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

The police, fire and emergency medical responders who directly serve our residents also receive comprehensive training throughout the year at the department's Public Safety Training Campus. In 2013, those training programs included:

- 391 total fire and police training courses
- 248 training days in the Tactical Response Training Center
- 10,385 total fire and police students

- 63,661 total training hours fire/police

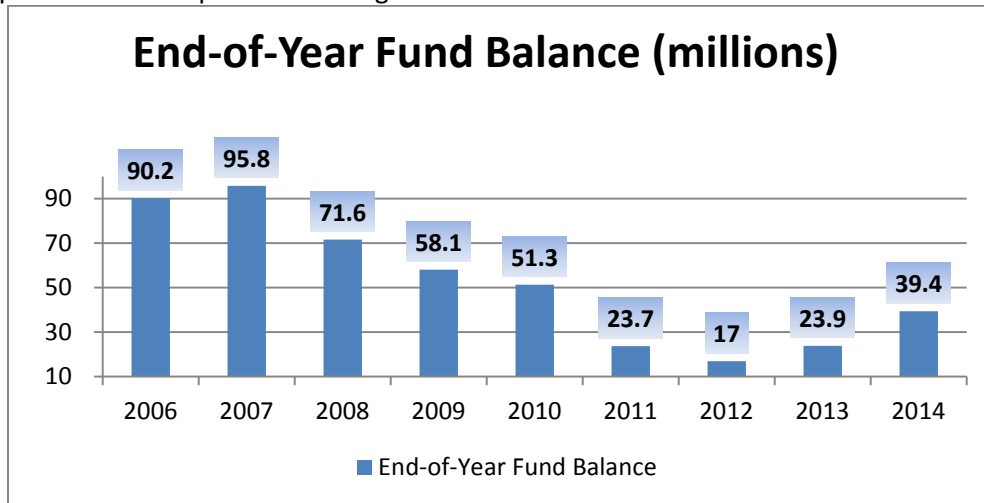
Looking forward, the Department of Public Safety has identified numerous emerging threats and challenges, including “home grown” terrorism, active shooters, cybercrime, infectious disease and high profile events such as a Papal visit and the region hosting the Democratic National Convention.

To prepare for and meet those challenges, the department is expanding its capabilities to include Text to 9-1-1, the first countywide Records Management System for law enforcement, a new intelligence center, increased regional GIS capability and an enhanced community alerting system.

Public Safety	2014 Budget	2014 Actual (projected)	2015 Budget
Total Expenditures	3,810,835	3,601,961	4,299,759

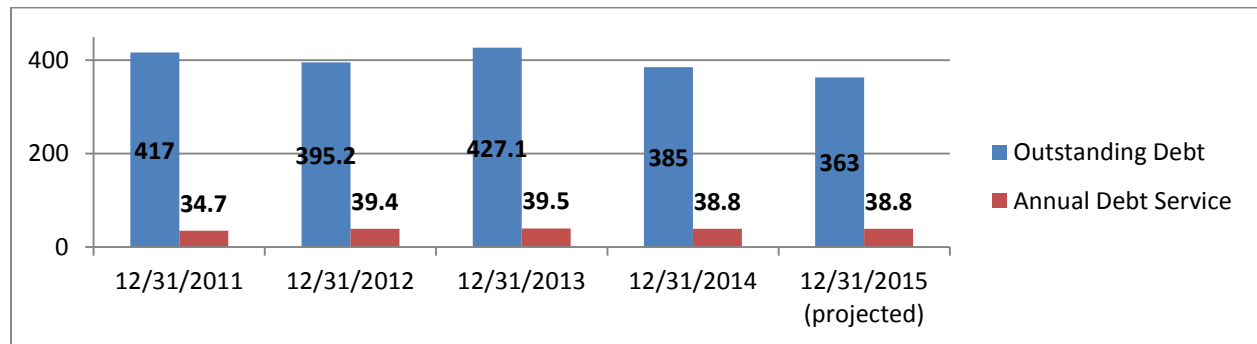
## FUND BALANCE

2014 projects to end the year with a fund balance of nearly \$39.1 million, or nearly 10.3 percent of revenues. This represents the second consecutive year of an increase in the year-end fund balance, and a return to the recommended reserve levels of at least 10% of revenues, which had not been achieved since 2010. The 2015 Budget assumes that the County will end the year with a fund balance of \$39.4 million, equal to over 10.6 percent of budgeted revenues.



## DEBT SERVICE

The 2015 Budget projects Debt Service payments totaling \$38.8 million. By the end of 2015, assuming no additional borrowings, the total outstanding County debt will be \$363 million, down \$64 million from the end of 2013. This change is due to the retirement of debt through routine debt service, and the defeasance of over \$19 million in debt related to the Human Services Center and the Parkhouse facility.



The Capital Plan that can be found later in this document anticipates spending levels above that of currently available funds. Should capital spending follow the proposed plan, it is likely the County will need to borrow additional capital funds, late in 2015. 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 2014 funded ratio of 91.3 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 2014, while the fund has fallen from being 100 percent funded.

In 2013 the County made an ARC payment of over \$3.2 million, and a \$3.5 million payment in 2014. The 2015 Budget projects a Pension payment equal to that of 2014 - \$3.5 million. 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 final actuarial recommended ARC payment for 2015. Once that figure is determined over the summer, the County will be able to revisit increasing the Pension payment as necessary and appropriate.

## SUBSIDIES

### Education Subsidies

#### *Montgomery County Community College*

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

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

The 2015 Budget subsidy of \$18,018,407 is 100 percent of the amount requested by the College for 2015. This subsidy consists of \$14,189,887 for operating funds and long-term leases, \$2,988,520 for County funded Capital debt obligations, and support for Campus Capital projects through the County's Capital Fund in the amount of \$840,000. The County also owns the land where the Blue Bell campus is situated (assessed value of nearly \$60 million) which it provides to the College for \$1 in annual rent.

<b>Montgomery County Community College</b>	2014 Subsidy	2015 Subsidy
Total Expenditures	17,200,839	18,018,407

#### *Montgomery County - Norristown Public Library*

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

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

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

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

<b>Montgomery County – Norristown Library</b>	2014 Subsidy	2015 Subsidy
Total Expenditures	2,396,415	2,396,415

*Cooperative Extension*

Although 2014 marked the centennial for Extension nationwide, Penn State Extension has actually served local citizens for 103 years with one of the first county agents in the nation based in Montgomery County. Cooperative Extension offers research-based education and problem-solving assistance to both private citizens and businesses.

Extension provides mandated education and diagnostic services for many licensed professions. County residents also take advantage of diagnostic resources for water, soil, and plant/insect identification. Along with educational outreach in human nutrition, ag production, horticulture, community forestry, ag entrepreneurship, and youth development, this year’s local programming included presentations on the latest in bio-energy research.

In 2014, Montgomery County Cooperative Extension reached over 30,000 county citizens at face-to-face educational sessions. In addition, 7,391 Montgomery County early education professionals received job-required professional development via distance education for a total of 22,246 training hours in 2014. An estimated 20,000 requests for information came in via phone or e-mail. Educational articles in local publications extended to 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 Montgomery County 4-H youth development program saw a 53% increase in enrollment in 2014 to reach 12,145 youth and included outreach to almost every school district in the County. In addition, 1,765 educational meetings were held at the 4-H Center during the year.

For every dollar in County funding, the Cooperative Extension is able to leverage an additional \$7.71 in funds from federal, state, and private sources.

<b>Cooperative Extension</b>	2014 Subsidy	2015 Subsidy
Total Expenditures	333,630	333,737



## Transportation and Planning Subsidies

### *Delaware Valley Regional Planning Commission (DVRPC)*

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

<b>DVRPC</b>	2014 Subsidy	2015 Subsidy
Total Expenditures	185,284	185,284

### *Mass Transportation*

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

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

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

<b>Mass Transportation</b>	2014 Subsidy	2015 Subsidy
Total Expenditures	4,255,800	4,301,800

### *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 \$350,701. The net subsidy to the Conservation District is \$200,000.

<b>Montgomery County Conservation District</b>	2014 Subsidy	2015 Subsidy
Total Expenditures	544,469	550,701

## 2015 Capital Budget and Five-Year Capital Plan

The 2015 Capital Budget and Five-Year Capital Plan include total 2015 Capital expenditures of \$69,917,304, and total expenditures of \$348,598,845 over the years 2015-2019. 95.2 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 Open Space Budget and Capital Plan (discussed below) is projected to utilize all of its dedicated funding by the end of 2015. In order to maintain the required level of investment in the County's parks, trails, and open space, funding for these projects can be found in the Capital Plan, beginning in 2016. The total projected spending for these areas is \$41.4 million through 2019.

The budget anticipates receiving revenues from matching funds related to capital projects totaling nearly 24.7 million in 2015, and over \$164 million for the years 2015 – 2019. As a result, the net County Capital expenditures for 2015 are projected to be just over \$42.5 million in 2015, and over \$184.4 million for the years 2015 – 2019. If Capital spending is consistent with the Plan, this level of activity will require borrowing additional funds in 2015.

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

- Funding for repairs and renovations of the Juvenile Probation facility, the Youth Center, and the County Complex
- Funding for new County emergency radio system
- Repairs and renovations to structurally deficient bridges across the County
- Continued investment in County Information Technology including the Virtual Desktop Infrastructure Initiative
- Investments in the County fleet
- Investments in the campus of the Montgomery County Community College
- Required SEPTA Capital commitments
- Funds for Economic Development investments across the County

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

## 2015 Open Space Budget and Five-Year Plan

The 2015 Open Space Budget and Five-Year Plan include total 2015 Open Space expenditures of \$8.6 million. The budget anticipates receiving revenues from matching funds related to Open Space projects totaling over \$2.3 million in 2015. As a result, the net Open Space Capital expenditures for 2015 are projected to be over \$6.2 million in 2015. This level of activity is consistent with the amount of funds remaining from the County's previous Open Space borrowings.

The Open Space Budget and Capital Plan is projected to utilize all of its dedicated funding by the end of 2015. In order to maintain the required level of investment in the County's parks, trails, and open space, funding for these projects can be found in the Capital Plan, beginning in 2016. The total projected spending for these areas is nearly \$41.4 million through 2019.

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**

## **2015 General Fund Budget Detail**

COUNTY OF MONTGOMERY  
GENERAL FUND

BUDGET SUMMARY

	2014	2014	2015
	Adopted	Actual (projected)	Proposed
Real Estate Valuation (Billions)	\$ 58.906	\$ 58.906	59.289
Tax Rate (Mills)	3.152	3.152	3.152
Net Current Taxes	\$ 178,266,187	\$ 180,000,000	179,683,032
Prior Year Taxes	5,000,000	4,250,000	4,500,000
Total Real Estate Taxes	\$ 183,266,187	\$ 184,250,000	\$ 184,183,032
Parkhouse and HSC Facilities	10,046,837	13,878,314	200,000
Departmental & Other Revenue	49,660,984	48,487,470	\$50,380,365
Grant Revenue	132,811,248	133,236,106	136,401,692
Total Revenues	\$ 375,785,256	\$ 379,851,890	\$ 371,165,089
Fund Balance January 1	41,111,727	23,980,278	39,084,335
Total Revenues and Balance Appropriation	416,896,983	403,832,168	410,249,424
Total Expenditures	\$ 375,753,298	\$ 380,747,835	\$ 371,145,000
Annual Operating Surplus/(Deficit)	31,958	(895,945)	20,089
Non-Recurring Revenues and Expenditures			
Net Asset Sale Proceeds/One Time Revenues	-	16,000,000	5,500,000
Cost of 27th Paycheck	-	-	\$ (5,200,000)
Projected Year-End Fund Balance	\$ 41,143,685	\$ 39,084,333	\$ 39,404,424
Fund Balance as a percentage of Revenues	10.95%	10.29%	10.62%

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**DEPARTMENTAL REVENUE**

	2014	2014	2015
	Adopted	Actual (projected)	Proposed
Adult Probation	1,592,640	1,589,822	1,596,124
Aging & Adult Services	1,875,500	1,875,500	2,575,000
Assets & Infrastructure	1,912,331	1,912,331	1,901,527
Board Of Assessment	96,500	128,000	126,500
Children And Youth	346,500	346,500	361,500
Clerk Of Courts	5,270,000	4,673,203	5,100,000
Conservation District	344,469	344,469	350,701
Coroner	310,000	310,000	311,350
Correction Facility	2,202,200	2,342,239	2,513,992
Courts	65,000	65,000	336,150
District Attorney	130,000	130,000	248,919
District Justices	3,700,000	3,053,093	3,000,000
Domestic Relations	6,388,274	6,388,274	6,053,241
Drug And Alcohol Programs	230,000	230,000	240,000
DUI Administration	712,975	826,519	783,000
Health Department	1,276,950	1,276,950	1,276,950
Information Technology Solutions	88,000	345,000	75,000
Juvenile Probation	460,000	460,000	400,000
Law Library	15,000	24,000	20,000
Mental Health Programs	500,000	575,000	250,000
Planning Commission	767,297	767,297	1,193,662
Prothonotary	3,823,918	4,091,592	4,171,489
Public Defender	35,000	35,000	40,000
Public Safety	1,093,500	1,200,000	1,029,868
Purchasing	2,000	2,000	-
Recorder Of Deeds	7,635,050	5,495,748	5,430,962
Register Of Wills	2,580,000	2,580,000	2,602,000
Sheriff	2,426,730	2,426,730	2,507,330
Tax Claim Bureau	2,525,000	2,525,000	2,825,000
Treasurer	91,000	91,000	95,000
Youth Centers	45,150	45,150	45,150
Other Department Revenue	-	140,000	366,533
	<b>\$ 48,540,984</b>	<b>\$ 46,295,418</b>	<b>47,826,948</b>

OTHER REVENUE

Interest	120,000	120,000	150,000
Recoverable Expenditures	900,000	2,000,000	2,303,417
Bail Recovery	100,000	72,052	100,000
Rental Income	-	-	-
	<b>\$1,120,000</b>	<b>\$2,192,052</b>	<b>\$2,553,417</b>
Total Departmental and Other Revenue	<b>\$49,660,984</b>	<b>\$48,487,470</b>	<b>\$50,380,365</b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**GRANT REVENUE**

	2014 <u>Adopted</u>	2014 Actual (projected)	2015 <u>Proposed</u>
Adult Probation	218,698	218,698	187,455
Aging & Adult Services	15,208,000	15,458,000	15,900,400
Assets & Infrastructure	675,000	794,719	774,700
Children And Youth	20,250,500	20,250,500	21,482,000
Community Connections	648,894	200,000	134,070
Coroner Office	71,000	-	-
Courts Admin	1,578,755	1,578,755	1,619,778
Day Care	24,621,607	24,851,607	25,269,519
District Attorney	244,500	325,000	366,900
Drug And Alcohol	5,768,609	5,768,609	5,768,609
Health Department	5,422,041	5,422,041	5,812,026
Juvenile Probation	6,537,500	6,537,500	7,340,511
Mental Health	47,246,007	47,246,007	47,246,007
Planning	12,967	24,000	210,000
Public Safety	1,112,170	1,112,170	1,190,117
Register Of Wills	30,000	75,000	40,000
Sheriff	1,500	2,000	-
Purta	200,000	200,000	230,000
Youth Centers	2,963,500	2,963,500	2,829,600
Other Grant Revenue	0	208,000	
	<u>\$132,811,248</u>	<u>\$133,236,106</u>	<u>136,401,692</u>

COUNTY OF MONTGOMERY  
GENERAL FUND

EXPENDITURE BUDGET

	2014	2014	2015
	Adopted	Actual (Projected)	Proposed
<u>County Administration</u>			
Commissioners	\$ 2,724,514	\$ 2,724,514	2,670,568
Assets and Infrastructure	\$ 6,438,227	\$ 6,552,000	5,650,198
Board Of Assessment Appeals	3,297,845	3,094,454	3,266,311
Controller	1,869,467	1,706,572	1,712,314
Security	897,993	897,993	909,779
Commerce -			
Economic/Workforce Development	26,627	26,627	35,082
Human Resources	865,055	836,059	872,889
Information Technology Solutions	6,654,711	5,861,761	6,313,978
Planning Commission	3,364,082	3,287,467	3,700,652
Public Defender	4,035,708	4,035,708	4,203,572
Purchasing	828,259	828,259	824,049
Recorder Of Deeds	1,701,677	1,562,815	1,581,829
Tax Collector's Fees	1,440,000	1,440,000	1,370,000
Tax Claim Bureau	695,405	695,405	728,822
Treasurer	670,601	670,601	688,457
Voter Services	2,074,459	2,002,916	2,017,139
<b>Total County Administration</b>	<b>37,584,630</b>	<b>36,223,151</b>	<b>36,545,639</b>
<u>Judicial</u>			
Clerk Of Courts	\$ 2,377,908	\$ 2,321,881	2,317,600
Coroner	1,366,492	1,366,492	1,446,287
Courts/Drug Court	15,403,741	15,403,741	15,327,931
Court Appointed Fees	575,000	750,734	580,000



COUNTY OF MONTGOMERY  
GENERAL FUND

EXPENDITURE BUDGET

	2014 Adopted	2014 Actual (Projected)	2015 Proposed
District Attorney	14,386,905	14,485,517	14,677,756
District Justices	9,910,527	9,910,527	9,495,120
Domestic Relations	8,274,552	7,912,348	8,254,032
Jury Board	533,678	531,010	545,897
Law Library	620,694	612,625	624,325
Prothonotary	2,406,506	2,406,506	2,337,100
Register Of Wills	1,206,674	1,142,245	1,161,176
Sheriff/Central Processing	8,786,437	8,742,505	8,779,407
<b>Total Judicial</b>	<b>65,849,114</b>	<b>65,586,131</b>	<b>65,546,631</b>
<b>Corrections</b>			
Adult Probation	7,530,819	7,439,658	8,104,994
Juvenile Probation	4,997,363	5,144,135	5,061,106
Child Care - Delinquent	10,207,000	9,694,060	10,187,000
Driving Under the Influence	451,563	451,563	462,235
Correction Facility	32,174,133	32,755,995	32,591,071
Youth Detention Center	4,007,879	3,820,160	4,060,818
<b>Total Corrections</b>	<b>59,368,757</b>	<b>59,305,571</b>	<b>60,467,224</b>
<b>Human Services</b>			
Aging & Adult Services	18,711,481	18,711,481	20,194,869
Children And Youth Admin	11,729,575	10,564,604	12,218,583
Child Care-Dependent	14,050,000	14,050,000	15,116,400
Day Care	24,619,658	24,619,658	25,164,944
Drug And Alcohol Programs	\$ 6,147,241	\$ 6,147,241	6,173,211

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**EXPENDITURE BUDGET**

	2014 <b>Adopted</b>	2014 <b>Actual (Projected)</b>	2015 <b>Proposed</b>
Behavioral Health Programs	49,132,413	49,132,413	48,971,888
Health Department	9,274,712	9,068,177	9,405,453
Community Connections	635,634	171,480	134,070
Youth Shelter Center	1,334,567	1,204,645	1,340,674
Parkhouse and Assisted Living	7,280,684	12,617,058	754,000
Veterans Affairs	482,513	452,827	504,935
<b>Total Human Services</b>	<b>143,398,478</b>	<b>146,739,584</b>	<b>139,979,027</b>
Public Safety	<b>3,810,835</b>	<b>3,601,961</b>	<b>4,299,759</b>
Other			
Insurance	1,903,297	1,800,000	1,600,000
Debt Services	38,750,000	38,750,000	38,815,074
Reduction In Staff Complement	(2,900,000)	(725,000)	(2,950,000)
Tax Refunds And Appraisals	1,000,000	1,000,000	1,000,000
Legal And Professional Fees	300,000	300,000	300,000
Merit Based Bonus Program	1,171,750	500,000	
Miscellaneous	-	150,000	
<b>Total Other</b>	<b>40,225,047</b>	<b>41,775,000</b>	<b>38,765,074</b>
Transfers To Other Funds			
Emergency Communications	\$ 500,000	\$ 2,500,000	500,000
Liquid Fuels	-		
Recycling	100,000	100,000	100,000

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**EXPENDITURE BUDGET**

	2014 Adopted	2014 Actual (Projected)	2015 Proposed
<i>Total Transfers</i>	600,000	2,600,000	600,000
<u>Subsidies</u>	24,916,437	24,916,437	24,941,646
<b>Total General Fund Expenditures</b>	<b>\$ 375,753,298</b>	<b>\$ 380,747,835</b>	<b>\$ 371,145,000</b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**EXPENDITURES BY CATEGORY**

	2014	2015
	Adopted	Proposed
<b>Full-time Wages</b>	<b>117,009,509</b>	<b>109,320,124</b>
<b>Part-time Wages</b>	<b>3,960,898</b>	<b>3,684,044</b>
<b>Employee Benefits</b>		
Medical, Dental, Long Term Disability	\$ 26,084,570	25,367,005
Social Security	8,328,710	8,139,098
Pension	3,508,395	3,508,395
Unemployment, and Workers Compensation	\$ 1,393,435	1,263,938
Unused Leave	1,191,122	1,170,328
Tuition Reimbursement Program	129,941	127,672
<b>SUBTOTAL</b>	<b>40,636,173</b>	<b>39,576,436</b>
<b>Supplies/Maintenance/Training</b>	<b>12,190,965</b>	<b>11,825,696</b>
<b>Contracted Services</b>	<b>129,271,219</b>	<b>129,838,496</b>
<b>Equipment</b>	<b>1,966,178</b>	<b>2,352,942</b>
<b>Utilities</b>	<b>4,272,483</b>	<b>3,998,732</b>
<b>Debt Service</b>	<b>38,750,000</b>	<b>38,815,074</b>
<b>Subsidies/Earmarks</b>	<b>24,916,437</b>	<b>24,941,646</b>
<b>Other</b>	<b>2,779,436</b>	<b>6,791,810</b>
<b>TOTAL</b>	<b>375,753,298</b>	<b>371,145,000</b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**HEALTH CHOICES FUND  
BUDGET SUMMARY**

<u>Revenues</u>	<u>2014</u>	<u>2015</u>
Commonwealth of Pennsylvania Grant	109,839,948	128,294,356
Interest	-	
Total Revenues	109,839,948	128,294,356
Cash Balance January 1	-	
<b>Total Revenues and Balance</b>	<b>109,839,948</b>	<b>128,294,356</b>
<u>Expenditures</u>		
Contracted Services	92,038,828	94,282,402
Salaries and Wages	805,377	908,796
Operational Expenditures	6,913,152	7,630,942
Employee Benefits and Indirect Costs	185,641	217,370
Total Expenditures	99,942,998	103,039,510
Unappropriated Balance	9,896,950	25,254,846
<b>Total Expenditures and Balance</b>	<b>109,839,948</b>	<b>128,294,356</b>

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

<u>Revenues</u>	<u>2014</u>	<u>2015</u>
Land Line Phone Charges	6,328,272	6,356,849
Wireless Phone Charges	7,762,538	7,836,567
General Fund Appropriation	500,000	500,000
Interest	-	
Other		
Total Revenues	14,590,810	14,693,416
Cash Balance January 1		
<b>Total Revenues and Balance</b>	<b>14,590,810</b>	<b>14,693,416</b>
<u>Expenditures</u>		
Salaries and Wages	8,091,107	8,693,854
Operational Expenditures	3,877,753	3,426,249
Employee Benefits	2,496,216	2,573,313
Equipment Upgrades	-	
Total Expenditures	14,465,076	14,693,416
Unappropriated Balance	125,734	
<b>Total Expenditures and Balance</b>	<b>14,590,810</b>	<b>14,693,416</b>

**COUNTY OF MONTGOMERY  
GENERAL FUND  
LIQUID FUELS TAX FUND**

**BUDGET SUMMARY**

<u>Revenues</u>	<u>2014</u>	<u>2015</u>
Commonwealth of Pennsylvania	1,423,835	1,382,458
General Fund Appropriation	-	-
Interest		
Other	30,800	130,412
	<hr/>	<hr/>
Total Revenues	1,454,635	1,512,870
Cash Balance January 1	-	-
	<hr/>	<hr/>
<b>Total Revenues and Balance</b>	<b><u>1,454,635</u></b>	<b><u>1,512,870</u></b>
<u>Expenditures</u>		
Salaries and Wages	515,604	567,549
Maintenance of Roads and Bridges	674,196	868,590
Engineering of Roads and Bridges	25,670	25,670
Employee Benefits	208,154	219,525
	<hr/>	<hr/>
Total Expenditures	1,423,624	1,681,334
Unappropriated Balance	31,011	(168,463)
	<hr/>	<hr/>
<b>Total Expenditures and Balance</b>	<b><u>1,454,635</u></b>	<b><u>1,512,871</u></b>

---

**SELF INSURANCE FUND  
BUDGET SUMMARY**

<u>Revenues</u>	<u>2014</u>	<u>2015</u>
General Fund Appropriation	1,000,000	1,000,000
Settlements and Premium Adjustments	50,000	50,000
Interest	25,000	25,000
	<hr/>	<hr/>
Total Revenues	1,075,000	1,075,000
Cash Balance January 1	3,175,000	2,500,000
	<hr/>	<hr/>
<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	1,500,000
Trustee and Legal Fees	20,000	20,000
General Administration	30,000	30,000
	<hr/>	<hr/>
Total Expenditures	1,750,000	1,550,000
	<hr/>	<hr/>
<b>Ending Fund Balance</b>	<b><u>2,500,000</u></b>	<b><u>2,025,000</u></b>

# **Appendix 2**

## **2015 Capital Budget Detail**

**COUNTY OF MONTGOMERY  
2015 CAPITAL BUDGET AND 2015-2019 CAPITAL PLAN**

**SUMMARY ALL DEPARTMENTS**

	2015 Budget	Capital Plan			Total 2015-2019	
		2016	2017	2018		2019
Assets and Infrastructure	\$ 8,817,000	\$ 13,425,000	\$ 15,395,000	\$ 15,300,000	\$ 3,325,000	\$ 56,262,000
Open Space, Parks, Trails & Historic Sites	\$ 2,141,838	\$ 7,909,347	\$ 9,496,444	\$ 10,055,000	\$ 1,925,000	\$ 31,527,629
Public Safety and Corrections	\$ 15,897,500	\$ 7,851,000	\$ 85,000	\$ 50,000	\$ 85,000	\$ 23,668,500
Roads and Bridges	\$ 22,910,671	\$ 17,317,896	\$ 34,477,874	\$ 36,513,650	\$ 41,840,900	\$ 153,060,991
Marcellus Shale Funds Projects	\$ 1,978,840	\$ 1,655,000	\$ 1,124,975	\$ -	\$ -	\$ 4,758,815
County Infrastructure Initiative	\$ 4,315,000	\$ 8,750,000	\$ 6,500,000	\$ 7,000,000	\$ 7,000,000	\$ 33,565,000
Information Technology	\$ 9,124,455	\$ 4,198,455	\$ 320,400	\$ 320,400	\$ 160,200	\$ 14,123,910
Voter Services	\$ 300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,000,000	\$ 13,200,000
Vehicle Replacement Fund	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
SEPTA	\$ 732,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 4,332,000
Economic Development	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 7,500,000
Montgomery County Community College	\$ 840,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 4,040,000
Community Revitalization	\$ 1,060,000	\$ -	\$ -	\$ -	\$ -	\$ 1,060,000
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 69,917,304</b>	<b>\$ 67,906,698</b>	<b>\$ 74,199,693</b>	<b>\$ 76,039,050</b>	<b>\$ 60,836,100</b>	<b>\$ 348,598,845</b>
<b>TOTAL CAPITAL REVENUES</b>	<b>\$ 24,698,995</b>	<b>\$ 19,042,857</b>	<b>\$ 31,676,720</b>	<b>\$ 53,275,620</b>	<b>\$ 35,416,920</b>	<b>\$ 164,111,112</b>
<b>TOTAL NET COUNTY CAPITAL EXPENDITURES</b>	<b>\$ 45,218,309</b>	<b>\$ 48,863,841</b>	<b>\$ 42,522,973</b>	<b>\$ 22,763,430</b>	<b>\$ 25,419,180</b>	<b>\$ 184,487,733</b>



**COUNTY OF MONTGOMERY  
2015 CAPITAL BUDGET AND 2015-2019 CAPITAL PLAN  
ASSETS AND INFRASTRUCTURE**

Description	2015			Capital Plan			Total 2015-2019
	Budget	2016	2017	2018	2019		
<b>County Complex</b>							
Planning and Engineering	1,500,000	3,000,000					4,500,000
Construction	500,000	10,000,000	15,000,000	15,000,000	3,000,000		43,500,000
Improvements & Maintenance	250,000	250,000		250,000		250,000	1,250,000
<b>Courthouse</b>							
Courthouse Elevator Renovations	946,000						946,000
Sidewalk Repair	90,000						90,000
Bulpen Hallway Recoat Floor	30,000						30,000
Replace (3) Courthouse Doors	13,000						13,000
Carpet Replacements	20,000	20,000					60,000
Main Street Entrance Roof Repair	15,000						15,000
<b>Youth Center Campus</b>							
Construction	3,200,000						3,200,000
Furniture, Fixtures and Equipment	500,000						500,000
Computer Case Mgmt Software	50,000						50,000
HVAC Upgrades	25,000	25,000			25,000		75,000
Plumbing Upgrades	60,000						60,000
Flooring	80,000	40,000					120,000
Bathroom Renovations		15,000					15,000
Parking Lots and Road Paving			75,000				75,000
Dishwasher		25,000					25,000
<b>Eagleville Facility</b>							
Driveway Repair	1,000,000						1,000,000
<b>Willow Grove</b>							
HVAC Upgrades	198,000						198,000
<b>Landfill</b>							
Gas Venting System	125,000						125,000
<b>Library</b>							
Mechanical Systems Upgrades	165,000						165,000
<b>Emergency Capital Needs</b>							
	50,000	50,000	50,000	50,000	50,000	50,000	250,000
<b>TOTAL</b>	<b>8,817,000</b>	<b>13,425,000</b>	<b>15,395,000</b>	<b>15,300,000</b>	<b>3,325,000</b>	<b>3,325,000</b>	<b>56,262,000</b>

**COUNTY OF MONTGOMERY  
2015 CAPITAL BUDGET AND 2015-2019 CAPITAL PLAN  
OPEN SPACE, PARKS, TRAILS & HISTORIC SITES**

Description	2015	Capital Plan			Total
	Budget	2016	2017	2018	2015-2019
<b>Pennypack Trail</b>					
Huntingdon Pike to Byberry Design/ Eng	208,738				208,738
Design/Engineering Byberry to County Line		200,000			200,000
Construction from Route 63 to Byberry Road	311,100				311,100
Byberry Road Crossing			418,000		418,000
Byberry Road to County Line Road Construction			402,000		402,000
Terwood Bridge	175,000				175,000
<b>Chester Valley Trail</b>			3,000,000	6,300,000	9,300,000
<b>Cross County Trail</b>					
Design/ Eng Plymouth Whitemarsh Section	80,000	525,000			605,000
Construction Plymouth/Whitemarsh Section			1,500,000		3,000,000
Design/ Eng Upper Moreland Section		60,000			260,000
Construction Upper Moreland Section			400,000	600,000	1,000,000
<b>Sunrise Trail</b>					
Feasibility Study		20,000			20,000
Design Schwenksville to New Hanover				40,000	40,000
Construction Schwenksville to New Hanover					200,000
<b>Cresheim Valley Trail</b>					
Design/Engineering Springfield Section				40,000	40,000
Construction Springfield Section					200,000
<b>Wissahickon Trail</b>					
Design and Engineering		15,000			15,000
<b>Misc. Trail Projects</b>					
Regional Trail Network Improvements		145,000	280,000	150,000	725,000
<b>Park Improvements</b>					
<b>Green Lane Park</b>					
Green Lane Park Tennis Court Improvements		150,000			150,000
Green Lane Park Second Floor Maintenance Area				50,000	50,000
Green Lane Park Restroom Installation		70,000	70,000		140,000

<b>Lower Perkiomen Valley Park</b>									
LPVP Maintenance Facility and Ranger Office	150,000								150,000
<b>Schuylkill Canal</b>									
Schuylkill Canal Bank Stabilization and Site	96,500								96,500
<b>Upper Schuylkill Valley Park</b>									
USVP Barn Stabilization	60,000								60,000
USVP Large Barn Roof Replacement		130,000							130,000
USVP Restroom			75,000						75,000
USVP Parking Lot		180,000							180,000
<b>Pennypacker Mills</b>									
PPM Roof Improvements	40,000								40,000
<b>Sunrise Mill</b>									
Sunrise Mill Roof Improvements	27,000								27,000
<b>Peter Wentz Farmstead</b>									
Peter Wentz Driveway Repair		100,000							100,000
<b>Mill Grove</b>									
	5,117,847	1,516,444							6,634,291
<b>Farmland Preservation</b>									
	1,300,000	1,300,000	1,300,000						6,500,000
<b>TOTAL</b>	<b>2,141,838</b>	<b>7,909,347</b>	<b>9,496,444</b>	<b>10,055,000</b>	<b>1,925,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>31,527,629</b>

**COUNTY OF MONTGOMERY  
2015 CAPITAL BUDGET AND 2015-2019 CAPITAL PLAN  
PUBLIC SAFETY AND CORRECTIONS**

Description	2015 Budget	Capital Plan			Total 2015-2019
		2016	2017	2018	
<b>PUBLIC SAFETY</b>					
Emergency Communications - Radio System Infrastructure	10,000,000	6,000,000			16,000,000
Emergency Communications - County Radios	-	1,250,000			1,250,000
Emergency Communications - Radio Tower Equipment	300,000				
Emergency Communications - Radio Towers site work	1,900,000				1,900,000
Public Safety Record Management System	2,200,000				2,200,000
Vehicle/Equipment Storage Garage at EOC for Public Safety and DA	700,000	500,000			1,200,000
Retrofit Fleet Bay for DA Vehicle Forensics	50,000				50,000
Training Campus Repairs	237,500	51,000			288,500
Operations Center Repairs	55,000				55,000
Replacement Vehicle	35,000		35,000		105,000
<b>CORRECTIONS</b>					
Fencing Upgrade	360,000				360,000
Vehicle Replacement	60,000	50,000	50,000	50,000	260,000
<b>TOTAL</b>	<b>15,897,500</b>	<b>7,851,000</b>	<b>85,000</b>	<b>50,000</b>	<b>23,668,500</b>

COUNTY OF MONTGOMERY  
2015 CAPITAL BUDGET AND 2015-2019 CAPITAL PLAN  
ROADS AND BRIDGES

Description	2015	Capital Plan			Total
	Budget	2016	2017	2018	2015-2019
<b>Grant Revenue</b>					
<b>Bridges</b>					
Fetter Mill Road (closed)		492,000	2,352,000		2,844,000
Valley Green Rd	528,000		558,000	77,000	7,481,000
Arcola Rd. Upper Providence (closed)	3,800,000	1,425,000			5,225,000
Keim St *(closed)		919,000	53,000	22,562,500	43,980,500
Fruitville Rd, Upper Hanover (closed)	555,000		112,000		4,172,000
Knight Rd. Upper Hanover	2,038,000				2,038,000
Butler Pike Bridge	280,000	240,000		60,000	1,260,000
Ridge Pike Bridges - Turnpike to Carland Rd	508,000	112,000	6,694,000	6,270,000	13,584,000
<b>Ridge Pike Improvement Project</b>					
Ridge Pike - Carland Rd. to Regal Dr.	1,251,760	111,600	3,564,400	3,564,400	8,492,160
Ridge Pike - Regal Dr to Chemical Rd	2,000,000	-	-	-	2,000,000
<b>Lafayette Street</b>	8,041,417	6,995,357	11,741,720	11,741,720	41,148,134
<b>Germantown Pike/Einstein</b>	400,000				400,000
<b>TOTAL REVENUE</b>	<b>19,402,177</b>	<b>10,294,957</b>	<b>25,075,120</b>	<b>44,275,620</b>	<b>132,624,794</b>
<b>Bridge Replacement/Reconstruction</b>					
Fetter Mill Road (closed)		519,000	2,476,000		3,090,000
Valley Green Rd	556,000		587,000	81,000	7,874,000
Arcola Rd. Upper Providence (closed)	4,000,000	1,500,000			5,500,000
Keim St *(closed)		967,000	56,000		22,545,000
Fruitville Rd, Upper Hanover (closed)	584,000		118,000		4,391,000
Knight Rd. Upper Hanover	2,145,000				2,145,000
Church Rd Bridge	20,000	38,000	38,624		96,624
Butler Pike Bridge	350,000	300,000		75,000	1,575,000
Ridge Pike Bridges - Turnpike to Carland Rd	635,000	140,000	7,051,000	6,600,000	14,426,000

**COUNTY OF MONTGOMERY  
2015 CAPITAL BUDGET AND 2015-2019 CAPITAL PLAN  
ROADS AND BRIDGES**

Description	2015	Capital Plan			Total
	Budget	2016	2017	2018	2015-2019
<b>Ridge Pike Improvement Project</b>					
Ridge Pike - Carland Rd. to Regal Dr.	1,564,700	139,500	4,455,500	4,455,500	10,615,200
Ridge Pike - Crescent to Philadelphia	575,000	1,429,000	250,000	6,300,000	14,104,000
Ridge Pike - Butler to Crescent	729,200	687,200	1,143,600	700,000	3,260,000
Ridge Pike - Regal Dr to Chemical Rd	-	1,979,000	3,300,000	3,300,000	8,579,000
<b>Lafayette Street</b>	10,051,771	8,744,196	14,677,150	14,677,150	51,435,167
<b>Germantown Pike/Einstein</b>	400,000				400,000
<b>County Road Drainage Upgrades</b>	200,000	350,000	100,000	100,000	850,000
<b>GuideRail - Roads and Bridges</b>	100,000	100,000	100,000	100,000	500,000
<b>Vehicles</b>	200,000	125,000	125,000	125,000	575,000
<b>Maintenance Building- Blackhorse</b>	800,000	300,000			1,100,000
<b>TOTAL EXPENDITURES</b>	<b>22,910,671</b>	<b>17,317,896</b>	<b>34,477,874</b>	<b>36,513,650</b>	<b>153,060,991</b>
<b>TOTAL NET COUNTY EXPENDITURES</b>	<b>3,508,494</b>	<b>7,022,939</b>	<b>9,402,754</b>	<b>(7,761,970)</b>	<b>20,436,197</b>

**COUNTY OF MONTGOMERY  
2015 CAPITAL BUDGET AND 2015-2019 CAPITAL PLAN  
MARCELLUS SHALE FUNDS**

Description	2015 Budget	Capital Plan			Total 2015-2019
		2016	2017	2018	
<b>Grant Revenue</b>					
Marcellus Shale Unconventional Wells Funds	3,558,818	1,200,000			4,758,818
<b>TOTAL REVENUE</b>	<b>3,558,818</b>	<b>1,200,000</b>	<b>-</b>	<b>-</b>	<b>4,758,818</b>
<b>Bridge Replacement/Reconstruction</b>					
Black Rock Rd	270,939				270,939
Old Gulf Road	55,100				55,100
Ashbourne Rd	66,400				66,400
Sumneytown Pk	29,025				29,025
Simmons Rd	345,275				345,275
Line Lexington	278,138				278,138
Old Sumneytown	171,050				171,050
Germantown Pk	115,850				115,850
Adhmead Road	131,274				131,274
Green Lane Rd	21,550				21,550
Mount Pleasant Ave.	50,714				50,714
King Rd	13,525	155,000			168,525
Rittenhouse Rd	100,000	500,000			600,000
Old Reading Pike	80,000	400,000			480,000
Easton Road**	250,000	200,000			450,000
<b>Additional Bridge Projects to be determined</b>		400,000	1,124,975		1,524,975
<b>TOTAL EXPENDITURES</b>	<b>1,978,840</b>	<b>1,655,000</b>	<b>1,124,975</b>	<b>-</b>	<b>4,758,815</b>
<b>TOTAL NET COUNTY EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

1. 2015 Revenues include 2012 Funds of \$1,134,325 2013 Funds of \$1,127,377.97, received in 2013; and 2014 funds of \$1,297,115.06.

**2015 CAPITAL BUDGET AND 2015-2019 CAPITAL PLAN  
COUNTY INFRASTRUCTURE INVESTMENT**

Description	2015		Capital Plan			Total 2015-2019
	Budget	2016	2017	2018	2019	
<b>Revenue</b>						
<b>Bridge Replacements</b>						
Rupert Road	200,000					200,000
<b>TOTAL REVENUE</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>
<b>Bridge Replacements</b>						
Rupert Road	250,000	1,000,000	500,000			1,750,000
<b>Bridge Maintenance and Engineering</b>						
Peavy Road	500,000					500,000
Rostkowski	50,000					50,000
Summetytown Pike	15,000					15,000
Moyer Road	50,000					50,000
<b>County Roadway Program</b>						
	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<b>Structurally Deficient Bridge Repair Program - Projects to be Determined</b>						
				3,000,000	3,000,000	6,000,000
<b>Reserve for Maintenance</b>						
		2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
<b>TOTAL COUNTY EXPENDITURES</b>	<b>4,315,000</b>	<b>8,750,000</b>	<b>6,500,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>33,565,000</b>



**COUNTY OF MONTGOMERY  
2015 CAPITAL BUDGET AND 2015-2019 CAPITAL PLAN  
INFORMATION TECHNOLOGY AND VOTER SERVICES**

Description	2015 Budget	Capital Plan			Total 2015-2019
		2016	2017	2018	
<b>Records/Archives Management</b>					
Microfilm Transfer/Storage Upgrade	55,000				55,000
<b>Enterprise Application System</b>					
Virtual Desktop Infrastructure	4,500,000				4,500,000
Microsoft Product Upgrade	1,378,055	1,378,055			2,756,110
Enterprise Back-up/Archive Solution	500,000				500,000
Document Management Platform	1,500,000	2,500,000			4,000,000
<b>Department Enterprise Applications</b>					
Youth Center Case Management	50,000				50,000
Health Department - Environmental Health Services Platform	226,000				226,000
Health Department - Electronic Medical Records System	250,000				250,000
<b>Technology Hardware</b>					
Voice and Data Wiring	145,000				145,000
<b>Communication</b>					
Network Expand-Enhance	200,000				200,000
Long-Term Optic Fiber Lease	320,400	320,400	320,400	320,400	1,441,800
<b>TOTAL</b>	<b>9,124,455</b>	<b>4,198,455</b>	<b>320,400</b>	<b>320,400</b>	<b>14,123,910</b>

COUNTY OF MONTGOMERY  
 2015 CAPITAL BUDGET AND 2015-2019 CAPITAL PLAN  
 VOTER SERVICES, VEHICLE REPLACEMENT, SEPTA, ECONOMIC DEVELOPMENT, MCCC, COMMUNITY REVITALIZATION

Description	2015 Budget	Capital Plan			Total 2015-2019
		2016	2017	2018	
<b>Voter Services</b>					
Electronic Poll Books	300,000	300,000	300,000	300,000	1,200,000
Voting Machine Replacement		3,000,000	3,000,000	3,000,000	12,000,000
<b>Vehicle Replacement</b>	300,000	300,000	300,000	300,000	1,500,000
<b>SEPTA Annual Commitment</b>	732,000	900,000	900,000	900,000	4,332,000
<b>Economic Development Programs</b>	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
<b>Montgomery County Community College</b>	840,000	800,000	800,000	800,000	4,040,000
<b>CR - Municipal Appropriations</b>	1,060,000				1,060,000
<b>TOTAL</b>	<b>4,732,000</b>	<b>6,800,000</b>	<b>6,800,000</b>	<b>6,800,000</b>	<b>31,632,000</b>

**COUNTY OF MONTGOMERY  
2015 CAPITAL BUDGET AND 2015-2019 CAPITAL PLAN  
REVENUE SUMMARY**

Description	2015	Capital Plan			Total
	Budget	2016	2017	2018	2015-2019
<b>County Parks Development</b>					
Act 13 Recreation Grant		150,000			150,000
<b>Trail Projects</b>					
<b>Pennypack Rail Salvage</b>					
Chester Valley Trail CMAQ Construction			3,000,000	6,300,000	9,300,000
Montgomery Trail Junction Center Act 13 Grant		200,000			200,000
Byberry Road Crossing Multi-modal grant			334,000		334,000
Wisahickon Trail DCNR Grant Design and Construction		394,500			394,500
Cross County Trail Design/ Eng William Penn		525,000			525,000
Cross County Trail Const			1,200,000	1,200,000	2,400,000
Byberry to County Line Trail Federal Funding			322,000		322,000
Schuylkill River Trail Phase II Design William Penn		100,000			100,000
Schuylkill River Trail Phase II Const Federal Funding			320,000		320,000
Sunrise Trail Feasibility DCNR Grant		20,000			20,000
Sunrise Trail Design/ Const DCNR Grant				120,000	120,000
Cresheim Trail Design/ Const DCNR Grant				120,000	120,000
Upper Moreland Design/ Construction Grant				200,000	500,000
<b>RACP Revenue</b>		4,858,400	125,600		4,984,000
<b>Farmland Preservation</b>		1,300,000	1,300,000	1,300,000	6,500,000
<b>Roads and Bridges</b>					
<b>Bridges</b>					
Fetter Mill Road (closed)		492,000	2,352,000	-	2,844,000
Valley Green Rd	528,000	-	558,000	77,000	7,481,000
Arcola Rd. Upper Providence (closed)	3,800,000	1,425,000	-	-	5,225,000
Keim St *(closed)	-	919,000	53,000	22,562,500	43,980,500
Fruitville Rd, Upper Hanover (closed)	555,000	-	112,000	-	4,172,000
Knight Rd. Upper Hanover	2,038,000	-	-	-	2,038,000
Butler Pike Bridge	280,000	240,000	-	60,000	1,260,000

Ridge Pike Bridges - Turnpike to Carland Rd	508,000	112,000	6,694,000	6,270,000	-	13,584,000
<b>Ridge Pike Improvement Project</b>						
Ridge Pike - Carland Rd. to Regal Dr.	1,251,760	111,600	3,564,400	3,564,400	-	8,492,160
Ridge Pike - Regal Dr to Chemical Rd	2,000,000	-	-	-	-	2,000,000
<b>Lafayette Street</b>	8,041,417	6,995,357	11,741,720	11,741,720	2,627,920	41,148,134
<b>Germantown Pike/Einstein</b>	400,000					400,000
<b>Marcellus Shale Unconventional Wells Funds</b>	3,558,818	1,200,000	-			4,758,818
<b>CII Revenue</b>	200,000	-	-	-	-	200,000
<b>Health Department Grant Funds</b>	238,000					238,000
<b>TOTAL REVENUE</b>	<b>\$ 24,698,995</b>	<b>\$19,042,857</b>	<b>\$ 31,676,720</b>	<b>\$ 53,275,620</b>	<b>\$ 35,416,920</b>	<b>\$ 164,111,112</b>

## **Appendix 3**

### **2015 Open Space Budget Detail**

COUNTY OF MONTGOMERY  
2015 OPEN SPACE BUDGET

SUMMARY ALL DEPARTMENTS

	2014	2015	2016	2017	2018	2019	Total 2014-2019
<b>EXPENDITURES</b>							
County Park Improvement Projects	\$ 60,044	\$ 463,500					\$ 523,544
Trail Projects	\$ 1,066,367	\$ 3,371,482					\$ 4,437,849
Mill Grove, Municipal, and Private Organization Projects	\$ 126,000	\$ 4,772,931					\$ 4,898,931
<b>Expenditures Total</b>	<b>\$ 1,252,411</b>	<b>\$ 8,607,913</b>					<b>\$ 9,860,324</b>
<b>REVENUES</b>	\$ 1,225,000	\$ 2,384,012					\$ 3,609,012
<b>TOTAL OPEN SPACE BUDGET PROJECTS (NET COUNTY FUNDS)</b>	<b>\$ 27,411</b>	<b>\$ 6,223,901</b>					<b>\$ 6,251,312</b>
<b>TOTAL OPEN SPACE PROJECT EXPENDITURES IN CAPITAL BUDGET</b>		\$ 2,141,838	\$ 7,909,347	\$ 9,496,444	\$ 10,055,000	\$ 1,925,000	\$ 31,527,629
<b>NET TOTAL OPEN SPACE EXPENDITURES (OPEN SPACE &amp; CAPITAL BUDGETS COMBINED)</b>	\$ 1,252,411	\$ 10,749,751	\$ 7,909,347	\$ 9,496,444	\$ 10,055,000	\$ 1,925,000	\$ 41,387,953

With the full investment of the Open Space Bond Revenues, the County is maintaining its investment in Open Space, Parks, Trails and Historic Sites through Capital Fund Bond Revenues. Through the end of 2019, the County will invest nearly \$41.4 million in these core assets. Project details for years 2016 - 2019 can be found in the Capital Budget in Appendix 2.

COUNTY OF MONTGOMERY  
 2015 OPEN SPACE SPENDING PLAN  
 COUNTY PARKS

Description	Capital Plan					Total 2014-2018
	2014	2015	2016	2017	2018	
<b>Park Improvements</b>						
GLP Site Improvements	19,380					19,380
LPVP Building and Site Improvements		15,500				15,500
Schuykill Canal Area Site Improvements		58,500				58,500
USVP Building and Site Improvements	18,000	346,500				364,500
PPM/CPVP Building Improvements						-
NFP Site Improvements		6,000				6,000
PWF Building and Site Improvements	13,000	7,000				20,000
PGM Building and Site Improvements						-
Trail Resurfacing, Signage, and other Projects	9,664	30,000				39,664
<b>TOTAL</b>	<b>60,044</b>	<b>463,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>523,544</b>

COUNTY OF MONTGOMERY  
2015 OPEN SPACE SPENDING PLAN  
COUNTY TRAIL PROJECTS

Description	2014	2015	2016	2017	2018	2019	Total
							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		3,485					3,485
Demonstration Section Boro line Br Cons	200,895						200,895
<b>CMAQ Portion Construction</b>							
Henderson Road Area Land Acquisition		375,000					375,000
Design and Engineering	149,000	100,000					249,000
<b>Wisahickon Trail</b>							
Design and Engineering		78,000					78,000
<b>Pennyback Trail</b>							
Huntingdon Pike to Byberry Design/ Eng	38,315						38,315
SEPTA Crossing Design	100,000						100,000
SEPTA Crossing Construction		500,000					500,000
Parking Lot Construction Huntingdon Valley	67,351						67,351
Construction from Route 63 to Byberry	187,500						187,500
<b>Schuylkill River Trail</b>							
Pottstown Construction Phase I		800,000					800,000
Tow Path Restoration	321,806	435,582					757,388
Construction Management Tow Path	1,500	17,400					18,900
Pottstown Phase II Acquisition		146,015					146,015
Montgomery County Trail Junction Center		100,000					100,000
<b>Sun Rise Trail</b>							
Feasibility Study		10,000					10,000
<b>Trail Development</b>							
		311,000					
<b>TOTAL</b>	1,066,367	3,371,482	-	-	-	-	4,437,849



COUNTY OF MONTGOMERY  
 2015 OPEN SPACE SPENDING PLAN  
 MILL GROVE  
 MUNICIPAL AND PRIVATE ORGANIZATION GRANTS

Description	2014	2015	2016	2017	2018	2019	Total 2014-2019
Audubon Mill Grove Visitor Center	126,000	4,000,793					4,126,793
Approved Grants		772,138					772,138
<b>TOTAL</b>	<b>126,000</b>	<b>4,772,931</b>					<b>4,898,931</b>

COUNTY OF MONTGOMERY  
 2015 OPEN SPACE SPENDING PLAN  
 GRANT REVENUES

Description	2015	2016	2017	2018	2019	Total 2013-2018
<b>County Parks Development</b>						
Upper Schuylkill Valley Park Development	202,000					202,000
<b>Trail Projects</b>						
<b>Pennypack Rail Salvage</b>						
Chester Valley Trail Acquisition PECO CMAQ	176,000					176,000
Chester Valley Trail Demonstration Section DVRPC	325,000					325,000
Schuylkill River Trail Pottstown DCNR	199,000					199,000
Schuylkill River Trail Tow Path Restoration DCNR	325,000					325,000
Schuylkill River Trail Pottstown Acquisition DCNR	73,012					73,012
Montgomery Trail Junction Center Local Share Acct	58,000					58,000
Sunrise Trail Feasibility DCNR Grant	10,000					10,000
<b>RACP Revenue</b>	1,016,000					1,016,000
<b>TOTAL</b>	<b>2,384,012</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,384,012</b>