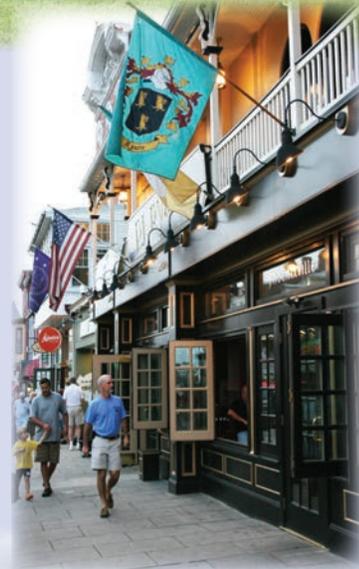




# County of Chester, Pennsylvania 2016 Budget



Inquiries regarding the 2016 Budget or requests for copies should be directed to:

**COUNTY OF CHESTER  
FINANCE DEPARTMENT  
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Chester County  
Pennsylvania**

For the Fiscal Year Beginning

**January 1, 2015**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of Chester, Pennsylvania for its annual budget for the fiscal year beginning January 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

## QUICK REFERENCE GUIDE

The following guide should assist the reader with answering some of the common questions concerning the 2016 County of Chester budget.

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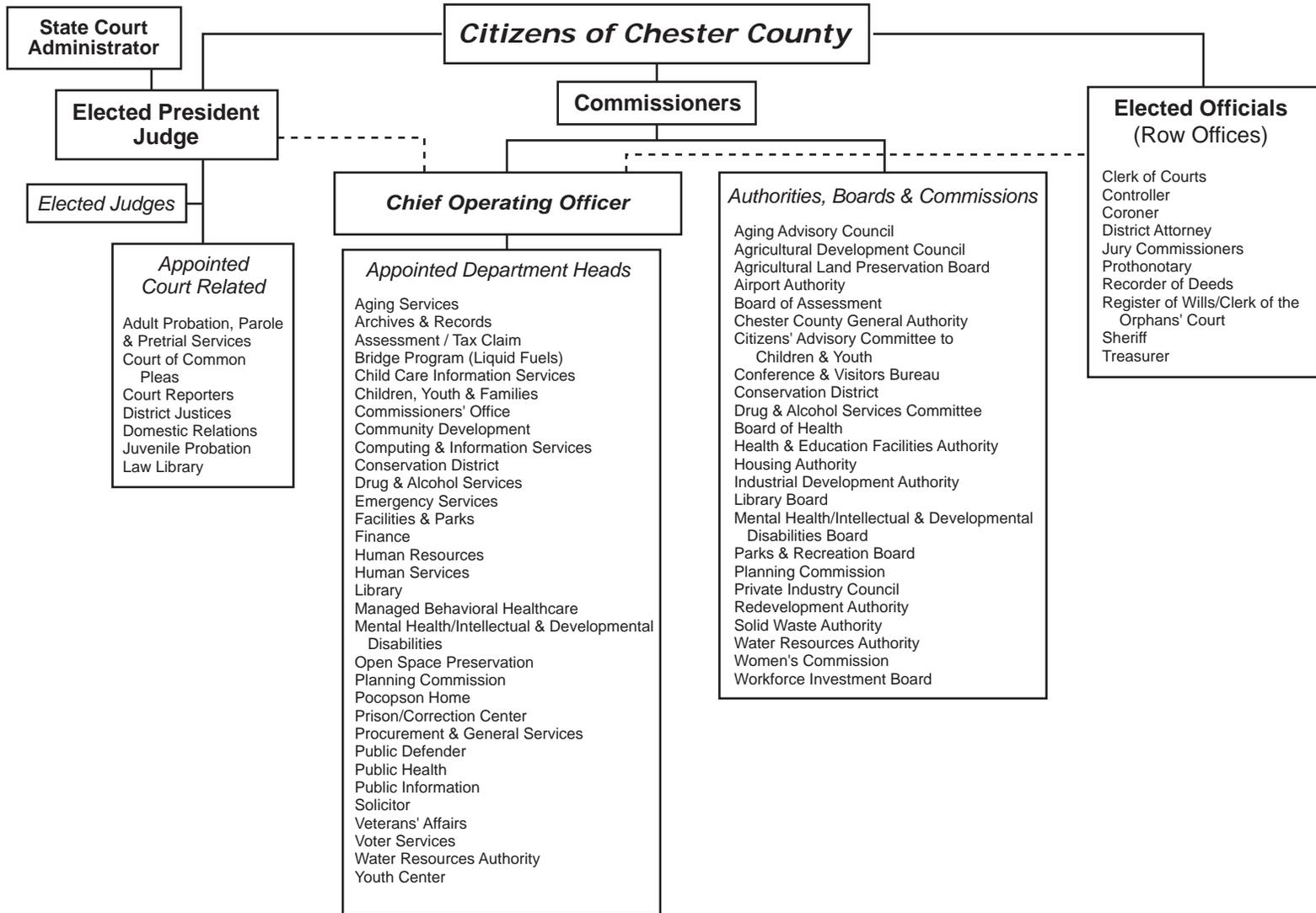
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# THE COUNTY OF CHESTER



COMMISSIONERS  
Terence Farrell  
Kathi Cozzone  
Michele Kichline

OFFICE OF THE COMMISSIONERS  
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P.O. Box 2748  
West Chester, PA 19380-0991  
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MARK J. RUPSIS  
Chief Operating Officer

December 3, 2015

Honorable Chairman and Board of Commissioners:

Following is the 2016 budget for the County of Chester. This budget reflects the County’s ongoing commitment to provide the best services at the lowest burden to the taxpayer. It demonstrates a continuing process of increased efficiencies and cost reductions achieved through maintaining tight control over expenditures and seeking new, cost-effective methods to deliver the services that are mandated and that its citizens desire.

### Implementation of Chester County’s revised Strategic Plan

The 2016 budget continues to support the priorities and goals of the Strategic Plan (Plan) originally introduced in 2008 (and updated in 2013 and in 2015) and which is part of the *Managing for Results* (MFR) integrated management system. Seven years of development and implementation of the Plan have led Chester County to the achievement of a very high percentage of its goals, resulting in a review and re-establishment of some goals in 2015, as well as the addition of a seventh priority – Governance (and related goals). The seven Strategic Plan priorities are:

<b>Health, Human Services &amp; Environment</b>	Protect vulnerable people and valuable resources in the community while promoting health, environmentally sound, choices.
<b>Public Safety</b>	Ensure safe and secure communities.
<b>Economy</b>	Support the growth and development of a strong and vibrant economy for all residents.
<b>Transportation</b>	Enhance access to and use of transportation systems to reduce traffic congestion.
<b>Growth</b>	Manage growth and land use to preserve and optimize the quality of life in the community.
<b>Financial Management</b>	Continue to exercise sound financial management and maintain the County’s financial strength while minimizing the property tax burden.
<b>Governance</b>	Pursue excellence through exceptional customer service, transparency, accountability, and innovation.

As of the end of the third quarter of 2015, the overall percentage of Chester County activity results that met or exceeded expectations when aligned to the Commissioners’ overall Strategic Plan priorities is 96 percent.

The County’s financial systems continue to allow for the integration of each department’s Strategic Plan goals into the performance management and performance-based budgeting systems for County departments. The personnel evaluation system directly links the performance expectations of employees to the department’s goals and the County’s goals. This evaluation system provides accountability to achieving the desired goals that are important to the citizens of Chester County.

**The Budget Process**

The budget process for the next year begins in January. Throughout 2015, County department heads and directors addressed the budget process with their own strategic planning goals in place, helping the County review measurable outcomes when discussing potential changes in department budgets, and helping to set the budget for 2016.



The operating budget for 2016 is \$438,911,934, an increase of \$2,891,106 compared to the current budget as of September 30, 2015. The four funds with dedicated tax millage, General Fund, Parks & Recreation, Library and Debt Service, will require a combined millage of 4.163, the same as 2015. The tax rate for Chester County remains one of the lowest in southeast Pennsylvania.

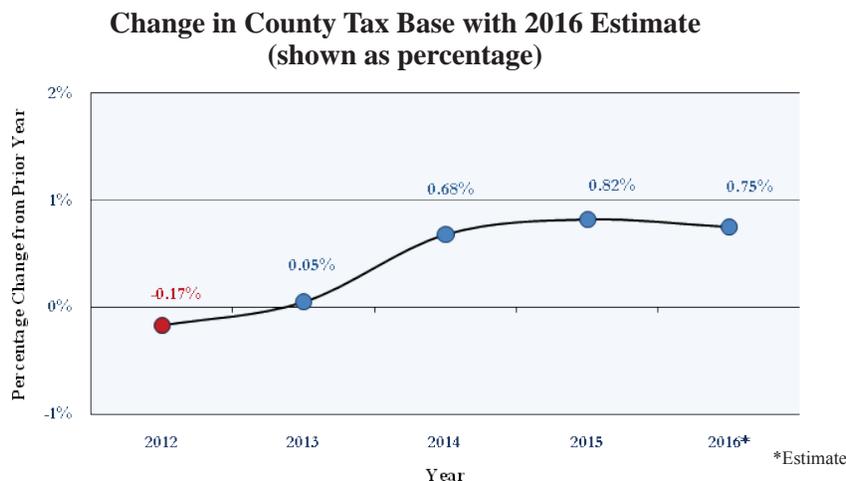
The Capital Investment Program budget, which is comprised of the Capital Improvement Fund and the Capital Reserve Fund, is \$86,950,077.

**Principle issues and challenges for Chester County**

**Revenue perspectives**

Property tax base shows growth

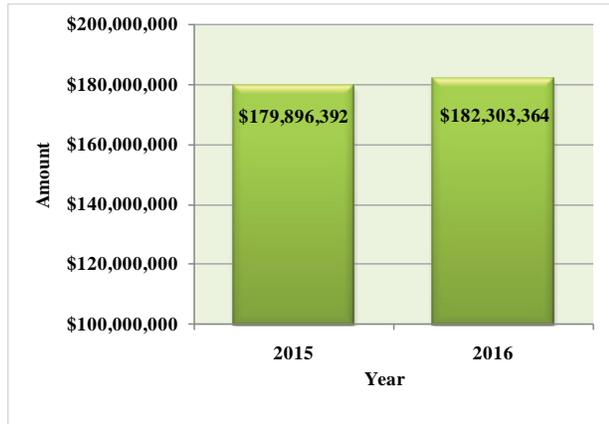
Chester County’s real estate prices have remained steady, and the change in Chester County’s tax base has shown modest growth as illustrated in the chart below. During 2015, approximately \$331 million of assessed value was added to the tax base.



**Federal and State Grant Revenue Budget  
2015 Current Budget vs. 2016 Approved Budget**

Federal and State revenues

Chester County receives approximately 42 percent of its operating revenues from the federal and state governments. Funding that comes as a result of federal and state grants is budgeted to increase in 2016 by \$2.4 million, which reflects a (conservative) estimate of additional income to be generated by a change in 9-1-1 fees. Managed Behavioral Health is budgeted with a three percent membership growth. Membership grew by nearly 20 percent in the first nine months of 2015 due to Medicaid expansion, and the three percent growth for 2016 is also a conservative estimate.



**Expense perspectives**

The main area of expenditures in Chester County’s 2016 budget remains in the Human Services departments (48 percent). Human Services shows an increase over 2015, which is a reflection of the Managed Behavioral Health Medicaid expansion.

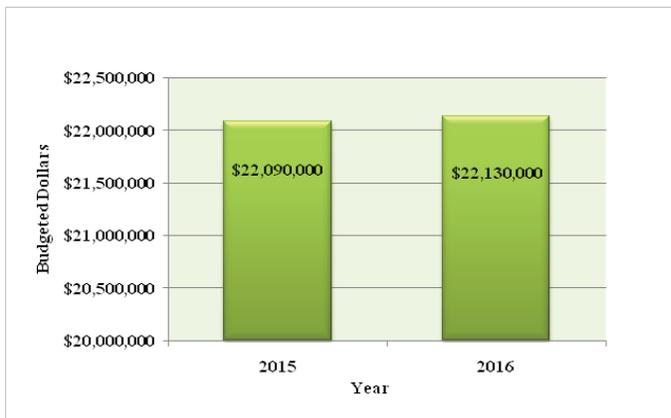
Further changes are noted in Judicial (the addition of a Common Pleas Judge Courtroom and related expenses), Public Safety (the maintenance and administration of the Public Safety Training Campus) and Conservation & Development (investment that reflects Chester County’s comprehensive plan, Landscapes2 and the economic development strategy, VISTA 2025, that supports it), and Corrections.

Expenditures in the areas of General Government, Culture & Recreation, Public Works, and Debt Service remain level compared to the 2015 budget.

**Budgeted Cost of Medical Plan**

**2015 vs. 2016**

(Increase \$40,000 or .18%)



Healthcare

The cost of healthcare has been – and remains – a continuing challenge. Through an ongoing review with our health benefit consultants and the development of a successful employee wellness program, the budgeted cost of Chester County’s medical plan increased by just 0.18 percent in 2016.

Emergency Services – Voice Radio System and Public Safety Training Campus

Emergency Services 2016 expenditures are up due to the increase in the operational costs of the Public Safety Training Campus since the completion of the Tactical Village in 2015 (approximately \$483K per year.) In addition, maintenance costs are budgeted higher as a result of equipment warranties expiring on the fully configured Computer-Aided-Dispatch (CAD) system.

Expenses relating to a Presidential election year

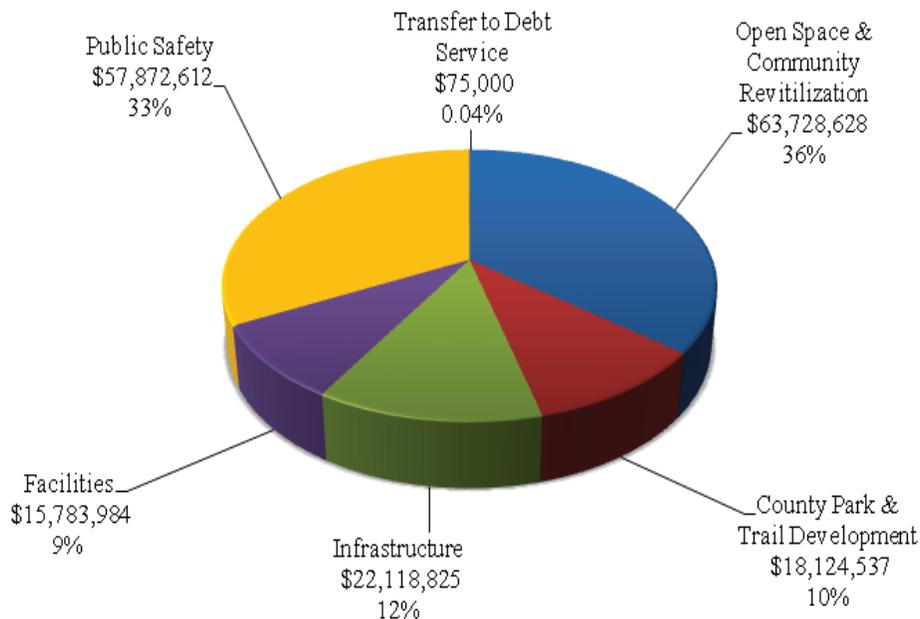
For 2016, Voter Services’ expenditures are budgeted to increase by \$170,000 primarily due to the additional costs which occur in a presidential election year.

**Capital projects**

The 2016 budget also updates the County’s Capital Investment Program. The borrowings continue to reflect the County Commissioners’ (and Chester County citizens’) priority for public safety, including a 2016 estimated capital cost of \$11 million, as a portion of the multi-year, \$42 million project to fund the new emergency services radio system. Capital costs for the construction of phase three of the Chester County Public Safety Training Campus, the police firing range, will continue into 2016.

The Capital Investment Program also includes \$20 million in 2016 for the development of Chester County’s parks and trails, and \$16 million for upgrades to County facilities.

**Capital Improvement Plan 2016-2020**



**Debt management**

Chester County continues to actively manage its debt requirements. Favorable market conditions in March 2015, combined with the reaffirmation of three Triple-A bond ratings resulted in refinancing savings of more than \$5.4 million for Chester County government. The County will continue to identify opportunities to refinance existing debt in this low interest rate environment.

**Reserves**

In challenging economic periods, it is important for jurisdictions to be prepared for reductions in revenue or unforeseen expenditures. Chester County’s policy of maintaining a Working Capital Reserve at a minimum ten percent of the subsequent year’s General Fund expenditures was noted in the Triple-A reaffirmations of all three ratings agencies, Moody’s Investors Service, Standard and Poor’s and Fitch Ratings. The 2016 budget reflects efforts to maintain reserves at fiscally prudent levels.

**Economic condition and outlook**

Chester County’s economy remains healthy, with economic indicators surpassing federal, state and surrounding county data. The County maintains one of the lowest unemployment rates among the Commonwealth’s 67 counties.

**Chester County has the lowest unemployment rate in Southeastern Pennsylvania (September 2015)**

Chester	3.6 percent
Montgomery	3.9 percent
Bucks	4.3 percent
Delaware	4.6 percent
Philadelphia	6.8 percent

Chester County remains the wealthiest county in Pennsylvania, and one of the wealthiest in the nation based on median family income. The County ranks fifth nationally by the Fourth Economy Index based on demonstrated vision, leadership and recognition in investment, talent, sustainability, place and diversity. According to Newsweek’s 2014 list of America’s Top High Schools, seven are located in Chester County.

**2016 initiatives**

**New emergency voice radio system goes live**



On January 4, 2016, Chester County’s Department of Emergency Services will begin rolling out the new Harris Corporation emergency voice radio system, replacing the analogue equipment that has been in use since 1995.

The \$42 million radio system upgrade has gone through an extensive testing phase, achieving a 99.8 percent portable, on-street coverage rating – exceeding the 97 percent coverage guarantee provided by Harris Corporation.

The County Commissioners and Department of Emergency Services personnel worked closely with the first responder community over the past two years to successfully install and test the system. In October, the Commissioners and first responders tested the new equipment at Pickering Valley Elementary School in Upper Uwchlan Township (pictured above). By April 21, 2016, all analogue equipment will be obsolete.

**Review and update of Landscapes2**

Landscapes2, Chester County’s award-winning long-range comprehensive plan has been guiding the growth and preservation of Chester County’s landscape for six years. Since its adoption in November 2009, the Chester County Commissioners, Planning Commission, Department of Community Development, Economic Development Council and other key



stakeholders have been establishing programs, funding revitalization efforts and preserving open space that meets the County's strategic goals and maintain a tremendous quality of life for residents.

In 2016, the Chester County Planning Commission, led by new Executive Director, will formally begin the review process for the comprehensive plan to ensure it remains relevant to the County's current – and future – dynamics.

VISTA 2025, the economic development strategy guided by Landscapes2, will continue throughout 2016 with programs that focus on urban center revitalization, addressing the County's workforce needs now and into the future, and adding preserved open space acres.

### **Continued investment in the City of Coatesville**

In partnership with Coatesville Area Partners for Progress (CAPP), Chester County is appointing a full-time economic development program administrator to oversee CAPP's Coatesville 2<sup>nd</sup> Century Alliance initiative. Designated as a Chester County employee and working with the County's Department of Community Development, the economic development program administrator will work with the 2<sup>nd</sup> Century Alliance board, the City of Coatesville and the County to revitalize the city, improving socio-economic conditions, stabilizing its financial stature, fostering economic development and bringing resources and stakeholders together.

This investment in the future of Coatesville follows Chester County's announcement in 2015 of more than \$2 million in funding for community revitalization programs, the construction of a new Coatesville Senior Center, and financial support for the vital LINK bus service.

### **Acknowledgements**

In addition to thanking the employees of the County for their continued dedication, I want to acknowledge the many people who contribute to the human services needs of Chester County citizens. Chester County is a better place for *all* residents because of the dedication of County employees in human services departments, the staff of the many human services agencies, and the volunteers who offer invaluable support to those agencies.

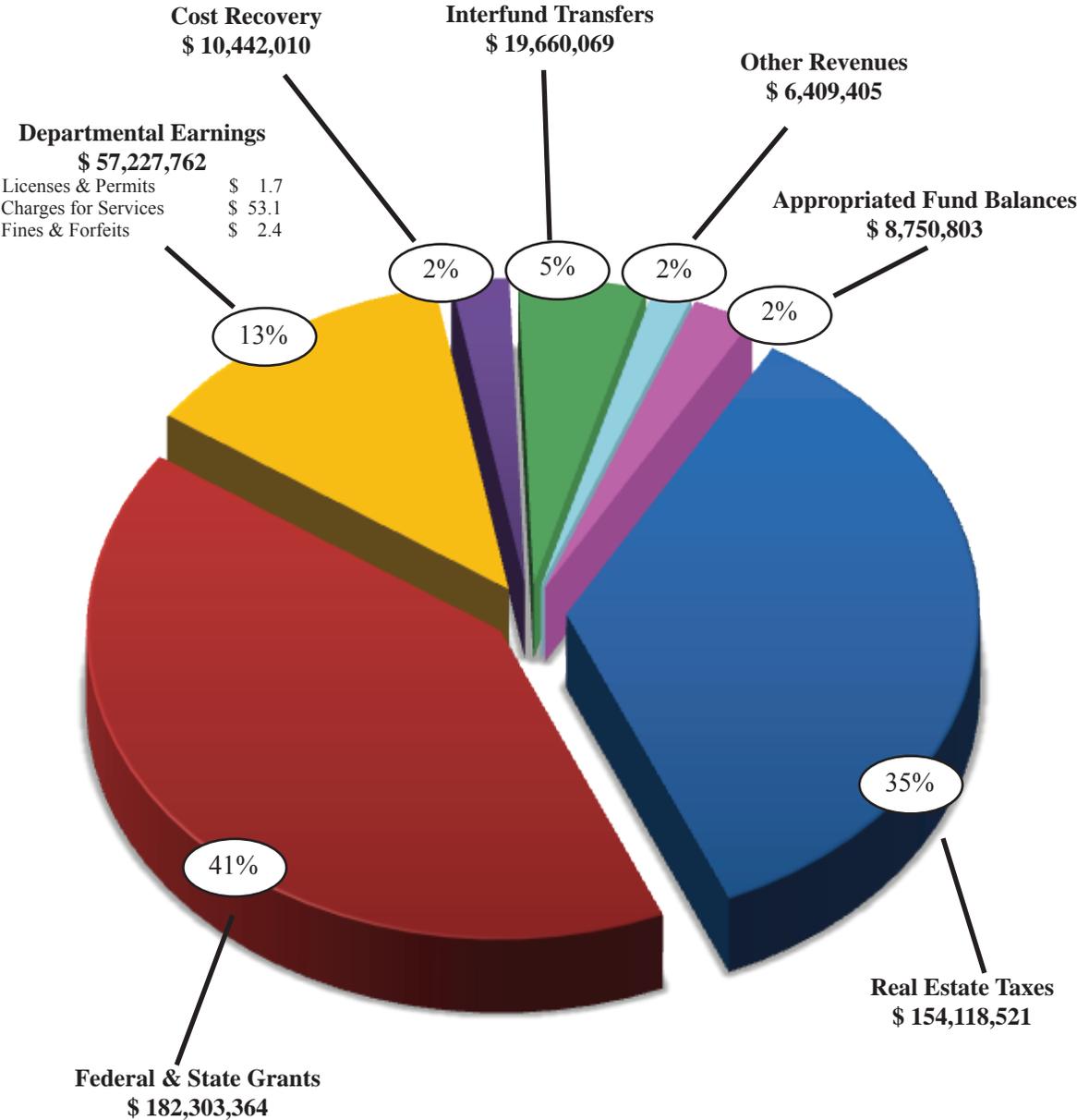
Respectfully submitted,



Mark J. Rupsis  
Chief Operating Officer

**OPERATING BUDGET**

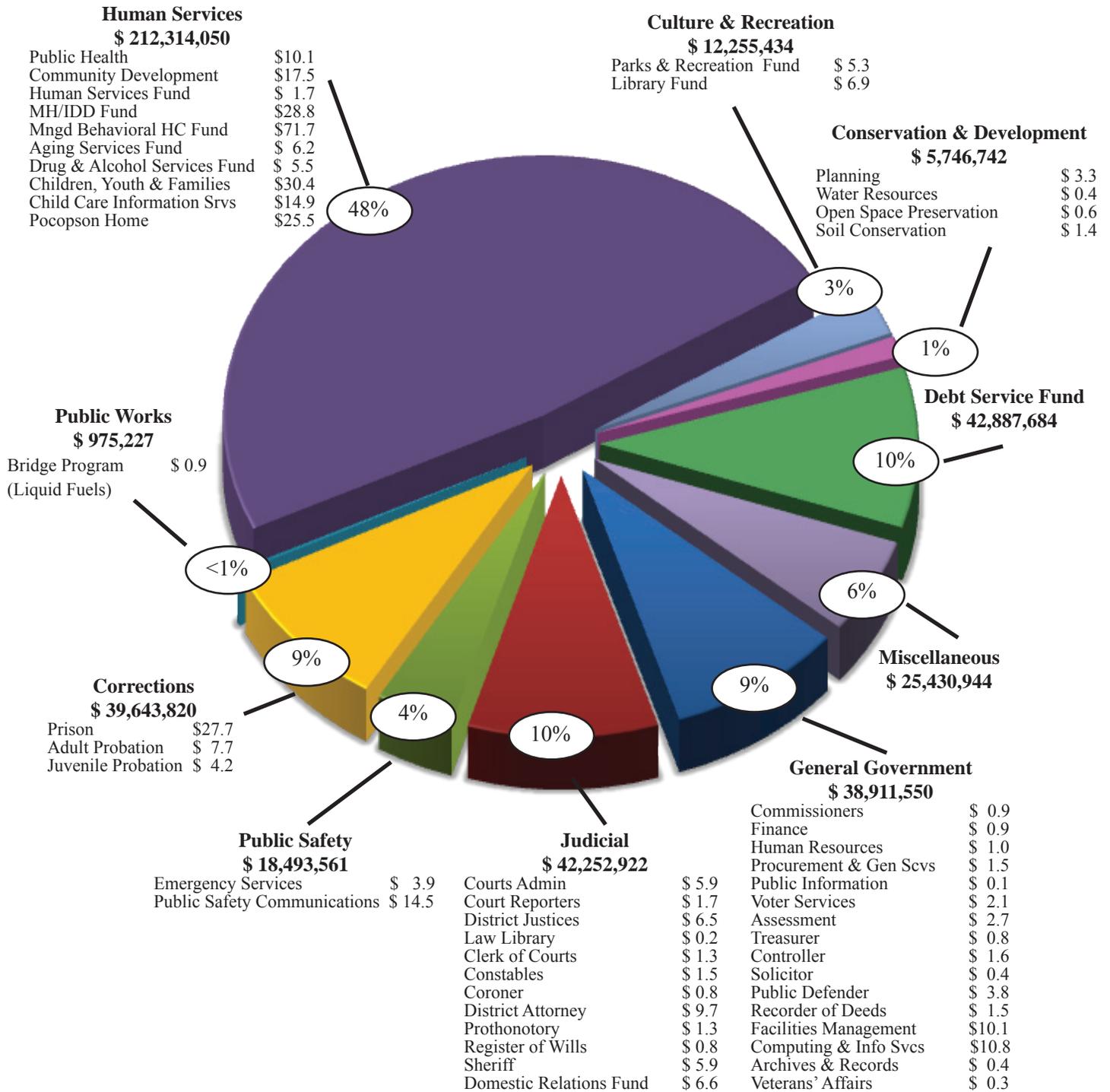
**REVENUE BY SOURCE**  
(subcategories in millions)



**Operating Budget Revenues = \$ 438,911,934**  
(%’s may not total 100 due to rounding)

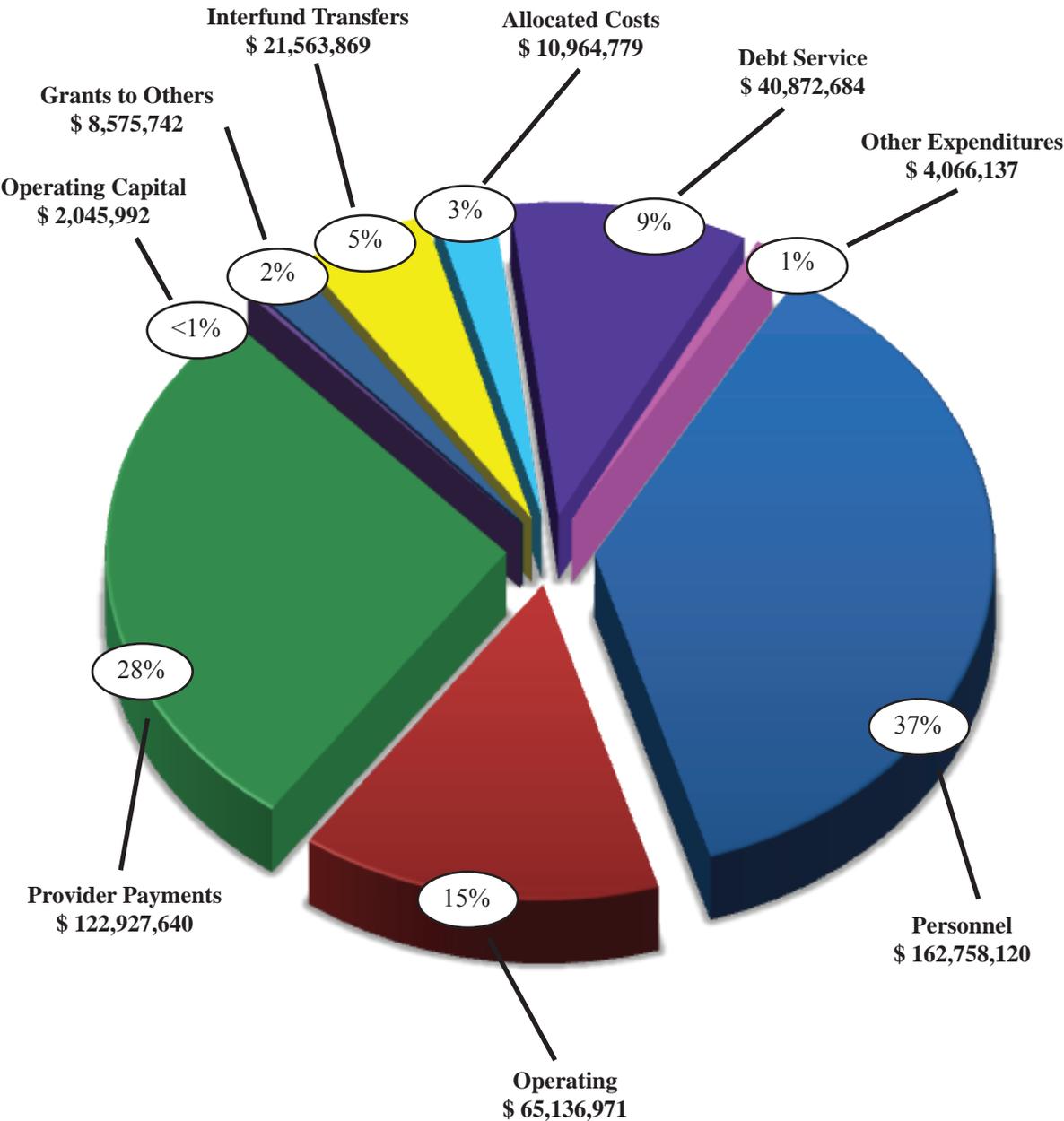
**OPERATING BUDGET**

**EXPENDITURES BY FUNCTION**  
(subcategories in millions)



**Operating Budget Expenditures = \$ 438,911,934**  
(%s may not equal 100 due to rounding)

EXPENDITURES BY CATEGORY



Operating Budget Expenditures = \$ 438,911,934  
(%’s may not equal 100 due to rounding)

**CONSOLIDATED BUDGET BY FUND**

	<b>2015</b>					
	<b>ACTUAL</b>	<b>BUDGET AS</b>	<b>APPROVED</b>			<b>%</b>
	<b>2014</b>	<b>OF 09/30</b>	<b>2016</b>	<b>VARIANCE</b>		<b>CHANGE</b>
<i>GENERAL FUND</i>	\$ 152,698,916	\$ 158,908,801	\$ 159,419,249	\$ 510,448		0.3%
<i>SPECIAL REVENUE FUNDS</i>						
Domestic Relations	\$ 7,159,991	\$ 6,660,476	\$ 6,640,455	\$ (20,021)		-0.3%
Bridge Program (Liquid Fuels)	1,056,447	932,441	975,227	42,786		4.6%
Community Development	13,358,913	18,628,947	17,518,850	(1,110,097)		-6.0%
Parks & Recreation	5,395,970	5,170,719	5,310,291	139,572		2.7%
Public Safety Communications	13,236,810	13,708,241	14,497,992	789,751		5.8%
Library	6,783,770	7,130,430	6,945,143	(185,287)		-2.6%
Dept. of Human Services	1,514,703	1,446,135	1,676,796	230,661		16.0%
Mental Health / Intellectual and DD	29,676,836	30,283,915	28,756,765	(1,527,150)		-5.0%
Managed Behavioral Healthcare	65,846,891	68,039,354	71,680,557	3,641,203		5.4%
Aging Services	6,195,820	6,571,348	6,214,192	(357,156)		-5.4%
Drug & Alcohol Services	6,538,796	5,508,022	5,536,410	28,388		0.5%
Children, Youth & Families	29,419,880	30,359,371	30,387,438	28,067		0.1%
Child Care Information Services	14,493,618	14,588,912	14,950,451	361,539		2.5%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 200,678,444</b>	<b>\$ 209,028,311</b>	<b>\$ 211,090,567</b>	<b>\$ 2,062,256</b>		<b>1.0%</b>
<i>DEBT SERVICE FUND</i>	\$ 90,624,809	\$ 43,013,095	\$ 42,887,684	\$ (125,411)		-0.3%
<i>POCOPSON HOME FUND</i>	\$ 25,779,240	\$ 25,070,621	\$ 25,514,434	\$ 443,813		1.8%
<b>TOTAL OPERATING FUNDS</b>	<b>\$ 469,781,409</b>	<b>\$ 436,020,828</b>	<b>\$ 438,911,934</b>	<b>\$ 2,891,106</b>		<b>0.7%</b>
<i>CAPITAL RESERVE FUND</i>	\$ 5,135,636	\$ 13,955,684	\$ 14,818,929	\$ 863,245		6.2%
<i>CAPITAL IMPROVEMENT FUND</i>	30,810,103	83,088,629	72,131,148	(10,957,481)		-13.2%
<b>TOTAL CAPITAL FUNDS</b>	<b>\$ 35,945,739</b>	<b>\$ 97,044,313</b>	<b>\$ 86,950,077</b>	<b>\$ (10,094,236)</b>		<b>-10.4%</b>
<b>TOTAL CONSOLIDATED BUDGET</b>	<b>\$ 505,727,148</b>	<b>\$ 533,065,141</b>	<b>\$ 525,862,011</b>	<b>\$ (7,203,130)</b>		<b>-1.4%</b>

## OPERATING BUDGET SUMMARY

Revenues	ACTUAL 2014	2015 BUDGET AS OF 9/30	APPROVED 2016	\$ CHANGE	% CHANGE
<b>Operating</b>					
Real Estate Taxes	\$ 152,217,681	\$ 152,412,460	\$ 154,118,521	\$ 1,706,061	1.1%
Federal & State Grants	171,119,694	179,896,392	182,303,364	2,406,972	1.3%
Departmental Earnings	54,614,402	54,755,067	57,227,762	2,472,695	4.5%
Cost Recovery	10,927,323	9,784,394	10,442,010	657,616	6.7%
Interfund Transfers	21,795,290	21,694,165	19,660,069	(2,034,096)	-9.4%
Other Revenues	58,236,828	7,058,719	6,409,405	(649,314)	-9.2%
Appropriated Fund Balances	-	10,419,631	8,750,803	(1,668,828)	-16.0%
<b>Total Revenues</b>	<b>\$ 468,911,218</b>	<b>\$ 436,020,828</b>	<b>\$ 438,911,934</b>	<b>\$ 2,891,106</b>	<b>0.7%</b>
<b>Expenditures</b>					
<b>Operating</b>					
Personnel	\$ 159,311,473	\$ 159,922,043	\$ 162,758,120	\$ 2,836,077	1.8%
Operating	62,304,442	67,615,558	65,136,971	(2,478,587)	-3.7%
Provider Payments	117,720,514	121,348,609	122,927,640	1,579,031	1.3%
Operating Capital	906,086	1,056,330	2,045,992	989,662	93.7%
Grants to Others	5,212,231	8,218,920	8,575,742	356,822	4.3%
Interfund Transfers	23,644,375	23,156,611	21,563,869	(1,592,742)	-6.9%
Allocated Costs	11,547,327	10,405,170	10,964,779	559,609	5.4%
Debt Service	37,150,685	41,501,160	40,872,684	(628,476)	-1.5%
Other Expenditures	51,984,276	2,796,427	4,066,137	1,269,710	45.4%
<b>Total Expenditures</b>	<b>\$ 469,781,409</b>	<b>\$ 436,020,828</b>	<b>\$ 438,911,934</b>	<b>\$ 2,891,106</b>	<b>0.7%</b>

## CAPITAL INVESTMENT PROGRAM SUMMARY

Revenues	ACTUAL 2014	2015 BUDGET AS OF 9/30	APPROVED 2016	\$ CHANGE	% CHANGE
<b>Capital</b>					
Federal & State Grants	\$ 5,031,068	\$ 10,914,134	\$ 3,960,784	\$ (6,953,350)	-63.7%
Interfund Transfers	2,000,000	1,500,000	2,000,000	500,000	33.3%
Bond/Note Proceeds	-	38,000,000	71,000,000	33,000,000	86.8%
Charges for Services	130,259	150,000	162,000	12,000	8.0%
Other Revenues	45,677,659	274,650	199,550	(75,100)	-27.3%
Appropriated Fund Balances	-	46,205,529	9,627,743	(36,577,786)	-79.2%
<b>Total Revenues</b>	<b>\$ 52,838,985</b>	<b>\$ 97,044,313</b>	<b>\$ 86,950,077</b>	<b>\$ (10,094,236)</b>	<b>-10.4%</b>
<b>Expenditures</b>					
<b>Capital</b>					
Operating	\$ 1,730,490	\$ 1,381,540	\$ 1,464,739	\$ 83,199	6.0%
Capital	25,998,996	74,853,945	68,475,218	(6,378,727)	-8.5%
Grants to Others	7,647,082	15,718,437	9,503,318	(6,215,119)	-39.5%
Interfund Transfers	150,915	173,000	97,500	(75,500)	-43.6%
Other Expenditures	418,256	4,917,391	7,409,302	2,491,911	50.7%
<b>Total Expenditures</b>	<b>\$ 35,945,739</b>	<b>\$ 97,044,313</b>	<b>\$ 86,950,077</b>	<b>\$ (10,094,236)</b>	<b>-10.4%</b>

**USE OF TAX DOLLARS BY FUNCTION**

	<u>Revenues</u>	<u>Expenditures</u>	<u>Net Cost to County</u>
<b>General Government</b>			
Commissioners	\$ -	\$ 951,325	\$ 951,325
Finance	-	880,643	880,643
Human Resources	-	1,043,343	1,043,343
Procurement & General Services	-	1,491,910	1,491,910
Public Information	-	118,696	118,696
Voter Services	66,000	2,121,069	2,055,069
Assessment	2,399,500	2,659,790	260,290
Treasurer	414,325	785,233	370,908
Controller	35,000	1,574,169	1,539,169
Solicitor	-	345,312	345,312
Public Defender	500	3,839,644	3,839,144
Recorder of Deeds	3,495,391	1,551,786	(1,943,605)
Facilities Management	-	10,132,273	10,132,273
Computing & Information Services	415,362	10,757,307	10,341,945
Archives & Record Services	62,500	373,596	311,096
Veterans' Affairs	-	285,454	285,454
<b>Total General Government</b>	<u>\$ 6,888,578</u>	<u>\$ 38,911,550</u>	<u>\$ 32,022,972</u>
<b>Judicial</b>			
Courts Administration	\$ 1,128,197	\$ 5,923,300	\$ 4,795,103
Court Reporters	-	1,680,880	1,680,880
District Justices	2,632,845	6,499,723	3,866,878
Law Library	3,000	167,883	164,883
Clerk of Courts	410,000	1,278,299	868,299
Constables	-	1,500,000	1,500,000
Coroner	162,000	847,802	685,802
District Attorney	1,617,818	9,667,766	8,049,948
Prothonotary	1,618,658	1,316,256	(302,402)
Register of Wills/Clerk of Orphans' Court	1,515,030	798,958	(716,072)
Sheriff	1,154,000	5,931,600	4,777,600
Domestic Relations Fund	4,550,189	6,640,455	2,090,266
<b>Total Judicial</b>	<u>\$ 14,791,737</u>	<u>\$ 42,252,922</u>	<u>\$ 27,461,185</u>
<b>Public Safety</b>			
Emergency Services	\$ 1,691,949	\$ 3,995,569	\$ 2,303,620
Public Safety Communications Fund	9,526,500	14,497,992	4,971,492
<b>Total Public Safety</b>	<u>\$ 11,218,449</u>	<u>\$ 18,493,561</u>	<u>\$ 7,275,112</u>

**USE OF TAX DOLLARS BY FUNCTION**

	<u>Revenues</u>	<u>Expenditures</u>	<u>Net Cost to County</u>
<b>Corrections</b>			
Prison	\$ 2,226,566	\$ 27,690,197	\$ 25,463,631
Adult Probation	4,639,096	7,696,280	3,057,184
Juvenile Probation	404,493	4,257,343	3,852,850
<b>Total Corrections</b>	<u>\$ 7,270,155</u>	<u>\$ 39,643,820</u>	<u>\$ 32,373,665</u>
<b>Public Works</b>			
Bridge Program (Liquid Fuels)	\$ 835,450	\$ 975,227	\$ 139,777
<b>Total Public Works</b>	<u>\$ 835,450</u>	<u>\$ 975,227</u>	<u>\$ 139,777</u>
<b>Human Services</b>			
Public Health	\$ 9,015,087	\$ 10,078,157	\$ 1,063,070
Community Development Fund	17,518,850	17,518,850	-
Human Services Fund	1,648,296	1,676,796	28,500
Mental Health/Intellectual Dev. Dis. Fund	27,791,640	28,756,765	965,125
Managed Behavioral Health Care Fund	71,680,557	71,680,557	-
Aging Services Fund	5,939,688	6,214,192	274,504
Drug and Alcohol Services Fund	5,067,386	5,536,410	469,024
Children Youth & Families Fund	23,324,174	30,387,438	7,063,264
Child Care Information Services Fund	14,950,451	14,950,451	-
Pocopson Home Fund	24,475,554	25,514,434	1,038,880
<b>Total Human Services</b>	<u>\$ 201,411,683</u>	<u>\$ 212,314,050</u>	<u>\$ 10,902,367</u>
<b>Culture &amp; Recreation</b>			
Library Fund	\$ 130,078	\$ 6,945,143	\$ 6,815,065
Parks & Recreation Fund	1,073,990	5,310,291	4,236,301
<b>Total Culture &amp; Recreation</b>	<u>\$ 1,204,068</u>	<u>\$ 12,255,434</u>	<u>\$ 11,051,366</u>
<b>Conservation &amp; Development</b>			
Planning	\$ 516,087	\$ 3,341,948	\$ 2,825,861
Water Resources	-	426,983	426,983
Open Space Preservation	31,135	597,874	566,739
Conservation District	1,166,232	1,379,937	213,705
<b>Total Conservation &amp; Development</b>	<u>\$ 1,713,454</u>	<u>\$ 5,746,742</u>	<u>\$ 4,033,288</u>
<b>Debt Service</b>	<u>\$ 3,274,147</u>	<u>\$ 42,887,684</u>	<u>\$ 39,613,537</u>
<b>Miscellaneous</b>			
General Fund Non-Departmental	\$ 8,702,850	\$ 8,390,112	\$ (312,738)
Allocated Costs	10,442,010		(10,442,010)
		<b>Tax Support</b>	<b><u>\$ 154,118,521</u></b>

DEPARTMENT / FUND	APPROP-RIATED FUND BALANCES	REAL ESTATE TAXES	FEDERAL & STATE GRANTS	TRANSFERS FROM OTHER FUNDS	COST RECOVERY	DEPART-MENTAL EARNINGS	OTHER REVENUES	TOTAL ALL REVENUES
<b>GENERAL FUND</b>								
Appropriated Fund Balance	\$ 8,000,000							\$ 8,000,000
Real Estate Taxes		103,453,618						103,453,618
Interest							286,100	286,100
In Lieu of Taxes			199,000					199,000
Cost Recovery					10,442,010			10,442,010
Reimbursements							217,750	217,750
Voter Services			60,000			6,000		66,000
Assessment						2,399,500		2,399,500
Treasurer						411,825	2,500	414,325
Controller							35,000	35,000
Public Defender			500					500
Recorder of Deeds						3,436,391	59,000	3,495,391
Planning			340,650			175,437		516,087
Open Space Preservation			150	20,000			10,985	31,135
Computing & Information Services				152,362		210,000	53,000	415,362
Archives				62,500				62,500
Courts Administration			958,647			169,000	550	1,128,197
District Justices						2,541,305	91,540	2,632,845
Law Library						3,000		3,000
Clerk of Courts						390,000	20,000	410,000
Coroner						162,000		162,000
District Attorney			760,039			720,000	137,779	1,617,818
Prothonotary						1,600,000	18,658	1,618,658
Register of Wills						1,500,000	15,030	1,515,030
Sheriff				5,000		1,114,000	35,000	1,154,000
Prison			1,158,000			576,608	491,958	2,226,566
Adult Probation			1,183,596			3,436,700	18,800	4,639,096
Juvenile Probation			379,093	25,400				404,493
Emergency Services			1,114,644			379,250	198,055	1,691,949
Public Health			6,953,337			1,967,750	94,000	9,015,087
Conservation District							1,166,232	1,166,232
<b>GENERAL FUND TOTAL</b>	<b>\$ 8,000,000</b>	<b>\$ 103,453,618</b>	<b>\$ 13,107,656</b>	<b>\$ 265,262</b>	<b>\$ 10,442,010</b>	<b>\$ 21,198,766</b>	<b>\$ 2,951,937</b>	<b>\$ 159,419,249</b>

DEPARTMENT / FUND	APPROP-RIATED FUND BALANCES	REAL ESTATE TAXES	FEDERAL & STATE GRANTS	TRANSFERS FROM OTHER FUNDS	COST RECOVERY	DEPART-MENTAL EARNINGS	OTHER REVENUES	TOTAL ALL REVENUES
Domestic Relations			4,489,689	2,090,266		60,500		6,640,455
Bridge Program (Liquid Fuels)			835,000	139,777			450	975,227
Community Development			15,888,871	200,000		1,243,821	186,158	17,518,850
Parks & Recreation	83,250	4,236,301				94,965	895,775	5,310,291
Public Safety Communications				4,971,492		9,250,000	276,500	14,497,992
Library	54,778	6,815,065					75,300	6,945,143
Human Services			1,273,096	403,500			200	1,676,796
Mental Health / Intellectual and DD			27,021,433	1,662,453			72,879	28,756,765
Managed Behavioral Healthcare			71,676,557				4,000	71,680,557
Aging Services			5,801,815	274,504			137,873	6,214,192
Drug & Alcohol Services			4,546,494	598,916		390,000	1,000	5,536,410
Children, Youth & Families			22,716,402	7,063,264		514,156	93,616	30,387,438
Child Care Information Services			14,946,351				4,100	14,950,451
Debt Service	612,775	39,613,537		951,755			1,709,617	42,887,684
Pocopson Home				1,038,880		24,475,554		25,514,434
<b>OTHER FUNDS TOTAL</b>	<b>\$ 750,803</b>	<b>\$ 50,664,903</b>	<b>\$ 169,195,708</b>	<b>\$ 19,394,807</b>	<b>\$ -</b>	<b>\$ 36,028,996</b>	<b>\$ 3,457,468</b>	<b>\$ 279,492,685</b>
<b>TOTAL OPERATING</b>	<b>\$ 8,750,803</b>	<b>\$ 154,118,521</b>	<b>\$ 182,303,364</b>	<b>\$ 19,660,069</b>	<b>\$ 10,442,010</b>	<b>\$ 57,227,762</b>	<b>\$ 6,409,405</b>	<b>\$ 438,911,934</b>
<b>CAPITAL FUNDS</b>								
Capital Reserve	9,146,595		3,465,784	2,000,000		162,000	44,550	14,818,929
Capital Improvement Fund	481,148		495,000				71,155,000	72,131,148
<b>CAPITAL FUNDS TOTAL</b>	<b>\$ 9,627,743</b>	<b>\$ -</b>	<b>\$ 3,960,784</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ 162,000</b>	<b>\$ 71,199,550</b>	<b>\$ 86,950,077</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>\$ 18,378,546</b>	<b>\$ 154,118,521</b>	<b>\$ 186,264,148</b>	<b>\$ 21,660,069</b>	<b>\$ 10,442,010</b>	<b>\$ 57,389,762</b>	<b>\$ 77,608,955</b>	<b>\$ 525,862,011</b>

CONSOLIDATED REVENUES

DEPARTMENT / FUND	PERSONNEL	OPERATING & PROVIDER PAYMENTS	CAPITAL	GRANTS TO OTHERS	TRANSFERS TO OTHER FUNDS	ALLOCATED COSTS	DEBT SERVICE	OTHER EXPENDITURES	TOTAL ALL EXPENDITURES
<b>GENERAL FUND</b>									
Commissioners	\$ 862,378	88,947						\$	951,325
Finance	854,340	26,303							880,643
Human Resources	881,512	161,831							1,043,343
Procurement & Gen Svcs	1,375,152	116,758							1,491,910
Public Information	98,850	19,846							118,696
Voter Services	1,042,035	1,079,034							2,121,069
Assessment	2,102,730	557,060							2,659,790
Treasurer	648,741	136,492							785,233
Controller	1,511,253	62,916							1,574,169
Solicitor	317,606	27,706							345,312
Public Defender	3,560,903	278,741							3,839,644
Recorder of Deeds	1,084,669	467,117							1,551,786
Facilities Management	2,505,600	7,616,673		10,000					10,132,273
Planning	2,922,421	239,668		179,859					3,341,948
Water Resources Auth.	400,343	26,640							426,983
Open Space Preservation	564,704	33,170							597,874
Computing & Info. Svcs.	6,671,752	4,085,555							10,757,307
Archives & Record Svcs.	195,528	178,068							373,596
Veterans' Affairs	183,924	100,530		1,000					285,454
Courts Administration	4,440,153	1,483,147							5,923,300
Court Reporters	1,660,376	20,504							1,680,880
District Justices	4,475,524	2,024,199							6,499,723
Law Library	105,131	62,752							167,883
Clerk of Courts	1,215,369	62,930							1,278,299
Constables		1,500,000							1,500,000
Coroner	552,968	294,834							847,802
District Attorney	8,316,386	1,261,375		90,005					9,667,766
Prothonotary	1,232,795	83,461							1,316,256
Register of Wills	737,125	61,833							798,958
Sheriff	5,454,399	477,201							5,931,600
Prison	19,019,820	8,670,377							27,690,197
Adult Probation	7,108,059	588,221							7,696,280
Juvenile Probation	4,092,639	164,704							4,257,343
Emergency Services	2,362,444	1,581,125	37,000	15,000					3,995,569
Public Health	6,927,382	1,331,259		110,000		1,709,516			10,078,157
Conservation District	1,369,459	10,478							1,379,937
<i>NON DEPARTMENTAL</i>		960,250		3,363,725				4,066,137	8,390,112
<i>OTHER FINANCING USES</i>					17,040,832				17,040,832
<b>GENERAL FUND TOTAL</b>	<b>\$ 96,854,470</b>	<b>\$ 35,941,705</b>	<b>\$ 37,000</b>	<b>\$ 3,769,589</b>	<b>\$ 17,040,832</b>	<b>\$ 1,709,516</b>	<b>\$ -</b>	<b>\$ 4,066,137</b>	<b>\$ 159,419,249</b>

CONSOLIDATED EXPENDITURES

DEPARTMENT / FUND	PERSONNEL	OPERATING & PROVIDER PAYMENTS	CAPITAL	GRANTS TO OTHERS	TRANSFERS TO OTHER FUNDS	ALLOCATED COSTS	DEBT SERVICE	OTHER EXPENDITURES	TOTAL ALL EXPENDITURES
Domestic Relations	5,144,781	259,368				1,236,306			6,640,455
Bridge Program (Liquid Fuels)	282,555	631,672				61,000			975,227
Community Development	1,969,345	9,162,689	1,802,000	4,053,244	13,200	518,372			17,518,850
Parks & Recreation	3,838,880	1,200,756	172,992	1,500	5,000	91,163			5,310,291
Public Safety Comm.	7,362,899	6,708,113				426,980			14,497,992
Library	4,729,102	570,446	34,000	751,409		860,186			6,945,143
Human Services	402,190	1,211,486			4,500	58,620			1,676,796
Mental Health / IDD	6,542,596	21,036,078			152,700	1,025,391			28,756,765
Managed Behavioral Health	798,753	69,892,750			781,547	207,507			71,680,557
Aging Services	2,562,573	3,010,612			239,000	402,007			6,214,192
Drug & Alcohol Services	1,227,935	4,085,733			27,662	195,080			5,536,410
Children, Youth & Families	11,941,586	15,389,993			1,274,428	1,781,431			30,387,438
Child Care Info. Services	696,922	13,957,505			25,000	271,024			14,950,451
Debt Service		15,000			2,000,000		40,872,684		42,887,684
Pocopson Home	18,403,533	4,990,705				2,120,196			25,514,434
<b>OTHER FUNDS TOTAL</b>	<b>\$ 65,903,650</b>	<b>\$ 152,122,906</b>	<b>\$ 2,008,992</b>	<b>\$ 4,806,153</b>	<b>\$ 4,523,037</b>	<b>\$ 9,255,263</b>	<b>\$ 40,872,684</b>	<b>\$ -</b>	<b>\$ 279,492,685</b>
<b>TOTAL OPERATING</b>	<b>\$ 162,758,120</b>	<b>\$ 188,064,611</b>	<b>\$ 2,045,992</b>	<b>\$ 8,575,742</b>	<b>\$ 21,563,869</b>	<b>\$ 10,964,779</b>	<b>\$ 40,872,684</b>	<b>\$ 4,066,137</b>	<b>\$ 438,911,934</b>
<b>CAPITAL FUNDS</b>									
Capital Reserve		1,245,679	8,522,113	133,750	62,500			4,854,887	14,818,929
Capital Improvement Fund		219,060	59,953,105	9,369,568	35,000			2,554,415	72,131,148
<b>CAPITAL FUNDS TOTAL</b>	<b>\$ -</b>	<b>\$ 1,464,739</b>	<b>\$ 68,475,218</b>	<b>\$ 9,503,318</b>	<b>\$ 97,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,409,302</b>	<b>\$ 86,950,077</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>\$ 162,758,120</b>	<b>\$ 189,529,350</b>	<b>\$ 70,521,210</b>	<b>\$ 18,079,060</b>	<b>\$ 21,661,369</b>	<b>\$ 10,964,779</b>	<b>\$ 40,872,684</b>	<b>\$ 11,475,439</b>	<b>\$ 525,862,011</b>

CONSOLIDATED EXPENDITURES

	<u>General</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Proprietary</u>	<u>Capital</u>	<u>Consolidated Budget</u>	<u>Internal Service</u>
<b>SOURCES</b>							
Real Estate Taxes	\$ 103,453,618	\$ 11,051,366	\$ 39,613,537	\$ -	\$ -	\$ 154,118,521	\$ -
Federal & State Grants	13,107,656	169,195,708	-	-	3,960,784	186,264,148	-
Departmental Earnings	21,198,766	11,553,442	-	24,475,554	162,000	57,389,762	30,176,994
Cost Recovery	10,442,010	-	-	-	-	10,442,010	-
Interfund Transfers	265,262	17,404,172	951,755	1,038,880	2,000,000	21,660,069	-
Other Revenues	2,951,937	1,747,851	1,709,617	-	71,199,550	77,608,955	7,817,850
Appropriated Fund Balances	8,000,000	138,028	612,775	-	9,627,743	18,378,546	5,259,313
<b>TOTAL SOURCES</b>	<b>\$ 159,419,249</b>	<b>\$ 211,090,567</b>	<b>\$ 42,887,684</b>	<b>\$ 25,514,434</b>	<b>\$ 86,950,077</b>	<b>\$ 525,862,011</b>	<b>\$ 43,254,157</b>
<b>USES</b>							
Personnel	\$ 96,854,470	\$ 47,500,117	\$ -	\$ 18,403,533	\$ -	\$ 162,758,120	\$ 10,291,325
Operating	35,941,705	24,189,561	15,000	4,990,705	1,464,739	66,601,710	32,886,767
Provider Payments	-	122,927,640	-	-	-	122,927,640	-
Operating Capital	37,000	2,008,992	-	-	68,475,218	70,521,210	-
Grants to Others	3,769,589	4,806,153	-	-	9,503,318	18,079,060	-
Interfund Transfers	17,040,832	2,523,037	2,000,000	-	97,500	21,661,369	-
Allocated Costs	1,709,516	7,135,067	-	2,120,196	-	10,964,779	76,065
Debt Service	-	-	40,872,684	-	-	40,872,684	-
Other Expenditures	4,066,137	-	-	-	7,409,302	11,475,439	-
<b>TOTAL USES</b>	<b>\$ 159,419,249</b>	<b>\$ 211,090,567</b>	<b>\$ 42,887,684</b>	<b>\$ 25,514,434</b>	<b>\$ 86,950,077</b>	<b>\$ 525,862,011</b>	<b>\$ 43,254,157</b>

FUND	APPROP		TRANSFERS		TOTAL		TRANSFERS		TOTAL		2016
	FUND BAL.	SOURCES	IN	SOURCES	USES	OUT	USES	ENDING			
<i>GENERAL FUND</i>	\$ 8,000,000	\$ 140,711,977	\$ 10,707,272	\$ 159,419,249	\$ 140,668,901	\$ 18,750,348	\$ 159,419,249	\$ 0			
<i>SPECIAL REVENUE FUNDS</i>											
Domestic Relations	\$ 0	\$ 4,550,189	\$ 2,090,266	\$ 6,640,455	\$ 5,404,149	\$ 1,236,306	\$ 6,640,455	\$ 0			
Bridge Program (Liquid Fuels)	0	835,450	139,777	975,227	914,227	61,000	975,227	0			
Community Development	0	17,318,850	200,000	17,518,850	16,987,278	531,572	17,518,850	0			
Parks & Recreation	83,250	5,227,041	0	5,310,291	5,214,128	96,163	5,310,291	0			
Public Safety Communications	0	9,526,500	4,971,492	14,497,992	14,071,012	426,980	14,497,992	0			
Library	54,778	6,890,365	0	6,945,143	6,084,957	860,186	6,945,143	0			
Managed Behavioral Healthcare	0	71,680,557	0	71,680,557	70,691,503	989,054	71,680,557	0			
Human Services	0	1,273,296	403,500	1,676,796	1,613,676	63,120	1,676,796	0			
Mental Health / Intellectual and D D	0	27,094,312	1,662,453	28,756,765	27,578,674	1,178,091	28,756,765	0			
Aging Services	0	5,939,688	274,504	6,214,192	5,573,185	641,007	6,214,192	0			
Drug & Alcohol Services	0	4,937,494	598,916	5,536,410	5,313,668	222,742	5,536,410	0			
Children, Youth & Families	0	23,324,174	7,063,264	30,387,438	27,331,579	3,055,859	30,387,438	0			
Child Care Information Services	0	14,950,451	0	14,950,451	14,654,427	296,024	14,950,451	0			
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 138,028</b>	<b>\$ 193,548,367</b>	<b>\$ 17,404,172</b>	<b>\$ 211,090,567</b>	<b>\$ 201,432,463</b>	<b>\$ 9,658,104</b>	<b>\$ 211,090,567</b>	<b>\$ 0</b>			
<i>OTHER OPERATING FUNDS</i>											
Debt Service	\$ 612,775	\$ 41,323,154	\$ 951,755	\$ 42,887,684	\$ 40,887,684	\$ 2,000,000	\$ 42,887,684	\$ 0			
Pocopson Home	0	24,475,554	1,038,880	25,514,434	23,394,238	2,120,196	25,514,434	0			
<b>TOTAL OTHER OPERATING FUNDS</b>	<b>\$ 612,775</b>	<b>\$ 65,798,708</b>	<b>\$ 1,990,635</b>	<b>\$ 68,402,118</b>	<b>\$ 64,281,922</b>	<b>\$ 4,120,196</b>	<b>\$ 68,402,118</b>	<b>\$ 0</b>			
<b>TOTAL OPERATING FUNDS</b>	<b>\$ 8,750,803</b>	<b>\$ 400,059,052</b>	<b>\$ 30,102,079</b>	<b>\$ 438,911,934</b>	<b>\$ 406,383,286</b>	<b>\$ 32,528,648</b>	<b>\$ 438,911,934</b>	<b>\$ 0</b>			
<i>CAPTIAL INVESTMENT FUNDS</i>											
Capital Reserve	\$ 9,146,595	\$ 3,672,334	\$ 2,000,000	\$ 14,818,929	\$ 14,756,429	\$ 62,500	\$ 14,818,929	\$ 0			
Capital Improvement	481,148	71,650,000	0	72,131,148	72,096,148	35,000	72,131,148	0			
<b>TOTAL CAPITAL INVESTMENT FUNDS</b>	<b>\$ 9,627,743</b>	<b>\$ 75,322,334</b>	<b>\$ 2,000,000</b>	<b>\$ 86,950,077</b>	<b>\$ 86,852,577</b>	<b>\$ 97,500</b>	<b>\$ 86,950,077</b>	<b>\$ 0</b>			
<b>TOTAL ALL FUNDS</b>	<b>\$ 18,378,546</b>	<b>\$ 475,381,386</b>	<b>\$ 32,102,079</b>	<b>\$ 525,862,011</b>	<b>\$ 493,235,863</b>	<b>\$ 32,626,148</b>	<b>\$ 525,862,011</b>	<b>\$ 0</b>			

## ***A READER'S GUIDE TO THE BUDGET***

The consolidated budget is comprised of the annual budget for operating funds and the budgets for capital funds. In order to establish expenditure controls, the County also adopts budgets for two internal service funds; the Technology Fund and the Benefits Fund. Because the purpose of internal service funds is to provide goods or services to other funds on a cost reimbursement basis, the budgets for these funds are not included in the consolidated budget total.

Readers who are acquainted with the budget, its fund based components, and classifications of revenue and expenditure, may wish to proceed to page 18 where analysis of the Operating Budget begins. The Capital Investment Budget begins on page 249.

### **The Operating Budget**

A fund is a separate fiscal and accounting entity that is used to segregate funding that has been dedicated to specific purposes by legal or administrative requirements. The County's policy has been to establish no more funds than necessary to meet these obligations. The operating budget is comprised of sixteen (16) funds:

- *The General Fund.* The main operating fund of the County.
- *Thirteen (13) Special Revenue Funds.* Established to segregate specialized programs for legal or administrative purposes. They are: Domestic Relations; the Bridge Program (Liquid Fuels); Community Development; Parks & Recreation; Public Safety Communications; Library; Department of Human Services; Mental Health/Intellectual and Developmental Disabilities; Managed Behavioral Healthcare; Aging Services; Drug & Alcohol Services; Children, Youth & Families; and Child Care Information Services.
- *The Debt Service Fund.* Used to accumulate resources for the payment of long term debt interest and principal.
- *The Pocopson Home Proprietary Fund.* The County nursing home, a business-type activity primarily funded through third party charges.

During the course of the year the budget may be amended with the Board of Commissioners' approval. The amendments are generally due to new sources of federal and state funding and, to a lesser degree, carry forward balances from grants that have a different budget year from the County's calendar year budget.

### **The Capital Investment Budget**

The capital investment budget is comprised of two funds:

- *The Capital Reserve Fund.* A fund established for pay-as-you go capital expenditures.
- *The Capital Improvement Fund.* A fund for large capital projects funded through general obligation debt.

From time to time, the County also receives grants or contributions in support of capital projects.

### **How Revenues and Expenditures Are Classified**

Within each fund's budget, revenue and other funding sources are classified by major category:

- *Real Estate Taxes.* Compulsory charges, based on the assessed value of real property, which are levied to finance services performed for the common benefit of the citizens. The classification

## ***A READER'S GUIDE TO THE BUDGET***

includes real estate tax estimates based on assessed values (the tax duplicate) as of November 15, an estimate of interim taxes, which is generated from improvements to real property, and an estimate of delinquent tax collections. Four of the County's funds have dedicated taxes: General, Library, Parks & Recreation, and Debt Service.

- *Federal, State, and Local Grants.* Funding for a specified program or purpose. Grants are also known as intergovernmental revenues.
- *Departmental Earnings.* User fees, fines, court-related cost reimbursements, licenses, permits, and commissions paid by the Commonwealth to elected row officers for collecting various fees and charges are combined into this category for summary purposes.
- *Interfund Transfers.* Amounts received from another fund of the County with the purpose of matching intergovernmental revenue, contributing to programs, or purchasing specialized services.
- *Other Revenues.* Reimbursements, facilities rentals, and investment earnings.
- *Cost Recovery.* Represents administrative, overhead, and space charges to departments whose costs are reimbursed by intergovernmental grantors or other sources. Cost allocations are determined in compliance with the federal Office of Management and Budget (OMB) Circular A-87.
- *Appropriated Fund Balance.* Unrestricted carry forward balances authorized for appropriation, unexpended dedicated funding, and unexpended bond proceeds from the current year may be used to complement other revenue sources in the ensuing budget year.

Expenditures are classified by category of cost and also by functional area. Categories are used for budget purposes; whereas functions are used for external financial reporting. Categories are comprised of the following:

- *Personnel.* Salaries, wages, workers' compensation, employer's share of FICA contributions, pension costs, and benefits.
- *Operating.* The costs of maintenance, professional and other contracted services, utilities, materials and supplies.
- *Provider Payments.* Contracted services for the County's human services programs.
- *Capital.* Fixed assets having a useful life of more than two years and an acquisition cost of more than \$10,000.
- *Grants to Others.* Appropriations or subsidies to other governments or to non-profit organizations that provide services to the community.
- *Interfund Transfers.* Amounts transferred to another fund of the County to assist in financing the services provided by the recipient fund. The transfers may be contributory, payment for specialized services, or mandated as a condition of receiving federal or state funding.
- *Allocated Services.* Administrative costs reimbursed to the General Fund by the Public Health Department.
- *Allocated Costs.* Payments made to the General Fund for administrative, space, and depreciation costs by departments receiving federal and state grants. Cost allocations are determined in compliance with the federal Office of Management and Budget (OMB) Circular A-87.
- *Debt Service.* Principal and interest payments for general obligation long-term debt.
- *Other Expenditures.* Contingency items and unappropriated funds.

*A READER'S GUIDE TO THE BUDGET*

**FUND STRUCTURE**

PURPOSE

MAJOR SOURCE OF FUNDS

**GOVERNMENTAL FUNDS**

**GENERAL FUNDS**

The **General Fund** is the County's primary operating fund. It accounts for the general operating activities of the County, except for those required to be accounted for in another fund.

Real Estate Taxes, Departmental Earnings, Federal and State Grants

**SPECIAL REVENUE FUNDS**

The **Domestic Relations Fund** provides a full range of child support services.

Federal Title IV-D, State Collection Incentives, General Fund Appropriation

The **Bridge Program (Liquid Fuels Fund)** provides bridge management services for the 94 County owned bridges.

State Gasoline Tax, Federal Grants

The **Community Development Fund** provides housing, neighborhood improvement, workforce development, and social services.

Federal and State Grants, Housing Trust

The **Parks & Recreation Fund** operates the County's parks and trails.

Real Estate Taxes

The **Public Safety Communications Fund** operates and administers the 9-1-1 emergency telephone system.

9-1-1 Fee Imposed on Telephone Bills, General Fund Appropriation

The **Library Fund** provides for the operation and administration of the County's Library system.

Real Estate Taxes, State Grants

The **Human Services Fund** provides oversight and coordination of the Human Service program departments.

Federal and State Grants, General Fund Appropriation

The **Mental Health / Intellectual and Developmental Disabilities Fund (MH/IDD)** administers the MH/IDD programs.

Federal and State Grants, General Fund Appropriation

The **Managed Behavioral Healthcare Fund** administers the County's medical assistance funded mental health and drug and alcohol programs.

Federal and State Grants

The **Aging Services Fund** provides programs and services for seniors.

Federal and State Grants, General Fund Appropriation

## ***A READER'S GUIDE TO THE BUDGET***

### **PURPOSE**

The **Drug & Alcohol Services Fund** administers various drug and alcohol program services.

The **Children, Youth & Families Fund** provides child protective social services.

The **Child Care Information Services Fund** administers child day care services and programs.

### **MAJOR SOURCE OF FUNDS**

Federal and State Grants, General Fund Appropriation

Federal and State Grants, General Fund Appropriation

Federal and State Grants, General Fund Appropriation

### **DEBT SERVICE FUND**

The **Debt Service Fund** is maintained to account for the accumulation of financial resources to be utilized for payment of interest and principal on long-term debt.

Real Estate Taxes, Interest

### **CAPITAL FUNDS**

The **Capital Reserve Fund** is maintained for pay-as-you-go projects.

Transfer from Debt Service, Federal and State Grants

The **Capital Improvement Fund** accounts for resources to be used for the acquisition or construction of capital assets.

General Obligation Notes and/or Bonds, Federal and State Grants

## **PROPRIETARY FUNDS**

### **ENTERPRISE FUND**

The **Pocopson Home Fund** is maintained to account for activities of the County's geriatric center.

User Charges, General Fund Appropriation

### **INTERNAL SERVICE FUNDS**

The **Technology Fund** is used to provide a standardized desktop computing environment for all County departments.

Workstation Charge

The **Benefits Fund** accounts for employee benefits administered by the County.

Equivalent Premiums

## OPERATING BUDGET ANALYSIS

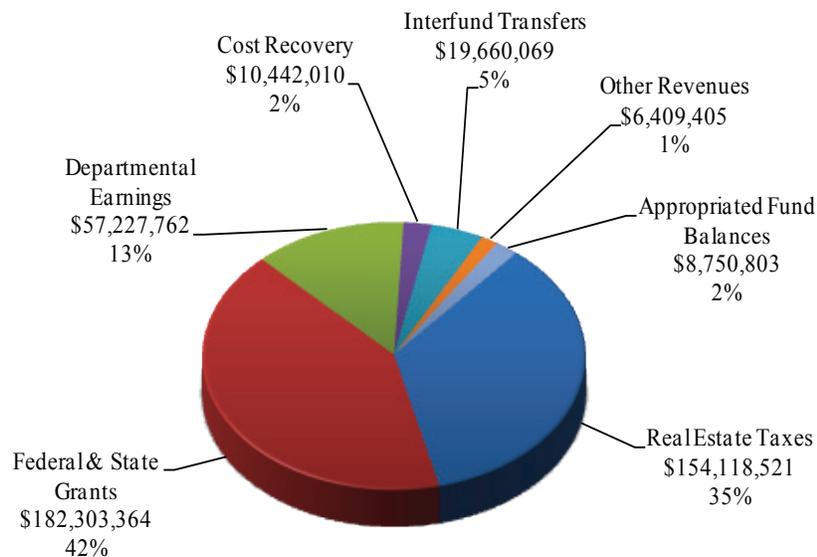
### 2016 BUDGET

The consolidated budget totals \$525,862,011 comprised of \$438,911,934 for the Operating Budget and \$86,950,077 for the Capital Investment Program. An analysis of the 2016 Capital Budget, including its impact on the Operating Budget, begins on page 249. Summaries of the 2016 Capital Budget are on pages 250 and 251. An analysis of the budget for the County's operating funds is shown below.

### OPERATING REVENUE

Chart 1 shows each category of estimated revenue for 2016 as a percent of the total budget. Table 1 shows a comparison of the 2016 budget to the current budget as of September 30, 2015.

**Chart 1. Operating Funds Revenue**  
\$438,911,934



**Table 1. Operating Funds Revenue- 2015 – 2016 Comparison**  
\$438,911,934

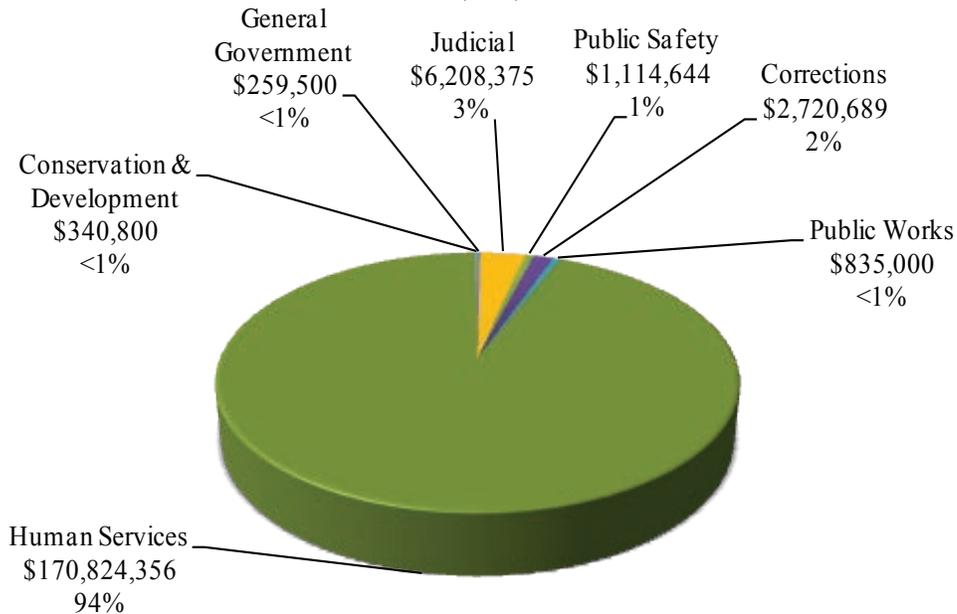
	2015 Budget as of 9/30/15	2016 Budget	\$ Change	% Change
Real Estate Taxes	\$ 152,412,460	\$ 154,118,521	\$ 1,706,061	1.1%
Federal, State, and Local Grants	179,896,392	182,303,364	2,406,972	1.3%
Departmental Earnings	54,755,067	57,227,762	2,472,695	4.5%
Cost Recovery	9,784,394	10,442,010	657,616	6.7%
Interfund Transfers	21,694,165	19,660,069	(2,034,096)	-9.4%
Other Revenues	7,058,719	6,409,405	(649,314)	-9.2%
Appropriated Fund Balance	10,419,631	8,750,803	(1,668,828)	-16.0%
<b>Total Revenue</b>	<b>\$ 436,020,828</b>	<b>\$ 438,911,934</b>	<b>\$ 2,891,106</b>	<b>0.7%</b>

**OPERATING BUDGET ANALYSIS**

Federal, state and local grants combined with real estate tax revenue comprise 76.6 percent of revenues and resources, which will support 2016 programs.

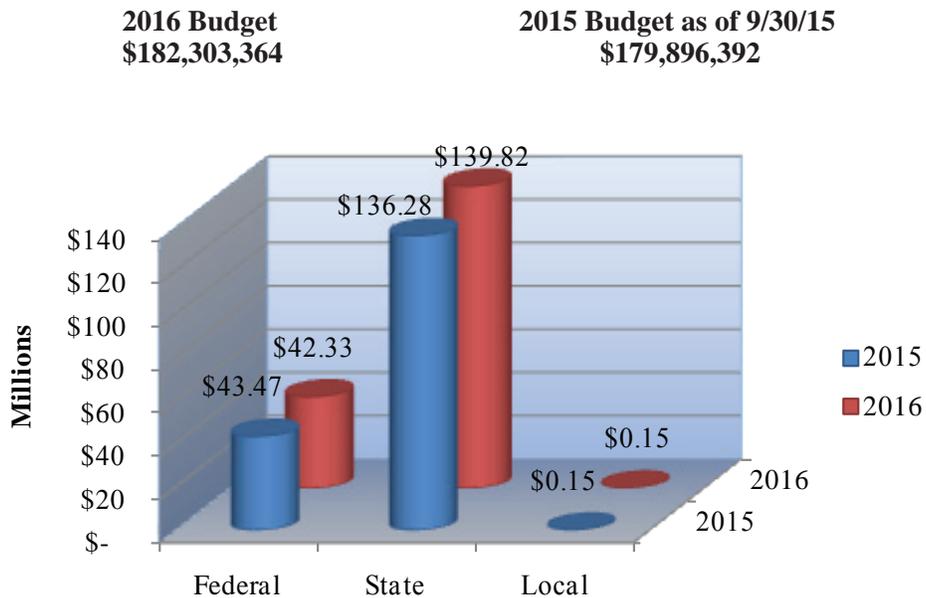
Ninety-four percent of estimated intergovernmental revenue or approximately \$170.8 million, support health and welfare programs, of which some are mandated.

**Chart 2. 2016 Federal, State and Local Grants by Function**  
**\$182,303,364**



Nearly 77.0 percent or \$139.8 of intergovernmental revenue comes from the Commonwealth of Pennsylvania and 23.0 percent or \$42.3 million comes from the federal government. Below is a comparison of 2016 and 2015 intergovernmental revenue by source.

**Chart 3. Intergovernmental Revenue by Source**



## OPERATING BUDGET ANALYSIS

Table 2 sets forth federal, state and local grants by fund followed by year-to-year budget comparisons and explanations of the various bases used for budget estimates.

**Table 2. Intergovernmental Revenue**

<b>Fund</b>	<b>2015 Budget as of 9/30/15</b>	<b>2016 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
General	\$ 13,126,911	\$ 13,107,656	\$ (19,255)	-0.1%
Domestic Relations	4,441,709	4,489,689	47,980	1.1%
Bridge Program (Liquid Fuels)	799,500	835,000	35,500	4.4%
Community Development	16,675,222	15,888,871	(786,351)	-4.7%
Human Services	1,025,435	1,273,096	247,661	24.2%
Mental Health/Intellectual and Developmental Disabilities	28,586,653	27,021,433	(1,565,220)	-5.5%
Managed Behavioral Healthcare	68,027,354	71,676,557	3,649,203	5.4%
Aging Services	6,055,587	5,801,815	(253,772)	-4.2%
Drug and Alcohol Services	4,211,494	4,546,494	335,000	8.0%
Children, Youth and Families	22,363,915	22,716,402	352,487	1.6%
Child Care Information Services	14,582,612	14,946,351	363,739	2.5%
<b>Total</b>	<b>\$179,896,392</b>	<b>\$ 182,303,364</b>	<b>\$ 2,406,972</b>	<b>1.3%</b>

Calendar year budgets are developed using award or pre-award letters from grantors, estimates of eligibility based on grantor formulas and conservative estimates in cases where funding will come from a grantor's subsequent fiscal year.

The County's January – December budget year is mandated by the Commonwealth of Pennsylvania. A typical calendar year grant-funded program is usually comprised of allocations from two of the grantor's fiscal budget years. The following graphic shows the challenges faced by many program managers in estimating the calendar year budget for a particular intergovernmental funding stream.

### Federal and State Grants Budget Timeline

State grants awarded on a January 1 - December 31 calendar year	
State grants awarded on a fiscal year July 1, 2015- June 30, 2016	State grants awarded on a fiscal year July 1, 2016 - June 30, 2017
Federal grants awarded on a fiscal year October 1, 2015 - September 30, 2016	Federal grants awarded on a fiscal year October 1, 2016 - September 30, 2017

## ***OPERATING BUDGET ANALYSIS***

*The General Fund.* Total grant funding is estimated at \$13.1 million. The Public Health Department receives over \$6.9 million of General Fund intergovernmental revenues. Two grants provide general support to the Public Health Department; Commonwealth Act 12 of 1976 (Local Health Administration Law, amended) provides \$1.50 per capita and Act 315 (Local Health Administration Law) provides \$6.00 per capita, or 50 percent of expenditures not covered by fees or other intergovernmental sources, whichever is less. Act 12 will generate approximately \$669,000 while Act 315 is estimated to generate approximately \$2.8 million. Of the total intergovernmental funding, \$3.5 million is for program specific grants. The department will use these funds for specific program activities such as environmental activities, maternal and child health initiatives, disease prevention, and tobacco use prevention and education. The specific regulations for each program grant determine the budget estimate used for 2016. Total grant funding is slightly less by \$84,000 from the previous year's budget.

Approximately \$1.7 million of General Fund grant revenue estimates represent state reimbursements for 60.0 percent or approximately \$114,122 of the District Attorney's salary and \$62,046 each for support of the fourteen Court of Common Pleas judges (\$868,647). The District Attorney's Office will receive grants for highway safety, domestic violence education, investigation/enforcement of laws relating to unlawful gambling and anti-drug abuse totaling \$641,000.

The balance of the General Fund's intergovernmental revenues budget of \$4.4 million is based on specific, competitive awards for transportation planning and safety, emergency management including hazardous materials response, and other governmental initiatives in support of public welfare and safety, as discussed below. Many of the awards will pass through to outside subrecipients in the form of program funding and equipment.

Planning grants, totaling close to \$341,000 are budgeted for transportation planning and safety. Funding is budgeted less by \$31,000 from the prior year due to grants concluding in 2015.

Correctional departments which include the Prison, Adult Probation and Juvenile Probation, in total, budgeted \$2.7 million in grant funding, \$75,000 more than the prior year. Adult Probation will receive additional grant funding that provides alternative sentencing for offenders convicted of drug related offenses. Juvenile Probation will receive less grant funding in 2016 as a result of stricter eligibility criteria imposed from the state for children in placement. In addition, grant funding received in prior years for juvenile accountability is not budgeted. The County will receive over \$900,000 of grant-in-aid to offset personnel costs for certain adult and juvenile probation officers.

Combined emergency management and hazardous materials response funding is budgeted at \$1.1 million; \$0.2 million less than 2015. The County expects to receive awards totaling \$0.8 million from the state to supplement emergency preparedness activities. Initial state funding for emergency medical services is currently budgeted at \$0.2 million; \$0.1 million less than last year and the hazardous materials preparedness and training combined, is budgeted at \$0.1 million. Additional funding may be received and awarded through funding amendments from the state in 2016 to supplement emergency management activities.

In addition to the above funding, the County budgeted approximately \$199,000 from the state for payments in lieu of taxes and \$60,000 to offset expenditures for a special election in 2016.

*Domestic Relations Fund.* Child Support Enforcement activities are funded by approximately 66.0 percent federal Title IV-D expense reimbursements and state collection incentives. The General Fund contribution provides the additional resources to fund the expenditures not covered by the state's reimbursement. Grant funding is estimated to be just over \$3.9 million which is \$0.1 million more than 2015. Incentive grant funds, totaling \$580,000, are budgeted \$70,000 less than the prior year.

*Bridge Program (Liquid Fuels Fund).* The amount budgeted for 2016 is \$835,000 a slight increase from 2015. The state contributes one-half cent of the tax collected on each gallon of liquid fuels purchased in

## ***OPERATING BUDGET ANALYSIS***

the Commonwealth to its Liquid Fuels Tax Fund. The formula for allocation of the fund was established in 1931 and is based on the ratio of fuel sales in each county in the years 1927, 1928, and 1929 relative to total sales across the state for the same periods. This creates a disparity for funding to those counties that have seen significant development in the last 87 years. Chester County uses the allocation for operations and maintenance costs of County bridges.

*Community Development Fund.* The department expects to receive \$15.9 million of grant funding for transportation assistance, housing and community development and workforce training. Approximately \$4.8 million of grant funding will support the Medical Assistance Transportation Program, budgeted \$1.6 million more than last year. The additional funding will be used to purchase transportation vehicles. Close to \$7.8 million of funding estimates are for Housing and Community Development initiatives based primarily on housing projects including carryover projects totaling \$3.0 million from the prior year. Similarly, the department anticipates receiving close to \$3.3 million for workforce training programs in which allocations are set by state formulas that incorporate census information including data about the economically disadvantaged and welfare population. Overall, grant funding is budgeted to decrease by \$783,000 as a result of less carryover funds and more efficient spending of grant funds for infrastructure and affordable housing projects.

*Human Services Fund.* The department continues to receive Human Services Development Funds (HSDF) through the Commonwealth's Human Services Block Grant. HSDF services are budgeted at \$341,500. Funding for Homeless Assistance Services through the Human Services Block Grant is also budgeted at approximately \$275,500. The basic state grant amounts which were once awarded on a formula basis derived from County population data have not changed for four years; however, funding may be reallocated within the County across service areas within the grant. Also, the department will receive \$325,000 in competitive awards to support family life. Funding totals for state and federal food assistance programs are budgeted close to \$331,000; \$223,000 more than the prior year. The budget increase is not a result of additional funding but from the utilization of cash grant payments in lieu of state wholesale credits for food purchases.

*Mental Health/Intellectual and Developmental Disabilities Fund.* Total federal and state funding is budgeted at \$27.0 million. The funding is budgeted \$1.6 million less from the prior year. It is estimated that \$7.9 million will be received to support intellectual and developmental disabilities programs. Estimates of intergovernmental revenue in support of the programs is derived from current spending for clients, potential costs for the population on waiting lists and funding availability. The department anticipates receiving approximately \$14.2 million for mental health services based upon data that includes County clients served, encounters and dates, types of service and also the availability of state funding. The department will also receive \$4.9 million for early intervention programs.

*Office of Managed Behavioral Healthcare Fund.* The department anticipates receiving over \$71.7 million for behavioral health services to clients qualifying for Medical Assistance. A capitated rate is negotiated with the Commonwealth of Pennsylvania on an annual basis. Funds are paid to the County for managed behavioral care for all eligible participants. The increase in budgeted revenue of \$3.6 million from the prior year is a result of a projected decrease of 2.9 percent in capitation rates and an increase of 3.0 percent in membership growth.

*Aging Services Fund.* \$5.8 million in anticipated revenues will come from the state and federal block grant. The block grant is awarded on a funding and distribution formula established by the Commonwealth. Funding is \$254,000 less than the prior year due to fluctuations in variable program income. Over \$450,000 is estimated from Pennsylvania Department of Aging Waiver funds to serve Medical Assistance eligible seniors 60 years and older who are clinically qualified for nursing facility care but choose to remain in the community for long-term care services.

*Drug and Alcohol Services Fund.* Total grant funding is estimated at \$4.5 million, \$335,000 more than the prior year. Federal and state grants for prevention and treatment will generate \$2.5 million. Funds

## OPERATING BUDGET ANALYSIS

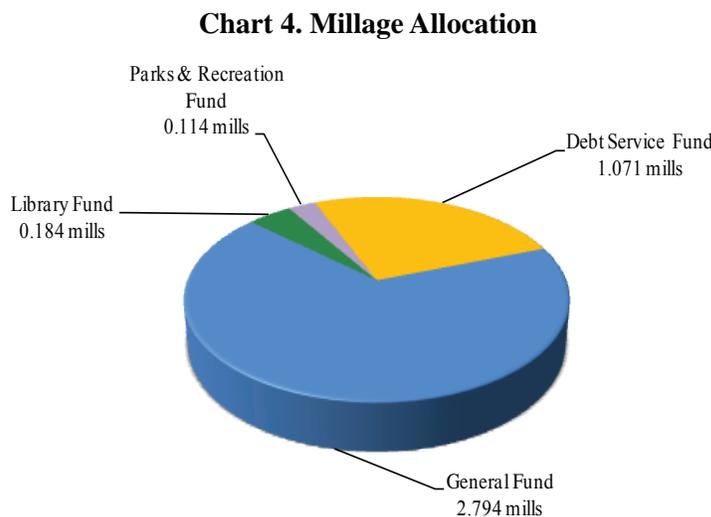
are allocated to the County based on population and past usage of treatment dollars. Estimates are developed using historical funding levels updated for cost-of-living adjustments. The department will also receive \$1.9 million in specialized funding from the Pennsylvania Department of Human Services and funding in the amount of \$193,000 from the Pennsylvania Commission on Crime and Delinquency for the Restrictive Intermediate Punishment (RIP) program.

*Children, Youth and Families Fund.* \$22.7 million of the revenue estimate will be received on the basis of the approved 2015 – 2016 and proposed 2016 – 2017 Needs Based Budgets of the Pennsylvania Department of Human Services, up approximately \$352,000 from the prior year. This is the result of an increase in the use of prevention and diversion programs. Special grant funding for child welfare programs has increased slightly. Due to the slight decline in purchased provider costs of placement programs, the County's required funding match will decrease by \$177,000 from the prior year.

*Child Care Information Services Fund.* Estimated funding of \$14.9 million is \$364,000 more than the amount budgeted last year. Budget estimates are based on enrollment monitoring and projected enrollment attrition. The demand and need for services continue, however the waiting lists have diminished over the past year.

*Real Estate Taxes* are the second largest source of funding for the County totaling \$154.1 million. The adopted real estate tax rate is 4.163 mills, the same rate as 2015. The millage for the budget year is set after requested expenditure allocations have been reviewed and revised by the Board of Commissioners and revenue from all other sources have been determined.

Below are the dedicated millages for the four tax-supported operating funds. The total millage is allocated as follows:

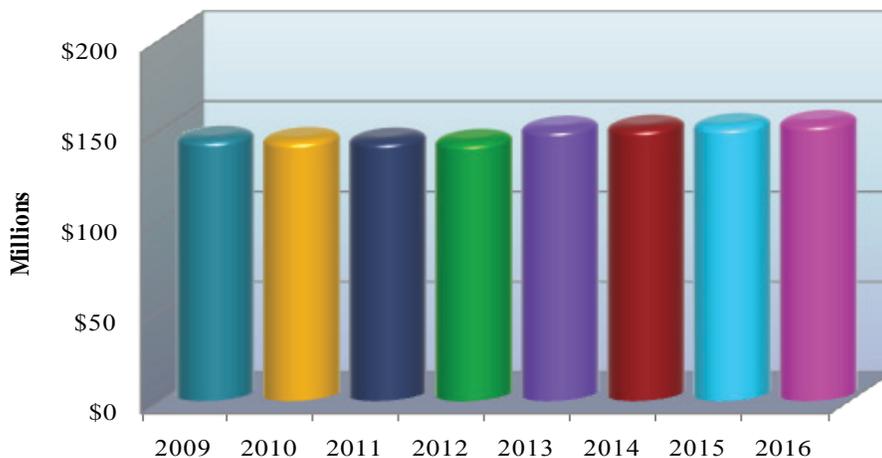


The budget for current property taxes is based on two estimates: total assessed values and the percentage of taxes collected as compared to the amount billed. The Assessment Office provides monthly updates of current assessed values. Based on reported values as of November 15 and estimates of growth up to the billing date, the tax base for 2016 has been estimated at \$37.179 billion, a .64 percent increase from the prior billing period. This is the fourth year the County's tax base has increased reflecting signs of continued economic growth. The collection rate is projected by reviewing the rate in prior periods giving greater weight to more recent periods and has been established at 96.80 percent for 2016. One mill of tax is estimated to bill \$37,179,219 and to collect \$35,989,484. Current taxes are estimated to generate \$149.8 million, interims are estimated to generate \$0.8 million and delinquent collections are estimated to generate \$3.5 million for a total tax collection budget of \$154.1 million.

## ***OPERATING BUDGET ANALYSIS***

Interim tax bills apply to new properties or property improvements that will be added to the tax rolls in 2016. The budget is derived from looking at historical trends and estimates of near term taxable activity. The estimate of delinquent tax collections is the result of looking at the last two years of collections activity as a whole. Though there are signs of positive growth, the local housing market and economy still have not fully rebounded. Combined, interim tax collections and delinquent tax collections are projected to increase minimally from the prior year.

**Chart 5. Real Estate Tax Revenue**



*Departmental Earnings* include user fees, fines, court-related cost reimbursements, licenses, and permits. The category also includes commissions paid by the Commonwealth to elected row officers for collecting various fees and charges. Total earnings are budgeted at \$57.2 million; \$2.5 million more than 2015.

The methods used to estimate the line items that comprise the Departmental Earnings budget are:

- Formulas based upon projected activity
- Professional judgment
- Trend analysis
- Commonwealth of Pennsylvania projections

General Fund departmental earnings are budgeted at \$21.2 million in 2016, an increase of \$0.2 million from the prior year. \$9.2 million of departmental earnings are budgeted for County services; \$3.9 million are budgeted for fees, such as Adult Probation supervision fees and Prison room and board fees; \$2.7 million for court costs; \$2.0 million for court fines; \$1.7 million for real estate related fees and \$1.7 million for licenses and permits.

District Justices judicial court fines are budgeted at \$2.0 million and court costs are budgeted at \$1.9 million, in total, remain unchanged from the prior year.

The Prison budgeted an additional \$100,000 for housing youthful offenders from other counties that have limited retention facilities. A youthful defender is defined as an adolescent or young adult convicted of a crime.

Recorder of Deeds' Land Record fees are budgeted at \$1.6 million which is relatively the same as last year. Tighter lending practices by financial institutions continue to have an impact on mortgages and mortgage satisfactions filed with the County. Fees generated through other document recordings within the office are budgeted slightly higher by \$28,000. Recordings slowly increased in 2015. It is

## ***OPERATING BUDGET ANALYSIS***

anticipated the trend will continue in 2016 which reflects the slow rebound of the real estate activity within the County.

Act 8 Recorder of Deeds' fees are budgeted \$9,800 more than the previous year. These fees are used to offset records improvement costs within the office. No major improvements are budgeted in 2016.

The Tactical Village, which is the County's state-of-the-art training facility located on the site of the Public Safety Training Campus opened in 2015. The Tactical Village provides a safe training environment for emergency responders from County law enforcement and fire departments. Revenue from training fees is budgeted at \$315,000; an increase of \$128,000 from the prior year.

Housing Trust fees recorded in the Community Development Fund to support community housing programs and projects are budgeted over \$1.2 million for 2016; a decrease of over \$223,000 from the prior year. Housing Trust fees are used to support the construction, acquisition, and preservation of affordable housing and related services to meet the housing needs of low-income households. Fees are generated through document recording fees in the Recorders of Deeds' Office. Though fees have increased over the last few years, the budgeted decrease in fees reflected the over optimistic state of the real estate market. The market continues to remain vulnerable in spite of its continued growth.

Departmental earnings budgeted in the Public Safety Communications Fund, comprised of the 9-1-1 telephone surcharge fees are budgeted at \$9.2 million, an increase of \$2.4 million from last year. Act 12 of 2015 (Health & Safety - Emergency Telephone Service & Establishing the 9-1-1 Fund) which revised the governance, accountability, distribution and rate of surcharge fees. It allows counties to maintain current systems as well as provide for continued investment in technologies based on needs and expectations. The uniform fee, set at \$1.65 per subscriber, replaces the three silo fees that existed for wireline, wireless, and Voice over Internet Protocol (VoIP) services previously set at \$1.25 for wireline and \$1.00 for wireless and Voice over Internet Protocol (VoIP).

In the Drug and Alcohol Services Fund, Driving Under the Influence (DUI) fines are budgeted \$177,000 lower and fines assessed under Act 198 of 2002 (Substance Abuse Education) are budgeted \$51,000 lower. Fines collected are deferred and recognized as revenue when other funding cannot be utilized for treatment services. The budget may be amended during the year based on available funding and the need for services.

Pocopson Home charges for services are budgeted \$402,000 higher in 2016. Increases in rates for Medicare reimbursements will generate additional revenues. The budget is based on 264.8 average filled beds per day.

*Cost Recovery* represents payments made to the General Fund for administrative space and depreciation costs by departments receiving federal and state grants. An annual cost allocation plan is developed in conformance with federal regulations as set by the Office of Management and Budget, Circular A-87. Estimates for cost recovery are budgeted at \$10.4 million; an increase of \$0.7 million from the prior year. Total direct costs of service departments and indirect costs, such as depreciation allocated in the plan increased from the prior year. Also, maintenance in lieu of rent square footage charges for the Government Services Center increased four percent as a result of higher maintenance costs to maintain the facility.

*Interfund Transfers* are budgeted at \$19.6 million, a decrease of \$2.0 million or 9.4 percent from the 2015 budget. An interfund transfer is a financial resource to the receiving fund and concurrently a financial use to the fund making the transfer. Therefore, the County has elected to include a detailed discussion within the *Operating Expenditures* section later in this analysis.

*Other Revenues* are primarily interest income, rents, and reimbursements. The budget of \$6.4 million is a decrease of 9.2 percent or \$0.6 million from the prior year's budget representing a net decrease in

## OPERATING BUDGET ANALYSIS

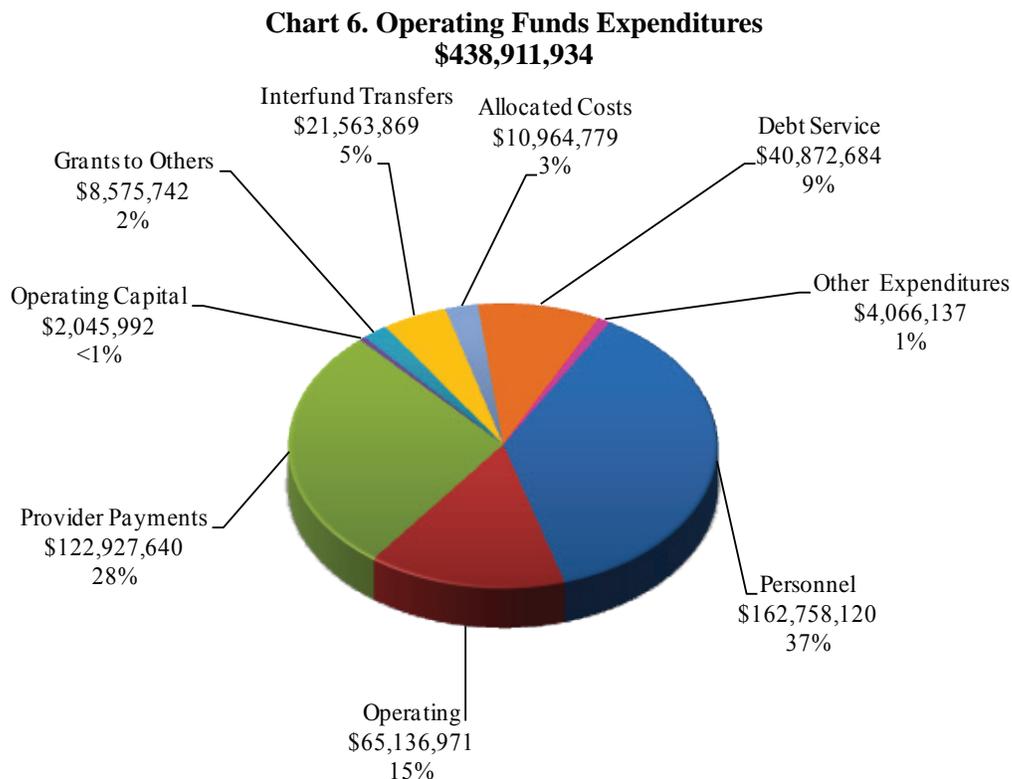
General Fund revenue by \$566,000 from the prior year. Reimbursements budgeted in the Department of Emergency Services from the Southeastern Regional Task Force and from the Pennsylvania Emergency Management Agency (PEMA) for storm related incidents are budgeted lower by \$895,000 and \$50,000, respectively. Offsetting the decrease in revenues are increases in the amounts budgeted for interest earned and contributions, each by \$0.1 million. Also, reimbursements for personnel costs from the Conservation District are budgeted \$170,000 higher. The Public Safety Communications Fund's revenues increased \$60,000 due to increases in tower rentals.

*Appropriated Fund Balance* of \$8.8 million decreased \$1.7 million from the prior year. Appropriated fund balance of \$8.0 million in the General Fund is budgeted \$0.8 million less in 2016 compared to the prior year's budget. The overall increase in budgeted revenue of \$2.9 million contributed to less beginning fund balance needed to cover the budgeted expenditures not funded by other revenue sources. Appropriated fund balances totaling \$83,250 and \$54,778 are budgeted in the Parks and Recreation Fund and the Library Fund, respectively. The appropriated fund balance will be used to fund budgeted one-time expenditures. The decrease in the total budgeted appropriated fund balance of \$0.6 million in the Debt Service Fund is due to savings generated from an advance refunding of a portion of the 2006 General Obligation Bonds in 2015. The projected net present value savings over the next ten years is approximately \$4.0 million. Appropriated fund balance was not budgeted in the Liquid Fuels Fund (Bridge Program); a decrease of \$79,009.

The planned use of fund balance in the General Fund, Parks and Recreation Fund, Library Fund and Debt Service Fund is budgeted to keep balances at an adequate level and to maintain the County's Aaa/AAA ratings from Moody's Investors Service, Fitch Ratings and Standard & Poor's Rating Services.

## OPERATING EXPENDITURES

Chart 6 shows appropriations for the various categories of expenditure. Table 3 shows the year over year changes in spending by category.



## OPERATING BUDGET ANALYSIS

**Table 3. Operating Funds Expenditures- 2015 – 2016 Comparison  
\$438,911,934**

	2015 Budget as of 9/30/15	2016 Budget	\$ Change	% Change
Personnel	\$ 159,922,043	\$ 162,758,120	\$ 2,836,077	1.8%
Operating	67,615,558	65,136,971	(2,478,587)	-3.7%
Provider Payments	121,348,609	122,927,640	1,579,031	1.3%
Operating Capital	1,056,330	2,045,992	989,662	93.7%
Grants to Others	8,218,920	8,575,742	356,822	4.3%
Interfund Transfers	23,156,611	21,563,869	(1,592,742)	-6.9%
Allocated Costs	10,405,170	10,964,779	559,609	5.4%
Debt Service	41,501,160	40,872,684	(628,476)	-1.5%
Other Expenditures	2,796,427	4,066,137	1,269,710	45.4%
<b>Total Expenditures</b>	<b>\$ 436,020,828</b>	<b>\$ 438,911,934</b>	<b>\$ 2,891,106</b>	<b>0.7%</b>

*Personnel* costs include salaries, wages, workers' compensation, employer's share of FICA contributions, pension costs, and benefits. The costs are budgeted to increase \$2.8 million or 1.8 percent from the prior year. Overall, budgeted full-time positions increased by 8.6 full-time equivalents (FTEs). The addition of a newly elected judicial judge added seven new positions for administrative support and additional courtroom security at the County's Justice Center. The following positions were added: one judicial secretary; one court reporter; one master and four Sheriff's deputies. Two Adult Probation positions were added as a result of the increase in case loads in the Chronic Substance Abuse Unit and the Women's Reentry Program. These two positions are budgeted for a half of year to start on July 1, 2016. The creation of a new position; Assistant Director of Technology in Public Safety, will provide supervision and direction to the technology staff. This position is also budgeted to start on July 1, 2016. Approved part-time positions increased by 30.4 FTEs due to an increase in part-time hours budgeted in various departments. The Coroner's Office added part-time investigators and transporters eliminating contracted services. Also, the opening of the Tactical Village mentioned earlier, creates a need for additional instructors to meet the training demands of the emergency responders. More part-time park ranger hours are budgeted to provide adequate coverage on the County's expanding trail system. In 2015, employees were given a 2.5 percent annual increase that was not budgeted. The total impact on the operating budget was approximately \$2.5 million.

The retirement rate applied to eligible salaries remained unchanged at 6.15 percent. Positive net pension plan investment performance is projected to carryover to 2016. The actuarially determined contribution is budgeted at \$9.6 million; \$1.1 million more than 2015. The increase is due to the County applying updated mortality tables to the overall assumptions made in the actuarial valuation.

The County will continue the Voluntary Reduced Work Schedule whereas; employees voluntarily reduce their work hours without any loss of employee benefits. For 2016, thirteen individuals are participating with projected savings totaling \$78,000. Since the inception of the program in 2009, the County has recognized savings of over \$847,000.

The County is self-insured for medical and prescription costs. Nationwide, healthcare costs are increasing due to the implementation of the new healthcare legislation. The County has been proactive in stabilizing the impact of the increase in costs by re-engineering plan designs with little or no

## ***OPERATING BUDGET ANALYSIS***

increase to the County or employees. In 2016, as in the prior year's budget, the average equivalent cost of \$11,125 per full-time employee is budgeted for healthcare costs. Employees participating in the County's Wellness Program will not see any noticeable increase in contributions; whereas employees not participating will be expected to pay more for healthcare coverage. All employees, including part-time employees, are eligible to participate in the Wellness Program. The County expects to reap long-term savings from promoting healthy lifestyles to County employees.

*Operating* as a category of expenditures includes the costs of maintenance, professional and other contracted services, utilities, materials and supplies. Human services' provider payments are shown separately and discussed below to emphasize the role contracted services play in providing health and welfare programs.

Early in 2015, the 2016 budget guidelines were issued to departments to address the economic challenges facing the County. Though there have been signs of economic growth, the economy is still recovering. To achieve a balanced budget, departments were directed to consider new ways to create additional revenue; review budgetary impacts of non-mandated programs and activities which do not align with the strategic goals of the County; work with the Department of Procurement and General Services to obtain the best prices and services; and partner with the Department of Computing and Information Services to explore opportunities for more efficient and effective use of technology. Departments were directed to submit a budget with the intent to decrease their net costs to the County. As a result of these directives, operating costs of the County decreased \$2.5 million. This decrease, combined with other category decreases, resulted in no increase in the tax millage rate for 2016.

*Provider Payments* represent the purchase of services for clients of the human services departments which include: Aging Services; Drug and Alcohol Services; Children, Youth and Families; Mental Health/Intellectual and Development Disabilities; Child Care Information Services; Managed Behavioral Healthcare; and the Department of Human Services. The amount of provider payments budgeted is based on a combination of projected client needs and funding availability. Provider payments, in total, are budgeted at \$122.9 million in 2016; \$1.6 higher than the prior year. Managed Behavioral Healthcare providers increased \$3.6 million from the prior year as the result of Medicaid expansion under the Affordable Care Act. More clients qualifying for Medical Assistance will benefit from these services. Mental Health/Intellectual and Development Disabilities and Aging Services provider payments are budgeted lower by \$1.7 million and \$0.2 million, respectively due to funding reductions from the state. Also, the Department of Human Services has budgeted \$0.4 million more resources for provider services to meet identified needs in other human services departments that may arise during the year. Transferred funds will assist the receiving department in funding needed services. Projected resources for Drug and Alcohol Services providers are budgeted slightly less by \$22,000 as a result of decreased intergovernmental resources and departmental earnings available. Children, Youth and Families service providers are budgeted lower by \$0.7 million reflecting the reduction in placement programs as previously mentioned. Child Care Information Services providers are budgeted slightly higher by \$0.2 million reflecting the demand for subsidized child care.

*Operating Capital* is increasing close to \$1.0 million. Most of the increase is due to capital grant funding budgeted in the Community Development Fund totaling \$1.8 million. The purchase of transportation vehicles for use in the Medical Assistance Transportation Program is an increase of \$1.1 million from the prior year. One-time building improvements and heavy equipment totaling \$173,000 are budgeted in the Parks and Recreation Fund. Capital expenditures budgeted in the Library Fund decreased \$189,000 from the prior year.

*Grants to Others* is budgeted at \$8.6 million, increasing \$0.4 million or 4.3 percent from the prior year. The Department of Community Development provides \$4.1 million of funding to other organizations for community development and revitalization. Annually, outside agencies request appropriations to assist with their operating costs. These approved requests of \$3.7 million, an increase of \$125,000 are budgeted in the General Fund as pass-through grants or appropriations to others. The appropriation

## OPERATING BUDGET ANALYSIS

totaling \$751,000 to district libraries is also included in this category.

*Interfund Transfers* decreased by \$1.6 million. Table 4 summarizes Interfund Transfers. More detailed information regarding transfers to other funds can be found on page 191.

**Table 4. Interfund Transfers**

	2015 Budget as of 9/30/15	2016 Budget	\$ Change
<b>General Fund Transfers:</b>			
Bridge Program (Liquid Fuels Fund)	\$ 53,532	\$ 139,777	\$ 86,245
Domestic Relations Support	2,158,267	2,090,266	(68,001)
Public Safety Services	6,655,317	4,971,492	(1,683,825)
Health and Welfare Programs	8,986,866	8,800,417	(186,449)
Pocopson Nursing Home Support	997,414	1,038,880	41,466
<b>Total General Fund Transfers</b>	<b>\$18,851,396</b>	<b>\$17,040,832</b>	<b>\$(1,810,564)</b>
Special Revenue Debt Service Transfers	957,660	936,755	(20,905)
Purchase of Services Transfers	1,847,555	1,586,282	(261,273)
Debt Service Fund Transfer	1,500,000	2,000,000	500,000
<b>Grand Total All Transfers</b>	<b>\$23,156,611</b>	<b>\$21,563,869</b>	<b>\$(1,592,742)</b>

The General Fund's share of funding to special revenue funds for health and welfare programs budget is \$8.8 million, a decrease of \$186,449 from the prior year. The County's required funding match for the Children, Youth and Families Fund decreased by \$176,846 as a result of reductions in placement programs. The County's transfer to the Aging Services Fund remained the same to support the normal maintenance-of-effort level of \$274,504 for 2016. Transfers to the Human Services Fund and Mental Health/Intellectual and Developmental Disabilities Fund decreased minimally, \$1,500 and \$10,069, respectively. The transfer to the Drug and Alcohol Services Fund increased slightly by \$1,966 from the prior year. The Human Services Block Grant helped to reduce the required match from the General Fund.

Public Safety services support the 9-1-1 communications system. General Fund support decreased by \$1.7 million as a result new legislation titled Act 12 of 2015 (Health & Safety - Emergency Telephone Service & Establishing the 9-1-1 Fund) establishing a uniform 9-1-1 surcharge fee of \$1.65, a uniform 9-1-1 Fund for collecting surcharges, and updated procedures related to remitting and distributing surcharge revenues. Act 12 fees will reduce the funding gap for 9-1-1 call centers.

Budgeted indirect costs are \$171,000 less than the prior year in the Domestic Relations Fund. As a result, the transfer from the General Fund decreased \$68,001.

The marginal increase of funding to the Pocopson Nursing Home of only \$41,466 is the result of management's continued efforts to manage costs without impacting services. In addition, increases in Medicare reimbursements for room and board will generate additional revenue; reducing the need for General Fund support.

The Children, Youth and Families Fund will transfer \$936,755 to the Debt Service Fund to cover the financing costs for the Youth Center completed in 2006.

## ***OPERATING BUDGET ANALYSIS***

The transfer to the Liquid Fuels Fund (Bridge Program) will cover the cost of maintenance of County bridges not funded by the state Liquid Fuels Tax. As mentioned previously, the formula for allocation of the fund was established in 1931 and is based on the ratio of fuel sales in each county in the years 1927, 1928, and 1929 relative to total sales across the state for the same periods. This creates a disparity for funding to those counties that have seen significant development in the last 87 years.

Purchase of services transfers occur because health and welfare funds frequently purchase specialized services from one another to meet client needs. The overall decrease of \$261,273 is primarily due to funding reimbursements from the Human Services Fund to the Community Development Fund totaling \$141,000 for services provided through the Human Services Block Grant. Transfers to the Drug and Alcohol Fund from other funds decreased \$71,938 and the transfer from the Aging Services Fund to the Community Development Fund decreased by \$50,000.

The Debt Service Fund will transferred \$2.0 million to the Capital Reserve Fund to fund pay-as-you-go capital expenditures for the upcoming year; an increase of \$500,000 from the prior year. The Capital Reserve Fund also retains an escrow/revolving account which is used to fund bridge design and construction costs until reimbursement is received from the state.

*Allocated Services and Costs* represent expenditures by the Public Health Department and other grant funded departments to reimburse the General Fund for administrative, space, and depreciation charges as justified by the approved Central Services Allocation Cost Plan. Costs increased \$0.6 million from the prior year. Total direct costs of service departments and indirect costs, such as depreciation and insurance allocated in the plan increased from the prior year.

*Debt Service* costs are decreasing \$0.6 million or 1.5 percent from the prior year. The County's Capital Improvement Program includes planned borrowings averaging over \$38.2 million per year over the next five years to fund open space and community revitalization, County parks and trail development, infrastructure, facilities and public safety. The County finances its capital budget and borrowing needs based on cash flow projections, sources of other revenue, available financing instruments and market conditions. The County continues to reap long-term savings from the prolonged low interest rate environment.

The County has utilized various strategies to manage the overall cost of debt service including refinancing outstanding fixed rate debt at lower rates, restructuring current outstanding debt, using interest rate management tools such as interest rate swaps and the use of investment advisors. Currently, the County has only fixed rate debt. The County has no interest rate swaps, variable debt or variable interest rate exposure.

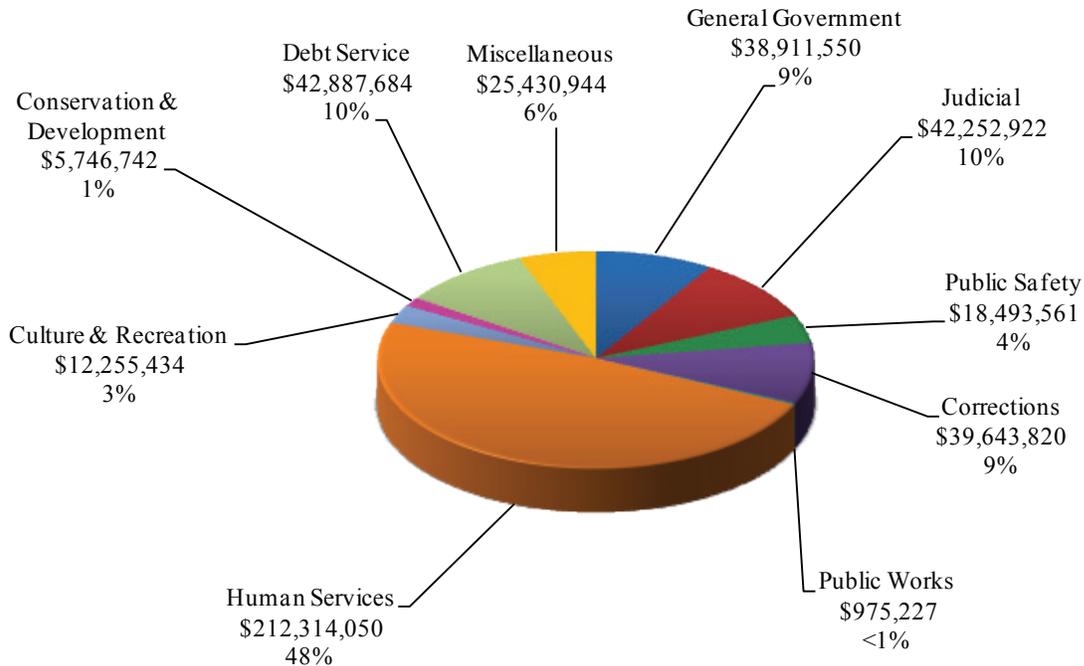
In April 2015, the County issued debt in the amount of \$91.1 million, federally taxable General Obligation bonds, Series of 2015 to finance an advance refunding of all the 2006 General Obligation Bonds currently outstanding of \$84.9 million and pay the costs of issuing the bonds. Estimated net present value savings are \$4.9 million. The County Commissioners continue to fund the Open Space and Community Revitalization Program included in the Capital Investment Program for \$10.0 million annually over the next five years.

*Other Expenditures* include unappropriated contingency funds totaling \$3.5 million and grants to others totaling \$518,000. The increase of \$1.3 million or 45.4 percent is attributable to the \$1.2 million increase in unappropriated expenditures in the General Fund allowing for unanticipated expenditures during the year. The unappropriated expenditure budgeted in the General Fund is approximately 2.2 percent of the total General Fund expenditures.

## OPERATING BUDGET ANALYSIS

### OPERATING EXPENDITURES BY FUNCTION

**Chart 7. Operating Expenditures by Function**  
**\$438,911,934**



*General Government* expenditures for the administration of County government are \$38.9 million and represent 8.9 percent of the total operating expenses. Total combined expenditures of the departments are budgeted the same as 2015. Two departments have noted variances from the 2015 budget. Voter Services budget increased over \$170,000 in anticipation of the 2016 presidential election. Additional expenditures are also budgeted for a special election in April 2016. Expenditures decreased by over \$128,000 in the Department of Facilities Management due to savings realized as a result of energy efficiency initiatives.

*Judicial* government is comprised of the Court of Common Pleas, the minor judiciary, child support enforcement, and row offices that provide services to the courts. Expenses are budgeted at \$42.3 million, or 9.6 percent of the total operating expenditures, increasing \$0.3 million from the prior year. Court Administration expenditures are increasing over \$102,000 for support of an additional judge. In addition, the Sheriff's Department expenditures are increasing over \$335,000. The majority of increase is due to four Sheriff positions added to support the additional judge and to provide adequate security for the County. District Justices expenditures decreased by \$183,000 from the prior year. Personnel costs and operating costs are budgeted less than the prior year due to savings from consolidations and/or the eliminations of district courts in the prior years. In addition, two part-time judicial clerk positions were eliminated in 2016. Constable expenditures are budgeted \$100,000 less than the prior year.

*Public Safety* includes emergency management, operations of the enhanced 9-1-1 communications center, hazardous materials response and emergency medical services. Expenditures total \$18.5 million or 4.2 percent of the total operating expenditures, a net increase of \$144,000 from the prior year. The County is nearing the completion of an upgrade in the emergency 9-1-1 dispatch system. The upgrade is scheduled to be completed in 2016. As a result, expenditures are budgeted to increase by \$0.8 million in the Public Safety Communications Fund. Maintenance costs, previously funded in the Capital Projects Fund, are now included in the operating budget. Mobile support for mobile units is budgeted higher. A full-time Assistant Deputy Director for 9-1-1 Technology was approved and the position is budgeted

## ***OPERATING BUDGET ANALYSIS***

to be filled the latter part of 2016. Also, indirect costs increased by \$89,000 from the prior year. Emergency Services' expenditures budgeted in the General Fund are lower; grant funded expenditures totaling over \$0.6 million for non-capital equipment are not budgeted in 2016.

*Corrections'* expenditures are \$39.6 million or 9.0 percent of the total County's operating expenditures, up \$0.6 million from the prior year. Corrections' programs include costs for the prison, adult probation, and juvenile probation. Prison expenditures increased over \$268,000 due to budgeted increases in personnel, medical and hospital services and food services. The majority of the increase in Adult Probation and Juvenile Probation expenditures, totaling \$318,000, is related to personnel. Two Adult Probation positions were added; one for the Chronic Substance Abuse Unit and one for the Women's Reentry Assessment Program.

*Public Works* is the County's bridge program; totaled \$975,227 and represents 0.2 percent of the operating expenditures. Expenditures are for operations and maintenance costs of the County's 95 bridges. Budgeted expenditures are \$43,000 more than the prior year and reflect an increase in repairs and maintenance costs.

*Human Services* programs, with costs totaling \$212.3 million, comprise 48.4 percent of the operating expenditures. The Human Services function also includes the Public Health Department and Pocopson Home expenditures. Human Services budgeted expenditures increased \$1.9 million from the prior year. The majority of the funding received for Human Services programs is passed through to service providers. The Managed Behavioral Healthcare Fund expenditures increased by \$3.6 million from the prior year due to the increasing demand for healthcare services to clients qualifying for Medical Assistance. Mental Health/Intellectual Development and Disabilities Fund expenditures are budgeted lower by \$1.5 million. Direct funding reductions impact payments to providers. Federal funding reductions for housing and community development reflect the decrease of \$1.1 million in their operating budget. Child Care Information Services expenditures increase of \$362,000 is due to the demand and need for subsidized childcare. Outsourced therapeutic services and indirect cost increases contribute to the \$444,000 increase in the Pocopson Home Fund.

*Culture & Recreation* includes parks and recreational activities, as well as library programs total \$12.3 million or 2.8 percent of the total operating expenditures. The Library's total expenditures decreased \$185,000 from the prior year. The decrease is due to one-time capital expenditures not budgeted in 2016. Parks and Recreation expenditures increased by \$140,000 from the prior year. The majority of increase is due to one-time operating capital budgeted in 2016 totaling \$172,000. The increase in operating capital and personnel expenditures of \$114,000 from the prior year are offset by decreases in indirect costs and operating costs by \$255,000 and \$103,000, respectively.

*Conservation & Development* expenditures related to land use planning, soil conservation, agricultural development, and water resources, total \$5.7 million or 1.3 percent of the operating budget are higher than last year by \$285,000. The Conservation District's and Planning Department's expenditures increased by \$179,000 and \$104,000, respectively. The Conservation District's personnel budget is higher in 2016 due to two staff positions added in 2015. The Planning Department's budget reflects more funding assistance to other organizations.

*Debt Service* expenditures total \$42.9 million, decreasing \$0.1 million from the prior year. Expenditures related to debt payments decreased by \$0.6 million. The Capital Improvement Fund, consisting of a five-year plan, is primarily funded by current and future borrowings. In 2016, a transfer of \$2.0 million to the Capital Reserve Fund is budgeted to help fund pay-as-you-go capital expenditures; \$500,000 more than the prior year.

*Miscellaneous* represents non-departmental expenditures, interfund transfers and unappropriated expenditures in the General Fund. Expenditures are budgeted at \$25.4 million and represent 5.8 percent of the total operating expenditures; a decrease of \$231,000 from the prior year. Transfers to other funds

## ***OPERATING BUDGET ANALYSIS***

decreased by \$1.8 million. As discussed under *Interfund Transfers*, the majority of the net decrease is attributable to less General Fund support to the Public Safety Communications Fund. Health and welfare programs and the Domestic Relations Fund transfers from the General Fund, in total are budgeted less than the prior year by \$254,000. General Fund support to the Liquid Fuels Fund and the Pocopson Home Fund, combined increase is \$128,000. Non-departmental expenditures increased \$1.5 million. Unappropriated funds increased by \$1.2 million from the prior year. Grants to other organizations increased \$334,000 providing more transportation services and support to the community; and other miscellaneous expenditures, such as unemployment compensation and insurance are budgeted \$54,000 lower.

**FULL-TIME AUTHORIZED POSITIONS BY DEPARTMENT**

<b>DEPARTMENT NAME</b>	<b>2013</b>	<b>2014</b>	<b>2015 AS OF 09/30</b>	<b>2016 APPROVED BUDGET</b>
<b>GENERAL GOVERNMENT</b>				
Commissioners	9.7	9.7	9.7	9.7
Finance	9.6	9.6	9.6	9.6
Human Resources	10.6	11.6	11.7	11.8
Procurement & General Services	21.0	21.0	21.0	21.0
Public Information	1.3	1.3	1.3	1.3
Voter Services	14.0	14.0	14.0	14.0
Assessment / Tax Claim	32.0	31.0	31.0	31.0
Treasurer	11.0	10.0	10.0	10.0
Controller	19.9	19.9	18.9	18.9
Solicitor	3.0	3.0	3.0	3.0
Public Defender	45.0	45.0	45.0	45.0
Recorder of Deeds	18.0	18.0	18.0	17.0
Facilities Management	33.9	33.0	32.6	32.6
Computing & Information Services	72.0	73.0	71.0	71.0
Archives & Records Services	4.0	3.0	3.0	3.0
Veterans' Affairs	3.0	3.0	3.0	3.0
	<u>308.0</u>	<u>306.1</u>	<u>302.8</u>	<u>301.9</u>
<b>JUDICIAL</b>				
Court Administration	59.4	57.4	57.4	58.4
Court Reporters	23.0	23.0	23.0	24.0
District Justices	97.0	84.0	83.0	83.0
Law Library	2.0	2.0	2.0	2.0
Clerk of Courts	20.0	20.0	20.0	20.0
Coroner	3.0	4.0	6.0	6.0
District Attorney	93.0	93.0	94.0	94.0
Prothonotary	20.0	20.0	20.0	20.0
Register of Wills/Clerk of Orphans' Court	12.0	12.0	12.0	12.0
Sheriff	85.0	84.0	86.0	90.0
Domestic Relations	79.6	77.6	78.6	79.6
	<u>494.0</u>	<u>477.0</u>	<u>482.0</u>	<u>489.0</u>
<b>PUBLIC SAFETY</b>				
Public Safety Communication	90.1	90.3	91.3	92.3
Emergency Services	21.9	22.8	24.8	24.8
	<u>112.0</u>	<u>113.1</u>	<u>116.1</u>	<u>117.1</u>

**FULL-TIME AUTHORIZED POSITIONS BY DEPARTMENT**

<b>DEPARTMENT NAME</b>	<b>2013</b>	<b>2014</b>	<b>2015 AS OF 09/30</b>	<b>2016 APPROVED BUDGET</b>
<b>CORRECTIONS</b>				
Prison	293.0	293.0	293.0	293.0
Adult Probation	98.5	98.0	100.0	102.0
Juvenile Probation	60.0	61.0	61.0	61.0
	<u>451.5</u>	<u>452.0</u>	<u>454.0</u>	<u>456.0</u>
<b>PUBLIC WORKS</b>				
Bridge Program (Liquid Fuels)	3.8	3.8	3.8	3.8
<b>HUMAN SERVICES</b>				
Human Services	3.7	3.9	3.8	3.8
Mental Health /IDD	102.1	101.6	101.9	101.6
Managed Behavioral Healthcare	7.6	8.6	9.2	9.2
Aging Services	44.4	46.2	46.3	46.1
Drug & Alcohol Services	21.1	19.4	18.4	18.3
Children, Youth & Families	187.6	187.6	186.5	186.7
Child Care Information Services	12.0	11.9	12.0	12.0
Pocopson Home	311.5	301.3	303.4	303.4
Community Development	29.0	29.0	30.0	30.0
Public Health	93.0	97.0	98.0	98.0
	<u>812.0</u>	<u>806.5</u>	<u>809.5</u>	<u>809.1</u>
<b>CULTURE &amp; RECREATION</b>				
Parks & Recreation	48.3	48.2	48.5	48.5
Chester County Library	65.0	64.0	64.0	64.0
	<u>113.3</u>	<u>112.2</u>	<u>112.5</u>	<u>112.5</u>
<b>CONSERVATION &amp; DEVELOPMENT</b>				
Planning	36.0	38.0	38.0	38.0
Water Resources Authority	5.0	5.0	5.0	5.0
Open Space Preservation	8.0	9.0	8.0	8.0
Conservation District	16.0	17.0	19.0	19.0
	<u>65.0</u>	<u>69.0</u>	<u>70.0</u>	<u>70.0</u>
<b>CAPITAL &amp; INTERNAL SERVICE FUNDS</b>				
Benefits Fund	4.5	4.7	5.5	5.3
	<u>4.5</u>	<u>4.7</u>	<u>5.5</u>	<u>5.3</u>
<b>GRAND TOTAL</b>	<b><u>2,364.1</u></b>	<b><u>2,344.4</u></b>	<b><u>2,356.2</u></b>	<b><u>2,364.7</u></b>

**PART-TIME AUTHORIZED FULL-TIME EQUIVALENTS BY DEPARTMENT**

<b>DEPARTMENT NAME</b>	<b>2013</b>	<b>2014</b>	<b>2015 AS OF 09/30</b>	<b>2016 APPROVED BUDGET</b>
<b>GENERAL GOVERNMENT</b>				
Commissioners	0.6	0.0	0.0	0.0
Finance	0.3	0.0	0.0	0.0
Human Resources	2.6	2.0	1.3	0.7
Procurement & General Services	0.1	0.0	0.0	0.0
Public Information	0.0	0.0	0.0	0.0
Voter Services	2.9	2.7	3.9	4.2
Assessment / Tax Claim	1.0	1.2	1.8	1.8
Treasurer	0.1	0.0	0.4	0.4
Controller	0.6	0.6	0.7	0.7
Solicitor	0.0	0.4	0.5	0.5
Public Defender	2.7	3.3	4.3	3.3
Recorder of Deeds	0.8	0.3	0.0	0.7
Facilities Management	2.5	2.4	2.2	2.9
Computing & Information Services	2.2	1.4	1.4	1.7
Archives & Records Services	1.1	1.0	1.3	1.3
Veterans' Affairs	0.0	0.0	0.0	0.0
	<u>17.5</u>	<u>15.3</u>	<u>17.8</u>	<u>18.2</u>
<b>JUDICIAL</b>				
Court Administration	10.4	10.3	13.6	13.1
Court Reporters	0.0	0.0	0.0	0.0
District Justices	4.9	3.2	3.7	6.2
Law Library	0.0	0.0	0.0	0.0
Clerk of Courts	3.9	4.3	4.5	4.8
Coroner	0.6	0.0	0.5	9.7
District Attorney	0.3	0.2	0.0	0.0
Prothonotary	3.5	3.7	3.5	4.4
Register of Wills/Clerk of Orphans' Court	0.0	0.0	0.0	0.0
Sheriff	0.5	0.0	0.0	0.0
Domestic Relations	2.5	2.1	1.6	2.0
	<u>26.6</u>	<u>23.8</u>	<u>27.4</u>	<u>40.2</u>
<b>PUBLIC SAFETY</b>				
Public Safety Communication	0.5	0.7	0.7	1.4
Emergency Services	4.9	7.1	6.2	10.8
	<u>5.4</u>	<u>7.8</u>	<u>6.9</u>	<u>12.2</u>

**PART-TIME AUTHORIZED FULL-TIME EQUIVALENTS BY DEPARTMENT**

<b>DEPARTMENT NAME</b>	<b>2013</b>	<b>2014</b>	<b>2015 AS OF 09/30</b>	<b>2016 APPROVED BUDGET</b>
<b>CORRECTIONS</b>				
Prison	0.0	0.0	0.0	0.5
Adult Probation	1.2	1.0	1.4	1.4
Juvenile Probation	0.2	0.0	0.0	0.0
	<u>1.4</u>	<u>1.0</u>	<u>1.4</u>	<u>1.9</u>
<b>PUBLIC WORKS</b>				
Bridge Program (Liquid Fuels)	0.0	0.0	0.0	0.0
<b>HUMAN SERVICES</b>				
Human Services	0.1	0.0	0.0	0.0
Mental Health / IDD	1.3	1.3	2.0	3.0
Managed Behavioral Healthcare	0.0	0.0	0.0	0.0
Aging Services	0.6	1.0	1.0	1.0
Drug & Alcohol Services	0.1	0.0	0.0	0.0
Children, Youth & Families	20.0	18.9	17.3	16.8
Child Care Information Services	0.0	0.0	0.0	0.0
Pocopson Home	59.0	68.0	75.0	77.0
Community Development	0.6	0.6	0.5	0.5
Public Health	7.0	4.8	4.2	5.4
	<u>88.7</u>	<u>94.6</u>	<u>100.0</u>	<u>103.7</u>
<b>CULTURE &amp; RECREATION</b>				
Parks & Recreation	9.3	9.2	9.4	14.7
Chester County Library	30.0	29.8	26.4	28.8
	<u>39.3</u>	<u>39.0</u>	<u>35.8</u>	<u>43.5</u>
<b>CONSERVATION &amp; DEVELOPMENT</b>				
Planning	0.0	0.0	0.0	0.0
Water Resources Authority	0.0	0.0	0.0	0.0
Open Space Preservation	0.0	0.0	0.0	0.0
Conservation District	1.0	1.1	1.1	1.3
	<u>1.0</u>	<u>1.1</u>	<u>1.1</u>	<u>1.3</u>
<b>CAPITAL &amp; INTERNAL SERVICE FUNDS</b>				
Benefits Fund	0.6	0.2	0.2	0.0
	<u>0.6</u>	<u>0.2</u>	<u>0.2</u>	<u>0.0</u>
<b>GRAND TOTAL</b>	<b><u>180.5</u></b>	<b><u>182.8</u></b>	<b><u>190.6</u></b>	<b><u>221.0</u></b>

## MANAGING FOR RESULTS

### The Strategic Plan and Managing for Results

In 2008 the Chester County Board of Commissioners signed a resolution, committing to the development of a strategic plan. The plan would help address the future direction of the County, while providing a means to articulate a long-term vision and better allocate resources.

#### Strategic Plan

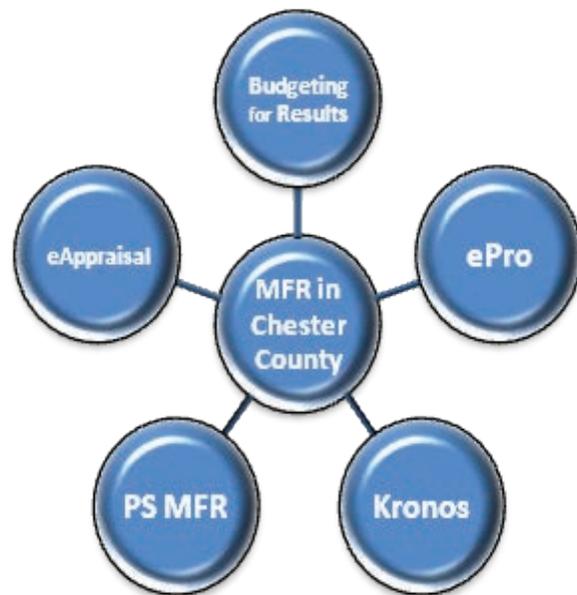
The County-wide strategic plan focuses the energy of the organization, ensures employees work towards organizational goals, and enables the County to effectively manage its human resources and financial resources while directly tying those resources to the many services provided. The strategic plan serves as the framework for managing for results.

#### Managing for Results (MFR)

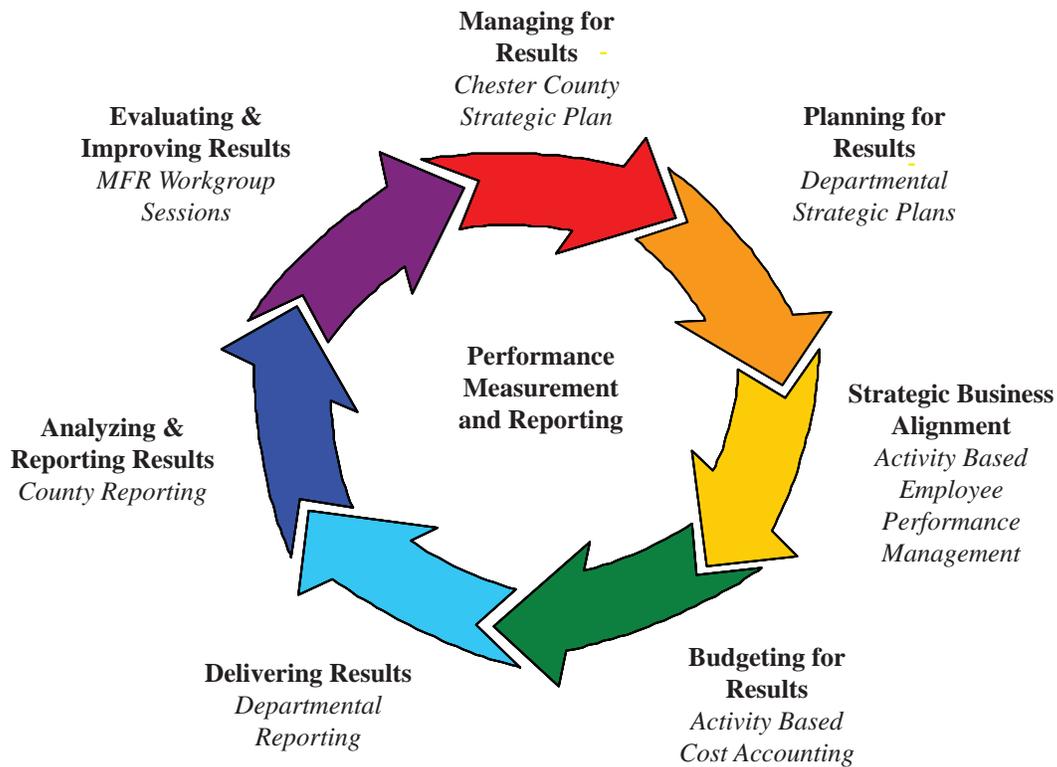
MFR is the County's comprehensive and integrated management system that focuses on achieving results for the customer, which makes it possible to demonstrate accountability to Chester County taxpayers. The MFR system consists of a continuous cycle of planning, budgeting, managing, and evaluating. This drives the prioritizing of activities and activity results. This prioritization provides a powerful tool to use in daily decision-making, as well as an important means of planning for the future. These progressive efforts provide the citizens of Chester County with a clear insight into what County government is working towards and how it is being achieved.

#### The 5 Components of MFR

- Budgeting for Results - Activity Based Cost Accounting
- eProcurement - Activity Based Purchasing
- Kronos - Activity Based Timekeeping
- PeopleSoft MFR - Activity Based Performance Reporting  
(Only non-court related departments)
- eAppraisal - Activity Based Employee Evaluations



The County tracks progress toward achieving its strategic priorities and goals through quarterly and annual reporting. The current goals, actual performance results, and the performance targets are presented herein under each related department and/or fund.



**Managing for Results System Overview**

**1. Managing and Planning for Results**

A well-executed strategic business plan promotes common understanding of a department’s overall direction and purpose so that individual employees can readily determine how their work, actions, and behavior support the strategic direction and overall success. Strategic goals and operational plans are focused on results for customers and are developed into an overall department strategic plan that is aligned to the County’s strategic priorities and goals. Consistent with the County’s strategic plan, each department plan formulates key strategic management elements: a mission statement and strategic goals, which determine the strategic direction of the department. Operationally, departmental strategic business plans are organized into two levels – activities and services – which determine how the department will deliver results.



**2. Strategic Business Alignment**

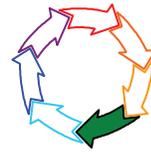
Activity based employee performance management makes it possible for employees to see how they contribute at operational, departmental, and county levels. The results-based process strengthens the alignment of the County’s strategic goals with the department’s strategic goals, which in turn, directly links to the performance expectations of each employee. Chester County has adopted a balanced and practical approach to measuring results by using performance indicators that include results, output, demand, and efficiency measures. The performance indicators and other key result measures provide the context for understanding how effectively and efficiently departments are working toward achieving desired results.



## **MANAGING FOR RESULTS**

### **3. Budgeting for Results**

The County of Chester has a budget system that provides financial and performance information to help decision-makers make informed business decisions to achieve results, and ensures that the budget is driven by Board policy and customer needs and that tax dollars are used to purchase results, not just to fund services. The County uses the operational structure developed in the strategic business plan to facilitate financial planning and reporting for each department. Combining budgeting for results with strategic planning is critical to creating an integrated management system where financial resources, policy, department operations, and County staff are all aligned to achieve results.



### **4. Delivering Results**

Based on available resources established through the budgeting process, departments have developed and implemented action plans to deliver services and collect data about their performance, including customer satisfaction. Program performance measures and budgets are monitored throughout the fiscal year, as well as progress toward achieving goals. Reviewing measurement data and other information regularly ensures that program requirements are being met, that service delivery is operating effectively, and that budget revenues and expenditures are in line with the department plan.



### **5. Analyzing and Reporting Results**

Performance data is collected and analyzed to provide County decision-makers with information about how well a department is providing services and achieving results. Performance information is also used by all levels of management and staff to identify problems in existing programs, to try to identify the root causes of problems, and/or to develop service improvement efforts. The County of Chester is accountable by communicating what it does or does not achieve. After data have been gathered and analyzed, departments communicate the results to policy-makers, employees, and the public. County-wide, departments regularly report on actual and year end projections of performance in comparison to budgeted performance as well as on the progress toward achieving goals. Reports include corresponding financial information as well as analysis intended to give policy-makers and the public a thorough understanding of the County's progress throughout the fiscal year. Such information will also be available to stakeholders, both internal and external, through the County of Chester website. Public reporting of performance results helps citizens understand how their tax money is being used to produce results.



### **6. Evaluating and Improving Results**

Overall evaluation of what the performance information is telling County and department leadership about the effectiveness and efficiency of programs and services leads to improving performance and delivering better results for customers. At regularly held MFR Workgroup sessions, departments compare organizational and individual performance against established goals and objectives and performance targets, and use the information from this evaluation to determine the need for improvement and/or the need for program or policy changes. They also use organizational performance information to plan and budget, identify priorities, develop strategies, and make resource allocation and policy decisions to ensure that the most critical needs of the community are being met today and in the future.



[Adapted from "The Weidner Resource Guide", Weidner, Inc., 1999]

**Chester County Strategic Plan  
Commissioners' Priorities and Goals**

**Priority: Health, Human Services and Environment**

*Protect vulnerable people and valuable resources in the community while promoting healthy, environmentally sound, choices*

**Strategic Goals:**

➤ **Improve Community Health**

By 2016, 75 percent of the goals identified by the *RoadMAPP to Health* County-wide community health assessment will be supported by being incorporated into County departmental strategic plans.

**Citizen Benefit:** The RoadMAPP community health survey was a comprehensive study which brought to light many health challenges facing the County. Supporting the goals that came from the study will lead to improved health for County communities.

➤ **Maintain Healthiest County Status**

By 2019 Chester County will maintain the rank of #1 Healthiest County in Pennsylvania.

**Citizen Benefit:** Having Chester County ranked as the healthiest in PA is a point of pride for the community. This award brings attention to the importance the County and its citizenry places on striving for a health community and the efforts made towards reaching that number one rank.

➤ **Promote Physical Health**

By 2018 the County will demonstrate its promotion of each person maintaining his or her physical health by:

- ◆ Reduce by one percent the proportion of adults reporting “No Leisure Time Physical Activity in Past Month”.
- ◆ Increase by three percent the regular physical activity among Chester County residents.
- ◆ Reduce by one percent the proportion of children and youth who are overweight or obese.



**Citizen Benefit:** Citizens will ultimately benefit by experiencing overall better health, including the: reduced risk of coronary heart disease, high blood pressure, colon cancer, and diabetes; maintenance of healthy bones, muscles and joints; reduced symptoms of anxiety and depression along with improvements in mood and feelings of well-being; control of weight, development of lean muscle, and reduced body fat.

➤ **Health and Human Services Outreach**

By 2016 there will be a 20 percent increase in County health and human service oriented community events promoting awareness of available County services.

**Citizen Benefit:** The County offers a myriad of services that many do not know about, or even look for, until they need them. By coordinating the outreach efforts of the County's health and human services related departments and agencies more citizens will receive a wider variety of information on County services so that they may become informed before a crisis situation occurs.

➤ **Support the System of Care**

By 2016 there will be a 20 percent increase in the percentage of families graduating from the System of Care Youth and Family Teams.

**Citizen Benefit:** The system of care brings together the individual, family, providers, and interim caregivers. This coordinated effort to care for an individual leads to better, more targeted care, reduced costs, and has been shown to bring about successful outcomes.

➤ **Manage Stormwater and Flooding**

By 2019, 100 percent of County municipalities will have implemented the County-wide Stormwater Management Plan ordinance provisions.

**Citizen Benefit:** Managing stormwater reduces the impacts of runoff and flooding, avoiding or lessening damage to infrastructure, harm to the environment, and threat to public safety.

## **MANAGING FOR RESULTS**

### ➤ **Improve Water Quality**

By 2019 at least 0.3 percent (2 miles) of County impaired streams will qualify for re-evaluation by the PA Department of Environmental Protection for de-listing of at least one pollution impairment.

**Citizen Benefit:** Improving and protecting the quality of streams in the County provides clean water, preserves natural habitats, and reduces flood issues. The improvement of local streams leads to an improvement in the health of the regional watershed ultimately impacting the Chesapeake and Delaware Bays.



### ➤ **Preserve Soil Quality**

By 2019 an additional 2.8 percent (9,000 acres) of Chester County's unique Prime Agricultural (class 1,2, and/or 3) Soils will be preserved.

**Citizen Benefit:** Proper management and reservation of the County's Prime Agricultural Soils will protect their agricultural productivity for current and future agricultural operators.



### ➤ **Air Quality Outreach**

By 2016 Chester County's metric tons of carbon dioxide equivalent (CDE) values will remain constant or be reduced (includes kWh, heating fuel, and natural gas usage at County facilities, fuel usage in County vehicles, and recycling efforts).

**Citizen Benefit:** The County has taken great strides to reduce its energy usage. Since 2010 electricity usage has been decreased by over 30 percent due to many conservation efforts at our various facilities. The County will continue to monitor the carbon footprint of its facilities and maintain energy conservation methods. Outreach programs will be put in place to inform the public and businesses of air quality issues, energy conservation programs, and improvement options.

## **Priority: Public Safety**

*Ensure safe and secure communities*

### **Strategic Goals:**

#### ➤ **Maintain Rapid 9-1-1 Response**

By 2017, 90 percent or more of 9-1-1 calls received will be dispatched within two minutes.

**Citizen Benefit:** Rapid response and dispatching insures first responders go into action and arrive on the scene faster which improves the overall safety of the community.



#### ➤ **Ensure a Safe Community**

By 2019 the rate of crime in Chester County will remain constant or be reduced.

**Citizen Benefit:** Though day-to-day policing is under the jurisdiction of local municipal law enforcement, the County provides support, training, and forensic services to our local law enforcement partners influencing the overall rate of crime. Lower crime rates indicate a safer community, making the County more able to attract and retain businesses, draw new residents, and maintain good property values.

#### ➤ **Advance Technology Use**

By 2017 the County will advance technology use such that:

- ◆ Access 9-1-1 via text messaging will be available to 100 percent of Chester County citizens.
- ◆ 100 percent of the emergency responders in Chester County will have access to a modern voice radio system that will provide industry standard 3.4 Delivered Audio Quality (DAQ) throughout at least 97 percent of the County.

**Citizen Benefit:** Using state of the art technology helps to maintain the rapid response time citizens have come to expect, while offering citizens an additional way to interact with 9-1-1.

## MANAGING FOR RESULTS

### ➤ **Enhance Capability of Public Safety Professionals**

By 2019 the County will attract, train, and/or retain quality personnel and volunteers, in sufficient numbers, to ensure the public safety of Chester County residents, as evidenced by:

- ◆ 100 percent of the law enforcement officers in Chester County will have access to a modern indoor firing range at the Public Safety Training Campus.
- ◆ 100 percent of Chester County's law enforcement Emergency Response Teams will have developed coordinated response tactics and training.
- ◆ 100 percent of County prosecutors will receive ethics and specialized training.
- ◆ 100 percent of County detectives will receive forensic training to better investigate technological crime and enable prosecution.
- ◆ Increase by 25 percent the coordinated County-wide recruiting efforts for volunteer emergency responders.



**Citizen Benefit:** Citizen safety is insured when the County has well trained law enforcement and emergency service providers in sufficient numbers.

### **Priority: Economy**

***Support the growth and development of a strong and vibrant economy for all residents***

#### **Strategic Goals:**

### ➤ **Business Financing**

By 2016, \$1 million from a new revolving loan fund/loan guarantee program will be available to invest in 10 - 20 start up/early stage Chester County companies and Chester County will have a County-wide network of venture capitalists/angel investors with \$1 million to invest in 10 - 20 start up/early stage Chester County companies.

**Citizen Benefit:** Fostering entrepreneurship and supporting the growth of new businesses in Chester County will help to build a robust local economy.

### ➤ **Generate Employment**

By 2015 customized workforce advisory services in Chester County, targeted at the full range of current and future job seekers, will see an increase of 25 percent in the number of companies engaged with County workforce programs designed to connect those looking for jobs with employment opportunities.

**Citizen Benefit:** Connecting County job seekers with local companies will lead to higher rates of employment.

### ➤ **Promote Tourism**

By 2020 Chester County will be recognized as the premier Mid-Atlantic destination, as evidenced by:

- ◆ 30 percent increase in the economic impact of visitor spending in the County directly related to tourism.
- ◆ Five percent increase in lodging occupancy.
- ◆ 90 percent overall guest satisfaction rating.



**Citizen Benefit:** Tourism is valuable to the Chester County economy in bringing people here to lodge, dine, shop, and visit our scenic and historic locations.

### ➤ **Grow Agriculture**

By 2019 agriculture will continue to provide Chester County the unique opportunity to enhance quality of life while contributing significantly to business growth by achieving a ten percent increase in the market value of agricultural production in the County.

**Citizen Benefit:** Agriculture is the largest industry in Chester County and is an important economic sector offering jobs and products to County communities.



## MANAGING FOR RESULTS

### Priority: Transportation

*Enhance access to and use of transportation systems to reduce traffic congestion*

#### Strategic Goals:

➤ **Improve Transportation Infrastructure**

By 2019 there will be improved transportation infrastructure achieved by the County advocating for an increase in transportation funding in Chester County of 25 percent.

**Citizen Benefit:** Maintaining and improving the County's bridges will insure safe conditions for County drivers.



➤ **Address Traffic Congestion**

By 2019 there will be a ten percent decrease in time spent to travel 15 miles on major highways within the County.

**Citizen Benefit:** Decreasing travel times on major highways means shorter commutes for County drivers, offers businesses faster transport time for products, and helps the environment by lessening the use of fuel.



➤ **Create Transportation Choices**

By 2019 there will be improved transportation choices as expressed by a 15 percent increase of residents using means other than a single occupant vehicle (such as walking, biking, carpooling, or transit) for transportation to work.

**Citizen Benefit:** Increasing transportation choices will lead to decreased congestion and help those without a single occupant vehicle to achieve mobility. County efforts to link sidewalks and trails in a broader network, support improved transit facilities, promote carpooling, and promote mixed-use development and other land use patterns that support reduced trips and trip length can all improve transportation choices for residents.



### Priority: Growth

*Manage growth and land use to preserve and optimize the quality of life in the community*

#### Strategic Goals:

➤ **Protect Open Space**

By 2019, 30 percent of Chester County will be protected in an interconnected network of open space that includes farms, parks, and preserves, consistent with *Landscapes 2*.

**Citizen Benefit:** Open space in the form of farms, parks, and preserves is a critical part of the character of Chester County and adds to the quality of life for residents. Ensuring that open lands are preserved in perpetuity, and that those lands form an interconnected network, benefits residents, water quality, and wildlife habitat.



➤ **Support Growth, Revitalization, and Workforce Housing Opportunities**

By 2019 the urban centers consisting of the City and 15 boroughs will have additional tax rates and a seven percent increase in the value of property assessments through improved planning, significant investments in public infrastructure, and the addition of workforce housing, consistent with *Landscapes 2*.

**Citizen Benefit:** Chester County's support of growth and revitalization in County urban centers helps in the preservation of farmland and open space while revitalizing blighted areas and rejuvenating town centers. Investments in public infrastructure such as sewer, water, sidewalks, lighting, streets, and transit, improves property values while enhancing public safety and the overall quality of life. The addition of workforce housing brings new tax rates while offering needed affordable housing options.

➤ **Enhance Community Facilities**

By 2019 increase access to facilities such as community centers, libraries, public parks, and recreational assets in proportion to the growing population and changing demographics.

**Citizen Benefit:** Facilities such as libraries, public parks, and trails are the face of the County of Chester to many and form the core of neighborhoods and communities. These facilities provide critical services and add to the quality of life of residents.



**Priority: Financial Management**

*Continue to exercise sound financial management and maintain the County's financial strength while minimizing the property tax burden*

**Strategic Goals:**

➤ **Maintain Financial Strength**

By 2019 the County will maintain strong financial operations, through responsible fiscal policy, as evidenced by:

- ◆ Maintaining a working capital reserve equal to ten percent of the subsequent year's adopted General Fund expenditures.
- ◆ Maintaining the highest bond rating (Aaa/AAA).
- ◆ 100 percent of financial reporting requirements will continue to be met.
- ◆ 90 percent of financial audit recommendations will be adopted.

➤ **Efficient Management of County Tax Revenues**

By 2019 the County will continue to provide efficient and accurate real property valuation, tax roll certification, and tax collection services, as evidenced by:

- ◆ Maintain the rate of tax collections to tax levy at 98 percent or more.
- ◆ The rate of delinquent taxes to levy will remain at or below 1.5 percent.

➤ **Prudent Procurement Practices**

By 2019 those goods and services necessary for departments to conduct County business will continue to be purchased at a competitive cost, as evidenced by:

- ◆ At least ten percent of the time, cost increases will be at or below the Consumer Price Index.
- ◆ At least ten percent of all contract extensions provide goods and/or services at the same or lower cost.

**Priority: Governance**

*Pursue excellence through exceptional customer service, transparency, accountability, and innovation*

**Strategic Goals:**

➤ **Improve Organizational Performance**

By 2019 organizational performance will be part of the culture of the County, as evidenced by:

- ◆ 85 percent or more of Activity Results will meet or exceed expectations.
- ◆ 60 percent or more of Department Goals will be achieved by target date.
- ◆ 99 percent of employees will be able to correlate their job performance to department and organizational goals.

➤ **Efficient Delivery of Public Records**

By 2019 excellence in the provision of public records services will be maintained, as evidenced by:

- ◆ 100 percent of public records will continue to be managed and made available in compliance with State and County guidelines.
- ◆ Maintain prompt customer service for Open Records requests.

## ***MANAGING FOR RESULTS***

- ◆ Maintain appropriate and timely access to public records.

### ➤ **Commitment to Citizen Communication**

By 2019 the County will continue to demonstrate a commitment to reaching citizens by active, accurate, and timely communication efforts, as evidenced by:

- ◆ 15 percent increase in social media engagement.
- ◆ 75 uptake of press releases issued.
- ◆ Maintain online access to prompt, accurate public meeting notices, agendas, and minutes.

### ➤ **Investing in Leadership and Succession**

By 2019 the County will attract, develop, and retain a diverse, high-performing workforce, and build an effective succession plan, as evidenced by:

- ◆ 30 percent of employees will participate in ongoing training opportunities to improve performance.
- ◆ 80 percent of managers/supervisors will participate in ongoing training opportunities designed to build management related skills.
- ◆ 70 percent of County departments will have employees who are engaged in the County's Leadership Development Training initiative.

Department Alignment to Commissioners’ Priorities and Goals

	Health, Human Services, and Environment	Public Safety	Economy	Transportation	Growth	Financial Management	Governance
Aging Services							
Archives and Records Services							
Assessment / Tax Claim							
Child Care Information Services							
Children, Youth & Families / Youth Center							
Clerk of Courts							
Community Development							
Computing & Information Services							
Conservation District							
Controller							
Coroner							
District Attorney							
Drug & Alcohol Services							
Emergency Services & Public Safety Communications							
Facilities Management							
Finance							
Human Resources							
Human Services							
Library							
Managed Behavioral Healthcare							
Mental Health/Intellectual & Developmental Disabilities							
Open Space Preservation							
Parks							
Planning							
Pocopson Home							
Prison							
Procurement & General Services							
Prothonotary							
Public Defender							
Public Health							
Recorder of Deeds							
Register of Wills / Clerk of Orphans’ Court							
Sheriff							
Solicitor							
Treasurer							
Veterans’ Affairs							
Voter Services							
Water Resources Authority							

## **BUDGET PROCESS**

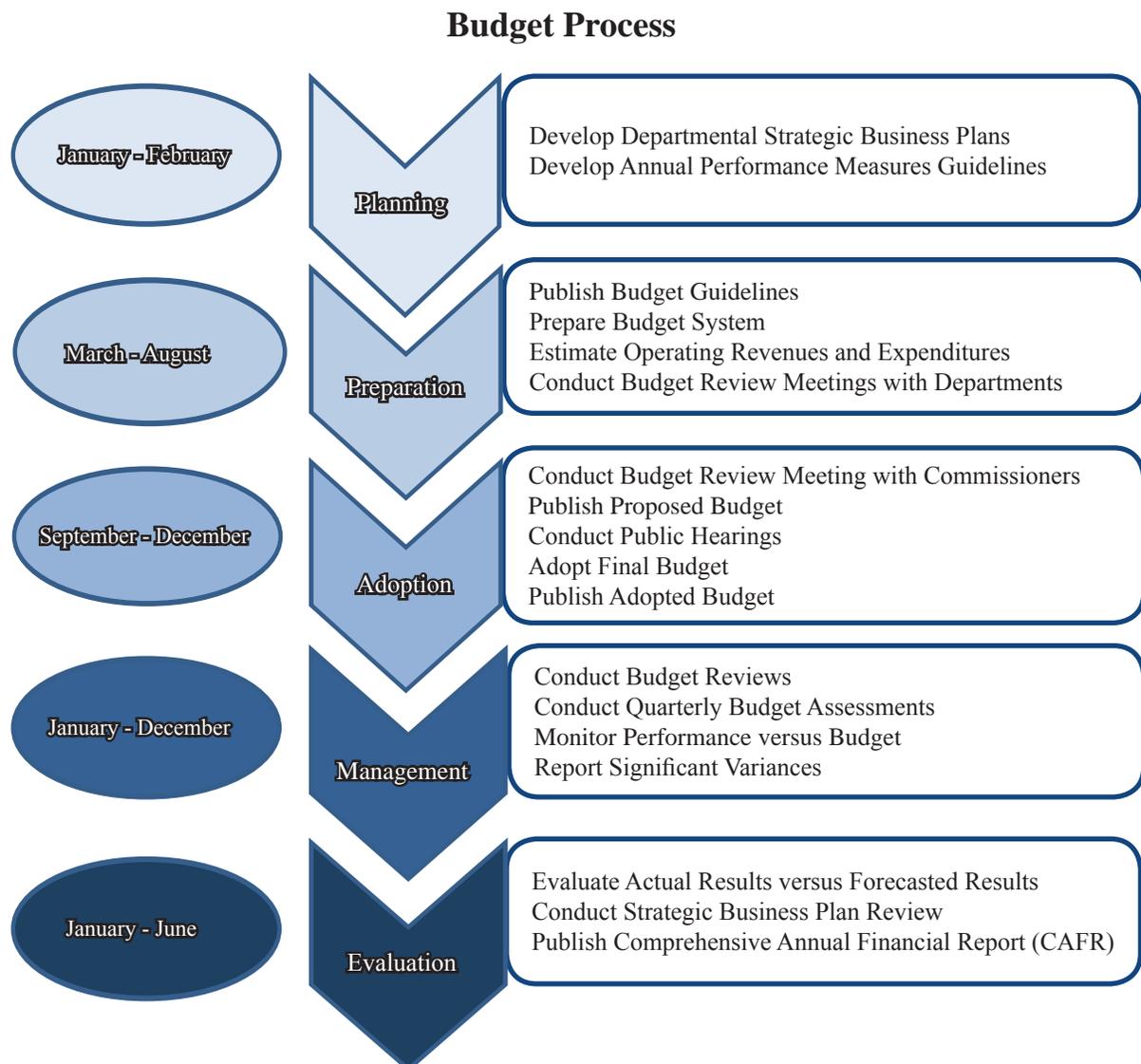
### **STATUTORY BUDGETING REQUIREMENTS**

As required by the Commonwealth of Pennsylvania County Code, the proposed budget is made available for public inspection for at least 20 days prior to the date of adoption, with adoption required by December 31. Subsequent to the budget approval, the County Commissioners adopt the appropriation measures required to put the budget into effect and fix the rate of taxation.

An annual budget is required to be legally adopted for the General Fund. Although not legally required, the County also adopts budgets for all of its other funds. Within 15 days subsequent to the legal adoption of the budget, the Commissioners file a budget report with the Department of Community and Economic Development of the Commonwealth of Pennsylvania.

### **BUDGET PROCESS PHASES**

While the County Code of the Commonwealth of Pennsylvania prescribes a fiscal year beginning January 1 and certain time limits for adoption of the budget, the process of preparing annual budgets is ongoing.



## ***BUDGET PROCESS***

The budget is organized by classifications of sources and uses as explained below. The budget is balanced so carry forward plus revenue sources equal expenditure uses.

### **BASIS OF BUDGET**

The budgets of governmental fund types (the General Fund, Special Revenue, and Capital Funds) are prepared on a modified accrual basis. Under this method, revenues are recognized when they become subject to accrual, that is, if they are both measurable and available to finance expenditures of the fiscal period covered by the budget. Expenditures are recognized in the accounting and budgeting period in which fund liabilities are incurred, if measurable, with the exception of debt service which is recognized when due. Encumbrances (commitments related to unperformed contracts for goods and services) are not treated as expenditures since they represent only commitments and do not meet expenditure or liability recognition criteria.

The Pocopson Enterprise Fund prepares a budget on the accrual basis in accordance with generally accepted accounting principles (GAAP). Revenues are recognized when they are earned and expenses are recognized when they are incurred. The budget for Pocopson includes depreciation as an expense.

The County adopts its budget in conformity with GAAP, which also is the basis of the Comprehensive Annual Financial Report (CAFR). Certain entity differences exist between the two reports. The component units of the County are included in the CAFR as discretely presented component units. These units are separate legal entities and therefore are not included in the budget. Component units include the Chester County Area Airport Authority, Chester County Solid Waste Authority, Chester County Water Resources Authority, Chester County Library, Chester County General Authority, and Chester County Conference and Visitors Bureau, Inc.

Reporting differences exist between the budget and the CAFR for the reporting of indirect costs, maintenance in lieu of rent, and allocated costs. These costs are charged to various federal and state programs based on a formal plan developed annually by the County. The CAFR reports these expenditures/expenses; 1) in the funds benefiting from the services provided, and 2) as a reduction of expenditures in the General Fund. For budgeting purposes, the expenditure reduction is classified as a General Fund revenue (Transfer from Other Funds) to support general government.

### **LEVEL OF CONTROL**

The County is legally required to maintain budgetary controls at the major function level. In practice, the County maintains budgetary control at the line item level for grant funded accounts. Non-grant funded accounts are controlled at the categorical level. Appropriated budgets are integrated into the accounting system. Encumbrances, which are commitments related to purchase orders and contracts for goods and services not yet received, are recorded in the accounting system and used as an element of budgetary control.

During the course of the year, financial analysis is provided to management showing encumbrances and expenditures in comparison to the current budget. To enhance budgetary control at the department level, on-line inquiry and reporting capabilities are provided.

### **BUDGET ADJUSTMENT POLICY**

During the course of the year, departmental needs and priorities may change, emergencies may occur or additional revenue may arise. As a result, funds may need to be transferred within a department's budget, additional revenues recognized or the expenditure budget increased.

Budgets may be adjusted by either a budget amendment or by an internal budget transfer.

## BUDGET PROCESS

### Budget Amendments

A budget amendment is necessary when a supplemental appropriation increases a department's total appropriation by recognizing additional revenue sources, a transfer from another fund, a transfer within a fund from the unappropriated contingency line item or a transfer from one department to another department within a fund.

A budget amendment and appropriate board resolution is necessary when the purpose of any bond fund is changed.

Budget amendments require Board approval as part of the Finance agenda at a public Commissioners' meeting.

### Internal Budget Transfers

An internal budget transfer is necessary anytime a request is made to move funds from one line item to another without changing the total appropriation for that department.

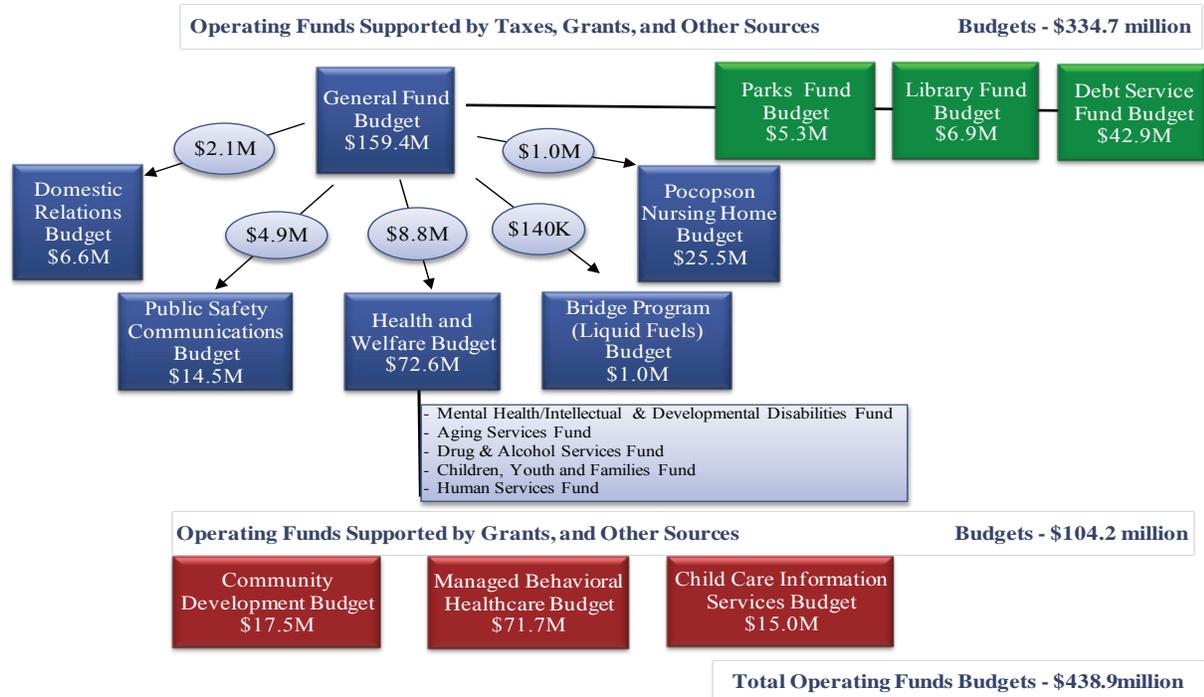
Budget transfers may be approved by the Department Head and the County Executive charged with oversight of the department.

## LAPSING APPROPRIATIONS

Any appropriations which are unspent at the end of the year lapse into fund balance. During the next year, the Commissioners approve the necessary budget amendments for roll-forward amounts of federal and state grants and multi-year capital projects.

## HOW WILL 2016 TAXES BE SPENT?

Four of the County's operating funds have dedicated tax millage as shown below. Also, the General Fund uses taxes to support programs in other funds. The amount of the General Fund's transfer of taxes to each fund requiring support is shown along the arrow pointing to that fund. The operating funds that do not require tax support are pictured below the millage-supported funds.



## ***FINANCIAL POLICIES***

The County's financial policies provide a framework for making annual budgetary and other financial decisions.

### **WORKING CAPITAL RESERVE POLICY**

#### **Introduction**

Fund balance or equity is the difference between assets and liabilities and is classified as reserved or unreserved fund balance.

Unreserved fund balance represents resources, which strengthen the County's ability to maintain a stable revenue structure and its investment grade credit rating should unforeseen circumstances arise.

The policy below establishes guidelines for appropriate levels of unreserved, designated, and undesignated fund balance in the General Fund, the main operating fund of the County.

#### **Policy**

To maintain a stable tax and revenue structure, the County shall strive to maintain ten percent of the subsequent year's adopted General Fund expenditure budget (approximately five weeks of expenditures) as a working capital reserve.

Throughout the budget process, the Finance Department will provide estimates of unreserved fund balance to assist with determining the undesignated portion available for the subsequent year's budget.

After completion of the annual audit, if the unreserved fund balance exceeds the ten percent target plus the amount allocated as a resource for the current year's budget, the excess will be made available for the subsequent year's budget or transferred to the Capital Reserve Fund.

Should the reserve have to be used for an emergency, a plan to restore the working capital reserve to ten percent shall be prepared.

### **DEBT & CAPITAL INVESTMENT PROGRAM POLICY**

#### **Capital Investment**

- 1) Annually the County will prepare and adopt a five-year Capital Investment Program which will detail each capital project, its estimated cost including any associated operating costs, a full project description and proposed funding source.
- 2) The County will use pay-as-you-go financing to fund its Capital Investment Program whenever feasible and practical.
- 3) The County will maintain its physical assets at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs.
- 4) The overall goal of the County's Capital Investment Program is to manage the County's debt program.

#### **Debt Issuance**

- 1) The County will not use long-term debt to fund current operating costs.
- 2) Prior to any debt issuance, an analysis of market conditions and other financing options will be conducted to determine the feasibility for entering the credit market at that time.

## ***FINANCIAL POLICIES***

4) A competitive process shall be used for selecting the County's Financial Advisor and Bond Counsel on an on-going basis and for the selection of Underwriters on a transaction-specific basis.

### **Structure**

- 1) Capital projects financed through the issuance of bonds shall not be financed for longer than the expected useful life of the project.
- 2) The County will strive to structure debt issues to maintain level annual debt service payments over time.
- 3) The County will make its best effort to maintain no more than 50 percent of its outstanding debt as variable rate debt.
- 4) The County will monitor the market from time to time to determine if variable rate debt remains cost effective.

### **Ratings**

- 1) The County will strive to maintain its investment grade bond rating.
- 2) The County will maintain good communications with rating agencies about its financial condition and will follow a policy of full disclosure on every financial report and bond offering statement.

### **Refunding**

- 1) The County shall consider refunding outstanding debt when legally permissible and financially advantageous. The County shall strive to achieve a net present value debt service savings of two percent or more.

### **Investments**

- 1) The County acknowledges its fiduciary responsibilities to actively manage the proceeds of debt issued for public purposes consistent with the County Code, within the permitted securities covenants of related bond documents executed by the County and in accordance with stipulations of the Internal Revenue Service.

In addition to the policy above, the County has adopted a comprehensive Debt Management Policy which includes the following:

- ◆ Refunding Policy
- ◆ Payment of the Expense Component of Underwriters Discount Policy
- ◆ Using Variable Rate Debt Instruments Policy
- ◆ Issuing Taxable Debt Policy
- ◆ Debt Practices Policy
- ◆ Use of Debt-Related Derivatives Products Policy
- ◆ Debt Service Settlement Procedures Policy
- ◆ Investment Bond Proceeds Policy
- ◆ Selecting and Managing the Method of Sale of Bonds Policy
- ◆ Selecting Bond Counsel Policy
- ◆ Selecting Financial Advisors Policy
- ◆ Selecting Underwriters for Negotiated Sale Policy
- ◆ Pricing Bond in Negotiated Sale Policy

**INVESTMENT POLICY**

This policy is applicable to all funds under the control and jurisdiction of the Chester County Board of Commissioners and all persons responsible for and authorized to execute investment transactions for said funds.

The primary objectives, in priority order, of this policy are safety, liquidity, and yield.

1) **Safety** - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio while minimizing credit and interest rate risk. Exposure to credit risk will be diminished by pre-qualifying financial institutions, broker/dealers, intermediaries and advisors, and by diversifying the portfolio among securities defined in this policy. Exposure to interest rate risk will be diminished by structuring the portfolio so that investments mature to meet cash requirements for ongoing operations, thereby avoiding the need to liquidate investments on the open market prior to maturity and by investing operating funds primarily in shorter-term securities.

2) **Liquidity** - The portfolio shall remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, a small portion of the portfolio shall be kept in instruments with instant liquidity.

3) **Yield** - The investment portfolio shall be structured in order to realize a market rate of return throughout various budgetary and economic cycles.

**Responsibility and Authority**

1) **Prudence.** Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

2) **Delegation of Authority.** Authority to provide for an investment program is granted to the County Commissioners under the County Code, Article 16, Section 1706. Responsibility for the operations of the investment program is hereby delegated to the Director of Financial Services. The Director of Financial Services, or a designee(s) approved by the County Commissioners, shall operate the investment program in a manner consistent with this policy.

3) **Ethics and Conflicts of Interest.** Employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program, or that could impair their ability to make impartial decisions. Any employee involved in the investment process shall disclose to the Chief Operating Officer any material interest(s) in financial institutions with which they conduct business, or any material personal financial/investment positions that could be related to the performance of the investment portfolio.

4) **Internal Control.** The Director of Financial Services shall establish and maintain an internal control structure that reasonably assures the assets of the investment portfolio are protected from loss, theft, or misuse. The internal control structure shall be reviewed annually by an external auditor.

**Investment Parameters**

1) **Authorized Financial Institutions.** A list will be maintained for all financial institutions authorized to provide investment services. An annual review of the financial condition and registration of qualified financial institutions will be conducted. Any financial institution that desires to become a qualified investment source for the County must supply the following, as appropriate:

- audited financial statements for the previous three (3) fiscal years;

**FINANCIAL POLICIES**

- proof of National Association of Securities Dealers (NASD) certification;
- proof of state registration;
- completed broker/dealer questionnaire;
- certification of having read this policy.

2) **Investment Types and Distribution.** County funds may only be invested in those instruments identified in the County Code, subsection (c). The following conditions apply:

County operating funds may be invested subject to the following limitations and statutory requirements of the County Code:

<i>INSTRUMENT</i>	<i>LIMIT</i>
• U.S. Treasury Bills;	100%
• Short-term obligations of the U.S. Government, its agencies or instrumentalities;	100%
• Obligations of the U.S. Government, its agencies or instrumentalities backed by the full faith and credit of the U.S.;	100%
• Obligations of the Commonwealth of Pennsylvania, any of its political subdivisions, or their agencies or instrumentalities;	100%
• Certificates of deposit;	50%
• Statutorial permitted Money Market Mutual Funds or Local Government Investment Pools;	100%
• Statutorial permitted Commercial Paper	25%

In addition to the above, no more than 50 percent of the County’s total invested operating funds may be placed with any single bank or financial institution. These limitations shall be on an average basis calculated at the end of each month. Prior to closing and receipt of proceeds for any debt issuance, separate investment plans will be developed for each borrowing. The plan will address statutory requirements, Federal regulations, projected cash flow and the structure of the borrowing. A minimum of three (3) quotes shall be solicited for all investments of County funds.

3) **Safekeeping and Custody.** Any purchase of securities will be executed on a delivery versus payment basis through an independent third party. Securities will be held by the custodian as evidenced by safekeeping receipts.

4) **Repurchase Agreements.** Repurchase transactions may be conducted subject to the following conditions:

- Underlying collateral shall be limited to U.S. Treasury bills and notes, short-term obligations of the U.S. Government, its agencies or instrumentalities, and/or any obligation of the U.S. Government, its agencies or instrumentalities backed by a full faith and credit guarantee of the U.S.;
- The margin for underlying collateral shall be 102 percent and will be reported to the County daily;
- All transactions shall be on a delivery versus payment basis through an independent third party.

**Reporting**

1) **Management Summary.** A succinct management summary highlighting outstanding investments shall be prepared weekly and forwarded to the Chief Operating Officer. The summary will list outstanding principal by investment type, average yield of portfolio investments and the percentage of

## ***FINANCIAL POLICIES***

the total portfolio each type of investment represents. Excluding routine movement of funds to meet cash requirements, any transaction in excess of \$1 million shall be reported to the County Commissioners and the Chief Administrative Officer.

2) **Investment Performance.** The Chief Operating Officer shall receive quarterly reports of investment performance, which shall include portfolio diversification, collateral reporting, average yield for the period and year-to-date and income generated from investments. Any significant factors influencing the portfolios performance will be highlighted in the report. Portfolio performance shall be compared to the following benchmarks:

- Average yield for the Pennsylvania Local Government Investment Trust (PLGIT);
- Average yield for the 90 day Treasury Bill.

### **Policy**

1) **Adoption.** This policy shall be considered adopted on approval of the Chester County Board of Commissioners.

2) **Amendment.** This policy shall be reviewed on an annual basis. Any changes must be approved by the County Commissioners, except any change in the County Code or Pennsylvania State Law which shall be considered immediately incorporated into this policy.

## **REVENUE POLICY**

The purpose of establishing revenue and fund balance policies and procedures is to ensure:

- i) Strong fiscal management practices.
- ii) Controls over revenues to provide for budgeting and forecasting.
- iii) Avoidance of potential interruption in services caused by revenue shortfalls.
- iv) Unexpected contingencies are managed with available resources with minimal impact on County operations.
- v) Fund balance levels are maintained to achieve optimal bond ratings.

### **Revenue Diversification**

a) The County will not be dependent on any single revenue source but will strive to maintain a diversified and stable revenue system to handle fluctuations in revenue sources while still achieving the County's goals at the lowest possible cost to taxpayers.

b) Revenues will be analyzed and reviewed to determine if the degree of diversification is satisfactory for the County. Analytical reviews will include the sensitivity of revenues to changes in rates, the fairness of the tax, fee or charges, administrative aspects of the revenue source, environmental impacts and other relevant issues. Also, the County will be able to recognize the affect of changes in revenue on the tax burden of County stakeholders/taxpayers.

c) The County will continue to broaden the diversification of revenues to the extent feasible and enhance flexibility within the constraints of available revenue sources.

### **Fees & Charges**

a) The County of Chester charges a range of fees for services provided to residents and businesses. The policy of the County Commissioners is to fund services that directly benefit an identifiable population with fees and charges whenever practical and financially beneficial. Also, the County may impose and collect fees and charges that are established by federal and state regulations and policies. According to the best practices promoted by the Government Finance Officers Association (GFOA) and the National

## ***FINANCIAL POLICIES***

Advisory Council on State and Local Budgeting (NACSLB), the County calculates the full cost of the different services it provides. The following policy is established regarding the charge and fee setting process.

- b) Revenues should not exceed the reasonable cost of providing the service.
- c) The County intends to recover the full cost of providing goods and services. Circumstances where a charge or fee is set at less than 100 percent of full cost shall be identified. If the full cost of a good or service is not recovered, then an explanation of the County's rationale for this deviation should be provided.
- d) The County will regularly assess the cost and feasibility of collection and recovery. Although it may be determined that a high level cost recovery may be appropriate for specific services, it may be impractical or too costly to establish a system to identify and charge the user. Accordingly, the feasibility of assessing and collecting charges should also be considered in developing user fees, especially if significant program costs are intended to be financed from that source.
- e) Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs such as accounting, personnel, data processing, vehicle maintenance, and insurance; i.e. indirect costs.
- f) Very low cost recovery levels are appropriate under the following circumstances:
  - i) There is no intended relationship between the amount paid and the benefit received. Almost all social service programs fall into this category as it is expected that one group will subsidize another.
  - ii) When collecting fees is not cost-effective or will significantly impact the efficient delivery of the service.
  - iii) If the service is non-recurring, generally delivered on a peak demand or emergency basis, cannot reasonably be planned for on an individual basis, and is not readily available from a private sector source. Many public safety services also fall into this category.
  - iv) When collecting fees will discourage compliance with regulatory requirements and adherence is primarily self-identified, and as such, failure to comply will not be readily detected by the County. Many small-scale licenses and permits may fall into this category.
- g) The use of service charges and fees as a major source of funding service levels is especially appropriate under the following circumstances:
  - i) The service is similar to the services provided through the private sector.
  - ii) Other private or public sector alternatives may or do exist for the delivery of the services.
  - iii) For equity or demand management purposes, it is intended that there be a direct relationship between the amount paid and the level and cost of the service received.
  - iv) The use of the service is specifically discouraged.
  - v) The service is regulatory in nature and voluntary compliance is not expected to be the primary method of detecting failure to meet regulatory requirements.
- h) Charges and fees should be reviewed and updated periodically based on factors such as the impact of inflation, other cost increases, the adequacy of the coverage of costs, and current competitive rates.
- i) All fees approved by the County will be established by the County Commissioners by resolution. The resolution establishing the fees will determine:
  - i) The level of cost that should be recovered through the fees according to the criteria established in this Policy.
  - ii) A procedure for periodically reviewing and modifying the amount of fees in order to maintain

## ***FINANCIAL POLICIES***

appropriate cost recovery levels.

- j) County fees charged may be modified only by a resolution by the County Commissioners.
- k) Information on charges and fees should be available to the public. Each County department shall notify the public of the changes in fees for services. Notification methods may include newspaper notices, signs in department offices, information posted on the department's website, in addition to any other methods that are appropriate.

### **Use of One-Time Revenues**

- a) The County of Chester will limit the use of one-time revenues for on-going expenditures. A policy on the use of one-time revenues provides guidance to minimize disruptive effects on services due to non-recurrence of these sources. One time resources or resources with duration of three years or less can be used only to pay down debt or finance non-recurring expenses, such as emergency spending or capital projects.
- b) Examples of one-time revenues include:
  - i) Infrequent sales of government assets,
  - ii) Bond refunding savings,
  - iii) Infrequent revenues from development,
  - iv) Grants, and
  - v) Donations.
- c) The County must identify all non-recurring revenues in order to minimize reliance on such revenues for on-going operation costs. This measure will help the County realign its long-term spending commitments to fit within available and recurring revenues.

### **Use of Unpredictable Revenues**

- a) The County will review revenues to identify unpredictable revenue sources that might impact the annual operating budget. A conservative approach will be utilized in estimating unpredictable revenues that considers historical revenue trends, revenue volatility and the legal and economic environment.
- b) Unpredictable revenue sources will not be used to balance the operating budget in any given year. When revenues are deemed to be unpredictable, the County will avoid funding recurring operational expenditures with fluctuating revenues due to the risk that revenue estimates may not be met.
- c) Potential uses for unpredictable revenues in excess of the budget will be reviewed on an annual basis. If a favorable variance exists, the Commissioner will determine the specified use most beneficial to the County.

### **BALANCED OPERATING POLICY**

- a) The County Commissioners will annually adopt a balanced operating budget in accordance with the Commonwealth of Pennsylvania's County Code. The operating revenues will equal the operating expenditures. Any increase in expenditures, decrease in revenues or a combination of the two that may result in an operating budget imbalance will require program revisions. The operating budget of the County is comprised of the General Fund, Special Revenue Funds, the Debt Service Fund and the Pocopson Home Proprietary Fund.
- b) The County Commissioners will assign and approve the amount of Fund Balance to be used to support the current operating budget, if necessary.

## ***FINANCIAL POLICIES***

- c) Fund Balances will be maintained at levels to ensure Aaa/AAA bond ratings from all three rating agencies and to preserve the financial flexibility of the County.
- d) Working Capital Reserves will be maintained in accordance with the Working Capital Reserve Policy adopted by the County Commissioners. Whereas, ten percent of the subsequent year's adopted General Fund expenditure budget will be maintained as working capital reserve.

### *Specific Funds*

- e) Current appropriations in all funds are limited to revenue sources that are measurable and available to finance the operations of the current period.
- f) General Fund expenditures and subsidy appropriations for mandated and priority programs are made against current revenue sources and are not dependent upon uncertain revenue resources or reserves. General Fund expenditures are primarily supported by taxes levied and departmental earnings.
- g) Special Revenue Funds are supported by intergovernmental revenue resources from federal and state agencies. Expenditures in these funds are strictly limited to the mandates of the funding source. Special Revenue Funds are not to be used to subsidize other funds, except as required or permitted by program regulations.
- h) The Proprietary Fund will derive revenue resources from third party charges. Revenue resources should be sufficient to cover the costs of providing services. If third party charges are not sufficient to cover the costs of services, other resources must be identified to cover the costs or services may be reduced to equal available resources.
- i) Internal Service Funds are not part of the operating budget. Internal Services Funds will function on a cost reimbursement basis; i.e. charges and rates shall be levied to other user departments to support the expenditures in the Internal Service Fund.

### *Program Evaluations*

- j) The County's Performance Management System, utilizing Managing for Results will be used to evaluate program results. Programs aligned with County goals with low costs are the desired results. Programs with low alignment with County goals and high costs will be eliminated or improved.

## **Contingency Planning**

- a) The County will maintain a Contingency Plan to guide financial actions in the event of emergencies, natural disasters, or other unforeseen events. As part of the plan, the County will maintain contingency accounts.

Contingency accounts include the following:

- i) Working Capital Reserve – the County has adopted a Working Capital Reserve Policy whereas the County will maintain ten percent of the subsequent year's General Fund expenditure budget as a working capital reserve. Should the reserve have to be used for an emergency, a plan to restore the working capital reserve to ten percent shall be prepared.
- ii) Unappropriated Budgeted Expenditures – the County will budget Contingency expenditures in the following funds to guard against unexpected operational changes, legislative impacts, or other economic events affecting the County's operations which could not have been reasonably anticipated at the time the budget was prepared.

- 1) General Fund

- 2) Capital Reserve Fund
- 3) Capital Improvement Fund
- 4) Debt Service Fund

**FUND BALANCE POLICY**

a) The County will establish a Fund Balance Policy in accordance with GASB 54 and recommended best practices issued by the Government Finance Officers Association (GFOA).

b) GASB Statement 54 distinguishes fund balance classification between amounts that are considered nonspendable, and spendable amounts that are classified based on the relative strength of the constraints that control the purposes for which specific amounts can be spent. Beginning with nonspendable, and followed by the spendable classifications with the most binding constraints, fund balance amounts will be reported in the following classifications:

i) Nonspendable - Amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. The “not in spendable form” criterion includes items that are not expected to be converted to cash, for example, inventory or prepaid amounts. The principal amount of a permanent fund is an example of an amount that is legally or contractually required to remain intact.

ii) Restricted - Amounts with constraints that are externally imposed by creditors (such as through debt covenants), grantors, contributors or laws and regulations of other governments or imposed by law through constitutional provisions or enabling legislation.

iii) Committed - Amounts established by formal action by the Board of Commissioners. Once committed it cannot be used for any other purpose unless changed by County policy or action (e.g., future anticipated costs). The formal action should occur prior to the end of the reporting period, but the amount subject to the constraint, if any, may be determined in the subsequent period.

iv) Assigned - Amounts that are constrained by the government’s intent to be used for specific purposes, but are neither restricted, nor committed. Intent should be expressed by Board of Commissioners.

v) Unassigned - Amounts available for consumption or not restricted in any manner. Reported in the General Fund and cannot be negative.

c) GFOA recommends that governments establish a formal policy on the level of unrestricted fund balance in the General Fund; where as, unrestricted fund balance is the total of Committed Fund Balance, Assigned Fund Balance and Unassigned Fund Balance. “Such a guideline should be set by the appropriate policy body and should provide both a temporal framework and specific plans for increasing or decreasing the level of unrestricted fund balance, if it is inconsistent with that policy”.

“The adequacy of unrestricted fund balance in the general fund should be assessed based upon a government’s own specific circumstances. Nevertheless, GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures”.

d) The County will strive to maintain an unrestricted fund balance in the General Fund of no less than two months (two – twelfths) of the subsequent year’s General Fund budgeted expenditures.

i) Included in unrestricted fund balance will be the Working Capital Reserve. Whereas, ten percent (10%) of the subsequent year’s General Fund budgeted expenditures will be assigned as Working

## ***FINANCIAL POLICIES***

### Capital.

- ii) The balance is the minimum unassigned fund balance required to mitigate current and future risks (e.g, revenue shortfalls and unanticipated expenditures) and to ensure stable tax rates.
- e) If unrestricted fund balance falls below an unacceptable threshold of the subsequent year's budgeted expenditures, the Board of Commissioners will engage a plan to restore the fund balance to an acceptable minimum or target level.
- f) The County will maintain an appropriate level of the unassigned portion of the fund balance by allowing the planned use of fund balance for defined purposes, including real estate tax relief, funding for major projects, budget stabilization or nonrecurring expenditures. The goal is to use any excess fund balance for nonrecurring expenditures and not for normal operating costs.
- g) The Board of Commissioners will designate Committed Fund Balance before the year end, although the specific amount may be determined after year end. The specific amount of the Committed Fund Balance is subject to the Board of Commissioners' approval.
- h) Restricted fund balance will be reduced to the extent that the underlying reason for the restriction has been eliminated.
- i) Should the County experience an excess of expenditures over revenues for a given calendar year, fund balance will be consumed in the following order:
  - i) Restricted Fund Balance – to the extent that the expenditures related to the restriction contributed to the excess of expenditures over revenue.
  - ii) Committed Fund Balance – to the extent that expenditures related to the commitment contributed to the excess of expenditures over revenues. If a plan for periodic use of committed fund balance is reviewed and approved by the Board of Commissioners, committed fund balance will not be reduced by more than the amount designated in the plan.
  - iii) Assigned Fund Balance – to the extent that expenditures related to the assignment contributed to the excess of expenditures over revenues.
  - iv) Unassigned Fund Balance – for any remaining excess of expenditures over revenues.
- j) The Director of Financial Services has been designated by the Board of Commissioners to approve and /or remove nonspendable, restricted and assigned fund balances for items deemed appropriate at any time prior to the issuance of the audited financial statements for a given year that reflects the Board of Commissioners intended use of the resources.

## ***CAPITAL BUDGETING POLICY***

### **THE COUNTY OF CHESTER CAPITAL BUDGETING POLICY**

This capital budgeting policy provides a framework for the development and implementation of the County's capital budget. The policy shall apply to all projects which are in the County's Capital Investment Program; these projects are funded by either the Capital Improvement Fund or the Capital Reserve Fund. The following procedure shall be used for the submittal and review of capital requests, adoption of capital budgets, monitoring and reporting on capital projects, and the processing of changes to adopted capital project budgets.

#### **I. DEFINITIONS**

**Capital Investment Program (CIP):** A five-year plan of the County's capital projects that is updated annually. The CIP is comprised of projects that are funded in either the Capital Improvement Fund or the Capital Reserve Fund; a five-year plan is developed for each fund. The first year of each five-year plan is adopted as the budget for that year for each fund.

**Capital Improvement Fund:** A fund established to account for financial resources to be used to acquire or support the acquisition of capital assets with an extended useful life by the County or its grantees. Costs are financed by the proceeds of long-term debt and grant revenues.

**Capital Reserve Fund:** A fund established for pay-as-you-go capital outlays. Pay-as-you-go financing is defined as all sources of financing other than long-term debt issuance.

**Capital Asset:** Capital assets include: land, land improvements, buildings, building improvements, equipment, infrastructure, furniture and fixtures, vehicles, and computer equipment/software. Capital assets are assets with a value of \$10,000 or more and with a useful life in excess of two years.

**Capital Outlay:** For the purpose of this policy, a capital outlay is an expenditure to acquire or support the acquisition of, or addition to, a capital asset by the County or its grantees. Expenditures under the County's Open Space and Community Revitalization Program are included in this definition of capital outlay.

**Capital Project:** Capital budget costs include both capital "projects" (expenditures for the construction, purchase, or major improvements to buildings/land) and capital "outlays" (expenditures for the acquisition of furniture, equipment, and vehicles). For the purpose of this policy, a capital project is defined as any "project" or "outlay" being funded by the Capital Improvement Fund or the Capital Reserve Funds. A unique project number will be established in the financial accounting system for each capital project.

#### **II. CAPITAL BUDGETING**

##### **A. Submitting Capital Requests**

**Building Improvement Requests** – Departments are requested to submit proposed building improvement projects according to instructions provided by the Facilities Department.

**Vehicle Requests** – Departments are requested to submit vehicle requests according to instructions provided by the Department of Procurement and General Services (DPGS).

**Capital Project Requests** – Capital project requests shall be submitted to the Finance Department as part of the annual budget package. Departments should submit capital project requests for all projects that may be necessary within the next five years. As part of the capital

## ***CAPITAL BUDGETING POLICY***

project request, departments must provide the following information for each *new or continuing capital project* using the Capital Budget Initial Submission Form:

1. Project description
2. Project justification
  - How will the project improve services to the public and other clients?
  - Is the project needed to bring the County into compliance with laws or regulations? Has the County been cited for violation of these laws or regulations?
  - Will the project improve the health, safety, and welfare of the public or County employees?
  - Does the project enable the County to meet new or existing federal or state mandates?
  - How does the project fit with the County's Strategic Plan?
  - How would delays in starting the project affect County services?
3. Identification of a Project Manager. This individual will be responsible for planning, executing, and finalizing the project within the project schedule and budget. The Project Manager will be responsible for submitting any project plans or reports requested by the Finance Department.
4. An estimate of project cost, annual cash flow projection schedule, and identification of funding sources.
5. Requests for technology projects must include an approved Information Technology Request (ITR).
6. A cost/benefit analysis
  - Will the project save the County future operating and/or capital costs?
  - If yes, how?
  - Type and amount of projected savings on an annual basis.
  - Will the project eventually pay for itself?
  - If yes, how long will it take to pay for itself?
7. Operating costs – Describe the impact of the project on current and future operating costs (such as personnel, maintenance, utilities, supplies).

### **B. Review of Capital Project Requests**

1. The Finance Department will review all submitted capital project requests for completeness and accuracy. Requests will be returned to departments for clarity or lack of detail.
2. The Finance Department will compile a list of all new requests along with the proposed funding sources. Finance will utilize the cash flow projections, which were submitted by the Project Manager, to develop the annual budget for each capital project. Finance will update the five-year capital plans (Capital Improvement and Capital Reserve) based on cash flow projections for the continuing projects and new requests.
3. The Capital Improvement Fund project requests and updated five-year plan will be reviewed and prioritized by a Capital Planning Committee comprised of the Chief Operating Officer, the Director of Financial Services, and department heads who have projects in the Capital Improvement Fund. The committee will evaluate all continuing projects and new requests based on guidance from the Commissioners' Senior Executive Staff and other criteria such as:

## ***CAPITAL BUDGETING POLICY***

- Required to meet state or federal law, regulations, or mandates;
- Needed to protect the health, safety, and welfare of the public and County employees;
- Projects for maintenance of existing facilities/equipment;
- Consistency with the County's Strategic Plan;
- Improvements to operational/efficiency based on a cost/benefit analysis

The committee will prioritize the requests and recommend a five-year Capital Improvement plan to the Commissioners.

4. The Director of Financial Services and the Chief Operating Officer, will prioritize the Capital Reserve Fund project requests and recommend a five-year Capital Reserve plan to the Commissioners.

### **C. Capital Budget Adoption**

The Commissioners will review the recommendations from the committees and will approve preliminary capital budgets and five-year plans. The Finance Department will enter the preliminary capital budget into the budget module system. Following a public review period, the Commissioners will adopt a final five-year CIP plan including the capital budgets for the Capital Improvement Fund and the Capital Reserve Fund.

## **III. PROJECT MONITORING AND REPORTING**

- A. After the capital budget is adopted, the Project Manager will submit a project plan to the Finance Department. The project plan is a detailed itemized budget of all costs for the project including items such as: engineering, consultants, contractors, materials, and other fees. An initial Project Performance report (see paragraph C of this section) containing bimonthly cash flow projections must also be submitted at this time.

### **B. Ordering and Budget Change Process**

1. Contract bid awards – All proposed contract awards shall be submitted to the Finance Department prior to their submittal to the Commissioners for approval. The Project Manager shall indicate whether the proposed contract is in agreement with the detailed itemized project budget and the annual adopted budget for the project. If it is not in agreement, the Project Manager shall submit a revised detailed itemized project budget along with revised cash flow projections for the project. If a change to the adopted budget is required, the Project Manager shall submit a *Request for Capital Budget Amendment/Transfer* form identifying a source for the transfer of additional funds. Refer to the Capital Budget Change Policy for more detail. Finance will notify DPGS when they can submit the contract to the Commissioners for approval. The proposed Budget Amendment will be placed on the agenda for the same Sunshine meeting as the proposed contract award.
2. Purchase Requisitions – All proposed Purchase Requisitions must be in agreement with the detailed itemized project budget and annual adopted budget for the project. If it is not in agreement, the Project Manager shall submit a revised detailed itemized project budget along with revised cash flow projections. If a change to the adopted budget is required, the Project Manager shall submit a *Request for Capital Budget Amendment/Transfer* form identifying a source for the transfer of additional funds. Refer to the Capital Budget Change Policy for more detail. Finance will notify the Project Manager when he/she can contact DPGS to process the Purchase Order. No product and/or service shall be ordered and/or authorized unless a Purchase Order number has been issued by DPGS.

## ***CAPITAL BUDGETING POLICY***

- C. Reporting – The Project Manager will submit a bimonthly Project Performance report to Finance by the 10<sup>th</sup> of the month following the end of the bimonthly period. A report will be submitted for each project in a format agreed to by Finance. The report may contain the following information: project budget, actual expenditures, cash flow projections, and variance from project budget or schedule. Justification must be provided for any variance from the approved budget, schedule, or cash flow. Using this information, Finance will prepare a report for the Commissioners’ Senior Executive Staff detailing any variances in project budget, project schedule, and cash flow.
  
- D. Carry-forward Budgets – Annual budgeting of a continuing project is not automatic and should be requested as part of the budget process. Refer to the Submitting Capital Requests section for more detail.

## **IV. SUBMITTAL OF NEW CAPITAL REQUESTS OUTSIDE OF THE BUDGET CYCLE**

Departments shall make every effort to postpone new capital requests until the next annual budget cycle. If a new capital request is required outside of the budget cycle, a Capital Budget Initial Submission Form must be submitted. Refer to section **II. CAPITAL BUDGETING** for more detail regarding the form and approval process. When requesting funds for new projects that increase the capital budget for the Capital Improvement Fund or Capital Reserve Fund, the Department shall provide a proposal for budget reductions elsewhere within the capital budget.

Adopted: April 30, 2009

Revised: December 17, 2009

## ***CAPITAL BUDGETING POLICY***

### **THE COUNTY OF CHESTER CAPITAL BUDGET CHANGE POLICY**

This capital budget change procedure refers to budget adjustments made during a fiscal year after the final budget has been adopted by the Commissioners. During the course of the year, existing capital project budgets may need to be modified to change the adopted budget or to transfer funds internally within a project. These budget changes may be accomplished by either a Budget Amendment or an Internal Budget Transfer. The following procedure shall be used for the submittal, review, and approval of capital budget change requests.

#### **I. DEFINITIONS**

**Budget Amendment:** The adjustment of an adopted budget that increases or reduces the total annual budget of a capital project. Capital project budgets are amended when additional funding sources are recognized, a new project is established, funds are transferred to a project from an unappropriated contingency line, or when funds are transferred from one project to another. A Budget Amendment is also used when previously appropriated funds for a capital project are carried forward from one budget year to another.

**Internal Budget Transfer:** Transfers budgeted funds from one account to another within the same project.

#### **II. CAPITAL BUDGET CHANGES**

**A. Request procedure.** The request for a capital budget change must be initiated by a department on a *Request for Capital Budget Amendment/Transfer* form.

**B. Review procedure.** The request is routed first to the Finance Department. Budget Amendment requests must be received by Finance at least seven days prior to the next regularly scheduled Commissioners' Sunshine meeting in order to be eligible for placement on that Sunshine agenda. Internal Budget Transfer requests should be received in the Finance Department by Tuesday of each week in order to be eligible for the weekly processing on Thursday.

The Finance Department will review the request to determine whether the account information is correct and whether sufficient funds exist to accomplish the transfer at the time of his/her review. Finance will review the purpose and nature of the requested change and its impact on the overall capital project budget.

**C. Approval procedure.**

1. Transfer of funds from one account to another within the same project – If the Finance Department recommends an Internal Budget Transfer, the request will be forwarded to the Commissioners' Senior Executive Staff for approval. Upon receipt of their approval, Finance will enter the budget transfer into the financial accounting system. These entries are processed on Thursday of each week.
2. Transfer of funds increasing or decreasing the adopted annual project budget - If the Finance Department recommends a Budget Amendment, it will be forwarded to the Commissioners' Senior Executive Staff for their review two days prior to the next scheduled Sunshine meeting. Upon receipt of their approval, the Budget Amendment is then placed on the Sunshine agenda. Once action has been taken by the Commissioners (to approve, disapprove or defer action) on the Budget Amendment, Finance will relay the Commissioners' decision to the appropriate Department Head. Budget Amendments approved by the Commissioners will be entered into the financial accounting system on the day that they are approved.

## ***DEBT MANAGEMENT POLICY***

### **THE COUNTY OF CHESTER DEBT MANAGEMENT POLICY PURPOSE**

- a) The Debt Management Policies set forth comprehensive guidelines for the financing of capital expenditures. It is the objective of the policies that:
  - i) The County obtain financing only when necessary.
  - ii) The process for identifying the timing and amount of debt or other financing be as efficient as possible.
  - iii) The most favorable interest rate and other related costs be obtained.
  - iv) To the extent feasible, future financial flexibility be maintained.
- b) Adherence to debt policies helps to ensure that the County maintains a sound debt position and that credit quality is protected. Advantages of debt policies are as follows:
  - i) Enhances the quality of decisions.
  - ii) Rationalizes the decision-making process.
  - iii) Identifies objectives for staff to implement.
  - iv) Demonstrates a commitment to long-term financial planning objectives.
  - v) Is regarded positively by the rating agencies and investors.
  - vi) Maintains prudent level of financial risk.
- c) The policies establish criteria for the use of debt, create procedures and policies that minimize the County's debt service and issuance costs, retain the highest practical credit rating, and maintain full and complete financial disclosure and reporting. These policies are guidelines for general use in order to allow for individual application under various conditions.
- d) Regular, updated debt policies are an essential tool to ensure the use of the County's resources to meet its commitments to provide needed services to the citizens of the County and to maintain sound financial management practices. The County's debt program will be continuously monitored and updated to ensure that it is in compliance with the debt policies and capital market trends.
- e) The Local Government Unit Debt Act (the "Debt Act"), administered by Pennsylvania Department of Community and Economic Development (DCED), provides the procedure for Pennsylvania's local government units to issue debt and tax anticipation notes.
- f) Debt financing, which includes general obligation bonds, special assessment bonds, revenue bonds, temporary notes, lease/purchase agreements, and other County obligations permitted to be issued or incurred under the Debt Act shall only be used to purchase capital assets that cannot be acquired from either available current revenues or fund balances. The useful life of the asset or project is required by the Debt Act to exceed the payout schedule of any debt the County assumes.
- g) To enhance creditworthiness and prudent financial management, the County is committed to:
  - i) Systematic capital planning.
  - ii) Intergovernmental cooperation and coordination.
  - iii) Long-term financial planning.
- h) Implementation of this commitment to capital planning will be demonstrated through adoption and periodic adjustment of the County's Strategic Plan and the annual adoption of a Capital Improvement Program (CIP) identifying the benefits, costs and method of funding each capital improvement or project planned for the succeeding five years.

## ***DEBT MANAGEMENT POLICY***

- i) Debt financing will not be used for any recurring purpose such as current operating and maintenance expenditures except for tax revenue anticipation notes or court-appointed funding of unfunded debt. The County will use debt financing only for the purposes of constructing or acquiring capital assets and for making major renovations to existing capital assets or when the project is included in the County's adopted Capital Improvement Program.

## **REFUNDING POLICY**

- a) The primary objectives of proceeding with a current refinancing or an advance refunding shall be to benefit the County in one or more of the following areas by:
  - i) Providing net present value debt service savings.
  - ii) Eliminating burdensome or restrictive covenants imposed by the terms of the bonds to be refunded.
  - iii) Changing the type of debt instrument.
  - iv) Restructuring the County's overall debt service portfolio to take advantage of market conditions or complement the CIP.
- b) The County may consider different financing structures for refunding issues that typically meet the following guidelines:
  - i) Refunding issues should generate net present value savings as outlined in paragraph d) below.
  - ii) The final maturity of the refunding bonds should be no longer than the final maturity on the refunded bonds, except for restructuring.
  - iii) Refunding issues should be structured to achieve level annual debt service savings or to level out overall debt service of the total portfolio or of a specific debt type for budgeting certainty.
- c) Solely meeting one or more of the minimum guidelines will not necessarily result in the County executing a refunding issue. All costs and benefits of the refunding will be taken into account and analyzed by the County and its financial advisors in determining if the refunding is in the best interest of the County.
- d) A present value analysis shall be prepared to identify the economic effect of any proposed refunding. To proceed with a refunding a minimum net present value savings amount, as a percentage of the refunded par amount, should be achieved. Appropriate saving thresholds for the different refunding alternatives, based on the level of risk they pose to the County, are presented below. The savings shall be calculated net of all issuance fees and using a net debt service savings approach, which takes into consideration arbitrage rebate requirements.
  - i) Current Refunding: A minimum of 3 percent net present value savings should generally be achieved.
  - ii) Advance Refunding: A minimum of 3 percent net present value savings should generally be achieved. Prudent analysis should be performed to determine the most efficient method of funding the escrow portfolio.
  - iii) Forward Refunding: A minimum of 3 percent net present value savings should generally be achieved without relying on projected market conditions.
  - iv) Synthetic Refunding: A minimum of 3 percent net present value savings should generally be achieved.
- e) Because the level of risk will vary depending on the specific structure of the transaction and market conditions at the time of issuance, the County has the discretion to prescribe higher levels of target savings to optimize the County's financial objectives.

## **DEBT MANAGEMENT POLICY**

- f) In evaluating refunding opportunities and applying the above referenced guidelines, the County shall consider the following factors:
  - i) For advance refundings, adjustments to the savings threshold may be justified based on the length of time before the call and the length of time from the call to maturity. The longer the escrow, the higher the savings threshold should be. Conversely, shorter escrows may justify a lower savings threshold.
  - ii) For advance refundings with very short escrows, the County should consider forward refunding to preserve the ability under the Internal Revenue Code to advance refund the bonds at a future date.
  - iii) The couponing and/or callability of the refunding bonds may also justify adjustments to the savings threshold. Non-callable refunding bonds, for example, might justify a higher threshold.
  - iv) For advance refundings, adjustments to savings thresholds may be justified based on where interest rates are at the time of the refunding relative to historical markets. In low interest rate markets, a lower threshold may be justified while a higher threshold would be justified in high interest rate markets.

## **PAYMENT OF THE EXPENSE COMPONENT OF UNDERWRITERS' DISCOUNT POLICY**

- a) The County will pay for reasonable and identifiable expenses outlined in the proposals submitted by the senior managing underwriters. Legitimate expenses include, however are not limited, to the following:
  - i) Compensation for underwriters' counsel.
  - ii) Travel to and from the issuer's offices.
  - iii) Interest/day loan costs.
  - iv) Charges for communication, including the rating agency presentation.
  - v) Mailing, printing, and telephone expenses.
  - vi) Documented clearing charges.
  - vii) Closing costs.
- b) A full explanation from the senior managing underwriter shall be submitted for any expenses incurred and not included in the original proposal.

## **USING VARIABLE RATE DEBT INSTRUMENTS POLICY**

- a) Variable rate debt can be an important tool in managing the County's debt program. When issued prudently, variable rate debt can help lower the cost of borrowing and provide a hedge against interest rate risk. Interest rates on variable rate debt instruments are at the short end of the yield curve because they are periodically adjusted (e.g., daily, weekly, monthly) based on current market conditions. Variable rate debt should be used for two purposes:
  - i) As an interim financing device (during construction periods).
  - ii) Subject to limitations, as an integral portion of a long-term strategy to lower the County's effective cost of capital.
- b) Variable rate debt exposes the County to risk not present under the fixed rate structure.
  - i) Interest Rate Risk – The risk that interest rates will rise, on a sustained basis, above levels that would have been set if the issue had been fixed.
  - ii) Liquidity Risk – The risk of having to pay a higher rate to the liquidity provider in the event of a failed remarketing.
  - iii) Rollover Risk – The risk of the inability to obtain a suitable liquidity facility at an acceptable price to replace a facility upon termination or expiration of the contract period.

## ***DEBT MANAGEMENT POLICY***

- c) To manage these risks, the County will limit the amount of variable rate debt to no more than 30 percent of its outstanding portfolio. The County may use derivative instruments/swaps to hedge exposure to movement in interest rates. The County will continually monitor the variable rates to determine whether or not the variable rate debt should be converted to fixed rate debt.

### **ISSUING TAXABLE DEBT POLICY**

- a) Taxable debt shall be issued by the County when more attractive long-term financing opportunities are available.
- b) The County may issue taxable debt:
  - i) To avoid burdensome arbitrage regulations.
  - ii) If private activity bond rules limit the ability of the County to enter into public-private partnerships that may be advantageous to the citizens of the County.
- c) Under the American Recovery and Reinvestment Act of 2009 (ARRA), the County may issue Build America Bonds (BABs) to promote reinvestment in local capital projects within the County.
- d) Before taxable debt is considered, the County will complete a thorough analysis of all the attributes of such use, consider the legality of the issuance and evaluate the market conditions.

### **DEBT PRACTICES POLICY**

- a) The Debt Act provides the borrowing limits for local government units.
- b) *Debt Limits*
  - i) The County will issue debt only for the purposes of constructing or acquiring capital assets and for making major renovations to existing capital assets or when the project is included in the County's adopted Capital Improvement Program.
  - ii) The County can legally incur non-electoral debt equal to three hundred percent of its borrowing base. The borrowing base is the average of total revenues for the past three years minus certain statutory deductions.
  - iii) The County will not construct or acquire a public facility if it is unable to adequately provide for the subsequent annual operation and maintenance costs of the facility.
  - iv) The County will maximize the use of pay-as-you go financing to fund its Capital Investment Program whenever feasible and practical.
  - v) Growth in debt service should be sustainable consistent with the projected growth of revenues.
  - vi) In no case will debt maturity exceed the useful life of the project. The County will attempt to maximize the rapidity of principal repayment where possible.
  - vii) The County will examine four statistical measures to determine debt capacity and compare these ratios to other counties, rating agency standards and the County's historical ratios to determine debt affordability. In order to determine its relative debt position, the County uses four measures:
    - 1) Debt per capita.
    - 2) Debt to personal income.
    - 3) Debt to taxable property value.
    - 4) Debt service payments as a percentage of general fund revenues or expenditures.
  - viii) Debt financing shall not exceed 90 percent of the useful life of the capital project, but in no event to exceed 30 years.

## ***DEBT MANAGEMENT POLICY***

### *c) Debt Structuring Practices*

- i) The County will strive to maintain a credit rating of “AAA”. The County will also maintain communication with bond rating agencies about its financial condition and will follow a policy of full disclosure in every financial report and official statement provided to bond rating agencies, to professional service providers for bond issues and to investors. The County will meet all debt service obligations when due and payable and will comply with all federal tax law provisions, such as arbitrage requirements.
- ii) The County may use capitalized interest to offset debt service costs as needed in the CIP.
- iii) Capital projects financed through the issuance of bonds shall not be financed for longer than the expected useful life of the project.
- iv) The County will strive to structure debt issues to maintain level annual debt service payments over time.
- v) The County will use its best efforts to maintain no more than 30 percent of its outstanding debt as variable rate debt.
- vi) The County will monitor the market from time to time to determine if variable rate debt remains cost effective.

### *d) Debt Issuance Practices*

- i) It shall be the responsibility of the Director of Financial Services to coordinate the timing, process, and sale of the County debt required in support of the CIP. The Director of Financial Services shall make recommendations to the Chief Operating Officer as necessary in order to accomplish the County financing objectives.
- ii) Prior to any debt issuance, an analysis of market conditions and other financing options will be conducted to determine the feasibility for entering the credit market at that time.
- iii) The County shall choose the method of sale of its bonds (competitive, invited, or negotiated) in light of financial and market conditions, considering an assessment of the different risks associated with each method. Thorough records shall be kept to document the process and reasons for selections.
- iv) A competitive process shall be used for selecting the County’s financial advisor on a continuing basis and for the selection of bond counsel and underwriters on a transaction-specific basis.
- v) Conduit debt issued/sponsored shall have a general public purpose. All conduit financings must insulate the County completely from any credit risk or exposure and must be approved by the County’s bond counsel and financial advisor before being submitted to the County Board of Commissioners for authorization.
- vi) Credit enhancements such as insurance, letters of credit, etc. will be used in those instances where deemed beneficial to do so.
- vii) The County may choose to issue short-term financing tools such as bond anticipation notes, tax anticipation notes, line of credit or pooled commercial paper where their use is judged by the County’s financial advisor and bond counsel to be prudent and advantageous.

### *e) Debt Management Practices*

- i) The County will manage debt issuance to comply with the adopted debt limits and will evaluate those every year and revise them as necessary.
- ii) The Director of Financial Services is responsible for providing continuing disclosure information to established national information repositories and for maintaining compliance with disclosure standards promulgated by state and national regulatory bodies.
- iii) In order to comply with Federal arbitrage legislation, the County will not issue obligations except for identifiable projects with very good prospects of timely initiation. Debt obligations will be issued as closely in time as feasible to the time contracts are expected to be awarded.

## ***DEBT MANAGEMENT POLICY***

### **USE OF DEBT-RELATED DERIVATIVES PRODUCTS POLICY**

- a) The County will exercise extreme caution in the issuance and sale of derivative instruments, and will consider their utilization only when sufficient understanding of the products and sufficient expertise for their appropriate use has been developed. Derivatives should not be used for speculation, but only to manage risks associated with the County's assets or liabilities and only in conformance with financial policies that reflect the risk tolerances and management capabilities of the County. All derivatives transactions will require the County Board of Commissioners' approval.
- b) These guidelines are intended for the use of various interest rate swaps and other financial products, including the contractual exchange of different fixed and variable rate payment streams through the use of derivative products. The swap policies are not intended in any way to require the County to modify or terminate existing interest rate swaps. The County has legal authorization to enter into swaps under the Debt Act. These Guidelines are designed to complement the Debt Act and the requirements thereof.

#### *c) Interest Rate Swaps*

Interest rate swaps and options are appropriate interest rate management tools that can help the County meet important financial objectives. Properly used, these instruments can increase the County's financial flexibility, provide opportunities for interest rate savings or enhanced investment yields, and help the County manage its balance sheet through better matching of assets and liabilities. Swaps may be integrated into the County's overall debt and investment management guidelines and should not be used for speculation or leverage.

- i) The County, together with the County's Financial Advisor and Swap Counsel, shall periodically review the County's swap guidelines and recommend appropriate changes.
- ii) The total notional amount of any one risk associated with interest rate swaps and options executed by the County shall not exceed an amount equal to 25 percent of the total of all general obligation debt of the County as a whole, unless the additional exposure results in debt service savings or assists the County in meeting certain financial objectives.

#### *d) Examples of Rationales for Utilizing Interest Rate Swaps and Options*

- i) Optimize capital debt structure, including fixed and variable rate allocations.
- ii) Achieve appropriate asset/liability match.
- iii) Manage risk, including:
  - 1) Interest rate risk
  - 2) Tax Risk
  - 3) Yield curve risk
  - 4) Liquidity renewal risk
- iv) Produce greater expected interest rate savings or incremental yield than cash market alternatives.
- v) Manage exposure to changing markets in advance of anticipated bond issuances (through the use of anticipatory hedging instruments).
- vi) Provide a specific benefit not otherwise available.

#### *e) Permitted Instruments*

The County may utilize the following financial products on a current or forward basis, after identifying the objective(s) to be realized and assessing the risks:

- i) Interest rate swaps, including floating-to-fixed, fixed-to-floating and/or floating-to floating basis swaps.
- ii) Interest rate caps/floors/collars.

## ***DEBT MANAGEMENT POLICY***

iii) Options, including swaptions, caps, floors, collars and/or cancellation or index based features.

### *f) Procedure for Submission and Execution*

The County may consider interest rate swaps and options that are either presented as proposals or that are developed by the County in consultation with consultants, advisors and legal counsel.

### *g) Procurement and Execution*

The County will not have a fixed guideline with respect to swap procurement and execution. The County will assess the benefits of competitively bidding financial products that are non-proprietary or generally available in the marketplace. On a product by product basis, the County will also have the authority to negotiate the procurement of financial products. For both competitive and negotiated procurements, the execution of any interest rate swap or option transaction shall be the subject of an independent review, analysis and finding by an independent financial advisor. As required by the Debt Act, that its terms and conditions reflect a fair market value of such agreement as of the date and time of its execution.

### *h) Counterparty Risk Assessment*

- i) The County will only do business with highly rated counterparties or counterparties whose obligations are supported by highly rated parties. The Debt Act requires the credit rating of any counterparty to be at least the third highest rating category from a nationally recognized rating agency.
- ii) The Debt Act requires swap counterparties, or their guarantor shall be rated at least "A", or equivalent by any of the nationally recognized rating agencies (i.e. Moody's, Standard and Poor's, and Fitch). In addition, the counterparty must have a demonstrated record of successfully executing swap transactions.
- iii) The County should not have an immutable credit standard. However, it shall be the County's preference to do business with highly rated counterparties of "Aa3" or "AA-" or better. For lower rated (below "Aa3" or "AA-") counterparties, the County will consider credit enhancement in the form of:
  - 1) Contingent credit support or enhancement.
  - 2) Collateral consistent with the policies contained herein.

### *i) Swap Analysis*

In connection with any swap, the County and its Financial Advisor shall review the proposed transaction and outline any considerations associated with the transaction. Such an analysis shall include the assessment of the benefits outlined above and the risks listed below, as applicable.

### *j) Swap Risks*

- i) Termination Risk – The risk that a swap will be terminated by the counterparty prior to maturity and the swap has a negative value, causing the County to owe a termination payment to the counterparty. The Debt Act generally prohibits at-will terminations by a counterparty.
- ii) Basis Risk – The risk that the payment on the County's leg of a swap or on its underlying bonds will exceed the swap receipt, e.g. a tax-exempt variable rate issue which trades at a spread over SIFMA while the County only receives SIFMA under the swap.
- iii) Tax Risk – A form of basis risk- the risk of higher tax-exempt interest rates if tax law changes and lowers the taxation rate on interest income e.g. a tax cut, which results in an increase in the ratio of tax-exempt rates to taxable rates.
- iv) Counterparty Risk – The risk that the counterparty cannot make future payments or cannot make termination payments due to the County.

## ***DEBT MANAGEMENT POLICY***

- v) Yield Curve Risk – On swaps where an the County’s payment is based on a short-term index and its receipt is based on a long-term index, the risk that there will be negative cash flows and market value when the yield curve is flat or inverted.
- vi) Liquidity/Remarketing Risk – The risk that the County cannot secure a cost-effective renewal of a Liquidity Facility or Letter or Line of Credit with respect to its variable-rate bonds.
- vii) Market Access Risk – The risk that bonds related to a swap are not successfully issued or do not close.

### ***k) Benefit Expectation***

Financial transactions, using fixed rate swaps or other derivative products, should generate 1% greater projected savings for a transaction without tax risk (e.g. SIFMA swap) or at least 2% greater projected saving for a transaction with tax risk (e.g. LIBOR swap) than the savings guidelines the County would consider for traditional bonds. This threshold will serve as a guideline and will not apply should the transaction, in the County’s sole judgment, help to meet any of the other objectives outlined herein. The higher savings target reflects the greater complexity and higher risk of derivative financial instruments. For variable rate or other swap transactions that do not result in a fixed interest rate, the County will evaluate any additional value generated through the transaction in assessing the benefits of proceeding including the ability to meet the County’s financial objectives. These benefits may include for example, modifying tax risk, asset liability management, or further reducing expected interest expense.

### ***l) Legal and Contractual Requirements***

Unless otherwise approved by the County, it will use standard ISDA swap documentation including the Schedule to the Master Agreement and a Credit Support Annex as applicable. The County may use additional documentation if the product is proprietary or the County deems in its sole discretion that such documentation is otherwise in its interest.

### ***m) Pennsylvania Legal Authorization and Requirements***

Under the Debt Act, any derivatives agreement entered by the County must relate to an outstanding debt instrument of the County. The Agreement must contain the following provisions:

#### ***i) Termination Provision***

The agreement must contain a termination provision granting the County the right to optionally terminate a swap agreement at any time over the term of the agreement. In general, exercising the right to terminate an agreement should produce a benefit to the County, either through the receipt of a payment from a termination or, if the termination payment is made by the County, in conjunction with a conversion to a more beneficial (desirable) debt obligation, as determined by the County.

#### ***ii) Collateral***

As part of any swap agreement, the County may require collateralization or other forms of credit enhancements to secure any or all swap payment obligations, as deemed appropriate by the County and its Swap Counsel and Financial Advisor and under the following guidelines:

- 1) Each counterparty to the County may be required to post additional collateral if the credit rating of the counterparty or parent falls below a rating as determined by the County and its Financial Advisor at the time of executing the agreement.
- 2) Collateral shall be deposited with a third party trustee, or as mutually agreed upon between

## ***DEBT MANAGEMENT POLICY***

the County and the counterparty.

- 3) Acceptable securities that may be posted as collateral include cash, government treasuries and agency securities.
- 4) The County will not agree to post collateral under any circumstance.

### iii) Interest Rate Management Plan

Under the Debt Act, the County and its Financial Advisor must prepare an Interest Rate Management Plan prior to entering any transactions under these Guidelines. Per the terms of the Debt Act, the County will receive a Fair Market Opinion from its Financial Advisor with respect to each transaction, specifically the estimated compensation to the counterparty, and will monitor the risks with respect to all outstanding transactions on a regular basis.

### iv) Limitations on Termination Exposure to a Single Counterparty

- 1) In order to diversify the County's counterparty credit risk, and to limit the County's credit exposure to any one counterparty, limits will be established for each counterparty based upon both the credit rating of the counterparty as well as the relative level of risk associated with each existing and proposed swap transaction.
- 2) In addition, if the exposure limit is exceeded by a counterparty, the County shall conduct a review of the exposure limit per counterparty. The County, in consultation with its Swap Counsel and Financial Advisor, shall explore remedial strategies to mitigate this exposure.

### v) Ongoing Management

Per the Debt Act, the County must contract to receive continuing monitoring of interest rate risk, basis risk, termination risk, credit risk, market-access risk, and other risks associated with the outstanding swaps. The County will seek to maximize the benefits and minimize the risks of derivative instruments by actively managing its derivative program. This will entail frequent monitoring of market conditions, by the County's Director of Financial Services and the Financial Advisor, for emergent opportunities and risks relating to existing qualified interest rate management agreements. Active management may require modifications of existing positions including for example:

- 1) Early termination.
- 2) Temporary suspension of cash flows.
- 3) Shortening or lengthening the term.
- 4) Sale or purchase of options.
- 5) Use of basis swaps.

### vi) Ongoing Reporting Requirements

A written report providing the status of all interest rate swap agreements entered into by the County will be prepared by the Financial Advisor and provided to the Director of Financial Services and the Board of Commissioners at least on an annual basis (or other basis, if so directed by the Board of Commissioners) and shall include the following:

- 1) A listing of all outstanding qualified interest rate management agreements, type of derivative, rates paid and received by the County, total notional amount, forward start dates, and maturity date of each swap agreement.
- 2) Market value, including termination exposure of each of the County's qualified interest rate management agreements.
- 3) The credit rating (including any recent notable change) of each counterparty.
- 4) If applicable, information concerning any default by a counterparty to the County, including but not limited to the financial impact to the County, if any.

## ***DEBT MANAGEMENT POLICY***

### **DEBT SERVICE PAYMENT SETTLEMENT PROCEDURES POLICY**

- a) The County has a fiduciary responsibility to manage its funds in a manner that assures timely and accurate payment of debt service principal and interest. The responsibility also includes full use of funds for the benefit of the County until the payment due date. The County will ensure timely payment of funds for payments and negotiating terms with counterparties that serve both the County and bondholders' needs in accordance with bond documents.
  - i) The County will negotiate terms allowing for full investment of funds by it until the payment due date by utilizing electronic fund transfer.
  - ii) The County requires that trustees/fiscal agents/paying agents invoice the County for debt service payments a minimum of 30 days prior to the due date.
  - iii) The County will use electronic fund transfer to assure transfer to the trustee/fiscal agent/paying agent on the payment date. If payment must be made by check, the County will ensure paying the check no more than five (5) days prior to the payment date through a guaranteed delivery service.
  - iv) The County will ensure that all parties to the transaction (internal and external) are kept informed of the procedures established.

### **INVESTMENT BOND PROCEEDS POLICY**

#### ***a) Purchase and Sale of Investments***

The County shall competitively bid the purchase of securities, investment agreements, float contracts, forward purchase contracts and any other investment products used to invest bond proceeds. Compliance shall be maintained with all applicable Federal, State, and contractual restrictions regarding the use and investment of bond proceeds. This includes compliance with restrictions on the types of investment securities allowed, restrictions on the allowable yield of some invested funds as well as restrictions on the time period over which some bond proceeds may be invested. The Director of Financial Services may direct the investment of bond proceeds in accordance with the permitted investments for any particular bond issue. Providers of structured investment products and professional services required to implement the product or agreement will be recommended based on a competitive process conducted by the Financial Advisor or Investment Advisor.

#### ***b) Diversification***

Invested proceeds shall be diversified in order to reduce risk exposure to investment providers, types of investment products and types of securities held.

#### ***c) Disclosure***

It shall be required that all fees resulting from investment services or sale of products to the County be fully disclosed to ensure that there are no conflicts of interest and investments are being purchased at a fair market price. Underwriters of the bonds, but not the Financial or Investment Advisor, may bid on the sale of investment products for the proceeds. The Financial or Investment Advisor shall document the bidding process and results and shall certify in writing that a competitive and fair market price was received.

### **SELECTING AND MANAGING THE METHOD OF SALE OF BONDS POLICY**

The Board of Commissioners shall review each transaction on a case-by-case basis to determine the most appropriate method of sale.

## ***DEBT MANAGEMENT POLICY***

### *a) Competitive Sale*

In a competitive sale, bids for the purchase of the bonds are opened at a specified place and time and are awarded to the Underwriter (or syndicate) whose conforming bid represents the lowest true interest cost to the County. The County may take bids in person, by facsimile, or by electronic means.

- i) Bond sales shall be advertised as broadly as possible, including advertising in an industry newspaper. The Financial Advisors for each transaction shall undertake to market the bonds to prospective bidders and investors as relevant.
- ii) Terms of the bonds shall be amendable as late as possible and ideally until at least the day prior to the day bids are to be received.
- iii) Bond sales shall be cancelable at any time prior to the time bids are to be received.
- iv) Upon award to the bidder whose conforming bid represents the lowest true interest cost, the County may restructure the bonds in accordance with the Official Notice of Sale.
  - 1) The County shall reserve the unfettered right to reject all bids or waive bid irregularities.
  - 2) The Board of Commissioners shall award any bonds sold via competitive sale.

### *b) Negotiated Sale*

In a negotiated sale, the County chooses the initial buyer of the bonds in advance of the sale date, after a competitive process where the potential buyer is invited to submit proposals. The initial buyer is usually an investment banking firm, or a syndicate of investment banking firms interested in reoffering the bonds to investors through an underwriting process. This type of sale allows the County to discuss different financing techniques with the underwriter in advance of the sale date.

### *c) Private Placement*

Private placement, also referred to as a direct placement is a variation of a negotiated sale. Instead of retaining the services of an investment banking firm to underwrite the securities, the County will sell the bonds directly to a limited number of investors. The County may use a placement agent to assist it in identifying likely investors.

## **SELECTING BOND COUNSEL POLICY**

- a) The Bond Counsel will be selected by competitive process through a Request for Proposals (RFP). The County's contracting policies that are in effect at the time will apply to the contracts with finance professionals. Bond Counsel shall issue a written opinion affirming the County is authorized to issue the proposed debt, that the County has met all constitutional and statutory requirements necessary for issuance, and a determination of the proposed debt's federal income tax status. Selection of the Bond Counsel should be based on the following:
  - i) Experience of the firm with financings of the County or comparable issuers, and financings of similar size, types and structures, including financings in Pennsylvania.
  - ii) Knowledge and experience in public finance tax law.
  - iii) Experience of the firm with and its approach to applicable federal securities laws and regulations.
  - iv) Experience and reputation of assigned personnel.
  - v) Fees and expenses.
- b) Bond Counsel will be expected to provide all professional services necessary for the authorization, issuance and sale of the issue(s), including but not limited to the following:
  - i) Assistance with the structuring of the proposed bond issue, including attending at least one

## ***DEBT MANAGEMENT POLICY***

- working group meeting with the Director of Financial Services.
- ii) Preparation of the required legal notices and coordination with local newspapers and the County Solicitor so as to insure that proper notification is given under the Debt Act and the Sunshine Law.
- iii) Assistance with the preparation of the Debt Statement and Borrowing Base Certificate of the County.
- iv) Drafting of the Ordinance authorizing the issuance and sale of the Bonds.
- v) Review of the Official Statement, including the drafting of language describing the bonds and the tax implications of ownership of the bonds.
- vi) Review of the bond purchase contract.
- vii) Assembling and filing of the requisite documents and proceedings with the DCED under the Debt Act.
- viii) Attendance at any meetings of the County's Board of Commissioners at which bonds are authorized or sold.
- ix) Assistance in obtaining bond ratings.
- x) Preparation of bond closing documents, including Tax Certificate, IRS Form 8038-G and any and all other documents needed to accomplish the closing.
- xi) Drafting of and advice with respect to continuing disclosure undertakings of the County.
- xii) Drafting of the bond forms, arranging for printing of the bonds and coordination with the Depository Trust Company and the Underwriter.
- xiii) Attendance at and supervision of bond closings.
- xiv) To the extent requested by the underwriter, the rendering of supplemental opinions as to the accuracy of those portions of the Official Statement provided by Bond Counsel and whether the Bonds are exempt from registration under federal securities law.
- xv) Assembly of bound sets of closing documents for each issue to be provided to the County, the County Solicitor, the Financial Advisor, the Paying Agent and the Underwriter.
- xvi) Assistance with any additional documentation required in issuing Build America Bonds.

## **SELECTING FINANCIAL ADVISORS POLICY**

- a) The Financial Advisor(s) will be selected by competitive process through a Request for Proposals (RFP). The County's contracting policies that are in effect at the time will apply to the contracts with finance professionals. Selection may be based on a best value approach for professional services or the lowest responsive cost effective bid based upon pre-determined criteria:
- b) Financial Advisor(s) will be selected to assist in the debt issuance and debt administration processes. Additionally, the Financial Advisor will conduct competitive processes to recommend providers of financial services and products, including but not limited to: bond underwriters, remarketing agents, trustees, bond insurance providers, letter of credit providers, investment advisors and managers, investment measurement services, and custody services. Selection of the Financial Advisor(s) should be based on the following:
  - i) Experience in providing consulting services to complex issuers.
  - ii) Knowledge and experience in structuring and analyzing complex issues.
  - iii) Ability to conduct competitive selection processes to obtain investment products and financial services.
  - iv) Experience and reputation of assigned personnel.
  - v) Fees and expenses.
- c) Financial advisory services provided to the County shall include, but shall not be limited to the following:
  - i) Evaluation of risks and opportunities associated with debt issuance.
  - ii) Monitoring of the debt portfolio and bond proceeds investments to alert the County to

## **DEBT MANAGEMENT POLICY**

- opportunities to refund or restructure bond issues or modify investments.
- iii) Evaluation and recommendation regarding proposals submitted by investment banking firms.
- iv) Structuring and pricing bond issues, financial instruments and investments.
- v) Preparation of requests for proposals and selection of providers for bond counsel, underwriters, remarketing agents, letter of credit banks, investment products, financial products and financial services (trustee and paying agent services, printing, credit facilities, remarketing agent services, investment management services, custody services etc.).
- vi) Provide advice, assistance and preparation for presentations with rating agencies and investors.

## **SELECTING UNDERWRITERS FOR NEGOTIATED BOND SALE POLICY**

- a) The Underwriting firm(s) will be selected by competitive process through a Request for Proposals (RFP). The County's contracting policies that are in effect at the time will apply to the contracts with finance professionals. The Underwriter(s) will resell the County's bonds to investors at a negotiated price. In addition, the Underwriter(s) will provide ideas and suggestions with respect to structure, timing and marketing of the bonds being sold. Selection of the Underwriter(s) should be based on the following.
  - i) Experience of the firm and the individuals assigned to the County, and the identification and experience of the individual in charge of day-to-day management of the bond sale.
  - ii) A description of the firm's bond distribution capabilities including the experience of the individual primarily responsible for underwriting the proposed bonds.
  - iii) An understanding of the County's financial situation, including ideas on how the County should approach financing issues such as bond structures, credit rating strategies and investor marketing strategies.
  - iv) Knowledge of local political, economic, legal or other issues that may affect the proposed financing.
  - v) Access to sources of current market information to provide bond pricing data before, during and after the sale.
  - vi) The amount of uncommitted capital available and the ability and willingness of the firm to purchase the entire offering of the County, if necessary, in the case of a firm underwriting.
  - vii) Any contractual arrangements of the firm that could present a real or perceived conflict of interest.
  - viii) Fee and expenses.

## **PRICING BONDS IN A NEGOTIATED SALE POLICY**

- a) The cost of borrowing in a negotiated bond sale is established through the bond pricing process. The key items typically negotiated during the pricing process include bond yields, coupons, the Underwriter's discount, optional redemption provisions and the use of term bonds. The following practices shall be followed in a negotiated sale:
  - i) Promote fairness in a negotiated sale by using a competitive underwriter-selection process that ensures multiple proposals are considered.
  - ii) Remain actively involved in each step of the negotiation and sale process to uphold the public trust.
  - iii) Ensure that either a County employee or an outside professional other than the issue underwriter, who is familiar with and abreast of the condition of the municipal market, is available to assist in structuring the issue, pricing, and monitoring sales activities.
  - iv) Consider the use of different firms to serve as the Financial Advisor and Underwriter of an issue to avoid potential conflicts of interest that may arise.
  - v) Review the "Agreement Among Underwriters" and ensure that it governs all transactions during the underwriting period.

## ***DEBT MANAGEMENT POLICY***

- b) The cost of borrowing is one of the most important outcomes of the sale of bonds and is established through the pricing process. When issuing a bond, the County shall strive for the best balance between the yield for each maturity and the underwriters' compensation, which includes the takedown (sales commission), management fee, underwriting risk and expenses. The following practices shall be followed to improve the pricing process:
  - i) Communicate to the Underwriter specific goals to be achieved in the pricing of bonds and expectations regarding the roles of each member of the financing team, including the issuer and an independent Financial Advisor hired to assist in the pricing process. The Director of Financial Services has authority to make key decisions and shall be available throughout the pricing process.
  - ii) Take steps during the Underwriter selection process and prior to final pricing to manage the compensation to underwriters.
  - iii) Develop an understanding of prevailing market conditions, evaluate key economic and financial indicators, and assess how these indicators likely will affect the outcome of the pricing.
  - iv) Work with the Underwriter to develop an appropriate pre-marketing effort to gauge and build investor interest.
  - v) Request that the Senior Managing Underwriter propose a consensus pricing scale on the day prior to the pricing that represents the individual views of the members of the underwriting syndicate.
  - vi) Evaluate carefully whether the structural features that reduce the true interest cost (TIC) of a bond offering, but limit future flexibility in managing the debt portfolio, will result in greater overall borrowing costs.
  - vii) Give clear directions to Underwriters on how bonds should be allocated, consider how policy goals influence the pricing process, and review the "Agreement Among Underwriters" prior to the sale to ensure that it incorporates the County's goals.
  - viii) The Director of Financial Services shall approve all information that will be sent out by the underwriter on the preliminary pricing wire, including the allocation of bonds and the takedown.
  - ix) Evaluate the bond sale after its completion to assess the level of up-front costs of issuance, including whether the Underwriters' compensation was fair given the level of effort and market conditions, the pricing of the bonds, both in terms of the overall TIC and on a maturity-by-maturity basis, and the distribution of bonds and sales credits.
- c) Develop a database with information on each issue sold with regard to pricing performance, including the types of bonds sold (G.O. Bonds, etc.), credit rating, maturities, yield and takedown by maturity and the TIC.

## **APPENDICES**

- a) *Post Issuance Compliance Checklist*
  - i) The County has adopted the recommended post issuance compliance checklist developed by the National Association of Bond Lawyers (NABL) and the Government Finance Officers Association (GFOA). The following checklist is to assist bond counsel in discussing with issuers and conduit borrowers, as applicable, post issuance compliance matters. The checklist is divided into three parts: tax, securities and State law matters.
  - ii) The checklist can serve as a framework for discussion at an appropriate time during the transaction or as a written document prepared by bond counsel and furnished to the issuer or conduit borrower after completion of the financing. Bond counsel may need to explain various items on the checklist to provide the issuer with a more complete understanding of the noted concept.
  - iii) The checklist can be amended or supplemented as needed to address the particular financing issue. Issuers and conduit borrowers are encouraged to contact bond counsel at any time they may have questions or concerns pertaining to tax, securities or State law issues. In the document

## ***DEBT MANAGEMENT POLICY***

reference column, where applicable, the financing document pertaining to the referenced point should be named. This will assist others on the finance team – present and future – to be able to locate the original notation. The responsibility column should list the various offices/desks within the government or legal or other professional that have been engaged for the purpose of that section who is/are responsible for maintaining the noted task.

- iv) The checklist is intended to help issuers and/or borrowers throughout the entire lifetime of the financing to identify matters that need to be analyzed by the issuer and perhaps by counsel. Issuers are encouraged to retain and distribute the checklist to all responsible parties and others who may find it useful during the lifetime of a financing.
- v) The completion and distribution of this checklist does not presume a contractual obligation on parties to complete these tasks.

### ***b) Derivatives Checklist***

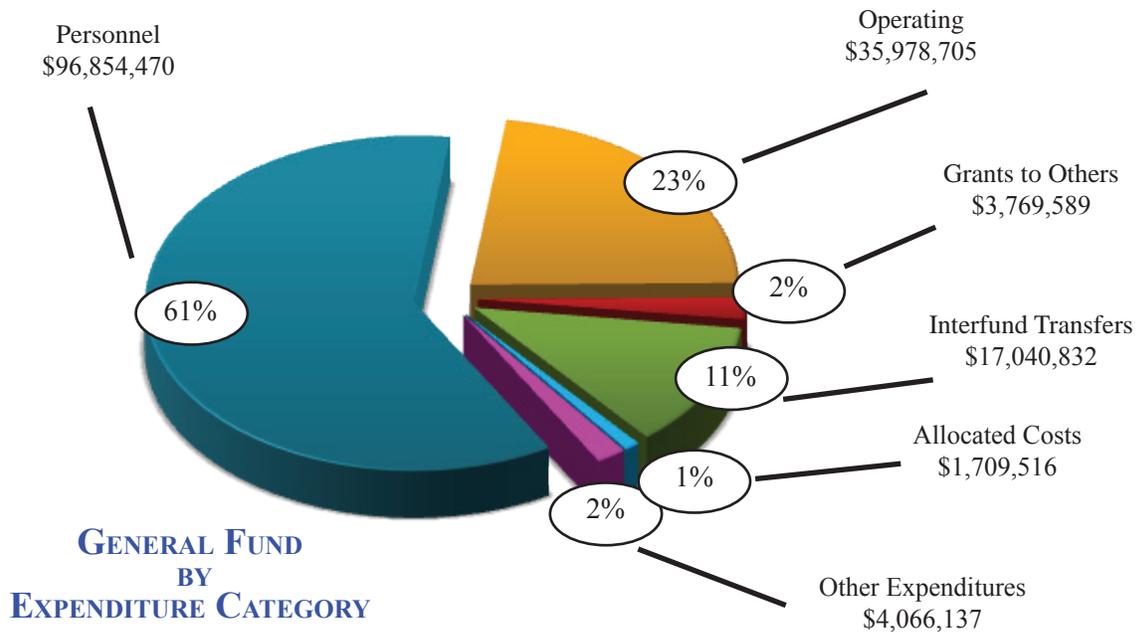
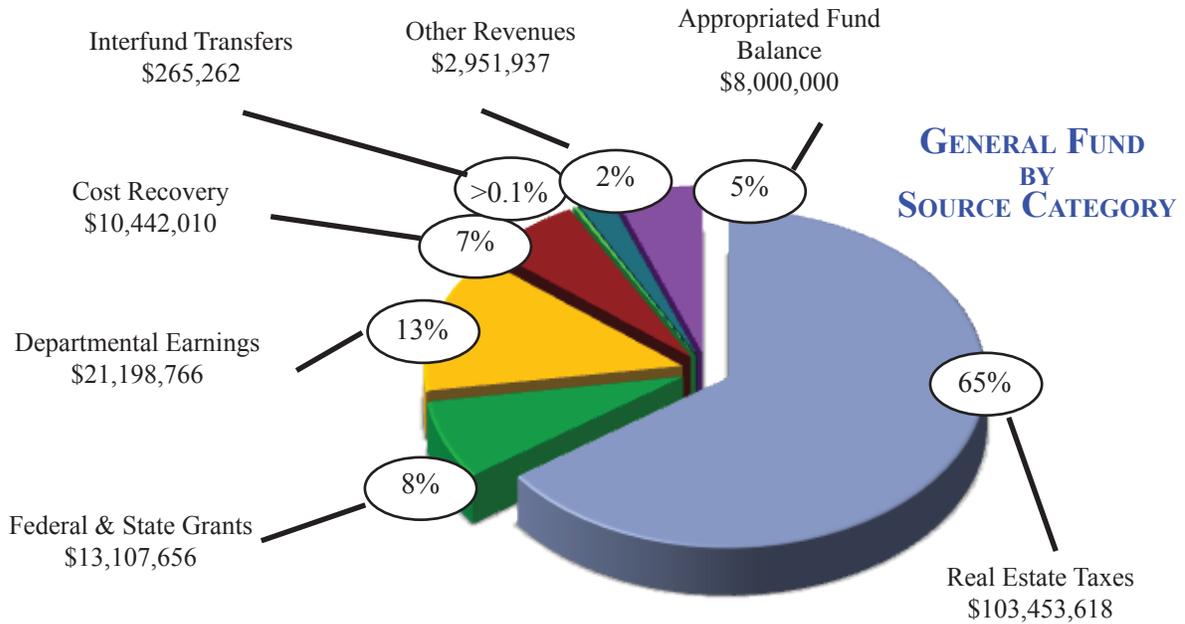
This checklist created by the GFOA is to be used prior to entering into any derivatives transaction. This checklist presumes the County has adopted a derivatives policy and that the County's staff has been trained in the evaluation and use of derivative products. An issuer that cannot answer the questions in this checklist is advised to continue its training prior to completing a derivatives transaction. Many of the capitalized terms used in this checklist are used as defined in International Swaps and Derivatives Association, Inc. (ISDA) documents.

# GENERAL FUND

The General Fund is organized by department, or cost center, each having a specific function. This section contains summary data for each department.

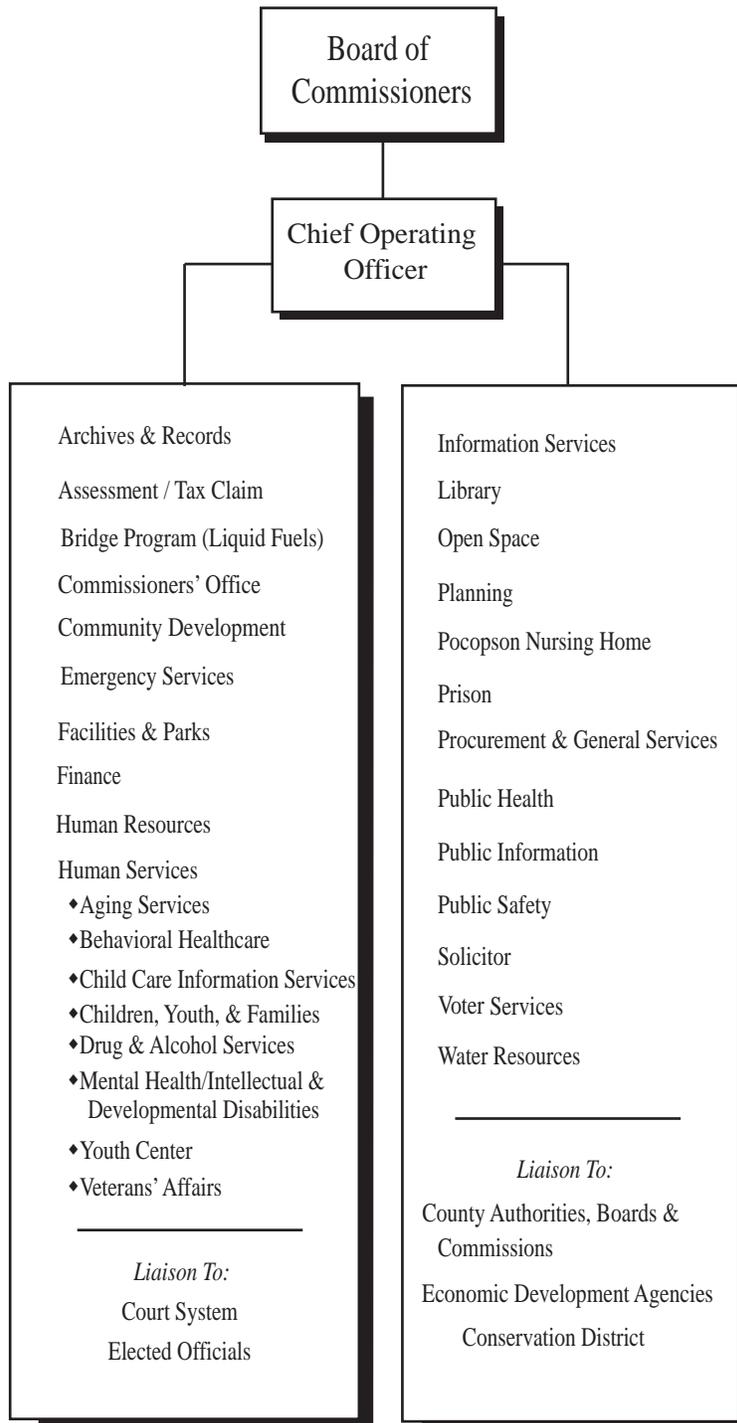
Revenue summaries show estimates classified by major object or revenue type. Expenditure summaries are also classified by major object of expenditure.

## GENERAL FUND BUDGET \$ 159.4 MILLION



(%’s may not equal due to rounding)

**COMMISSIONERS**



## COMMISSIONERS

The three member Board of Commissioners constitutes the chief governing body of the County. The Board, together with its executive staff, manages a large and diverse organization whose mission is to provide quality government services in an efficient, cost effective manner. Elected every four years, the Commissioners are responsible for policy-making, fiscal management, and administration of County affairs.

The Commissioners serve on the Salary, Prison, Retirement, and Election Boards as well as a variety of other boards affiliated with County departments. They appoint members of County authorities and commissions, such as the Solid Waste Authority, the Industrial Development Authority, and the Airport Authority.

The Commissioners create and appoint constituency-based groups that provide guidance in tackling issues of great impact and concern to taxpayers, such as the Open Space Advisory Committee.

### *Mission Statement*

The mission of the Commissioners' Office is to provide fiscally responsible services to the citizens and visitors of Chester County so that they may experience services through efficient and cost effective operations.

### *Department Strategic Goals*

Please see the Managing For Results section, page 41 for the discussion of the Commissioners' County-wide goals.

### *Activities*

#### ➤ **Executive Administration**

The purpose of the Executive Administration Activity is to provide leadership, direction, and strategic management services to the departments and agencies of the Chester County government so they can successfully execute the goals and priorities established by the County Commissioners.

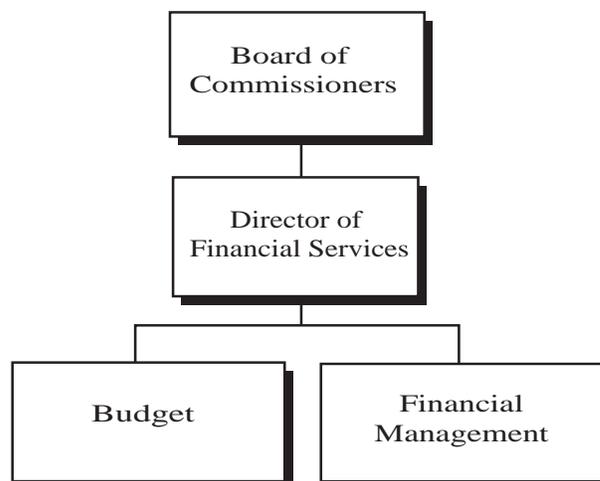
#### ➤ **Commissioner Support**

The purpose of the Commissioner Support Activity is to provide information, records management, and meeting support to the Commissioners of Chester County so they can have the information in a timely manner to make informed decisions.

<b>Plan Year</b>		<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
2016	% of meeting agendas provided in a timely fashion	95%	95%	95%	95%

**COMMISSIONERS**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 878,765	\$ 884,405	\$ 864,471	\$ 862,378
Operating	79,226	72,110	88,355	88,947
TOTAL	<u>\$ 957,991</u>	<u>\$ 956,515</u>	<u>\$ 952,826</u>	<u>\$ 951,325</u>
 <i>Cost to County</i>	 \$ 957,991	 \$ 956,515	 \$ 952,826	 \$ 951,325
 <b>NET COST TO COUNTY BY ACTIVITY</b>				
Executive Administration	\$ 584,930	\$ 582,632	\$ 577,900	\$ 583,935
Commissioner Support	373,061	373,883	374,926	367,390
NET COST	<u>\$ 957,991</u>	<u>\$ 956,515</u>	<u>\$ 952,826</u>	<u>\$ 951,325</u>
 <b>AUTHORIZED FULL-TIME FTEs</b>	 9.7	 9.7	 9.7	 9.7
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.6	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>9.7</u>	<u>10.3</u>	<u>9.7</u>	<u>9.7</u>



***Mission Statement***

The mission of the Finance Department is to provide budgeting and financial management services to elected officials and County departments so they can deliver programs and services in the most cost effective and efficient manner.

***Department Strategic Goals***

- **Goal 1 - Capital Management** **Supports Commissioners' Priority - Financial Management**

The County will implement and utilize programming modules to budget, procure, and manage Capital Projects to maximize resources and efficiencies from start to completion.

  - By 2017 research a Capital Projects Budget Module which will include a budget and project plan with key mile stones and tasks with timelines.
  - More than 75 percent of projects support the strategic objectives.
  
- **Goal 2 - Managing for Results Budgeting** **Supports Commissioners' Priority - Financial Management**

Chester County departments will make budget decisions using Managing for Results (MFR) tools and systems based on best practices and standards, as evidenced by the implementation of the following:

  - By 2016 cost/benefits of a cash management module.
  - By 2017 enhanced multi-year budget modules.
  - By 2017 further enhance work flow for capital budgets.
  
- **Goal 3 - Best Financial Practices** **Supports Commissioners' Priority - Financial Management**

Chester County will adopt best financial practices, as evidenced by the implementation of the following:

  - By 2016, 90 percent principal, elements, and practices of the National Advisory Council on State and Local Budgeting (NACSLB) as published in the *Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting*.
  
- **Goal 4 - Financial Operations** **Supports Commissioners' Priority - Financial Management**

The County shall maintain strong financial operations supported by strong, responsible fiscal policy as evidenced by the following results 100 percent of the time:

**FINANCE**

- County maintains the highest bond rating (Aaa/AAA).
- County maintains Working Capital Reserves equal to ten percent of the subsequent year’s adopted General Fund expenditures.
- County maintains an Unrestricted Fund Balance in the General Fund of not less than two months (two-twelfths) of the subsequent year’s General Fund expenditures.
- County receives the distinguished Government Finance Officers Association (GFOA) budget award.
- Budget and financial information available to stakeholders in a timely manner.

**Activities and Performance Measures**

➤ **Budget**

**Supports Goals 1, 2, 3, and 4**

The purpose of the Budget Activity is to provide resource allocation services to departments so they can develop, implement, and evaluate a plan to make informed choices about the provision of services and capital assets.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of participating departments that develop, implement, and evaluate budgets based on Managing for Results (MFR) requirements	100%	100%	100%
2016	% of NACSLB practices, elements, and principles incorporated in the budget development, implementation, and evaluation process	90%	81%	90%
2016	% of time the County receives the distinguished GFOA budget award	100%	100%	100%
2014	% of capital budgets approved within the adopted capital plan	100%	100%	100%

➤ **Financial Management**

The purpose of the Financial Management Activity is to provide integrated financial reporting and asset protection services to departments and stakeholders in County government so they can make sound financial decisions which efficiently use resources to ensure the financial strength of Chester County government.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of time the County receives highest bond rating (Aaa/AAA)	100%	100%	100%
2016	Cost of risk shall not exceed .6 percent of the original operating budget	100%	N/A	100%
2016	The average annual rate of return on operating investments out performs the 91-day T-bill average	100%	100%	100%

➤ **Financial Management - continued**

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2014	% of departments maintaining targeted budget variances within three percent of original net County contribution	80%	80%	N/A	N/A
2014	Cost of risk shall not exceed .5 percent of the original operating budget	100%	100%	N/A	N/A

<u>ACTUAL</u>	<u>ACTUAL</u>	<u>2015 BUDGET AS OF 9/30</u>	<u>APPROVED</u>
<u>2013</u>	<u>2014</u>	<u>AS OF 9/30</u>	<u>2016</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 852,617	\$ 852,404	\$ 861,326	\$ 854,340
Operating	17,886	18,360	28,865	26,303
TOTAL	<u>\$ 870,503</u>	<u>\$ 870,764</u>	<u>\$ 890,191</u>	<u>\$ 880,643</u>

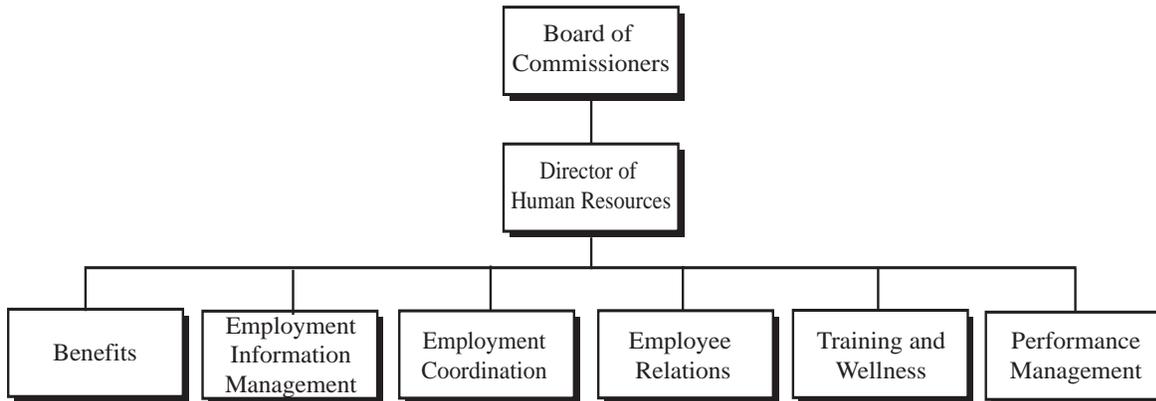
<i>Cost to County</i>	\$ 870,503	\$ 870,764	\$ 890,191	\$ 880,643
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**NET COST TO COUNTY BY ACTIVITY**

Budget	\$ 534,215	\$ 551,849	\$ 571,630	\$ 572,214
Financial Management	336,288	318,915	318,561	308,429
NET COST	<u>\$ 870,503</u>	<u>\$ 870,764</u>	<u>\$ 890,191</u>	<u>\$ 880,643</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	9.6	9.6	9.6	9.6
<b>AUTHORIZED PART-TIME FTEs</b>	0.3	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>9.9</u>	<u>9.6</u>	<u>9.6</u>	<u>9.6</u>

## HUMAN RESOURCES



### *Mission Statement*

The mission of the Human Resources Department is to provide workforce recruitment, training, support, and management services to the Chester County government and its departments so that they may excel in their operational goals.

### *Department Strategic Goals*

- **Goal 1 - Attract and Retain Employees** **Supports Commissioners' Priority - Governance**

By 2019, County departments will recruit and retain employees who are competent, highly motivated, flexible, and productive, as evidenced by:

  - Rate of employee turnover will remain at less than four percent.
  - 98 percent of employees will successfully complete their probationary period.
  - 90 percent of new hires will be retained for 12 months or more.
  
- **Goal 2 - Management Team Support** **Supports Commissioners' Priority - Governance**

By 2019, County departments will have highly competent management teams demonstrating excellent leadership skills and knowledge, as evidenced by:

  - 99 percent of employees will be able to correlate their job performance to department goals.
  - 90 percent of employees participating in ongoing training will indicate they experienced increased job related skills and/or improved performance.
  - 75 percent of employee grievances will be resolved within 45 business days.
  - 70 percent of County departments will have employees engaged in the County's Leadership Development Program.
  
- **Goal 3 - Benefits** **Supports Commissioners' Priority - Governance**

By 2019, the County will maintain a fiscally responsible healthcare benefit program which meets the needs of employees, as evidenced by:

  - Rate of increase in annual healthcare benefit costs to the County will not exceed the Centers for Medicare and Medicaid (CMS) Estimated Annual Percentage Change.
  - Ten percent or less of employee resignations will indicate benefit issues as a cause.
  - 90 percent of employees will indicate they are "Very Satisfied" with current County benefits.

**HUMAN RESOURCES**

➤ **Goal 4 - Workplace Wellness** **Supports Commissioners' Priority - Governance**

By 2019, County departments will have employees with increased health and engagement, as evidenced by:

- Rate of participation in County-sponsored wellness initiatives at or above 30 percent.
- Rate of workers' compensation incidents at or below five percent.

➤ **Goal 5 - Accountability and Transparency** **Supports Commissioners' Priority - Governance**

By 2019, County departments will have confidence in employee and departmental data and data services provided, as evidenced by:

- 99 percent of employment information will be accurately entered into the Human Resource Information System by set deadlines.
- Rate of accuracy in entered performance data will be at or above 90 percent.

***Activities and Performance Measures***

➤ **Benefits** **Supports Goals 3 and 4**  
 The purpose of the Benefits Activity is to provide benefits administration and management services to Chester County departments so that they may provide fiscally responsible employment benefit packages necessary to attract and retain a quality workforce.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% change in County healthcare costs compared to previous year	4.7%	.87%	4.7%
2016	% of employee resignations caused by benefits issues as identified on the exit interview response	1%	0%	1%
2016	Rate of workers' compensation incidents (per 100 FTEs)	3%	N/A	3%
2015	% of County employees taking part in County-sponsored wellness programs/initiatives	23%	4.5%	N/A

➤ **Employment Information Management** **Supports Goal 5**  
 The purpose of the Employment Information Management Activity is to provide compensation analysis and data maintenance services to Chester County government and its departments so that they may make informed workforce management decisions.

## HUMAN RESOURCES

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of employment information accurately entered into the Human Resource Information System by the identified deadline	100%	100%	100%	100%
2016	% of employee resignations caused by compensation issues as identified on the exit interview response	10%	39%	15%	10%
2015	% of annual performance reviews entered into the Human Resource Information System by deadline	70%	99%	99%	N/A

### ➤ Employment Coordination

### Supports Goal 1

The purpose of the Employment Coordination Activity is to provide recruitment services to departments so that they may meet their workforce requirements.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of new employees successfully completing probation	90%	86%	87%	90%
2016	% of new hires retained for at least 12 months	90%	N/A	N/A	90%
2016	% of external employment offers accepted	95%	N/A	N/A	95%
2016	Rate of employee promotion	3%	N/A	N/A	3%

### ➤ Employee Relations

### Supports Goal 2

The purpose of the Employee Relations Activity is to provide regulatory compliance and County policy and procedure guidance services to County departments so that they will effectively manage their employees within the constraints of the law and following County policies and procedures.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	Rate of absenteeism	1%	-5%	-10%	1%
2016	% of managers/supervisors trained in disciplinary procedures and Family and Medical Leave Act (FMLA)	25%	15%	7%	25%
2016	% of managers/supervisors, trained in disciplinary procedures and FMLA, who indicate increased knowledge and/or improved performance	85%	N/A	N/A	85%

**HUMAN RESOURCES**

➤ **Employee Relations - continued**

<b>Plan Year</b>		<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
2016	% of employee grievances resolved within 45 business days	80%	N/A	N/A	80%
2015	% of County employees who have access to a complaint procedure	100%	100%	100%	N/A
2015	% change in the use of disciplinary strategies beyond the department level	1%	13%	-35%	N/A

➤ **Training and Wellness**

**Supports Goals 2 and 4**

The purpose of the Training and Wellness Activity is to provide professional development services and workplace wellness opportunities to County employees so that the public may benefit from a continuously improving workforce.

<b>Plan Year</b>		<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
2016	% of managers/supervisors trained in management related skills	16%	8%	22%	16%
2016	% of employees participating in training to improve performance	32%	46%	38%	32%
2016	Rate of employee participation in County-sponsored wellness programs (per 100 employees)	30%	N/A	13%	20%
2016	% of employees who indicate they experienced increase management related skills and/or improved performance following training	90%	N/A	N/A	90%

➤ **Performance Management**

**Supports Goal 5**

The purpose of the Performance Management Activity is to provide performance management oversight, information, and reporting services to strategic plan managers, department directors, County executives, and County Commissioners so that they may be more accountable to the County residents.

<b>Plan Year</b>		<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
2016	% of participating departments' strategic plan performance data analyzed and reported on time each quarter	99%	N/A	N/A	99%
2016	Rate of accuracy in entered performance data	90%	N/A	N/A	90%
2016	% of employees who are able to correlate job performance to department and organizational goals	75%	N/A	N/A	75%

## HUMAN RESOURCES

### ➤ Performance Management - continued

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2015	% of output measures collected and reviewed with the appropriate frequency	80%	92%	90%	N/A
2015	% of participating departments' strategic plan performance published in quarterly Commissioners' reports	100%	100%	100%	N/A
2015	% of participating departments' strategic plan performance published in Annual Citizens' Reports	100%	100%	100%	N/A

	<u>ACTUAL 2013</u>	<u>ACTUAL 2014</u>	<u>2015 BUDGET AS OF 9/30</u>	<u>APPROVED 2016</u>
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### EXPENDITURES BY CATEGORY

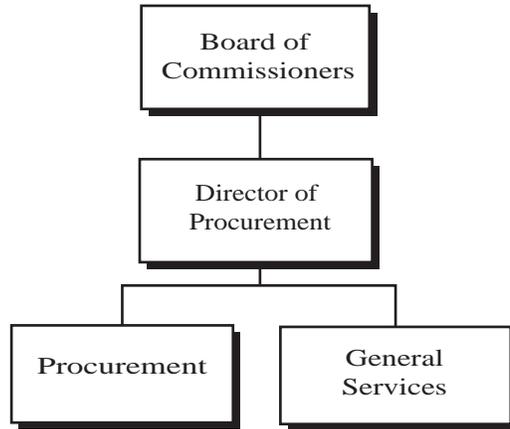
Personnel	\$ 811,302	\$ 814,332	\$ 826,213	\$ 881,512
Operating	143,911	138,272	152,283	161,831
<b>TOTAL</b>	<b>\$ 955,213</b>	<b>\$ 952,604</b>	<b>\$ 978,496</b>	<b>\$ 1,043,343</b>
<i>Cost to County</i>	\$ 955,213	\$ 952,604	\$ 978,496	\$ 1,043,343

### NET COST TO COUNTY BY ACTIVITY

Benefits	\$ 84,058	\$ 92,210	\$ 96,002	\$ 96,823
Employment Information Mgmt	357,833	369,937	364,061	374,837
Employment Coordination	85,620	74,018	94,267	99,817
Employee Relations	114,645	118,242	109,935	135,756
Training	155,107	153,488	159,885	173,332
Performance Management	157,950	144,709	154,346	162,778
<b>NET COST</b>	<b>\$ 955,213</b>	<b>\$ 952,604</b>	<b>\$ 978,496</b>	<b>\$ 1,043,343</b>

<b>AUTHORIZED FULL-TIME FTEs</b>	10.6	11.6	11.7	11.8
<b>AUTHORIZED PART-TIME FTEs</b>	2.6	2.0	1.3	0.7
<b>TOTAL AUTHORIZED FTEs</b>	<b>13.2</b>	<b>13.6</b>	<b>13.0</b>	<b>12.5</b>

**PROCUREMENT & GENERAL SERVICES**



***Mission Statement***

The mission of the Department of Procurement and General Services (DPGS) is to provide procurement, printing, duplicating, and mail delivery to Chester County departments so they can obtain cost effective goods and services in a timely manner.

***Department Strategic Goals***

➤ **Goal 1 - Purchasing** **Supports Commissioners' Priority - Financial Management**

Chester County departments will be able to purchase goods and services at a competitive cost, with available funding, as evidenced by:

- By 2019 ten percent of time cost increases stay at or under the Consumer Price Index (CPI) annually.
- By 2019, at least ten percent of contract extensions will provide goods and services at the same or lower cost.

➤ **Goal 2 - Procurement Procedures** **Supports Commissioners' Priority - Financial Management**

Chester County departments will follow established procurement procedures, as evidenced by:

- By 2019, 95 percent of purchase orders executed according to County guidelines.
- By 2019, 95 percent of contracts contain appropriate terms and conditions to protect the County from legal action.

***Activities and Performance Measures***

➤ **General Services** **Supports Goals 1 and 2**

The purpose of the General Services Activity is to provide printing, duplicating, and mail delivery services to Chester County departments so they can have their printing and mail needs met in a cost-effective and timely manner.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of customers have their mail needs met in a cost-effective and timely manner	98%	100%	98%	98%
2016	% of customers have their printing needs met in a cost-effective and timely manner	98%	100%	98%	98%

**PROCUREMENT & GENERAL SERVICES**

➤ **Procurement**

**Supports Goals 1 and 2**

The purpose of the Procurement Activity is to provide bid, contract, and purchase order services to Chester County departments so they can obtain goods and services in a cost-effective and timely manner.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of bids for goods/services obtained in a cost-effective and timely manner	97%	100%	97%	97%
2016	% of contract extensions provide goods/services at same or lower cost	10%	11%	10%	10%
2016	% of contracts contain appropriate terms and conditions to protect the County	95%	100%	95%	95%
2016	% of purchase orders executed according to guidelines	95%	100%	95%	95%

	<u>ACTUAL 2013</u>	<u>ACTUAL 2014</u>	<u>2015 BUDGET AS OF 9/30</u>	<u>APPROVED 2016</u>
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**REVENUES**

Other Revenues	\$ -	\$ 1,650	\$ -	\$ -
<b>TOTAL</b>	<u>\$ -</u>	<u>\$ 1,650</u>	<u>\$ -</u>	<u>\$ -</u>

**EXPENDITURES BY CATEGORY**

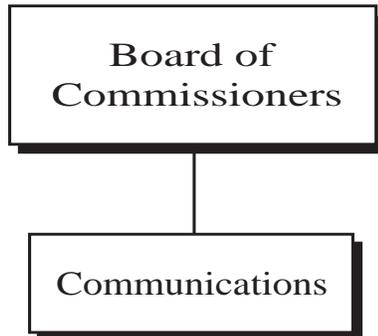
Personnel	\$ 1,404,439	\$ 1,419,932	\$ 1,393,952	\$ 1,375,152
Operating	107,092	84,656	110,393	116,758
<b>TOTAL</b>	<u>\$ 1,511,531</u>	<u>\$ 1,504,588</u>	<u>\$ 1,504,345</u>	<u>\$ 1,491,910</u>

<b>Cost to County</b>	\$ 1,511,531	\$ 1,502,938	\$ 1,504,345	\$ 1,491,910
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**NET COST TO COUNTY BY ACTIVITY**

General Services	\$ 737,815	\$ 711,387	\$ 728,143	\$ 713,094
Procurement	773,716	791,551	776,202	778,816
<b>NET COST</b>	<u>\$ 1,511,531</u>	<u>\$ 1,502,938</u>	<u>\$ 1,504,345</u>	<u>\$ 1,491,910</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	21.0	21.0	21.0	21.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.1	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>21.1</u>	<u>21.0</u>	<u>21.0</u>	<u>21.0</u>



***Mission Statement***

The mission of the Public Information Office is to provide communication and information services to County departments and the citizens so that they are well informed with accurate, complete, and timely information.

***Activities***

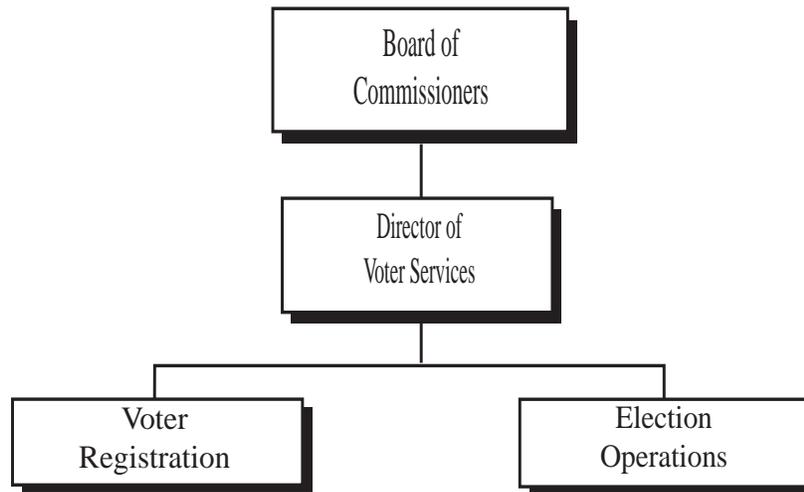
➤ **Communications**

The purpose of the Communications Activity is to provide information services to the citizens of Chester County so they can have information about Chester County government in a timely manner.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of press inquiry responses provided in a timely manner	90%	95%	90%	90%
2016	% uptake of press releases issued	75%	N/A	N/A	75%
2016	% change in social media engagement	15%	N/A	N/A	15%

**PUBLIC INFORMATION**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 93,426	\$ 98,923	\$ 96,796	\$ 98,850
Operating	19,745	16,249	20,486	19,846
TOTAL	<u>\$ 113,171</u>	<u>\$ 115,172</u>	<u>\$ 117,282</u>	<u>\$ 118,696</u>
<i>Cost to County</i>	\$ 113,171	\$ 115,172	\$ 117,282	\$ 118,696
<b>NET COST TO COUNTY BY ACTIVITY</b>				
Communications	\$ 113,171	\$ 115,172	\$ 117,282	\$ 118,696
NET COST	<u>\$ 113,171</u>	<u>\$ 115,172</u>	<u>\$ 117,282</u>	<u>\$ 118,696</u>
<b>AUTHORIZED FULL-TIME FTEs</b>	1.3	1.3	1.3	1.3
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>1.3</u>	<u>1.3</u>	<u>1.3</u>	<u>1.3</u>



***Mission Statement***

The mission of the Department of Voter Services is to provide registration, candidate advisory, election operation, and reporting services to the residents of Chester County so they can participate in the democratic process.

***Department Strategic Goals***

- **Goal 1 - Convenient and Timely Voting** **Supports Commissioners' Priority - Governance**  
 By 2019 Chester County voters will experience more convenient and timely voting, as evidenced by:
  - During peak voting hours, 60 percent of voters can vote in 30 minutes or less.
  - During non-peak voting hours, 90 percent of voters can vote in 15 minutes or less.
  - 100 percent of voter registrations will be processed within five business days of receipt at the County.
  
- **Goal 2 - Transparency and Accountability** **Supports Commissioners' Priority - Governance**  
 By 2019 Chester County voters will experience increased confidence in the transparency and accountability of the services provided by the department and the electronic voting process, as evidenced by:
  - 100 percent of ballots issued are accounted for.
  - 100 percent of legally required documents filed are available to the public.
  - 100 percent of electronic equipment is publically tested prior to the election.
  
- **Goal 3 - Staffed Polling Locations** **Supports Commissioners' Priority - Governance**  
 By 2019 Chester County voters will experience more adequately staffed polling places, as evidenced by:
  - A 25 percent increase in poll worker applications.

## **VOTER SERVICES**

### ***Activities and Performance Measures***

#### ➤ **Voter Registration**

**Supports Goal 1**

The purpose of the Voter Registration Activity is to provide information, registration, and record keeping services to the residents of Chester County so they can be eligible to participate in the voting process.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of voter registrations processed within five business days of receipt at the County	100%	100%	100%	100%

#### ➤ **Election Operations**

**Supports Goals 1, 2, and 3**

The purpose of the Election Operations Activity is to provide election preparation, coordination, reporting, voter information, and candidate advisory services to registered voters of Chester County so they can cast their ballot knowing that every vote is counted.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of electronic equipment and ballots publically tested prior to the election	100%	100%	100%	100%
2016	% of precincts submitting error free paperwork that is subsequently reconciled	80%	90%	80%	80%
2016	% of ballots issued are accounted for	100%	100%	100%	100%
2016	% of poll workers receive non-mandated training annually	30%	37%	40%	30%

**VOTER SERVICES**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ -	\$ -	\$ -	\$ 60,000
Departmental Earnings	11,609	5,403	24,500	6,000
Other Revenues	61,600	-	-	-
TOTAL	<u>\$ 73,209</u>	<u>\$ 5,403</u>	<u>\$ 24,500</u>	<u>\$ 66,000</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 965,027	\$ 938,602	\$ 1,016,946	\$ 1,042,035
Operating	879,773	877,995	933,609	1,079,034
TOTAL	<u>\$ 1,844,800</u>	<u>\$ 1,816,597</u>	<u>\$ 1,950,555</u>	<u>\$ 2,121,069</u>

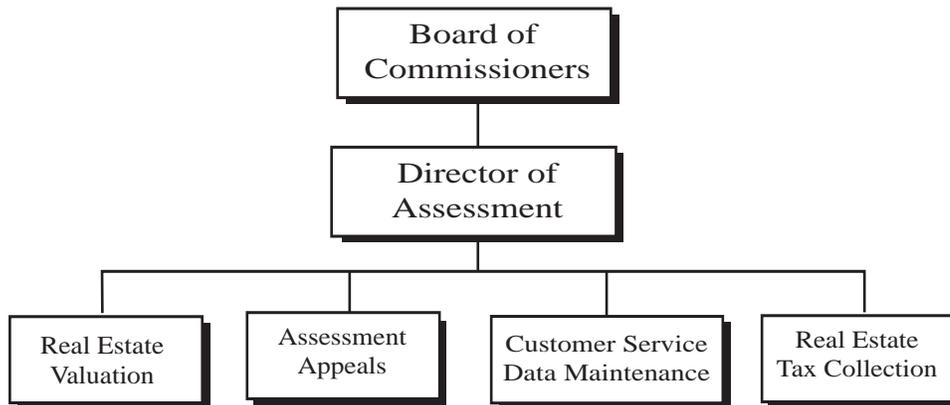
<i>Cost to County</i>	\$ 1,771,591	\$ 1,811,194	\$ 1,926,055	\$ 2,055,069
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**NET COST TO COUNTY BY ACTIVITY**

Voter Registration	\$ 563,379	\$ 538,079	\$ 623,736	\$ 681,298
Election Operations	1,208,212	1,273,115	1,302,319	1,373,771
NET COST	<u>\$ 1,771,591</u>	<u>\$ 1,811,194</u>	<u>\$ 1,926,055</u>	<u>\$ 2,055,069</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	14.0	14.0	14.0	14.0
<b>AUTHORIZED PART-TIME FTEs</b>	2.9	2.7	3.9	4.2
<b>TOTAL AUTHORIZED FTEs</b>	<u>16.9</u>	<u>16.7</u>	<u>17.9</u>	<u>18.2</u>

## ASSESSMENT / TAX CLAIM



### *Mission Statement*

The mission of the Assessment and Tax Claim Office is to provide real property valuation, tax roll certification, data distribution, real estate tax collection and distribution services to Chester County property owners and taxing authorities so they can experience equitable real estate taxation, project future revenue, and receive otherwise uncollectible real estate tax revenue.

### *Department Strategic Goals*

#### ➤ **Goal 1 - Assessments**

#### **Supports Commissioners' Priority - Financial Management**

By 2019 all Chester County property owners will continue to receive accurate and timely assessments, independent and timely due process for assessment appeals, and superior customer service, as evidenced by:

- One percent assessment error rate.
- 30 days or less between close of permit and mailing date of Assessment Change Notice.
- 95 percent of appeal hearings scheduled within 30 days of application filing date.
- 95 percent of appeal decisions mailed with 15 days of hearing date.
- 60 percent of customers “very satisfied” with service received based on survey results.

#### ➤ **Goal 2 - Accessibility of Information**

#### **Supports Commissioners' Priority - Financial Management**

By 2019 all customers who need assessment and property mapping information will continue to access it by their preferred delivery channel, as evidenced by:

- 100 percent of assessment information available via internet.
- 100 percent of property mapping information available via intranet (Assessment Office public counter).
- 100 percent of property mapping information available via internet.
- 100 percent of aerial images current within a three-year cycle.
- 60 percent of customers “very satisfied” with ease of accessing information based survey results.

**ASSESSMENT / TAX CLAIM**

➤ **Goal 3 - Real Estate Tax Options**

**Supports Commissioners' Priority -  
Financial Management**

By 2019 Chester County Taxing Authorities will continue to recover unpaid tax revenues, as evidenced by:

- The rate of delinquent real estate taxes to tax levy will remain at or below 1.5 percent.
- Disburse 80 percent of total delinquent real estate taxes collected.

***Activities and Performance Measures***

➤ **Real Estate Valuation**

**Supports Goal 1**

The purpose of the Real Estate Valuation Activity is to provide property assessment services to Chester County property owners and taxing authorities so they can receive accurate and timely assessments.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of properties where new home construction settlement and close of permit occurs within 80 days	95%	99%	95%
2016	% of time issuance of use & occupancy permit and close of permit occurs within 100 days	95%	97%	95%
2016	% of properties where close of permit and mailing of Assessment Change Notice occurs within 30 days	95%	100%	95%
2016	% of customers receive accurate assessments	99%	100%	99%

➤ **Assessment Appeals**

**Supports Goal 1**

The purpose of the Assessment Appeals Activity is to provide hearing, scheduling and Board decision notification services to those who appeal their assessment and the taxing authorities so they can receive a timely hearing and Board of Assessment Appeals (BOAA) decision.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of BOAA decisions mailed within three weeks to customers filing an interim appeal	100%	98%	100%
2016	% of BOAA decisions mailed by November 14th to customers filing an annual appeal	100%	100%	100%
2016	% of BOAA hearings completed by October 31st for customers filing an annual appeal	100%	100%	100%

**ASSESSMENT / TAX CLAIM**

➤ **Assessment Customer Service / Data Maintenance**

**Supports Goals 1 and 2**

The purpose of the Assessment Customer Service / Data Maintenance Activity is to provide data maintenance and information services to those requesting data on Chester County properties so they can get current, accurate property information they request in a timely manner.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of property mapping information available via intranet (Assessment Office public counter) and available via internet	100%	100%	100%	100%
2016	% of assessment information available via internet	100%	100%	100%	100%
2016	% of transfers and address changes entered into the system within three days of receipt	97%	100%	97%	97%
2016	% of customers “very satisfied” with service received based on survey results	60%	100%	60%	60%

➤ **Real Estate Tax Collection**

**Supports Goal 3**

The purpose of the Real Estate Tax Collection Activity is to provide delinquent real estate tax collection and distribution services to Chester County taxing authorities so they may receive otherwise uncollectible tax revenue.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of total collected delinquent real estate taxes disbursed	80%	86%	80%	80%
2016	% of outstanding delinquent real estate taxes to total tax levy	1.5%	1.1%	1.1%	1.5%
2015	% of total annual certified liens collected	95%	111%	95%	N/A

**ASSESSMENT / TAX CLAIM**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Departmental Earnings	\$ 2,652,688	\$ 2,395,327	\$ 2,430,000	\$ 2,399,500
Other Revenues	-	162	-	-
<b>TOTAL</b>	<u>\$ 2,652,688</u>	<u>\$ 2,395,489</u>	<u>\$ 2,430,000</u>	<u>\$ 2,399,500</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 2,171,458	\$ 2,147,430	\$ 2,112,271	\$ 2,102,730
Operating	487,078	470,667	578,160	557,060
<b>TOTAL</b>	<u>\$ 2,658,536</u>	<u>\$ 2,618,097</u>	<u>\$ 2,690,431</u>	<u>\$ 2,659,790</u>

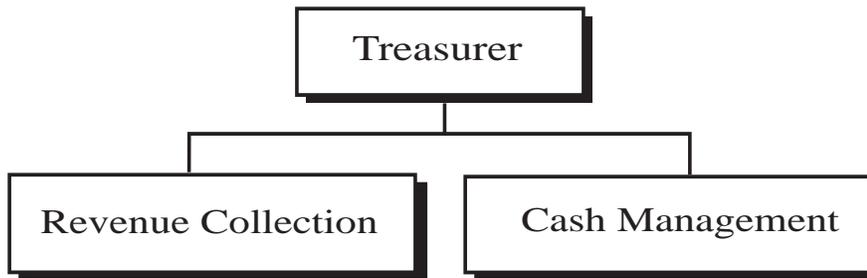
<i>Cost to County</i>	\$ 5,849	\$ 222,608	\$ 260,431	\$ 260,290
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**NET COST TO COUNTY BY ACTIVITY**

Real Estate Valuation	\$ 809,717	\$ 765,347	\$ 803,527	\$ 798,668
Assessment Appeals	379,485	350,330	365,779	362,330
Assessment Customer Service / Data Maintenance	674,550	708,645	698,649	723,245
Real Estate Tax Collection	(1,857,904)	(1,601,714)	(1,607,524)	(1,623,953)
<b>NET COST</b>	<u>\$ 5,849</u>	<u>\$ 222,608</u>	<u>\$ 260,431</u>	<u>\$ 260,290</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	32.0	31.0	31.0	31.0
<b>AUTHORIZED PART-TIME FTEs</b>	1.0	1.2	1.8	1.8
<b>TOTAL AUTHORIZED FTEs</b>	<u>33.0</u>	<u>32.2</u>	<u>32.8</u>	<u>32.8</u>

**TREASURER**



**Mission Statement**

The mission of the Treasurer’s Office is to provide tax collection, revenue collection, and license sales services to Chester County residents so they can timely comply with tax obligations and licensing requirements.

**Department Strategic Goals**

- **Goal 1 - Efficient Revenue Collection Services** **Supports Commissioners’ Priority - Financial Management**  
 By 2019, Chester County citizens will continue to receive convenient and timely tax collection services, as evidenced by:
  - Maintain the rate tax collections to tax levy at 98 percent or more.
  - 99 percent of certifications of tax payment will be issued within one business day.

**Activities and Performance Measures**

- **Revenue Collection** **Supports Goal 1**  
 The purpose of the Revenue Collection Activity is to provide collection services to Chester County residents and businesses so that they may conveniently comply with their tax and licensing obligations.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of tax certificates issued within one business day	99%	100%	100%	99%
2016	% of dog licenses issued within one business day	70%	100%	100%	99%
2016	Rate of tax collections to tax levy	98%	N/A	N/A	98%

- **Cash Management** **Supports Goal 1**  
 The purpose of the Cash Management Activity is to provide reconciliation and report services to Chester County departments so they can invest tax and other receipts more quickly and better manage their accounts.

**TREASURER**

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of bank statements successfully reconciled and reported within 10 business days	98%	N/A	N/A	98%
2015	% change of daily receipts available for immediate investment	5%	-1%	1%	N/A

	<u>ACTUAL 2013</u>	<u>ACTUAL 2014</u>	<u>2015 BUDGET AS OF 9/30</u>	<u>APPROVED 2016</u>
<b>REVENUES</b>				
Departmental Earnings	\$ 441,312	\$ 424,756	\$ 401,825	\$ 411,825
Other	2,623	3,217	2,500	2,500
<b>TOTAL</b>	<u>\$ 443,936</u>	<u>\$ 427,973</u>	<u>\$ 404,325</u>	<u>\$ 414,325</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 623,368	\$ 626,509	\$ 617,530	\$ 648,741
Operating	135,691	137,450	171,129	136,492
<b>TOTAL</b>	<u>\$ 759,059</u>	<u>\$ 763,959</u>	<u>\$ 788,659</u>	<u>\$ 785,233</u>

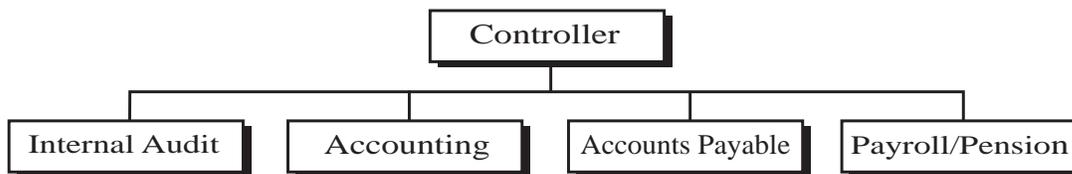
<i>Cost to County</i>	\$ 315,124	\$ 335,986	\$ 384,334	\$ 370,908
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**NET COST TO COUNTY BY ACTIVITY**

Collection	\$ (151,313)	\$ (79,647)	\$ 3,289	\$ (13,897)
Cash Management	466,437	415,633	381,045	384,805
<b>NET COST</b>	<u>\$ 315,124</u>	<u>\$ 335,986</u>	<u>\$ 384,334</u>	<u>\$ 370,908</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	11.0	10.0	10.0	10.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.1	0.0	0.4	0.4
<b>TOTAL AUTHORIZED FTEs</b>	<u>11.1</u>	<u>10.0</u>	<u>10.4</u>	<u>10.4</u>

## CONTROLLER



### *Mission Statement*

The mission of the Office of the Controller is to provide accounting, accounts payable, audit, and payroll/pension services to Chester County government and the public so they can be assured taxpayer funds are administered prudently and lawfully.

### *Department Strategic Goals*

- **Goal 1 - Zero Fraud and Theft** **Supports Commissioners' Priority - Financial Management**
- By 2019 Chester County will continue to strive for zero percent fraud and theft, as evidenced by:
- 100 percent of significant deficiencies/material weaknesses identified in audits will have a response from the auditee. The auditee's response will be reviewed and followed up by the internal audit staff.
  - 100 percent of tips received through the Fraud & Abuse hotline will be reviewed to ensure the tip applies to the functions of the County of Chester. Once reviewed, valid tips will be resolved and/or referred in accordance with County policy and/or applicable law within 30 - 60 days depending on the nature of the complaint.
  - The Fraud & Abuse hotline will be publicized to all County of Chester employees on an annual basis to serve as a reminder that a mechanism is in place to report suspicious and/or fraud related activity.
- **Goal 2 - Efficiency, Productivity, and Accountability** **Supports Commissioners' Priority - Financial Management**
- By 2019 Chester County will experience increased efficiency, productivity, and accountability, as evidenced by:
- Implement document imaging in the Controller's Office. Once implemented, reduce the retention and distribution of Controller's Office paper by 75 percent over the course of three years.
  - The date of the next external audit, 100 percent reduction in repeated material audit findings.
- **Goal 3 - Legal, Regulatory, and Policy Changes** **Supports Commissioners' Priority - Financial Management**
- By 2019 Chester County government will respond to and comply with legal, regulatory, and policy changes in the areas of payroll/pension, accounting, accounts payable, and audit, as evidenced by:
- Upon notification of a change in law, regulation, or policy in the areas of payroll/pension, accounting, accounts payable, and audit, information about this change will continue to be disseminated to affected customers.
  - All reporting requirements resulting from changes in law, regulation, or policy in the areas of payroll/pension, accounting, accounts payable, and audit will continue to be met.
  - Audit findings related to noncompliance with changes in law, regulation, or policy in the areas of payroll/pension, accounting, accounts payable, and audit will continue to be addressed in a timely manner.
  - Chester County will continue to be awarded the GFOA Award for Excellence in Financial Reporting each year.

➤ **Goal 4 - Enhancements to Processes**

**Supports Commissioners' Priority -  
Financial Management**

By 2019 Chester County's changes/enhancements to existing and future processes, procedures, and systems will ensure that the fidelity of all systems are maintained, as evidenced by:

- All payroll disbursements continue to be made accurately and timely, 100 percent of the time.\*
- 100 percent of vendor disbursements will continue to be made accurately and within the vendor's terms.\*
- Financial reporting requirements will continue to be met 100 percent of the time.

\* Based on the assumption that the data is received by the Controllers Office accurately and timely by the remitting department.

***Activities and Performance Measures***

➤ **Accounting**

**Supports Goals 2, 3, and 4**

The purpose of the Accounting Activity is to provide financial reporting, guidance, and data services to Chester County government and the public so they can have accurate, timely, and informative financial information.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of time Chester County receives the GFOA Award for Excellence in Financial Reporting (CAFR, annual)	100%	100%	100%

➤ **Payroll/Pension**

**Supports Goals 2, 3, and 4**

The purpose of the Payroll/Pension Activity is to provide payroll/pension services to current and former employees, regulatory agencies, and the actuary so they can be paid and/or reported to accurately and on time.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of current and former employees paid accurately and on time	100%	100%	100%
2016	% of regulatory agencies and the actuary reported to accurately and on time	100%	100%	100%

**CONTROLLER**

➤ **Accounts Payable**

**Supports Goals 2, 3, and 4**

The purpose of the Accounts Payable Activity is to provide vendor account management, customer service/information, and financial disbursement services to Chester County government and the public so they can be assured compliance, accuracy, and timely disbursement of vendor payments.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of vendor payments that are compliant and accurate	100%	100%	100%	100%
2016	% of financial reporting requirements met	100%	100%	100%	100%

➤ **Internal Audit**

**Supports Goals 1 and 3**

The purpose of the Internal Audit Activity is to provide internal financial and performance audit reporting and consultation services to Chester County government and the public so they can operate more efficiently in accordance with County policy and state and federal regulations.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of financial audit recommendations adopted by departments	90%	100%	90%	90%
2016	% of recommendations adopted by departments through agreed upon procedure engagements	100%	100%	100%	100%
2016	% of tips received through the Fraud & Abuse hotline that are resolved in accordance with County policy and/or applicable law	100%	100%	100%	100%

**CONTROLLER**

	<u>ACTUAL</u> <u>2013</u>	<u>ACTUAL</u> <u>2014</u>	<u>2015</u> <u>BUDGET</u> <u>AS OF 9/30</u>	<u>APPROVED</u> <u>2016</u>
<b>REVENUES</b>				
Other	\$ 26,117	\$ 31,948	\$ 35,000	\$ 35,000
TOTAL	<u>\$ 26,117</u>	<u>\$ 31,948</u>	<u>\$ 35,000</u>	<u>\$ 35,000</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 1,513,678	\$ 1,552,218	\$ 1,515,959	\$ 1,511,253
Operating	50,693	46,305	58,252	62,916
TOTAL	<u>\$ 1,564,371</u>	<u>\$ 1,598,523</u>	<u>\$ 1,574,211</u>	<u>\$ 1,574,169</u>

<i>Cost to County</i>	\$ 1,538,254	\$ 1,566,575	\$ 1,539,211	\$ 1,539,169
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**NET COST TO COUNTY BY ACTIVITY**

Accounting	\$ 503,302	\$ 528,491	\$ 501,027	\$ 480,634
Payroll / Pension	252,465	255,828	259,198	265,734
Accounts Payable	418,126	415,304	411,656	420,759
Internal Audit	364,361	366,952	367,330	372,042
NET COST	<u>\$ 1,538,254</u>	<u>\$ 1,566,575</u>	<u>\$ 1,539,211</u>	<u>\$ 1,539,169</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	19.9	19.9	18.9	18.9
<b>AUTHORIZED PART-TIME FTEs</b>	0.6	0.6	0.7	0.7
<b>TOTAL AUTHORIZED FTEs</b>	<u>20.5</u>	<u>20.5</u>	<u>19.6</u>	<u>19.6</u>

**SOLICITOR**



**Mission Statement**

The mission of the Solicitor’s Office is to commence and prosecute all suits brought, or to be brought, by the County, wherein or whereby any rights, privileges, property claims, or demands of the County are involved. Also to defend all actions or suits brought against the County, perform all duties now enjoined by law upon county solicitors, and do all and every professional act and render advice incident to the office which may be required by the Commissioners pursuant to the relevant provision of the County Code.

- **Goal 1** **Supports Commissioners’ Priority - Governance**  
 To perform the duties that are delegated to the Solicitor’s Office pursuant to the County Code in a manner which professionally and efficiently deals with the challenges of the expanding role of Chester County government in a rapidly growing community.

**Primary objective for 2016:**

- To improve the provision of legal services to all departments that the Solicitor’s Office represents in an expeditious manner.

<i>Performance Measures</i>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ESTIMATED 2015</b>	<b>PROJECTED 2016</b>
Case files opened	250	237	245	245
Case files closed	75%	N/A	N/A	N/A
Written opinions, memoranda, responses	1,050	958	1,000	1,000
Verbal opinions, memos, responses (e-mails)	3,000	3,068	3,025	3,025

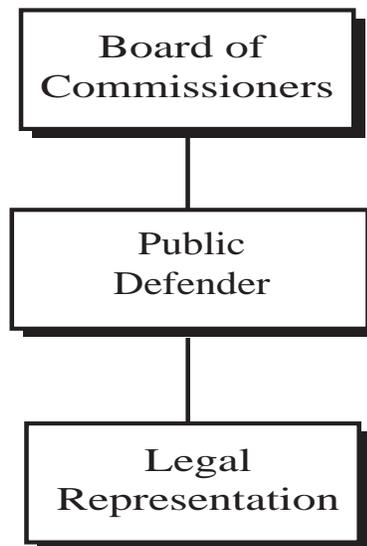
**SOLICITOR**

	<u>ACTUAL</u> <u>2013</u>	<u>ACTUAL</u> <u>2014</u>	<u>2015</u> <u>BUDGET</u> <u>AS OF 9/30</u>	<u>APPROVED</u> <u>2016</u>
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 323,007	\$ 358,384	\$ 357,569	\$ 317,606
Operating	25,217	22,373	24,478	27,706
TOTAL	<u>\$ 348,224</u>	<u>\$ 380,757</u>	<u>\$ 382,047</u>	<u>\$ 345,312</u>

*Cost to County*                      \$ 348,224    \$ 380,757    \$ 382,047    \$ 345,312

<b>AUTHORIZED FULL-TIME FTEs</b>	3.0	3.0	3.0	3.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.4	0.5	0.5
<b>TOTAL AUTHORIZED FTEs</b>	<u>3.0</u>	<u>3.4</u>	<u>3.5</u>	<u>3.5</u>

## ***PUBLIC DEFENDER***



### ***Mission Statement***

The mission of the Public Defender's Office is to provide mandated legal defense services to indigent persons so they can receive effective representation.

### ***Department Strategic Goals***

- **Goal 1 - Legal Representation** **Supports Commissioners' Priority - Public Safety**  
In accordance with law, the Public Defender's Office will furnish effective legal representation in the following matters:
- Preliminary hearings
  - Pre-trial identification procedures
  - Habeas Corpus proceedings
  - Trials, including pre-trial and post-trial motions
  - Appeals to the Pennsylvania appellate courts
  - Post-conviction hearings
  - Extradition proceedings
  - Probation and parole
  - Juvenile delinquency hearings
  - Any other matters in which representation is constitutionally required

### ***Activities and Performance Measures***

- **Legal Representation** **Supports Goal 1**  
The purpose of the Legal Representation Activity is to provide effective legal representation to indigent persons entitled to such service as mandated by the federal and state constitutions, statutes, court cases, and procedural rules.

**PUBLIC DEFENDER**

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of clients represented effectively in Magisterial District Courts	100%	100%	100%	100%
2016	% of clients represented effectively in Juvenile Court	100%	100%	100%	100%
2016	% of clients represented effectively in Common Pleas Court	100%	100%	100%	100%
2016	% of clients represented effectively on appeal	100%	100%	100%	100%

	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>2015 BUDGET AS OF 9/30</u>	<u>APPROVED</u>
	<u>2013</u>	<u>2014</u>		<u>2016</u>
<b>REVENUES</b>				
Federal & State Grants	\$ 1,458	\$ 1,125	\$ 500	\$ 500
TOTAL	<u>\$ 1,458</u>	<u>\$ 1,125</u>	<u>\$ 500</u>	<u>\$ 500</u>

**EXPENDITURES BY CATEGORY**

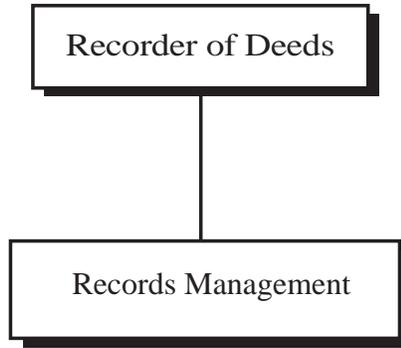
Personnel	\$ 3,385,053	\$ 3,477,694	\$ 3,545,622	\$ 3,560,903
Operating	244,086	286,351	272,070	278,741
TOTAL	<u>\$ 3,629,139</u>	<u>\$ 3,764,045</u>	<u>\$ 3,817,692</u>	<u>\$ 3,839,644</u>
<i>Cost to County</i>	\$ 3,627,681	\$ 3,762,920	\$ 3,817,192	\$ 3,839,144

**NET COST TO COUNTY BY ACTIVITY**

Legal Representation	\$ 3,627,681	\$ 3,762,920	\$ 3,817,192	\$ 3,839,144
NET COST	<u>\$ 3,627,681</u>	<u>\$ 3,762,920</u>	<u>\$ 3,817,192</u>	<u>\$ 3,839,144</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	45.0	45.0	45.0	45.0
<b>AUTHORIZED PART-TIME FTEs</b>	2.7	3.3	4.3	3.3
<b>TOTAL AUTHORIZED FTEs</b>	<u>47.7</u>	<u>48.3</u>	<u>49.3</u>	<u>48.3</u>

**RECORDER OF DEEDS**



**Mission Statement**

The mission of the Office of the Recorder of Deeds is to provide land records recording and indexing services to the public and real estate industry so they can easily access timely and accurate land records data in order to secure property ownership and engage in business involving real estate with confidence.

**Department Strategic Goals**

➤ **Goal 1 - Timely and Accurate Service** **Supports Commissioners' Priority - Governance**

Customers of the Office of the Recorder of Deeds will continue to receive accurate, timely services, and access to land records, as evidenced by:

- By 2019, 98 percent of land records submitted will be processed and made available for website access within one business day.
- By 2019, 95 percent of land records recorded and indexed that do not involve corrective actions.

**Activities and Performance Measures**

➤ **Records Management** **Supports Goal 1**

The purpose of the Records Management Activity is to provide recording, indexing, and related document services to the public and the real estate industry so that their documents are made part of the public record in a timely and accurate manner.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of land records recorded and indexed that do not involve corrective actions	90%	90%	90%
2016	% of land records made available for online access within one business day	95%	95%	95%

**RECORDER OF DEEDS**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Departmental Earnings	\$ 4,553,766	\$ 3,729,256	\$ 3,393,982	\$ 3,436,391
Other	57,807	55,558	59,000	59,000
TOTAL	<u>\$ 4,611,573</u>	<u>\$ 3,784,814</u>	<u>\$ 3,452,982</u>	<u>\$ 3,495,391</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 1,119,685	\$ 1,120,077	\$ 1,119,443	\$ 1,084,669
Operating	369,808	447,804	450,260	467,117
TOTAL	<u>\$ 1,489,493</u>	<u>\$ 1,567,881</u>	<u>\$ 1,569,703</u>	<u>\$ 1,551,786</u>

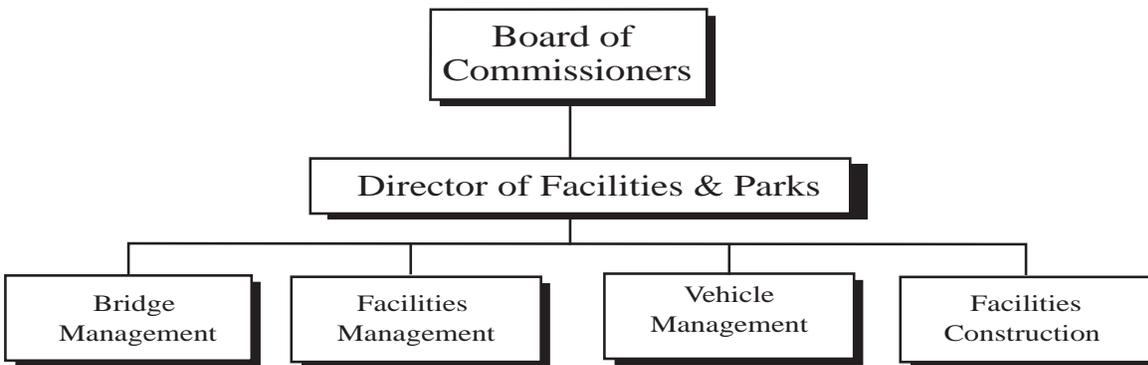
*Cost to County*                      \$ (3,122,080)    \$ (2,216,933)    \$ (1,883,279)    \$ (1,943,605)

**NET COST TO COUNTY BY ACTIVITY**

Records Management	<u>\$ (3,122,080)</u>	<u>\$ (2,216,933)</u>	<u>\$ (1,883,279)</u>	<u>\$ (1,943,605)</u>
NET COST	<u>\$ (3,122,080)</u>	<u>\$ (2,216,933)</u>	<u>\$ (1,883,279)</u>	<u>\$ (1,943,605)</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	18.0	18.0	18.0	17.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.8	0.3	0.0	0.7
<b>TOTAL AUTHORIZED FTEs</b>	<u>18.8</u>	<u>18.3</u>	<u>18.0</u>	<u>17.7</u>

## ***FACILITIES MANAGEMENT***



### ***Mission Statement***

The mission of the Department of Facilities Management is to provide asset management services for County employees and the public so they can benefit from a safe, efficient, and comfortable environment in County owned/operated facilities.

### ***Department Strategic Goals***

- **Goal 1 - Conserving Energy** **Supports Commissioners' Priority - Health, Human Services & Environment**  
By 2019 Chester County employees and the public will experience better air quality, as a result of the County's smaller carbon footprint, as evidenced by:
  - Maintaining, or reducing by five percent, the County's energy usage.
- **Goal 2 - Facilities and Parks Project Management** **Supports Commissioners' Priorities - Financial Management and Transportation**  
By 2019 Chester County employees and the public will experience more effective construction project portfolio management, as evidenced by:
  - 90 percent of projects will be completed within + or - ten percent of the time projected at the time of contract award.
  - 90 percent of projects will be completed within + or - ten percent of the approved budget.
- **Goal 3 - Service Delivery** **Supports Commissioners' Priority - Financial Management**  
By 2019 Chester County employees and the public will continue to experience effective service delivery and safe access to County assets, as evidenced by:
  - 90 percent of work completed within + or - ten percent of the time scheduled.
  - Ten percent reduction in cost maintenance expenditure per facility square foot.

### ***Activities and Performance Measures***

- **Bridge Management** **Supports Goal 2**  
The purpose of the Bridge Management Activity is to provide inspection, design, maintenance, and construction services to the traveling public so that they may safely travel across County-owned bridges.

***FACILITIES MANAGEMENT***

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016 Sufficiency rating (Ratings scale of 1 to 100)	57	56	56	54
2016 Condition rating (Ratings scale of 1 to 9)	6	6	6	6

➤ **Facilities Management**

**Supports Goal 1**

The purpose of the Facilities Management Activity is to provide facility maintenance and renovation, office modification, other specialized administrative, and security and safety services to Chester County employees and the public so that they may have efficient, operable, and sustainable County-owned/operated facilities to conduct business.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016 % change in cost maintenance expenditure per facility square foot	-10%	-10%	-10%	-10%
2016 % of work orders completed within ten percent of the time scheduled	90%	90%	91%	90%
2016 % change in County energy consumption from prior year	1%	-7%	3%	1%

➤ **Vehicle Management**

**Supports Goal 1**

The purpose of the Vehicle Management Activity is to provide fleet maintenance, records, and fuel services to most Chester County departments so that they may experience timely, efficient vehicle maintenance, and well managed operating cost.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016 % of vehicle maintenance work orders completed by the time scheduled	90%	94%	95%	90%
2016 % change in fuel usage in County vehicles	2%	3%	-7%	2%

***FACILITIES MANAGEMENT***

➤ **Facilities Construction**

**Supports Goals 2 and 3**

The purpose of the Construction Management Activity is to provide project coordination, design, and construction oversight services to Chester County government and the public so that they may have projects completed on time and on budget.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of projects completed within ten percent of the approved budget	90%	100%	90%	90%
2016	% of projects completed within ten percent of the time projected at the time of contract award	90%	100%	90%	90%

**FACILITIES MANAGEMENT**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>          </u>	<u>          </u>	<u>AS OF 9/30</u>	<u>          </u>
<b>REVENUES</b>				
Federal & State Grants	\$ 45,945	\$ 3,273	\$ 9,219	\$ -
Other	4,138	1,685	-	-
TOTAL	<u>\$ 50,083</u>	<u>\$ 4,958</u>	<u>\$ 9,219</u>	<u>\$ -</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 2,527,741	\$ 2,680,805	\$ 2,517,822	\$ 2,505,600
Operating	7,170,918	7,585,305	7,733,519	7,616,673
Grants to Organizations	27,063	9,021	9,022	10,000
TOTAL	<u>\$ 9,725,722</u>	<u>\$ 10,275,131</u>	<u>\$ 10,260,363</u>	<u>\$ 10,132,273</u>

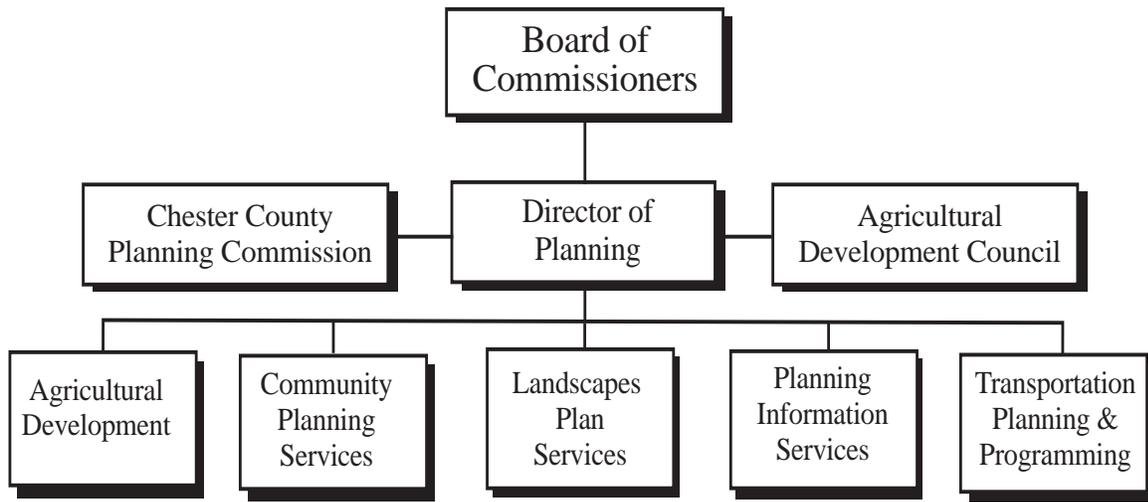
<i>Cost to County</i>	\$ 9,675,639	\$ 10,270,173	\$ 10,251,144	\$ 10,132,273
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**NET COST TO COUNTY BY ACTIVITY**

Bridge Management	\$ 69,724	\$ 71,989	\$ 84,528	\$ 84,191
Facility Management	9,198,900	9,751,395	9,744,722	9,669,879
Vehicle Maintenance	187,945	193,035	172,622	159,976
Facilities Construction	219,070	253,754	249,272	218,227
NET COST	<u>\$ 9,675,639</u>	<u>\$ 10,270,173</u>	<u>\$ 10,251,144</u>	<u>\$ 10,132,273</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	33.9	33.0	32.6	32.6
<b>AUTHORIZED PART-TIME FTEs</b>	2.5	2.4	2.2	2.9
<b>TOTAL AUTHORIZED FTEs</b>	<u>36.4</u>	<u>35.4</u>	<u>34.8</u>	<u>35.5</u>

## PLANNING



### *Mission Statement*

The mission of Chester County Planning Commission is to provide future growth and preservation plans to citizens, so they can enjoy a Chester County that is historic, green, mobile, and prosperous.

### *Department Strategic Goals*

- **Goal 1 - Growth** **Supports Commissioners' Priority - Growth**  
By 2019, 30 percent of Chester County will be protected in an interconnected network of open space that includes farms, parks, and preserves, consistent with *Landscapes 2*.
- **Goal 2 - Economy** **Supports Commissioners' Priority - Economy**  
By 2019 Chester County residents will have improved access to County farm products, as evidenced by:
  - Eight percent annual average of County residents will receive outreach and publication information on the importance of agriculture to the quality of life and local economy.
- **Goal 3 - Transportation** **Supports Commissioners' Priority - Transportation**  
By 2019 Chester County travelers will have improved mobility and access through increased transportation choices, as indicated by:
  - There will be improved transportation infrastructure achieved by the County advocating for an increase in transportation funding in Chester County by 25 percent.
  - Ten percent decrease in time spent to travel 15 miles on major highways within the County.
  - There will be improved transportation choices as expressed by a 15 percent increase of residents using means other than a single occupant vehicle (such as walking, biking, carpooling, or transit) for transportation to work.

*Activities and Performance Measures*

- **Agricultural Development** **Supports Goal 2**  
 The purpose of the Agriculture Development Activity is to provide advocacy and educational services to farmers, municipalities, and the public so they may understand the importance of agriculture and its infrastructure as part of the County’s economy and may retain agriculture as a viable business in Chester County.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of identified agricultural organizations supplied with support services through partnership with the Agricultural Development Council	80%	85%	80%	80%
2016	% of Chester County residents who will receive information on the importance of agriculture to the quality of life and local economy	8%	14%	15%	8%

- **Community Planning Services** **Supports Goal 1**  
 The purpose of the Community Planning Services Activity is to provide professional planning services to municipalities, governmental and nonprofit agencies, permit applicants, and the public, so they can: implement sound local planning consistent with *Landscapes2*; meet the requirements of Pennsylvania Municipalities Planning Code; have the information needed to protect, improve, and maintain open space and environmental resources; and continue to maintain the exceptional quality of life and healthy economy valued by Chester County residents and businesses.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of all development proposals will be in the Urban Landscape	5%	21%	10%	5%
2016	% of plan and ordinance amendments adopted are consistent with policies of <i>Landscapes2</i>	85%	97%	90%	85%

- **Landscapes Plan Services** **Supports Goal 1**  
 The purpose of the *Landscapes* Plan Services Activity is to provide an update to, and outreach and implementation of the County’s policy plan, *Landscapes*, to the Board of County Commissioners and their constituents so they can adopt and use a relevant set of policies for balancing growth and preservation.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of proposed development in designated growth areas	70%	71%	70%	70%
2016	% of Chester County protected for open space annually	0.8%	0.7%	0.8%	0.8%

## PLANNING

### ➤ Planning Information Services

### Supports Goal 1

The purpose of the Planning Information Services Activity is to provide specialized systems and support to department personnel, other Chester County departments, outside agencies, and the public so they can obtain information on the County and make informed decisions in a timely manner.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% increase in web systems use to meet the emerging demand for planning information to increase awareness and participation in vital programs	10%	33%	23%	10%

### ➤ Transportation Planning and Programming

### Supports Goal 3

The purpose of the Transportation Planning and Programming Activity is to provide information, recommendations, and professional planning services to state, region, county, and local governments, agencies, and the public so they can have an improved transportation system.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% change in transportation funding (Transportation Improvement Program (TIP) and direct County funding)	5%	-42%	5%	5%
2016	% change of residents using means other than a single occupant vehicle for transportation to work	3%	7%	3%	3%
2016	% change in time spent to travel 15 miles on major highways within the County	2%	4%	2%	2%
2016	% of Priority Transportation Projects advanced that improve and/or enhance safety, mobility, and the use of alternative modes	83%	N/A	N/A	83%
2016	% of municipalities engaged with Chester County Planning Commission in transportation system improvement	85%	N/A	N/A	85%

**PLANNING**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 482,140	\$ 393,484	\$ 370,735	\$ 340,650
Departmental Earnings	149,718	127,725	144,600	175,437
Other	1,000	2,019	1,600	-
<b>TOTAL</b>	<b>\$ 632,858</b>	<b>\$ 523,228</b>	<b>\$ 516,935</b>	<b>\$ 516,087</b>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 2,790,393	\$ 2,839,613	\$ 2,917,321	\$ 2,922,421
Operating	143,829	183,539	188,095	239,668
Grants to Organizations	114,079	115,000	132,548	179,859
<b>TOTAL</b>	<b>\$ 3,048,301</b>	<b>\$ 3,138,152</b>	<b>\$ 3,237,964</b>	<b>\$ 3,341,948</b>

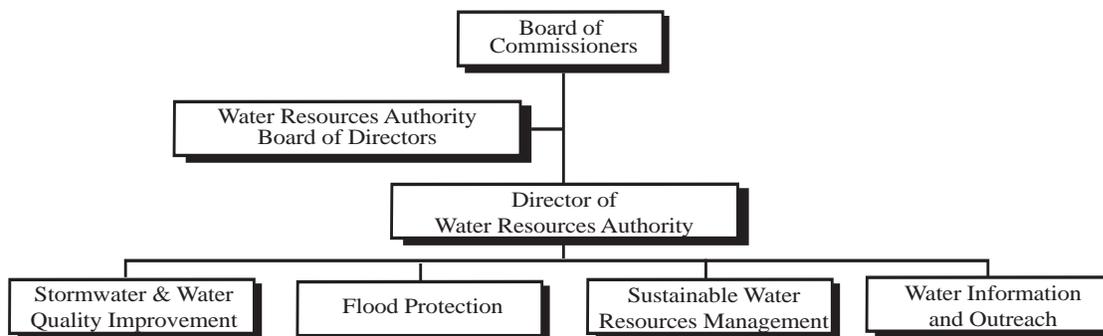
**Cost to County** \$ 2,415,443 \$ 2,614,924 \$ 2,721,029 \$ 2,825,861

**NET COST TO COUNTY BY ACTIVITY**

Agricultural Development	\$ 97,992	\$ 159,934	\$ 154,512	\$ 161,470
Community Planning Services	816,100	840,257	746,146	697,911
Landscapes Plan Services	309,361	382,195	541,749	589,566
Planning Information Services	775,172	785,070	839,752	827,810
Transportation Planning & Programming	416,818	447,468	438,870	549,104
<b>NET COST</b>	<b>\$ 2,415,443</b>	<b>\$ 2,614,924</b>	<b>\$ 2,721,029</b>	<b>\$ 2,825,861</b>

<b>AUTHORIZED FULL-TIME FTEs</b>	36.0	38.0	38.0	38.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<b>36.0</b>	<b>38.0</b>	<b>38.0</b>	<b>38.0</b>

## **WATER RESOURCES AUTHORITY**



### ***Mission Statement***

The mission of the Chester County Water Resources Authority is to provide flood protection, reservoir water supplies, and water science, information, and planning to the citizens of Chester County so that they may live in safe, healthy, and prosperous communities that sustain the natural quality, quantity, and biodiversity of the County's water resources.

### ***Department Strategic Goals***

➤ **Goal 1 - Stormwater and Pollution Reduction** **Supports Commissioners' Priority - Health, Human Services & Environment**

Chester County citizens and communities will benefit from reduced impacts from stormwater and pollution runoff, as evidenced by:

- By 2019, 100 percent of municipalities and conservation organizations will be provided with updated technical tools, information, guidance, and outreach events consistent with approved County-wide PA Act 167 Stormwater Plan to reduce stormwater and pollution runoff and improve the quality of streams in Chester County.
- By 2019, 100 percent of the Christina Basin pollution reduction model and information products will be completed for use by the municipalities and conservation organizations to improve water quality of streams of the Christina Basin.
- By 2019, 88 percent of the County's priority watersheds will have long-term water quality information accessible to the County's citizens, communities, businesses, and agencies for them to assess their progress toward improving water quality in Chester County's streams.

➤ **Goal 2 - Flood Protection** **Supports Commissioners' Priority - Health, Human Services & Environment**

Chester County citizens and communities will benefit from improved flood protection and mitigation, as evidenced by:

- By 2019, 100 percent of annual inspections will be completed and all identified needs will be prioritized within a five-year Maintenance and Improvements Plan.
- By 2019, 100 percent of municipalities downstream of the Authority's flood control facilities will continue to have updated state-approved dam safety emergency action plans.
- By 2019 communities will have access to flood stage level indicators for at least 65 percent of existing stream gages for emergency flood monitoring and response activities.
- By 2019 there will have been 0 (zero) occurrences of structural failure with uncontrolled flow release that causes injuries or property damage from any of the four flood control dams.

➤ **Goal 3 - Community Sustainability** **Supports Commissioners' Priority - Health, Human Services & Environment**

Chester County citizens and communities will benefit from sustainable natural resources and water supplies to support desired growth and quality of life, as evidenced by:

- By 2019, 100 percent of regional water issues/activities affecting citizens and communities will be responded to with best available technical information and water management concepts.

**WATER RESOURCES AUTHORITY**

- By 2019, 98 percent of days per year, Chambers Lake Reservoir operations will meet daily streamflow and public water supply release requirements.
- By 2019, 75 percent of the County’s priority watersheds will have long-term water quantity information (groundwater and/or streamflow) accessible to the County’s citizens, communities, businesses, and agencies for them to assess their progress toward water quantity sustainability.

➤ **Goal 4 - Public Outreach** **Supports Commissioners’ Priority - Health, Human Services & Environment**

Chester County citizens and communities will benefit from improved water information and outreach for making informed individual and community water use and land use decisions, as evidenced by:

- By 2019, 100 percent of Chester County’s municipalities and conservation organizations will be provided with expanded water information products and services to enhance their public outreach/education activities.
- By 2019, 100 percent of water monitoring data collected for Authority programs will be accessible to the public via the web.

***Activities and Performance Measures***

➤ **Stormwater and Water Quality Improvement** **Supports Goal 1**  
 The purpose of the Stormwater and Water Quality Improvement Activity is to provide technical guidance, watershed planning, and water quality measurement services to the public, business interests, and local governments so that they may take effective actions to reduce stormwater runoff and improve the water quality of Chester County’s streams and groundwater resources.

<b>Plan Year</b>	<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
2016	% of responses to requests for guidance regarding pollution reduction and implementation of adopted Act 167 stormwater improvement standards	100%	N/A	N/A
2016	% of County priority watersheds with long-term water quality data accessible to citizens for their use in improving water quality in Chester County’s streams	100%	100%	100%
2016	% of expected pollution reduction and County-wide Act 167 Plan implementation outreach events provided	100%	100%	100%
2015	% of Christina Basin Plan targeted subwatersheds with water quality improvement projects completed or underway	75%	75%	N/A

➤ **Flood Protection** **Supports Goal 2**  
 The purpose of the Flood Protection Activity is to provide flood protection, monitoring, and emergency response information and planning to citizens and communities so they may experience reduced flood risks, reduced financial and property losses, and increased public safety.

**WATER RESOURCES AUTHORITY**

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of Emergency Action Plan public notices in downstream communities confirmed to be posted or replaced	100%	100%	100%	100%
2016	% of existing stream gages that have gage flood stage levels for emergency flood monitoring and response by communities	65%	65%	65%	65%
2016	% identified needs incorporated and prioritized into the five-year Maintenance and Improvements Plan	100%	100%	100%	100%
2016	% of days without structural failure with uncontrolled flow release that causes injuries or property damage from any of the four flood control dams	100%	N/A	100%	100%

➤ **Sustainable Water Resources Management** **Supports Goal 3**

The purpose of the Sustainable Water Resources Management Activity is to provide reservoir water supplies, stream flow management, and planning, coordination, and technical assistance services to affected citizens, communities, businesses, organizations, and/or agencies so that they may ensure adequate and sustainable water supplies and natural resources for Chester County citizens and communities.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% response rate to regional water issues/ activities affecting citizens and communities	100%	100%	100%	100%
2016	% of days Chambers Lake operations meets releases required to sustain aquatic life and human water uses	100%	100%	100%	100%

➤ **Water Information and Outreach** **Supports Goal 4**

The purpose of the Water Information and Outreach Activity is to provide information, materials, events, web portals, and services to the public, primarily through municipalities and conservation organizations, so that they may understand the human impacts on the quality and quantity of natural water resources and aquatic habitats.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of requests for information responded to within two business days	90%	95%	90%	90%
2016	% of municipalities and conservation organizations receiving water information products for use in enhancing their public education activities	100%	100%	100%	100%

**WATER RESOURCES AUTHORITY**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 1,252	\$ -	\$ -	\$ -
Other	-	25	-	-
<b>TOTAL</b>	<b>\$ 1,252</b>	<b>\$ 25</b>	<b>\$ -</b>	<b>\$ -</b>

**EXPENDITURES BY CATEGORY**

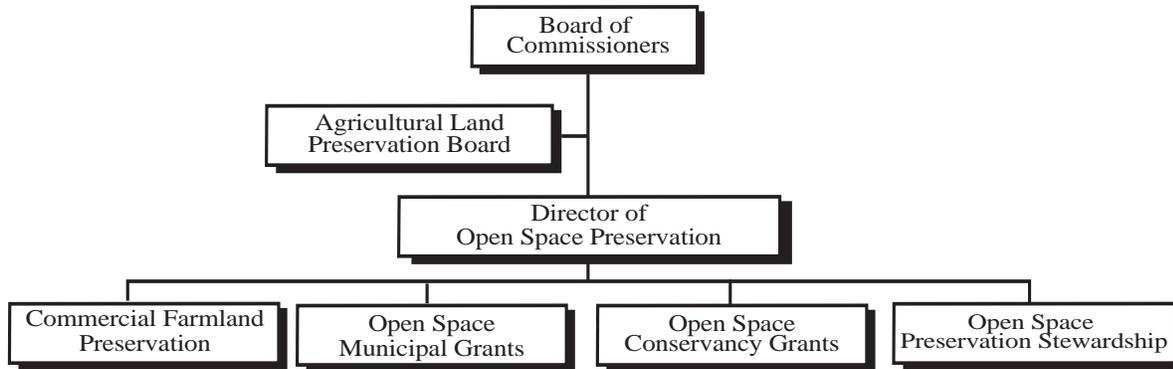
Personnel	\$ 391,573	\$ 385,949	\$ 390,171	\$ 400,343
Operating	34,792	25,035	27,596	26,640
<b>TOTAL</b>	<b>\$ 426,365</b>	<b>\$ 410,984</b>	<b>\$ 417,767</b>	<b>\$ 426,983</b>
<i>Cost to County</i>	\$ 425,113	\$ 410,959	\$ 417,767	\$ 426,983

**NET COST TO COUNTY BY ACTIVITY**

Stormwater/Water Quality Imprv	\$ 141,740	\$ 84,999	\$ 83,552	\$ 86,167
Flood Protection	143,467	182,935	187,995	191,709
Sustainable Water Resources Mgmt	74,070	82,159	83,553	85,203
Water Information & Outreach	65,836	60,866	62,667	63,904
<b>NET COST</b>	<b>\$ 425,113</b>	<b>\$ 410,959</b>	<b>\$ 417,767</b>	<b>\$ 426,983</b>

<b>AUTHORIZED FULL-TIME FTEs</b>	5.0	5.0	5.0	5.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	5.0	5.0	5.0	5.0

**OPEN SPACE PRESERVATION**



**Mission Statement**

The mission of the Open Space Preservation Department is to administer funds and preserve land for public benefit, operate in a manner that maximizes transparency, and provide technical assistance and information services.

**Department Strategic Goals**

➤ **Goal 1 - Preserve County’s Open Space** **Supports Commissioners’ Priorities - Growth and Economy**

By 2019 citizens will be provided with open space in the form of farms, preserves, parks, and trails so that the character and quality of life in Chester County is maintained, as evidenced by:

- Meeting or exceeding the County’s annual projection of acres to be preserved for open space and farmland preservation.
- 30 percent of the acreage in Chester County will be preserved for open space.
- 85 percent of open space grant funded projects (commercial farmland, municipal, conservancy) will be in complete in less than 24 months of authorized offers
- 90 percent of open space grants (commercial farmland, municipal, conservancy) will be in compliance with program guidelines
- Updated conservation plans and implementation of best management practices on five percent of farmland preserved by the Agricultural Land Preservation Board.

**Activities and Performance Measures**

➤ **Commercial Farmland Preservation** **Supports Goal 1**

The purpose of the Commercial Preservation Activity is to provide farmland development rights acquisition services to farmland owners and partners so that an adequate land base is preserved to support commercial farming.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of commercial farmland projects completed in less than 24 months of authorized offer	85%	100%	90%	85%

**OPEN SPACE PRESERVATION**

- **Open Space Municipal Grants** **Supports Goal 1**  
 The purpose of the Open Space Municipal Grants Activity is to provide financial assistance and information services to local municipalities so they can provide public lands to meet the recreation and open space needs of the public.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of municipal grants that are completed in less than 24 months of authorized offer	85%	60%	86%	85%

- **Open Space Conservancy Grants** **Supports Goal 1**  
 The purpose of the Open Space Conservancy Grants Activity is to provide financial assistance and informational services to non-profit land conservation organizations so they can preserve land for the benefit of the public.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of conservancy grants completed in less than 24 months of authorized offer	85%	86%	100%	85%

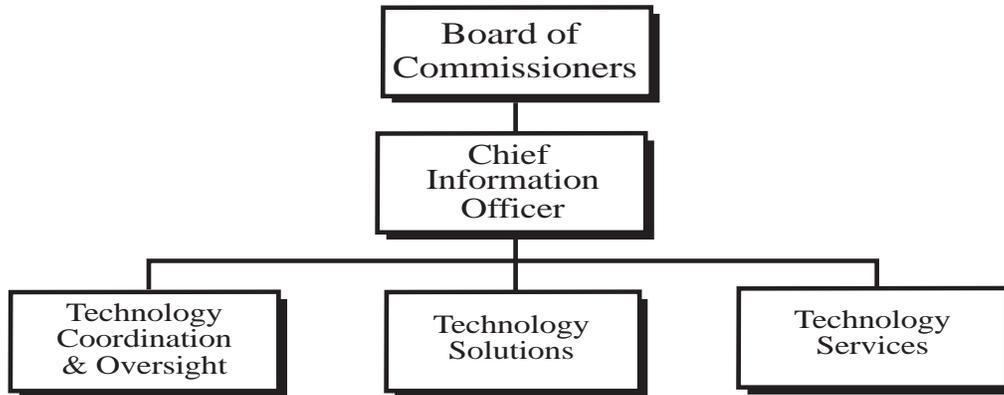
- **Open Space Preservation Stewardship** **Supports Goal 1**  
 The purpose of the Open Space Preservation Stewardship Activity is to protect the County's investment in open space preservation through monitoring and landowner education so that the public value of the County's open space preservation investments is maximized and not compromised.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of open space grants and farms in compliance with their program guidelines	90%	99%	90%	90%

**OPEN SPACE PRESERVATION**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ -	\$ 1,380	\$ -	\$ 150
Transfer from Other Funds	7,310	24,000	28,000	20,000
Other	1,801	2,842	6,500	10,985
TOTAL	<u>\$ 9,111</u>	<u>\$ 28,222</u>	<u>\$ 34,500</u>	<u>\$ 31,135</u>
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 579,816	\$ 593,831	\$ 573,812	\$ 564,704
Operating	17,383	18,378	31,333	33,170
TOTAL	<u>\$ 597,199</u>	<u>\$ 612,209</u>	<u>\$ 605,145</u>	<u>\$ 597,874</u>
<i>Cost to County</i>	\$ 588,088	\$ 583,987	\$ 570,645	\$ 566,739
<b>NET COST TO COUNTY BY ACTIVITY</b>				
Commercial Farmland Preservation	\$ 234,008	\$ 273,902	\$ 223,183	\$ 307,987
Open Space Municipal Grants	98,202	53,739	36,796	62,077
Open Space Conservancy Grants	111,166	93,275	103,401	37,039
Open Space Preservation Compliance	144,712	163,071	207,265	159,636
NET COST	<u>\$ 588,088</u>	<u>\$ 583,987</u>	<u>\$ 570,645</u>	<u>\$ 566,739</u>
<b>AUTHORIZED FULL-TIME FTEs</b>	8.0	9.0	8.0	8.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>8.0</u>	<u>9.0</u>	<u>8.0</u>	<u>8.0</u>

## COMPUTING & INFORMATION SERVICES



### *Mission Statement*

The mission of the Department of Computing and Information Services (DCIS) is to provide information systems development, maintenance, and support services to County departments so they can effectively and efficiently accomplish their missions.

### *Department Strategic Goals*

- **Goal 1 - Cost Effective Services** **Supports Commissioners' Priority - Governance**
- All Chester County departments will receive cost-effective Information Technology (IT) services that support their business needs, as evidenced by:
- By 2017, 80 percent of DCIS customers will indicate that they have received cost-effective services.
  - By 2017, 75 percent of key DCIS services will be provided at or below the comparable cost identified using external benchmarks.
  - By 2017, 95 percent of departments will sign off on the cost/benefit of their request when provided.
- **Goal 2 - System Demand** **Supports Commissioners' Priority - Governance**
- Chester County departments will meet increased demand for services with assistance through innovative IT solutions, as evidenced by:
- By 2017, 70 percent of new DCIS initiatives will address growing demand issues of our customers.
  - By 2017 provide 50 percent of identified customer-service related government services online.
- **Goal 3 - Meeting Business Needs** **Supports Commissioners' Priority - Governance**
- The County's vital IT business needs will be met, as evidenced by:
- By 2017, 85 percent of customers will indicate satisfaction in the delivery of their vital IT requests.
  - By 2017, 85 percent of approved vital IT requests will be completed on time (by agreed upon revised completion date).
  - By 2017, 90 percent of approved vital IT requests will align with County business priorities.
- **Goal 4 - System Availability** **Supports Commissioners' Priority - Governance**
- County computing applications and data will be available when and where needed as determined by the customers, as evidenced by:

## COMPUTING & INFORMATION SERVICES

- By 2017, 75 percent of customers will have their business and availability requirements defined in Service Level Agreements (SLAs).
- Maintain 99.98 percent application and data availability as agreed on between DCIS and customers in Service Level Agreements.

### Activities and Performance Measures

- **Technology Coordination and Oversight** **Supports Goal 1**  
 The purpose of the Technology Coordination and Oversight Activity is to provide industry-standard methodologies in project management, audit, and security services to County departments and the Courts so that they can continually improve the efficiency and effectiveness of their technology related business processes.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of audit finding/recommendations that are corrected	90%	5%	11%	90%
2016	% of security issues that are addressed (existing and those identified via assessments and audits)	90%	5%	10%	90%
2016	% of projects managed to new methodology	50%	63%	84%	50%

- **Technology Solutions** **Supports Goal 3**  
 The purpose of the Technology Solutions Activity is to provide business analysis, application development, database programming and/or administration, technical support, data information delivery services, and software lifecycle management to County departments and the Courts so that they can maintain and improve their technology related business processes.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of business processes defined for requests	95%	95%	95%	95%
2016	% customers who are able to retrieve usable, accurate data by the agreed upon date	95%	100%	95%	95%
2016	% of Consortium members who obtain services by agreed upon date	100%	100%	100%	100%

- **Technology Services** **Supports Goals 2 and 4**  
 The purpose of the Technology Services Activity is to provide information technology infrastructure, data center operations, telephony, software, and hardware services to County departments and the Courts so that they can access reliable business solutions.

**COMPUTING & INFORMATION SERVICES**

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016 % first call resolution	90%	73%	90%	90%
2016 % of end users satisfied with software and hardware support services (per survey response)	90%	90%	N/A	90%
2016 % of end users satisfied with the quality of software, hardware, network, and telephony solutions (per survey response)	85%	86%	N/A	85%
2016 % of time systems are available	99.9%	99.7%	99.9%	99.9%
2016 % of end users satisfied with system access and availability (per survey response)	85%	86%	N/A	85%

**COMPUTING & INFORMATION SERVICES**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 73,656	\$ 22,160	\$ -	\$ -
Departmental Earnings	300,362	270,019	265,000	210,000
Transfer from Other Funds	146,795	199,150	182,462	152,362
Other	67,382	57,029	68,000	53,000
<b>TOTAL</b>	<u>\$ 588,195</u>	<u>\$ 548,358</u>	<u>\$ 515,462</u>	<u>\$ 415,362</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 6,723,742	\$ 6,846,022	\$ 6,817,932	\$ 6,671,752
Operating	2,744,425	3,830,433	3,914,180	4,085,555
<b>TOTAL</b>	<u>\$ 9,468,167</u>	<u>\$ 10,676,455</u>	<u>\$ 10,732,112</u>	<u>\$ 10,757,307</u>

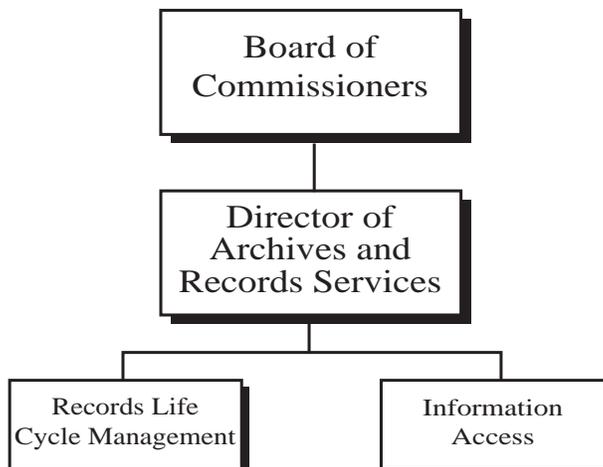
*Cost to County* \$ 8,879,972 \$ 10,128,097 \$ 10,216,650 \$ 10,341,945

**NET COST TO COUNTY BY ACTIVITY**

Technology Coordination and Oversight	\$ 674,880	\$ 682,242	\$ 722,149	\$ 929,772
Technology Solutions	4,759,278	5,235,249	5,534,417	5,526,466
Technology Services	3,445,814	4,210,606	3,960,084	3,885,707
<b>NET COST</b>	<u>\$ 8,879,972</u>	<u>\$ 10,128,097</u>	<u>\$ 10,216,650</u>	<u>\$ 10,341,945</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	72.0	73.0	71.0	71.0
<b>AUTHORIZED PART-TIME FTEs</b>	2.2	1.4	1.4	1.7
<b>TOTAL AUTHORIZED FTEs</b>	<u>74.2</u>	<u>74.4</u>	<u>72.4</u>	<u>72.7</u>

## ARCHIVES & RECORDS SERVICES



### *Mission Statement*

The mission of the Archives and Records Services Department is to provide access, storage, preservation, and records management services to County departments and the public so they can have access to County records that are maintained in compliance with state regulations.

### *Department Strategic Goals*

- **Goal 1 - Alternative Storage Formats** **Supports Commissioners' Priority - Governance**  
By 2019 County departments will have access to appropriate and mutually agreed upon alternative storage formats for their records, as evidenced by:
  - 90 percent of requests for data in the desired format will be fulfilled by mutually agreed upon due date.
  - 100 percent of record storage information will be contained in a central database.
  
- **Goal 2 - Schedule Compliance** **Supports Commissioners' Priority - Governance**  
By 2019 County departments will manage their records stored within the Records Center in compliance with Chester County records management procedures, as evidenced by:
  - 95 percent of boxes stored in the Records Center will comply with County records retention plans/policies.
  
- **Goal 3 - Customer Access** **Supports Commissioners' Priority - Governance**  
By 2016 Customers will have continued access to the County's historical documents, as evidenced by:
  - 46 percent of pre-1900 historical permanent records will have been microfilmed.
  
- **Goal 4 - Online Information** **Supports Commissioners' Priority - Governance**  
By 2016 customers will be able to access archived information electronically, as evidenced by:
  - 70 percent of the most used records (based on public requests and usage) will have corresponding indexes available online.

## ARCHIVES & RECORDS SERVICES

### Activities and Performance Measures

➤ **Records Life Cycle Management** **Supports Goal 2**

The purpose of the Records Life Cycle Management Activity is to provide records preservation, storage, destruction, microfilming, and scanning services to County departments so they can have their records stored in compliance with state regulations.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of boxes stored in the Records Center will comply with County record retention plan/policies	80%	93%	80%

➤ **Information Access** **Supports Goals 1, 3, and 4**

The purpose of the Information Access Activity is to provide record retrieval, format conversion, and education and reference services to County departments and the public so they can receive access to and information about records in a timely manner.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of requests from the public for information fulfilled within two business days	95%	100%	95%
2016	% of County department requests for data in the appropriate and mutually agreed upon format fulfilled by mutually agreed upon due date	75%	100%	75%
2016	% of most used records (based on public requests and usage) with corresponding indexes available online	70%	N/A	70%

**ARCHIVES & RECORDS SERVICES**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>          </u>	<u>          </u>	<b>AS OF 9/30</b>	<u>          </u>
<b>REVENUES</b>				
Federal & State Grants	\$ 96	\$ 5,890	\$ -	\$ -
Transfer from Other Funds	125,000	125,000	125,000	62,500
Other	1,400	-	-	-
TOTAL	<u>\$ 126,496</u>	<u>\$ 130,890</u>	<u>\$ 125,000</u>	<u>\$ 62,500</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 199,455	\$ 183,528	\$ 192,630	\$ 195,528
Operating	160,563	164,482	180,973	178,068
TOTAL	<u>\$ 360,018</u>	<u>\$ 348,010</u>	<u>\$ 373,603</u>	<u>\$ 373,596</u>
<i>Cost to County</i>	\$ 233,522	\$ 217,120	\$ 248,603	\$ 311,096

**NET COST TO COUNTY BY ACTIVITY**

Records Life Cycle Management	\$ 129,153	\$ 109,524	\$ 124,164	\$ 155,473
Information Access	104,369	107,596	124,439	155,623
NET COST	<u>\$ 233,522</u>	<u>\$ 217,120</u>	<u>\$ 248,603</u>	<u>\$ 311,096</u>
<b>AUTHORIZED FULL-TIME FTEs</b>	4.0	3.0	3.0	3.0
<b>AUTHORIZED PART-TIME FTEs</b>	1.1	1.0	1.3	1.3
<b>TOTAL AUTHORIZED FTEs</b>	<u>5.1</u>	<u>4.0</u>	<u>4.3</u>	<u>4.3</u>

## VETERANS' AFFAIRS



### *Mission Statement*

The mission of the Veterans' Affairs Department is to provide benefit information and application services to veterans, their spouses, and dependents so they can receive the veterans benefits to which they are entitled under county, state, and federal laws.

### *Department Strategic Goals*

#### ➤ Goal 1 - Benefit Availability

**Supports Commissioners' Priority - Health, Human Services & Environment**

Chester County veterans will get the benefits for which they are eligible, as evidenced by:

- By 2019, three percent increase in veterans applying for Veterans' Temporary Assistance through the Chester County Veterans' Affairs.

### *Activities and Performance Measures*

#### ➤ Veterans' Affairs

**Supports Goal 1 and Human Services Goal 7**

The purpose of the Veterans' Affairs Activity is to provide benefit information and application services to veterans, their spouses, and dependents so they can receive the veterans benefits to which they are entitled under county, state, and federal laws.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% change in Veterans applying for Veterans Temporary Assistance through the Chester County Veterans Affairs Office	3%	N/A	0.2%	3%
2016	% change in backlog of burial applications	0%	N/A	N/A	0%
2016	% change in social media engagement	3%	N/A	N/A	3%

**VETERANS' AFFAIRS**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Other	\$ -	\$ 293	\$ 50	\$ -
<b>TOTAL</b>	\$ -	\$ 293	\$ 50	\$ -

**EXPENDITURES BY CATEGORY**

Personnel	\$ 190,100	\$ 183,674	\$ 182,532	\$ 183,924
Operating	83,796	85,266	101,199	100,530
Grants to Organizations	1,758	1,200	1,800	1,000
<b>TOTAL</b>	\$ 275,655	\$ 270,140	\$ 285,531	\$ 285,454

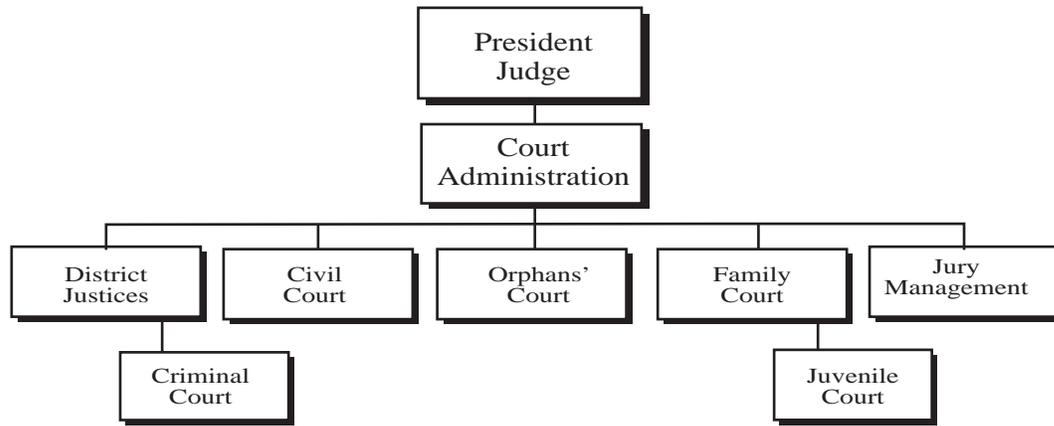
<i>Cost to County</i>	\$ 275,655	\$ 269,847	\$ 285,481	\$ 285,454
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**NET COST TO COUNTY BY ACTIVITY**

Veterans' Affairs	\$ 275,655	\$ 269,847	\$ 285,481	\$ 285,454
<b>NET COST</b>	\$ 275,655	\$ 269,847	\$ 285,481	\$ 285,454

<b>AUTHORIZED FULL-TIME FTEs</b>	3.0	3.0	3.0	3.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	3.0	3.0	3.0	3.0

## COURT ADMINISTRATION



### *Mission Statement*

The mission of the Court Administration Department is to provide judicial, administrative, and ancillary services to the community so they can obtain fair and prompt resolution to their disputes.

### *Goals*

➤ **Goal 1 - Interpreter Services**

Non-English speaking and hearing impaired court users will have equal access to justice, as evidenced by:

- By 2015 maintain a level of 99 percent of non-English speaking and hearing impaired court users who received their requested interpreter services.
- 100 percent will receive services from a certified interpreter.

➤ **Goal 2 - Video Technology**

By 2014 court users will have access to and use advanced communication technology during the court process, as evidenced by:

- 25 percent of applicable hearings conducted via video conferencing technology.

➤ **Goal 3 - Self-Representation Court Users**

By 2014 self-represented court users will have a better access to court forms and instructions, as evidenced by:

- 95 percent of court forms (as permitted by the Bench) and procedural instructions will be made available through a website.

## COURT ADMINISTRATION

### Activities

**Criminal Court.** Provides scheduling, modification, and disposition for misdemeanor and felony cases bound or waived to the Court of Common Pleas. The cases are disposed of by trial, plea, withdrawn/dismissal or Accelerated Rehabilitative Disposition (ARD).

**Civil Court.** Provides scheduling, notification, and disposition for civil action litigation cases and equity action cases over \$12,000. The cases are disposed of by arbitration, settlement, trial, or are stricken.

**Family Court.** Provides scheduling, notification and disposition of family cases. Family case types are support, custody, partial custody, visitation, divorce, juvenile dependency, and juvenile delinquency. Cases are disposed of by mediation, conciliation, hearings, settlement, stipulation, adjudication of the petition, consent decree, adjudication of the case, transfer, or withdrawal. The means of disposition is dependent upon the case type.

**Orphans' Court.** Provides scheduling, notification, and disposition of orphans' cases. Orphans' case types are accounts, adoptions, relinquishments/terminations, and appointment of guardians. The cases are disposed of by adjudication, confirmation of an account, final decree, granting or denying the petition. The means of disposition is dependent upon the case type.

<i>Performance Measures</i>	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	2013	2014	2015	2016
Criminal cases pending	1,393	1,503	1,503	1,503
Juvenile delinquency cases heard by Masters	140	N/A	N/A	N/A
Protection from abuse – new filings	326	448	448	448
Criminal dispositions	5,004	4,846	4,846	4,964
Criminal filings	4,850	4,964	4,964	4,964
Civil cases heard at arbitration	396	331	331	331
Civil cases – dispositions	5,102	4,916	4,916	4,916
Family Court new cases	6,646	6,161	6,161	6,161
Orphans' Court new cases	296	291	291	291
Jury days	5,366	5,091	5,091	5,091
Family Court cases processed	6,664	6,244	6,244	6,244

**COURT ADMINISTRATION**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 981,483	\$ 1,011,630	\$ 908,647	\$ 958,647
Departmental Earnings	182,885	160,054	169,000	169,000
Other	1,319	5,067	550	550
TOTAL	<u>\$ 1,165,687</u>	<u>\$ 1,176,751</u>	<u>\$ 1,078,197</u>	<u>\$ 1,128,197</u>

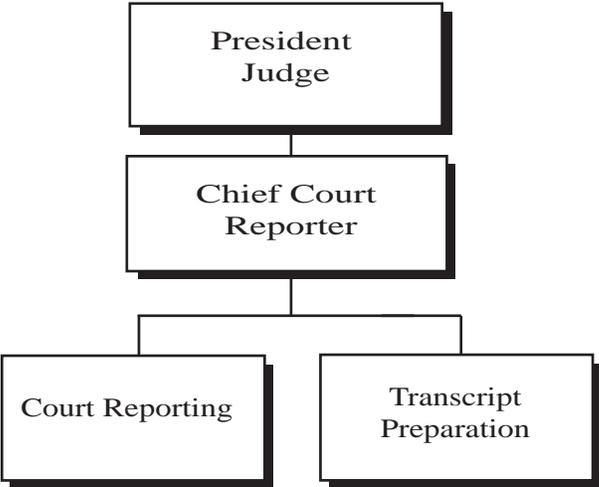
**EXPENDITURES BY CATEGORY**

Personnel	\$ 4,261,315	\$ 4,330,631	\$ 4,355,224	\$ 4,440,153
Operating	1,297,932	1,337,810	1,465,126	1,483,147
TOTAL	<u>\$ 5,559,247</u>	<u>\$ 5,668,441</u>	<u>\$ 5,820,350</u>	<u>\$ 5,923,300</u>

*Cost to County*                      \$ 4,393,559    \$ 4,491,690    \$ 4,742,153    \$ 4,795,103

<b>AUTHORIZED FULL-TIME FTEs</b>	59.4	57.4	57.4	58.4
<b>AUTHORIZED PART-TIME FTEs</b>	10.4	10.3	13.6	13.1
<b>TOTAL AUTHORIZED FTEs</b>	<u>69.8</u>	<u>67.7</u>	<u>71.0</u>	<u>71.5</u>

**COURT REPORTERS**



**Mission Statement**

The mission of the Court Reporters Department is to manage equipment and personnel resources to provide a verbatim record of all municipal and Common Pleas court hearings, as well as maintain all exhibits admitted into evidence in those court hearings, and to produce a record of any proceedings upon request.

**Goals**

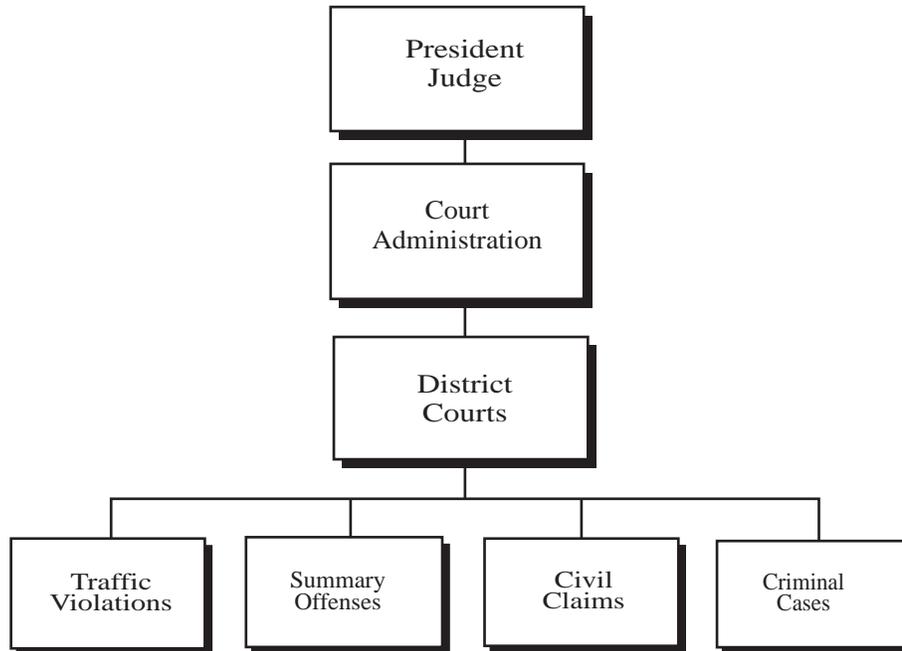
- To provide a court reporter for all municipal and Common Pleas court hearings.
- To log, store, and deliver to the Court of Appeals, all exhibits admitted into evidence in those court hearings.

<i>Performance Measures</i>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ESTIMATED 2015</b>	<b>PROJECTED 2016</b>
Courtroom days	235	235	235	235
Miscellaneous days	175	175	175	175

**COURT REPORTERS**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 1,588,507	\$ 1,572,007	\$ 1,579,375	\$ 1,660,376
Operating	16,328	15,283	18,588	20,504
TOTAL	<u>\$ 1,604,835</u>	<u>\$ 1,587,290</u>	<u>\$ 1,597,963</u>	<u>\$ 1,680,880</u>
 <i>Cost to County</i>	 \$ 1,604,835	 \$ 1,587,290	 \$ 1,597,963	 \$ 1,680,880
 <b>AUTHORIZED FULL-TIME FTEs</b>	 23.0	 23.0	 23.0	 24.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>23.0</u>	<u>23.0</u>	<u>23.0</u>	<u>24.0</u>

## *DISTRICT JUSTICES*



### *Mission Statement*

The mission of the Minor Judiciary (Magisterial District Judges) is to provide judicial and administrative services to the community so they can obtain fair and prompt resolutions to their disputes.

### **Goals**

#### ➤ **Goal 1**

Working with the Common Pleas Security Committee to implement shelter in place and security department plans in all District Courts. Continue to improve security practices at the Chester County District Courts through collaboration with the Administrative Office of Pennsylvania Courts and other County of Chester departments to ensure that systems in place are up to date and functioning appropriately.

#### ➤ **Goal 2**

Relocate certain District Courts to contemporary facilities so that they are in accordance with the standards for the County of Chester District Courts. Work with several County of Chester departments and the Administrative Office of Pennsylvania Courts to coordinate these moves so that the courts can serve the public with extraordinary efficiency.

### *Activities*

**Traffic Violations.** Responsible for processing violations for offenses which are initiated by the filing of a traffic citation and for processing private criminal complaints and violations of local traffic ordinances.

**Summary Offenses.** Responsible for processing violations for offenses initiated by the filing of a non-traffic citation and collecting fines and costs, and for processing private criminal complaints that are violations of local ordinance codes filed by private citizens.

**Civil Claims.** Filing and processing of civil actions and landlord/tenant complaints where the claim does not exceed \$12,000.

***DISTRICT JUSTICES***

**Criminal Cases.** Cases are filed at the appropriate district court for the purpose of arraignments and preliminary hearings.

<i>Performance Measures</i>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ESTIMATED 2015</b>	<b>PROJECTED 2016</b>
Total Filings - Criminal, Civil, Traffic & Summary	111,837	105,591	102,536	102,500
Total Dispositions	108,574	103,241	102,858	102,500

**DISTRICT JUSTICES**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ -	\$ 42,750	\$ 59,000	\$ -
Departmental Earnings	2,765,382	2,539,209	2,508,996	2,541,305
Other	100,364	105,974	111,190	91,540
<b>TOTAL</b>	<b>\$ 2,865,746</b>	<b>\$ 2,687,933</b>	<b>\$ 2,679,186</b>	<b>\$ 2,632,845</b>

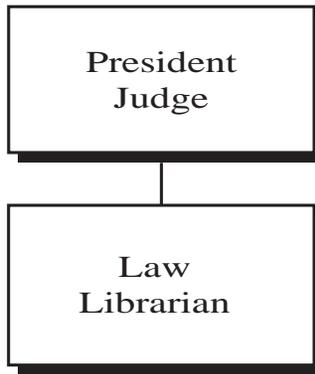
**EXPENDITURES BY CATEGORY**

Personnel	\$ 4,872,501	\$ 4,400,749	\$ 4,543,952	\$ 4,475,524
Operating	2,156,523	1,991,917	2,138,427	2,024,199
<b>TOTAL</b>	<b>\$ 7,029,024</b>	<b>\$ 6,392,666</b>	<b>\$ 6,682,379</b>	<b>\$ 6,499,723</b>

*Cost to County*                      \$ 4,163,278      \$ 3,704,733      \$ 4,003,193      \$ 3,866,878

<b>AUTHORIZED FULL-TIME FTEs</b>	97.0	84.0	83.0	83.0
<b>AUTHORIZED PART-TIME FTEs</b>	4.9	3.2	3.7	6.2
<b>TOTAL AUTHORIZED FTEs</b>	<b>101.9</b>	<b>87.2</b>	<b>86.7</b>	<b>89.2</b>

**LAW LIBRARY**



**Mission Statement**

The mission of the Law Library is to provide access to Pennsylvania and United States federal statutes, cases, and codes of regulation, serve as a depository for County, township, and borough ordinances both passed and proposed, and as a source for legal research and information to the public and attorneys.

**Goals**

- To provide help to those members of the public and the legal community seeking legal information.
- To help guide patrons to sources that will answer their questions.

**Activities**

**Public Service.** As the population of Chester County continues to grow, this program meets the increasing demands of public access to legal information (both text and on-line).

**Attorney Service.** To make information readily available to attorneys by providing the latest information through text and on-line services.

<i>Performance Measures</i>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ESTIMATED 2015</b>	<b>PROJECTED 2016</b>
Library usage	12,000	4,000	4,000	4,000

*LAW LIBRARY*

	<u>ACTUAL</u> <u>2013</u>	<u>ACTUAL</u> <u>2014</u>	<u>2015</u> <u>BUDGET</u> <u>AS OF 9/30</u>	<u>APPROVED</u> <u>2016</u>
<b>REVENUES</b>				
Departmental Earnings	\$ 2,936	\$ 3,241	\$ 2,500	\$ 3,000
TOTAL	<u>\$ 2,936</u>	<u>\$ 3,241</u>	<u>\$ 2,500</u>	<u>\$ 3,000</u>

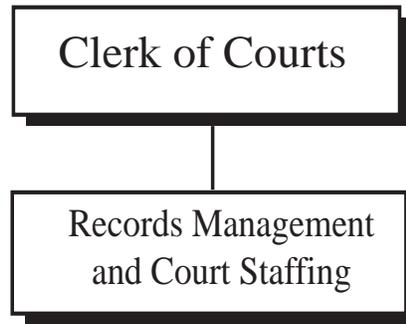
**EXPENDITURES BY CATEGORY**

Personnel	\$ 123,881	\$ 105,713	\$ 103,116	\$ 105,131
Operating	35,829	37,400	64,715	62,752
TOTAL	<u>\$ 159,711</u>	<u>\$ 143,113</u>	<u>\$ 167,831</u>	<u>\$ 167,883</u>

*Cost to County*                      \$ 156,775    \$ 139,872    \$ 165,331    \$ 164,883

<b>AUTHORIZED FULL-TIME FTEs</b>	2.0	2.0	2.0	2.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>

**CLERK OF COURTS**



**Mission Statement**

The mission of the Clerk of Courts’ Office is to provide record maintenance for criminal, miscellaneous and juvenile cases, assessing fines and costs of all cases for the Court of Common Pleas Judges, the public, legal profession, and various government agencies so they can easily file and access criminal court-related records; as well as a repository for road dockets for the County of Chester.

**Department Strategic Goals**

- **Goal 1 - Criminal Court Activities Support** **Supports Commissioners’ Priority - Public Safety**  
 By 2019 the Clerk of Courts Office shall support all Chester County Criminal Court activities, as evidenced by:
  - 95 percent of all petitions/pleadings are docketed within 72 hours of filing.
  - 100 percent of criminal court hearings manned with sufficient staff.

**Activities and Performance Measures**

- **Records Management and Court Staffing** **Supports Goal 1**  
 The purpose of the Records Management and Court Staffing Activity is to provide docketing, record keeping, and court staffing services for the Court of Common Pleas Judges, the public, and the legal community, so they can file and access criminal court related case dockets, PA road dockets, and have a court clerk present during court proceedings.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of criminal court hearings manned by Clerk of Courts staff	100%	100%	100%	100%
2016	% of petitions and pleadings docketed within 72 hours of filing	95%	90%	95%	95%
2014	% of essential court related information is available and distributed within one day of filing	91%	91%	N/A	N/A

**CLERK OF COURTS**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 15,790	\$ -	\$ -	\$ -
Departmental Earnings	382,621	315,825	403,500	390,000
Other	15,175	11,104	29,842	20,000
TOTAL	\$ 413,586	\$ 326,929	\$ 433,342	\$ 410,000
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 1,244,661	\$ 1,224,273	\$ 1,216,255	\$ 1,215,369
Operating	65,080	61,944	74,994	62,930
Operating Capital	12,298	-	-	-
TOTAL	\$ 1,322,040	\$ 1,286,217	\$ 1,291,249	\$ 1,278,299
<i>Cost to County</i>	\$ 908,454	\$ 959,288	\$ 857,907	\$ 868,299
<b>NET COST TO COUNTY BY ACTIVITY</b>				
Records Management	\$ 908,454	\$ 959,288	\$ 857,907	\$ 868,299
NET COST	\$ 908,454	\$ 959,288	\$ 857,907	\$ 868,299
<b>AUTHORIZED FULL-TIME FTEs</b>	20.0	20.0	20.0	20.0
<b>AUTHORIZED PART-TIME FTEs</b>	3.9	4.3	4.5	4.8
<b>TOTAL AUTHORIZED FTEs</b>	23.9	24.3	24.5	24.8

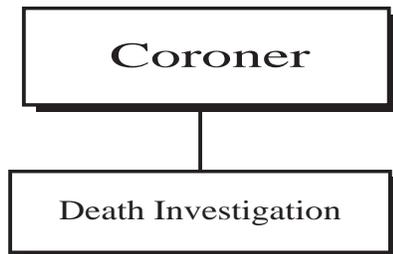
## CONSTABLES

### *Mission Statement*

The mission of the Constables is to serve documents and enforce orders for the Magisterial District Courts.

Constables are elected in each municipality with Deputies appointed to assist the Constable. The President Judge appoints deputies. They serve at the pleasure of the elected Constable who sponsors them. The election, appointment, qualifications, duties, compensation, and fees for Constables and Deputies are regulated by Statute.

	<u>ACTUAL</u> <u>2013</u>	<u>ACTUAL</u> <u>2014</u>	<u>2015</u> <u>BUDGET</u> <u>AS OF 9/30</u>	<u>APPROVED</u> <u>2016</u>
<b>EXPENDITURES BY CATEGORY</b>				
Services	\$ 1,582,001	\$ 1,545,962	\$ 1,600,000	\$ 1,500,000
TOTAL	<u>\$ 1,582,001</u>	<u>\$ 1,545,962</u>	<u>\$ 1,600,000</u>	<u>\$ 1,500,000</u>
 <i>Cost to County</i>	 \$ 1,582,001	 \$ 1,545,962	 \$ 1,600,000	 \$ 1,500,000



***Mission Statement***

The mission of the Office of the Coroner is to provide investigation of all deaths occurring in Chester County requiring a public inquiry and to determine and record the cause and manner of death for law enforcement, the medical community, and the family of the decedent so that they can affix responsibility, protect the public health and safety, effect a resolution, and have closure.

***Department Strategic Goals***

- **Goal 1 - Responsiveness** **Supports Commissioners' Priority - Public Safety**  
 Chester County citizens, law enforcement, healthcare practitioners, hospitals, and skilled nursing facilities will continue to receive prompt, legally defensible determinations of the manner and cause of a decedent's death, as evidenced by:
  - By 2016, 100 percent of death investigation requests responded to within thirty minutes.
  - By 2016, 95 percent of death investigation reports completed within 45 days.
  - By 2016, 90 percent of autopsies will be completed within 36 hours.
  
- **Goal 2 - Patient Care Provider Education** **Supports Commissioners' Priority - Public Safety**  
 Chester County patient care providers will be educated in reporting cases to the Coroner's office in a timely manner, as evidenced by:
  - By 2016 contact and educate 75 percent of the patient care providers in Chester County regarding reporting criteria to the Coroner's office for deaths in their facility.

***Activities and Performance Measures***

- **Death Investigation** **Supports Goals 1 and 2**  
 The purpose of the Death Investigation Activity is to provide a timely legal defensible determination of the manner and cause of a decedent's death to law enforcement, the medical community, and the family of the decedent so they have the information needed to affix responsibility, bring closure, and protect the health and safety of the public.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% death investigation requests responded to within 30 minutes	100%	100%	100%	100%
2016	% death investigation reports completed within 45 days	95%	81%	95%	95%
2016	% of autopsies completed within 36 hours	90%	93%	90%	90%

**CORONER**

➤ **Death Investigation - continued**

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of cremation requests completed within four hours	100%	100%	100%	100%
2016	% of non-investigative transports	0%	3%	0%	0%
2016	% on-call shifts filled within two weeks prior to the first of the month	100%	100%	100%	100%

	<u>ACTUAL 2013</u>	<u>ACTUAL 2014</u>	<u>2015 BUDGET AS OF 9/30</u>	<u>APPROVED 2016</u>
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**REVENUES**

Departmental Earnings	\$ 128,778	\$ 143,921	\$ 228,185	\$ 162,000
TOTAL	<u>\$ 128,778</u>	<u>\$ 143,921</u>	<u>\$ 228,185</u>	<u>\$ 162,000</u>

**EXPENDITURES BY CATEGORY**

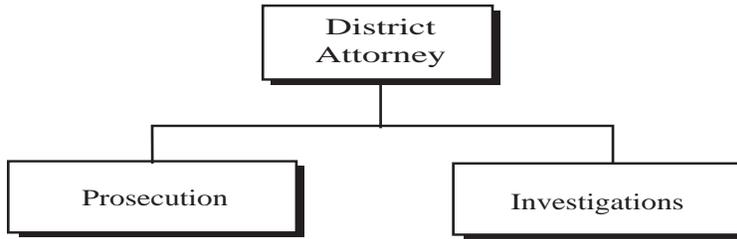
Personnel	\$ 274,918	\$ 259,399	\$ 364,353	\$ 552,968
Operating	415,565	453,151	483,542	294,834
Operating Capital	-	-	34,000	-
TOTAL	<u>\$ 690,484</u>	<u>\$ 712,550</u>	<u>\$ 881,895</u>	<u>\$ 847,802</u>

<i>Cost to County</i>	\$ 561,706	\$ 568,629	\$ 653,710	\$ 685,802
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**NET COST TO COUNTY BY ACTIVITY**

Death Investigation	\$ 561,706	\$ 568,629	\$ 653,710	\$ 685,802
NET COST	<u>\$ 561,706</u>	<u>\$ 568,629</u>	<u>\$ 653,710</u>	<u>\$ 685,802</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	3.0	4.0	6.0	6.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.6	0.0	0.5	9.7
<b>TOTAL AUTHORIZED FTEs</b>	<u>3.6</u>	<u>4.0</u>	<u>6.5</u>	<u>15.7</u>



***Mission Statement***

The mission of the District Attorney’s Office is to provide investigation, prosecution, and crime prevention services to citizens of Chester County so they can live and grow in a safe community.

***Department Strategic Goals***

- **Goal 1 - Address and Coordinate the Investigation of Complex Criminal Activity** **Supports Commissioners’ Priority - Public Safety**  
 By 2019 the citizens of Chester County will benefit from increased prosecutions that coordinate the activities of the Chester County Detectives with outside jurisdictions, as evidenced by:
  - 50 percent of major case investigations will assist other agencies.
  - 85 percent of child abuse investigations will assist other agencies.
  - 85 percent of forensic investigations will assist other agencies.
  
- **Goal 2 - Skill Development** **Supports Commissioners’ Priority - Public Safety**  
 By 2019 citizens will experience the highest level of professional prosecutorial services, as evidenced by:
  - 100 percent of prosecutors will receive ethics and specialized training.
  - 100 percent of detectives will receive forensic training.

***Activities and Performance Measures***

- **Prosecution** **Supports Goals 1 and 2**  
 The purpose of the Prosecution Activity is to provide legal services to the public so they can be assured of timely and appropriate dispositions of matters within the jurisdiction of the District Attorney’s Office.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of prosecutors receiving ethics and specialized training	100%	100%	100%

**DISTRICT ATTORNEY**

➤ **Investigations**

**Supports Goals 1 and 2**

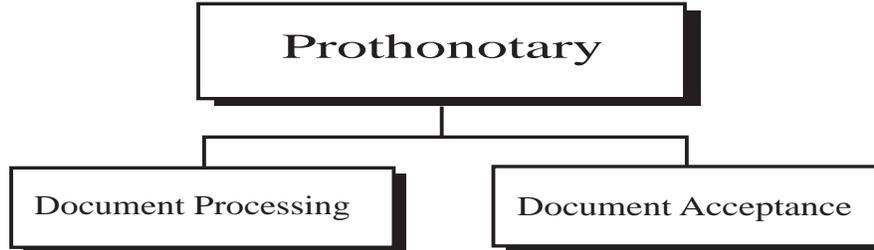
The purpose of the Investigations Activity is to provide information, crime identification, digital evidence analysis, scientific forensic services, arrest determination, and apprehension services to law enforcement agencies and Assistant District Attorneys so they can make charging decisions and have evidence for criminal prosecutions in a timely manner.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of forensic investigations assisting other agencies	85%	89%	85%	85%
2016	% of major case investigations assisting other agencies	50%	67%	50%	50%
2016	% of child abuse investigations assisting other agencies	85%	93%	85%	85%

**DISTRICT ATTORNEY**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 474,473	\$ 484,001	\$ 741,172	\$ 760,039
Departmental Earnings	473,951	687,411	735,000	720,000
Other Revenues	235,938	232,342	160,266	137,779
TOTAL	<u>\$ 1,184,362</u>	<u>\$ 1,403,754</u>	<u>\$ 1,636,438</u>	<u>\$ 1,617,818</u>
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 7,848,797	\$ 8,099,788	\$ 8,103,245	\$ 8,316,386
Operating	989,260	1,209,303	1,360,830	1,261,375
Grants to Organizations	61,352	96,479	108,436	90,005
TOTAL	<u>\$ 8,899,409</u>	<u>\$ 9,405,570</u>	<u>\$ 9,572,511</u>	<u>\$ 9,667,766</u>
<i>Cost to County</i>	\$ 7,715,047	\$ 8,001,816	\$ 7,936,073	\$ 8,049,948
<b>NET COST TO COUNTY BY ACTIVITY</b>				
Prosecution	\$ 4,777,039	\$ 4,855,692	\$ 4,719,491	\$ 4,747,756
Investigations	2,938,008	3,146,124	3,216,582	3,302,192
NET COST	<u>\$ 7,715,047</u>	<u>\$ 8,001,816</u>	<u>\$ 7,936,073</u>	<u>\$ 8,049,948</u>
<b>AUTHORIZED FULL-TIME FTEs</b>	93.0	93.0	94.0	94.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.3	0.2	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>93.3</u>	<u>93.2</u>	<u>94.0</u>	<u>94.0</u>

## ***PROTHONOTARY***



### ***Mission Statement***

The mission of the Prothonotary's Office is to provide civil case filing, document recording, document retention, and passport services to court staff, litigants, and other interested parties so they may pursue legal action, utilize information contained in court documents and meet the requirements for application for a passport.

### ***Department Strategic Goals***

#### ➤ **Goal 1 - Customer Access**

**Supports Commissioners' Priority -  
Governance**

Customers of the Prothonotary will have access to filed documents in a timely, accurate, and secure manner, as evidenced by:

- 80 percent of secondary filings will be recorded within four business days of filing.
- 80 percent of new cases will be recorded within five business days of filing.
- 100 percent of judgments will be recorded within 30 days of filing.
- 100 percent of judge's orders will be recorded within two business days of filing.
- 80 percent of documents will be electronically filed into the court.
- 80 percent of filers will have the ability to electronically file and view images 24 hours a day.

#### ➤ **Goal 2 - Self-Represented Litigants**

**Supports Commissioners' Priority -  
Governance**

Self-represented litigants will have the ability to more effectively navigate the court system, as evidenced by:

- 50 percent of self-represented litigants will have prepared their filings before arriving at the Prothonotary's Office.
- 50 percent of self-represented litigants will successfully initiate a case within one visit to the Prothonotary's Office.

### ***Activities and Performance Measures***

#### ➤ **Document Processing**

**Supports Goal 1**

The purpose of the Document Processing Activity is to provide document recording and retention services to court staff, litigants, and other interested parties so they can access case histories that have been timely and accurately recorded.

***PROTHONOTARY***

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>	
2016	% of passport applicants who say they have received complete and accurate information about the passport application process	90%	100%	100%	90%
2016	% of events with required court clerk coverage supplied from the court clerk pool	95%	100%	94%	95%
2016	% of secondary filings recorded within four business days of filing	50%	54%	62%	50%
2016	% of judgments that are found to be accurately recorded upon review	85%	91%	93%	85%
2016	% of new cases found to be accurately recorded upon review	70%	86%	90%	70%
2016	% of Judge's orders recorded within two business days of filing	70%	76%	73%	70%
2016	% of judgments recorded within 30 days of filing	50%	100%	85%	50%
2016	% of new cases recorded within five business days of filing	50%	28%	74%	50%

➤ **Document Acceptance**

**Supports Goals 1 and 2**

The purpose of the Document Acceptance Activity is to provide civil case filing services to litigants and the Court so they can initiate, proceed with, and manage civil cases.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>	
2016	% of self-represented litigants who successfully file in one visit	30%	92%	90%	30%
2016	% of self-represented litigants who have prepared their filing prior to arrival in the Prothonotary's Office	30%	81%	80%	30%
2016	% of mail processed within one business day of receipt	70%	85%	97%	70%

**PROTHONOTARY**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Departmental Earnings	\$ 1,499,940	\$ 1,451,074	\$ 1,600,000	\$ 1,600,000
Other	44,068	25,875	18,758	18,658
TOTAL	<u>\$ 1,544,008</u>	<u>\$ 1,476,949</u>	<u>\$ 1,618,758</u>	<u>\$ 1,618,658</u>

**EXPENDITURES BY CATEGORY**

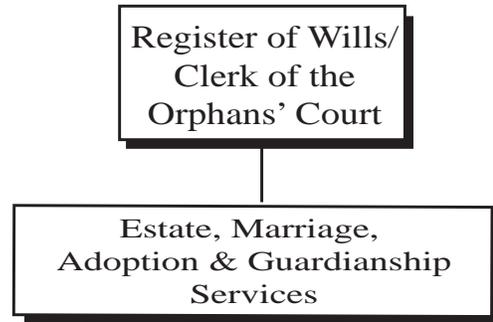
Personnel	\$ 1,213,738	\$ 1,208,740	\$ 1,239,720	\$ 1,232,795
Operating	83,264	88,375	82,939	83,461
TOTAL	<u>\$ 1,297,001</u>	<u>\$ 1,297,115</u>	<u>\$ 1,322,659</u>	<u>\$ 1,316,256</u>
<i>Cost to County</i>	\$ (247,007)	\$ (179,834)	\$ (296,099)	\$ (302,402)

**NET COST TO COUNTY BY ACTIVITY**

Document Processing	\$ (148,725)	\$ (114,466)	\$ (192,266)	\$ (193,552)
Document Acceptance	(98,282)	(65,368)	(103,833)	(108,850)
NET COST	<u>\$ (247,007)</u>	<u>\$ (179,834)</u>	<u>\$ (296,099)</u>	<u>\$ (302,402)</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	20.0	20.0	20.0	20.0
<b>AUTHORIZED PART-TIME FTEs</b>	3.5	3.7	3.5	4.4
<b>TOTAL AUTHORIZED FTEs</b>	<u>23.5</u>	<u>23.7</u>	<u>23.5</u>	<u>24.4</u>

## ***REGISTER OF WILLS / CLERK OF THE ORPHANS' COURT***



### ***Mission Statement***

The mission of the Register of Wills/Clerk of Orphans' Court is to provide estate administration, marriage license, adoption, and guardianship filing services to individuals and the courts so they can have their legal needs fulfilled.

### ***Department Strategic Goals***

- **Goal 1 - Timely and Accurate Service** **Supports Commissioners' Priority - Governance**
- By 2019 customers of the Register of Wills and Clerk of the Orphans' Court will continue to receive timely and accurate services that meet their legal needs, as evidenced by:
- 100 percent of notices of noncompliance will be sent out within seven days.
  - 100 percent of marriage licenses will be processed and issued on the same day the application was received.
  - 100 percent of inheritance tax payments will be receipted and deposited within one business day of payment by the customer.
  - 95 percent of orders will be docketed and mailed out with notifications within one business day of being signed by the Judge.
  - 95 percent of petitions and filings will be processed and docketed within one business day.
  - 90 percent of granting letters testamentary/administration and short certificates will be issued within one business day of all proper forms and documentation being filed.
- **Goal 2 - Online Access** **Supports Commissioners' Priority - Governance**
- By 2019 customers of the Register of Wills and Clerk of the Orphans' Court will continue to have electronic/remote access to forms, documents and information required to resolve their legal matters, as evidenced by:
- 100 percent of essential information, forms, and documents will be available online.
  - 100 percent of the forms provided online can be completed online, printed, and saved with the data entered on the user's computer and may be modified before filing.
  - 20 percent of the forms provided online will be accepted by electronic filing.
- **Goal 3 - Customer Access** **Supports Commissioners' Priority - Governance**
- By 2019 customers of the Register of Wills and Clerk of the Orphans' Court will have continued up to date access to the estate and guardianship files as well as marriage license applications, as evidenced by:
- 100 percent of all new filings that are docketed will be available to the public through the County's online public information network within one business day.
  - 100 percent of all case files and filings will be constantly updated and available in the office to the public by either paper form, scanned images on the computer, or by microfilm.

**REGISTER OF WILLS / CLERK OF THE ORPHANS' COURT**

**Activities and Performance Measures**

➤ **Estate, Marriage, Adoption, and Guardianship Services** **Supports Goals 1, 2, and 3**

The purpose of the Estate, Marriage, Adoption, and Guardianship Services Activity is to provide probate, guardianship, adoption, and marriage license record maintenance and services to the public, the legal profession, and the Orphans' Court so that they can receive accurate and timely notices, citations, certificates, licenses, and orders.

<b>Plan Year</b>	<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
2016	% of notices of noncompliance sent out within seven days	100%	100%	100%
2016	% of marriage licenses issued on the same day of the application	100%	N/A	100%
2016	% of inheritance tax payments receipted and deposited within one business day	100%	N/A	100%
2016	% of orders docketed and mailed with notifications within one business day	95%	N/A	95%
2016	% of petitions docketed and processed within one business day	95%	N/A	95%
2016	% of estates in which the granting of letters and short certificates are issued within one business day of all appropriate filings	90%	N/A	90%
2014	% of pleadings filed by pro-se fiduciaries that are accurate and timely	75%	15%	N/A
2014	% of estate filings made electronically	5%	1%	N/A
2014	% of estates that are administered according to law	90%	60%	N/A
2014	% of pleadings filed by pro-se petitioners that are accurate and timely	25%	15%	N/A
2014	% of Orphans' Court filings made electronically	5%	1%	N/A
2014	% of cases that had a successful disposition	90%	75%	N/A
2014	% of key information and tools available online and free of charge	20%	100%	N/A
2014	% of court requests for information that are satisfied timely and accurately	100%	100%	N/A
2014	% of non-court customers who get their required information in a timely manner	100%	100%	N/A

**REGISTER OF WILLS / CLERK OF THE ORPHANS' COURT**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>          </u>	<u>          </u>	<u>AS OF 9/30</u>	<u>          </u>
<b>REVENUES</b>				
Departmental Earnings	\$ 1,373,255	\$ 1,446,585	\$ 1,500,000	\$ 1,500,000
Other	43	12,752	15,050	15,030
TOTAL	<u>\$ 1,373,298</u>	<u>\$ 1,459,337</u>	<u>\$ 1,515,050</u>	<u>\$ 1,515,030</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 725,244	\$ 731,070	\$ 724,488	\$ 737,125
Operating	42,476	59,539	62,854	61,833
TOTAL	<u>\$ 767,720</u>	<u>\$ 790,609</u>	<u>\$ 787,342</u>	<u>\$ 798,958</u>

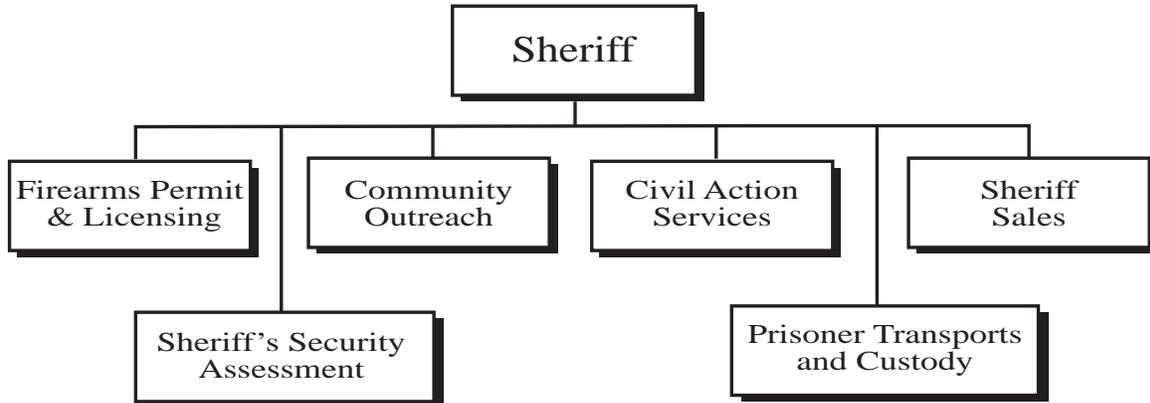
<i>Cost to County</i>	\$ (605,578)	\$ (668,728)	\$ (727,708)	\$ (716,072)
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**NET COST TO COUNTY BY ACTIVITY**

Register of Wills	\$ (436,185)	\$ (471,066)	\$ (727,708)	\$ (716,072)
Clerk of Orphan's Court	(218,447)	(243,667)	N/A	N/A
Records Management	49,054	46,005	N/A	N/A
NET COST	<u>\$ (605,578)</u>	<u>\$ (668,728)</u>	<u>\$ (727,708)</u>	<u>\$ (716,072)</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	12.0	12.0	12.0	12.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>12.0</u>	<u>12.0</u>	<u>12.0</u>	<u>12.0</u>

## SHERIFF



### *Mission Statement*

The mission of the Chester County Sheriff's Office is to provide safety, protection, and security services to the citizens, the judiciary, and Chester County employees so they can be safe and secure.

### *Department Strategic Goals*

- **Goal 1 - Incident Rates** **Supports Commissioners' Priority - Public Safety**  
The citizens, judiciary, and employees of Chester County will continue to experience safety and security while in County facilities and properties, as evidenced by:
  - Zero percent of incarcerated individuals who escape while in Sheriff's Office custody.
  - 100 percent of prisoner transports are conducted safely and securely.
  
- **Goal 2 - Responsiveness** **Supports Commissioners' Priority - Public Safety**  
The citizens, judiciary, and employees of Chester County will continue to experience prompt responses to medical and other emergencies and/or requests for assistance, as evidenced by:
  - By 2019, 95 percent of incident responses will be within six minutes of notification.
  - By 2019, 95 percent of applications to carry firearms investigations will be completed within 30 days of application receipt.
  - By 2019, 75 percent of attorneys and/or debt holders will receive the proceeds from real estate sales within 90-120 days from sale completion.
  - By 2019, 95 percent of attorneys and/or debt holders will receive the proceeds from the tangible property sales within 30 days.
  
- **Goal 3 - Civil Action/Protection From Abuse (PFA)** **Supports Commissioners' Priority - Public Safety**  
Citizens, attorneys, and the judiciary will continue to receive more efficient and timely notification of civil actions and Protection from Abuse (PFAs), as evidenced by:
  - By 2016, 90 percent of civil actions will be served within 75 percent of required maximum time frame for that action.
  - By 2016, 95 percent of PFAs will be served within 24 hours of receipt.
  
- **Goal 4 - Community Outreach** **Supports Commissioners' Priority - Public Safety**  
Citizens of Chester County will continue to receive access to information necessary to practice and promote responsible decision making, and improve their safety and quality of life, as evidenced by:
  - By 2019 the Sheriff's Outreach Program will have offered 1,500 sessions with 200,000 participants including K-12 children, adults, and senior citizens served County-wide.

**Activities and Performance Measures**

- **Firearms Permit and Licensing** **Supports Goal 2**  
 The purpose of the Firearms Permit and Licensing Activity is to provide gun permit and background investigation services to the public so they can receive a decision on their permits and/or licensing in a timely manner.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of applications to carry firearms investigations completed within 30 days of application receipt	95%	90%	95%
2016	% of JNET notifications, indicating potential license to carry revocations, investigated and resolved within 10 days	0%	N/A	0%

- **Community Outreach** **Supports Goal 4**  
 The purpose of the Community Outreach Activity is to provide education, prevention, and advocacy services to the public so they can have the information necessary to practice and promote responsible decision making, improve their safety, and quality of life.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% K-12 children, adults, and senior citizens participating in a Sheriff's Outreach Program (County-wide)	.05%	.06%	.05%

- **Civil Action Services** **Supports Goal 3**  
 The purpose of the Service of Civil Actions Activity is to provide legal notification services to all parties involved in a civil action so they can receive timely notification of the action.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of PFAs will be served within 24 hours of receipt	80%	95%	80%
2016	% of civil actions will be served within 75 percent of required maximum time frame for that action	75%	85%	75%

- **Sheriff Sales** **Supports Goal 2**  
 The purpose of the Sheriff Sales (Real Estate and Personal Property) Activity is to provide scheduling, processing, and selling services to attorneys and debt holders so they can sell real and tangible property and receive the proceeds from the sales in a timely manner.

**SHERIFF**

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% of attorneys and/or debt holders will receive the proceeds from the tangible property sales within 30 days	95%	90%	95%	95%
2016	% of attorneys and/or debt holders will receive the proceeds from real estate sales within 90-120 days from fielding	75%	80%	75%	75%

- **Sheriff’s Security Assessment** **Supports Goals 1 and 2**  
 The purpose of the Sheriff’s Security Assessment Activity is to provide daily security and medical response services to the public and Chester County employees so they can be in a safe and secure environment while conducting business in a County facility.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% of incident responses (including medical) that occur within six minutes	95%	95%	100%	95%
2016	% of time it takes ten minutes or less to evacuate and secure a County facility during an emergency preparedness drill	75%	N/A	N/A	75%
2016	% of County’s Common Pleas courtrooms monitored for safety during legal proceedings	100%	N/A	N/A	100%
2015	% reduction in the amount of time to evacuate and secure a County facility for emergency preparedness drills (from 9 to 8.5 minutes)	0.5%	0.5%	0.5%	N/A

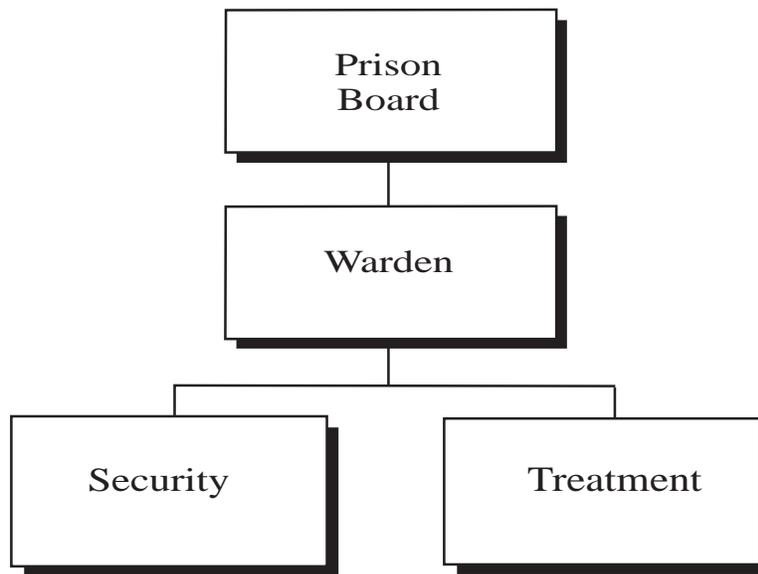
- **Prisoner Transports and Custody** **Supports Goal 1**  
 The purpose of the Prisoner Transports and Custody Activity is to provide transportation and custody services to adult and juvenile prisoners so they can be safe, secure, and accounted for while in the custody of the Sheriff’s Office.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% of incarcerated individuals that escape while in Sheriff’s Office custody	0%	0%	0%	0%
2016	% of prisoners who are transported safely and securely to intended destination	100%	100%	100%	100%

**SHERIFF**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 4,093	\$ -	\$ -	\$ -
Departmental Earnings	1,210,657	1,146,744	1,114,000	1,114,000
Transfers From	-	-	-	5,000
Other	28,654	28,427	35,000	35,000
<b>TOTAL</b>	<b>\$ 1,243,404</b>	<b>\$ 1,175,171</b>	<b>\$ 1,149,000</b>	<b>\$ 1,154,000</b>
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 5,026,727	\$ 5,264,907	\$ 5,161,070	\$ 5,454,399
Operating	446,987	470,234	435,126	477,201
<b>TOTAL</b>	<b>\$ 5,473,714</b>	<b>\$ 5,735,141</b>	<b>\$ 5,596,196</b>	<b>\$ 5,931,600</b>
<i>Cost to County</i>	\$ 4,230,310	\$ 4,559,970	\$ 4,447,196	\$ 4,777,600
<b>NET COST TO COUNTY BY ACTIVITY</b>				
Firearms Permits & Licensing	\$ 49,329	\$ 66,837	\$ 66,033	\$ 84,736
Community Outreach	195,109	238,983	183,788	205,578
Civil Action Services	129,744	273,305	89,373	298,499
Sheriff Sales	(289,788)	(332,201)	(90,788)	(328,678)
Sheriff's Security Assessment	1,509,336	1,552,790	1,370,731	1,625,154
Prisoner Transports & Custody	2,636,580	2,760,256	2,828,059	2,892,311
<b>NET COST</b>	<b>\$ 4,230,310</b>	<b>\$ 4,559,970</b>	<b>\$ 4,447,196</b>	<b>\$ 4,777,600</b>
<b>AUTHORIZED FULL-TIME FTEs</b>	85.0	84.0	86.0	90.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.5	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	85.5	84.0	86.0	90.0

## *PRISON*



### *Mission Statement*

The mission of the Chester County Prison is to ensure the public as well as the correctional staff a safe environment that provides detention, rehabilitative recidivism risk reduction, and re-entry services to those who are incarcerated so that they may live in a clean, humane, and secure environment, and re-enter the community as a productive member.

### *Department Strategic Goals*

- **Goal 1 - Safe and Secure Environment**      **Supports Commissioners' Priority - Public Safety**  
By 2019 inmates, staff, and the public will continue to benefit from a safe and secure environment in the Chester County Prison, as evidenced by:
  - 100 percent compliance with Department of Corrections annual inspection regulations.
  - Maintain a record of no escapes.
  
- **Goal 2 - Inmate Services and Inmate Population**      **Supports Commissioners' Priority - Public Safety**  
By 2019 inmates will have the opportunity to improve their well-being through the rehabilitative resources available which will enhance their ability to re-enter society in a more productive manner, as evidenced by:
  - 100 percent of inmates requiring treatment will be identified.
  - Three percent increase in referrals of inmates to treatment programs.
  - Three percent increase in inmate participation in work-release/pre-release programs.
  - 15 percent of inmates will receive the needed inmate rehabilitative services (educational, substance abuse, self-help, mental health).

**Activities and Performance Measures**

➤ **Security**

**Supports Goal 1**

The purpose of the Security Activity is to provide correctional management services to inmates so that they may be detained in a safe and secure environment.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016 % of inmates who do not escape	100%	100%	100%	100%
2016 % compliance with Department of Corrections regulations for security	100%	100%	100%	100%
2015 % completion of analysis for prison population	20%	20%	20%	N/A
2014 % change in inmate-on-staff assaults	-4.5%	0%	N/A	N/A

➤ **Treatment**

**Supports Goal 2**

The purpose of the Treatment Activity is to provide correctional support services to the inmate population so that they may be detained in a healthy, humane, rehabilitative environment and re-enter society with the necessary tools for success to stay out of prison.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016 % change in volunteer hours delivering rehabilitative services to inmates	1%	8%	1%	1%
2016 % change in number of inmates in work-release and pre-release programs	5%	5%	5%	5%
2016 % change of eligible inmate treatment referrals	3%	2%	3%	3%
2016 % compliance with governmental regulations for treatment services	100%	100%	100%	100%

**PRISON**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>          </u>	<u>          </u>	<u>AS OF 9/30</u>	<u>          </u>
<b>REVENUES</b>				
Federal & State Grants	\$ 915,286	\$ 1,443,589	\$ 1,065,155	\$ 1,158,000
Departmental Earnings	487,956	500,425	464,672	576,608
Other	489,572	487,681	492,117	491,958
TOTAL	<u>\$ 1,892,814</u>	<u>\$ 2,431,695</u>	<u>\$ 2,021,944</u>	<u>\$ 2,226,566</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 18,894,771	\$ 19,134,551	\$ 18,736,523	\$ 19,019,820
Operating	8,136,663	8,122,405	8,685,608	8,670,377
TOTAL	<u>\$ 27,031,434</u>	<u>\$ 27,256,956</u>	<u>\$ 27,422,131</u>	<u>\$ 27,690,197</u>

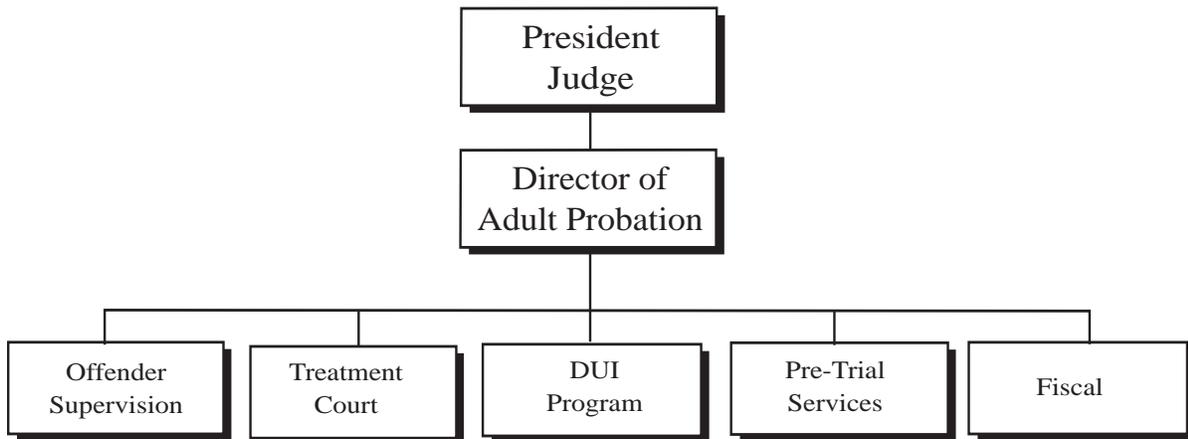
*Cost to County*                      \$ 25,138,620    \$ 24,825,261    \$ 25,400,187    \$ 25,463,631

**NET COST TO COUNTY BY ACTIVITY**

Security	\$ 18,763,328	\$ 18,985,679	\$ 18,820,575	\$ 19,126,181
Treatment	6,375,292	5,839,582	6,579,612	6,337,450
NET COST	<u>\$ 25,138,620</u>	<u>\$ 24,825,261</u>	<u>\$ 25,400,187</u>	<u>\$ 25,463,631</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	293.0	293.0	293.0	293.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.5
<b>TOTAL AUTHORIZED FTEs</b>	<u>293.0</u>	<u>293.0</u>	<u>293.0</u>	<u>293.5</u>

## *ADULT PROBATION, PAROLE & PRETRIAL SERVICES*



### *Mission Statement*

The mission of the Adult Probation Department is to provide court ordered offender and defendant supervision, assessment, recommendation, and financial collection services on behalf of Chester County residents so that they may live in a safer community.

### *Goals*

- **Goal 1**  
To provide a level of intervention and supervision to offenders placed on probation, parole, or intermediate punishment sufficient to protect the community and assure compliance with the court imposed conditions.
- **Goal 2**  
To provide the court with accurate and timely pre-sentence investigations and other reports that aid in the administration of justice.
- **Goal 3**  
To efficiently collect fines, costs, and restitution so that the monies imposed by the court are fully paid and distributed in a timely manner.
- **Goal 4**  
To administer the various departmental programs in an effective manner so that the court and the County have viable alternatives to incarceration.

### *Activities*

- **Offender Supervision**  
The purpose of the Offender Supervision Activity is to provide supervision services to offenders so that they may benefit from rehabilitative services and court supervision to become productive members of the community.

## ***ADULT PROBATION, PAROLE & PRETRIAL SERVICES***

### ➤ **Treatment Court**

The purpose of the Treatment Court Activity is to provide treatment referral, intensive supervision and judicial monitoring services to non-violent offenders with substance abuse and/or mental health issues so that they may be diverted from lengthy incarceration, become productive members of the community and eliminate future criminal activity.

### ➤ **DUI Program**

The purpose of the DUI Program Activity is to provide Alcohol Highway Safety School and Court Reporting Network (CRN) Evaluations so that all DUI offenders who are required to complete these conditions as a result of their DUI arrest can comply with their sentence.

### ➤ **Pre-Trial Services**

The purpose of the Pre-Trial Services Activity is to provide defendant supervision and bail recommendation services to the courts so that they may make decisions on the safe release of defendants and be assured of the defendants return to future court hearings.

### ➤ **Fiscal**

The purpose of the Fiscal Activity is to provide collection services to the courts so that they may be assured that the offender meets their financial obligations and make victims whole.

### ***Performance Measures***

	<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
% of offender contacts that meet standard requirements for General Supervision	77%	80%	83%	85%
% of probationers/parolees will be actively employed by the end of their supervision period	60%	65%	70%	80%
% of probationers/parolees will not be convicted for direct violations during their supervision period	95%	95%	95%	95%
% of probationers/parolees will successfully complete probation/parole	60%	70%	75%	75%
% of offender contacts that meet standard requirements for Treatment Court	85%	85%	85%	85%
% of participants will graduate from the Treatment Court program	50%	50%	50%	56%
# of bed days saved	8,000	9,000	10,000	10,500
% of probationers/parolees will be actively employed by the end of their Speciality Supervision period	80%	80%	80%	80%
% of offender contacts that meet standard requirements for Specialist Supervision	90%	90%	90%	90%
% of offenders will not be convicted of a new offense during their Speciality Supervision period	85%	85%	85%	85%
% of offenders will successfully complete Specialty Supervision on time	70%	70%	70%	70%

**ADULT PROBATION, PAROLE & PRETRIAL SERVICES**

<i>Performance Measures (con't)</i>	<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimated</b>	<b>2016 Projected</b>
% of defendants in compliance with bail release conditions	90%	90%	90%	90%
% of defendants not rearrested while on bail	90%	90%	90%	90%
% of Failure to Appear rate	7%	7%	7%	7%
% of offenders will pay in full court obligations (court-ordered fines, costs, and restitution) by the end of their probation period	65%	60%	60%	60%
% of DUI offenders will complete Alcohol Highway Safety School and CRN evaluations	90%	95%	95%	95%

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 775,639	\$ 876,908	\$ 1,047,033	\$ 1,183,596
Transfers From	7,260	9,396	-	-
Departmental Earnings	3,528,944	3,296,381	3,423,800	3,436,700
Other	6,987	5,829	7,000	18,800
<b>TOTAL</b>	<b>\$ 4,318,831</b>	<b>\$ 4,188,514</b>	<b>\$ 4,477,833</b>	<b>\$ 4,639,096</b>

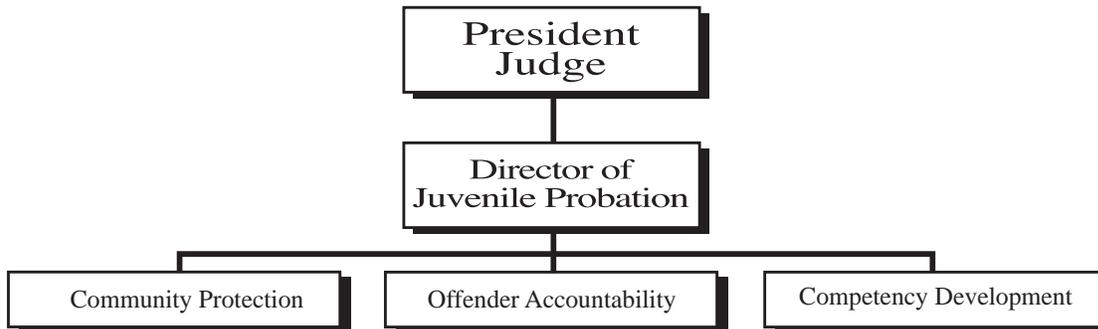
**EXPENDITURES BY CATEGORY**

Personnel	\$ 6,836,158	\$ 6,927,790	\$ 6,882,716	\$ 7,108,059
Operating	429,063	441,269	533,708	588,221
<b>TOTAL</b>	<b>\$ 7,265,221</b>	<b>\$ 7,369,059</b>	<b>\$ 7,416,424</b>	<b>\$ 7,696,280</b>

*Cost to County*                      \$ 2,946,390    \$ 3,180,545    \$ 2,938,591    \$ 3,057,184

<b>AUTHORIZED FULL-TIME FTEs</b>	98.5	98.0	100.0	102.0
<b>AUTHORIZED PART-TIME FTEs</b>	1.2	1.0	1.4	1.4
<b>TOTAL AUTHORIZED FTEs</b>	<b>99.7</b>	<b>99.0</b>	<b>101.4</b>	<b>103.4</b>

## JUVENILE PROBATION



### *Mission Statement*

The mission of the Juvenile Probation Department is to create balanced and restorative plans for juvenile offenders that involve their families, victims, and community and ensure accountability for harms caused and development of valued skills, while upholding the rights of victims.

### *Goals*

- **Community Protection**
  - The role of the juvenile justice system is to respond with timely investigation and processing; a range of diversion, supervision, and placement options; general deterrence and prevention activities; and partnerships with community services and resources.
- **Offender Accountability**
  - Juvenile offenders who commit crimes harm both the crime victim and the community. The role of the juvenile justice system is to help juvenile offenders be accountable for their crime by assessing obligations to repair the harm to the greatest extent possible.
- **Competency Development**
  - The role of the juvenile justice system is to facilitate efforts to address specific competency development needs most closely associated with the juvenile's offending behavior and to build on his/her strengths with the goal of them becoming productive law abiding citizens.

### *Activities*

- **Community Protection**
  - Identify the risk by a standardized assessment of the youth's current offense, prior court history and risk factors.
  - Manage the risk by determining whether probation can manage the offender's risk in the community or whether placement is required.
  - Minimize the risk by addressing the most critical or pressing "criminogenic needs".
- **Offender Accountability**
  - Protect victims' rights by considering victim impact statements and feedback when developing a juveniles' case plan.

**JUVENILE PROBATION**

- Increase offender awareness of the impact of the crime on victims and communities by increasing the number of juveniles that attend “Victim Community Awareness Class”.
- Support community restoration by ordering meaningful community services obligations.

➤ **Competency Development**

- Improving pro-social and moral reasoning skills by the use of effective community resources that address social interaction, anger management, conflict resolution, and making the right decisions for the right reasons.
- Being an advocate for juveniles to address education gaps and assisting to increase basic academic proficiency.
- Increase family engagement in the probation process.

<i>Performance Measures</i>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ESTIMATED 2015</b>	<b>PROJECTED 2016</b>
Juveniles successfully completing supervision without a new offense - number/percent	403 / 91%	224 / 91%	283 / 91%	317 / 88%
Juveniles with no technical violations of probation while under supervision - number/percent	345 / 78%	197 / 76%	243 / 78%	277 / 77%
Juveniles who made full restitution to their victim(s) - number/percent	125 / 96%	52 / 91%	67 / 98%	65 / 96%
Juveniles who successfully completed a Victim Awareness curriculum while under supervision - number/percent	112 / 99%	59 / 72%	97 / 87%	107 / 96%
Juveniles committed to out-of-home placement for 28 or more consecutive days - number/percent	74 / 17%	44 / 17%	56 / 18%	61 / 17%
Juveniles directed/ordered to participate in a competency development activity while under supervision - number/percent	384 / 87%	212 / 82%	174 / 56%	252 / 70%

\*Note: All data above is collected at the time of case closing.

**JUVENILE PROBATION**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 398,686	\$ 432,102	\$ 433,704	\$ 379,093
Transfer from Other Funds	24,184	24,767	28,798	25,400
TOTAL	<u>\$ 422,870</u>	<u>\$ 456,869</u>	<u>\$ 462,502</u>	<u>\$ 404,493</u>

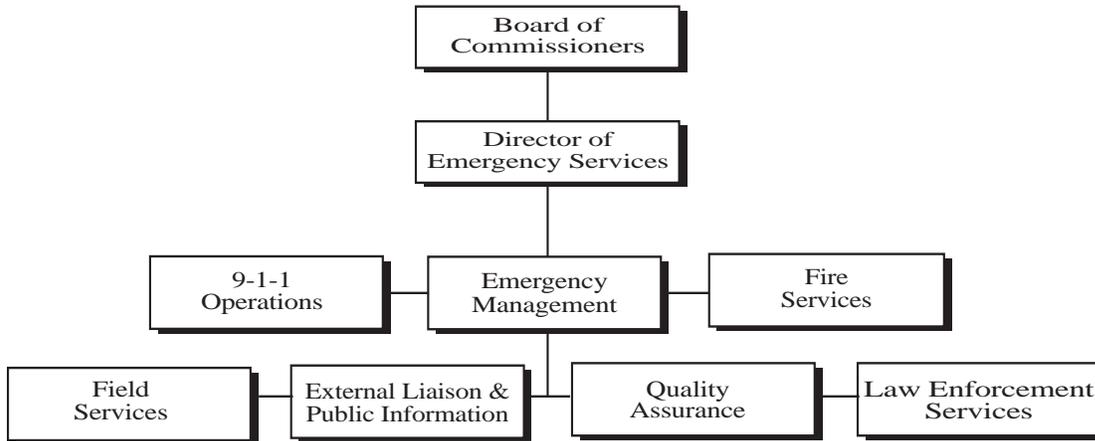
**EXPENDITURES BY CATEGORY**

Personnel	\$ 3,768,046	\$ 3,837,735	\$ 4,029,800	\$ 4,092,639
Operating	151,042	169,256	188,994	164,704
TOTAL	<u>\$ 3,919,088</u>	<u>\$ 4,006,991</u>	<u>\$ 4,218,794</u>	<u>\$ 4,257,343</u>

*Cost to County*                    \$ 3,496,218    \$ 3,550,122    \$ 3,756,292    \$ 3,852,850

<b>AUTHORIZED FULL-TIME FTEs</b>	60.0	61.0	61.0	61.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.2	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>60.2</u>	<u>61.0</u>	<u>61.0</u>	<u>61.0</u>

## EMERGENCY SERVICES



### ***Mission Statement***

The mission of the Department of Emergency Services is to promote and assist in providing safety and security to Chester County citizens so they can work, live, and grow in a healthy and safe community.

### ***Department Strategic Goals***

#### ➤ **Goal 1 - Planning** **Supports Commissioners' Priority - Public Safety**

By 2019 Chester County citizens and visitors will experience continued safety and security, in the event of any natural or human-caused event, through advanced emergency planning including the updating and exercising of approved emergency planning documents, as evidenced by:

- ◆ 100 percent of emergency planning documents will be updated and maintained including:
  - The County Emergency Operations Plan (EOP)
  - The County Emergency Response Plans for events at the Limerick Generating Stations and the Peach Bottom Atomic Power Station
  - The County Threat Hazard Identification and Risk Assessment (THIRA)
  - The County Continuity of Operations Plan (COOP)
  - The County Mitigation Plan
  - The County Animal Response Plan
  - The County 9-1-1 Plan
  - The County Mass Casualty Plan
  - The County Fire Task Force Deployment Plan
  - The Department Infrastructure Sustainment Plan
  - The County EMS Plan
  - County Strategic National Stockpile Plan

#### ➤ **Goal 2 - Training** **Supports Commissioners' Priority - Public Safety**

By 2019 emergency management, EMS, law enforcement, and fire emergency responders will experience excellent training opportunities so that they may continue to maintain public safety, as evidenced by:

- ◆ 100 percent of training operations will transition to the Chester County Public Safety Training Campus including:
  - An alternate Emergency Operations Center/9-1-1 Operations
  - A modern indoor firing range
  - A variety of Fire Services training classes
  - A variety of Emergency Medical Services classes

**EMERGENCY SERVICES**

- A variety of Law Enforcement classes
- A variety of continuing education classes
- Improvement in retention of volunteer emergency responders
- Increase coordinated County-wide recruiting efforts for volunteer emergency responders
- A variety of Emergency Preparedness classes

➤ **Goal 3 - Communications** **Supports Commissioners' Priority - Public Safety**

By 2017 Chester County citizens and visitors will continue to receive rapid emergency call receipt, appropriate interim assistance, and swift and accurate emergency responder dispatch so that their safety is maintained, as evidenced by:

- Continued recruitment, training, and retaining of skilled motivated and dedicated telecommunicators operating the 9-1-1 system.
- 100 percent of emergency responders will have access to a modern voice radio system that will provide industry standard 3.4 Delivered Audio Quality (DAQ) throughout at least 97 percent of the County.

*Activities and Performance Measures*

➤ **9-1-1- Operations** **Supports Goal 3**

The purpose of the 9-1-1 Operations Activity is to provide emergency dispatch services to emergency responders and the public so they can receive appropriate emergency responder assistance in a timely and efficient manner.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% or less telecommunicator staff turnover	10%	1%	10%
2016	% or more of 9-1-1 calls received and dispatched within two minutes or less	85%	95%	85%
2016	% of Chester County emergency responders with operational capability on a modern voice radio system (industry standard 3.4 DAQ)	100%	N/A	N/A
2016	% of emergency responder work order requests processed within two business days	95%	100%	95%

➤ **Emergency Management** **Supports Goal 1**

The purpose of the Emergency Management Activity is to provide planning, training, exercise, and coordination assistance in the areas of prevention, protection, mitigation, response, and recovery to elected and appointed officials, emergency responders, and the public so they can work, live, and grow in a healthy and safe community.

**EMERGENCY SERVICES**

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% or more of municipalities who report, after attending a training or exercise, that they are better prepared to respond to and recover from an emergency	35%	N/A	10%	35%
2016	% of all scheduled training and exercises were completed	100%	100%	100%	100%
2016	% of County-produced emergency plans that are current	100%	100%	100%	100%

➤ **Fire Services**

**Supports Goal 2**

The purpose of the Fire Services Activity is to provide training, investigation, inspection, prevention, coordination, and support services to first responders, elected and appointed officials, and the public so they have trained and certified responders, timely fire investigations, and increased life safety.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% of fire investigations will be conducted within 24 hours of request	90%	100%	90%	90%
2016	% of fire/life safety inspections will be scheduled within 24 hours of request	90%	100%	90%	90%
2016	% or more of Chester County trained Firefighter I candidates pass the certification examination on the first attempt	85%	100%	0%	85%
2016	% change in the coordinated County-wide recruiting efforts for volunteer emergency responders	25%	N/A	25%	25%
2016	Rate of trained volunteer emergency responders to Chester County residents protected (per 1,000 people)	5	N/A	4.5	5
2014	% change in retention of volunteer emergency responders through providing sufficient training courses at the Public Safety Training Campus	100%	0%	N/A	N/A

➤ **Field Services**

**Supports Goal 2**

The purpose of the Field Services Activity is to administer the Chester County EMS Region to provide EMS testing, licensure, certification, and to supervise the EMS Training Institutes that operate in Chester County so that emergency personnel can have the information and services they need to provide emergency medical care to the public.

**EMERGENCY SERVICES**

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of ambulance inspection requests completed within ten business days	85%	100%	85%	85%

- **External Liaison and Public Information** **Supports Goal 3**  
 The purpose of the External Liaison and Public Information Activity is to provide public relations emergency preparedness and response information services to elected officials, County employees, and the public so they can have the information they need to avoid or respond to emergencies.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% or more of requests to post information on department website are completed within 48 hours	85%	100%	85%	85%

- **Quality Assurance** **Supports Goal 3**  
 The purpose of the Quality Assurance Activity is to provide internal and external incident review services to the Department of Emergency Services, and to track recruiting efforts for volunteer emergency responders, so that citizens receive the most effective response to emergency situations.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% or more of requested recorded evidence is processed within five business days	85%	95%	85%	85%
2016	% or more of the emergency call quality assurance reviews score over 90 percent	90%	98%	90%	90%

- **Law Enforcement Services** **Supports Goal 2**  
 The purpose of the Law Enforcement Services Activity is to provide training and support services to law enforcement responders, elected and appointed officials, and the public so they have trained and certified law enforcement responders, and a liaison between the responders and elected and appointed officials.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of Chester County Law Enforcement Officers will have access to a modern indoor range at the Public Safety Training Campus	100%	0%	0%	100%
2016	% of all scheduled law enforcement training will be completed	100%	100%	100%	100%

**EMERGENCY SERVICES**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 1,237,344	\$ 1,704,009	\$ 1,259,434	\$ 1,114,644
Departmental Earnings	157,369	186,356	249,500	379,250
Other	494,992	638,821	1,114,314	198,055
TOTAL	<u>\$ 1,889,705</u>	<u>\$ 2,529,187</u>	<u>\$ 2,623,248</u>	<u>\$ 1,691,949</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 1,888,841	\$ 2,186,082	\$ 2,189,539	\$ 2,362,444
Operating	1,382,092	2,081,671	2,387,173	1,581,125
Operating Capital	39,309	-	-	37,000
Grants to Organizations	206,729	50,880	64,490	15,000
TOTAL	<u>\$ 3,516,971</u>	<u>\$ 4,318,633</u>	<u>\$ 4,641,202</u>	<u>\$ 3,995,569</u>

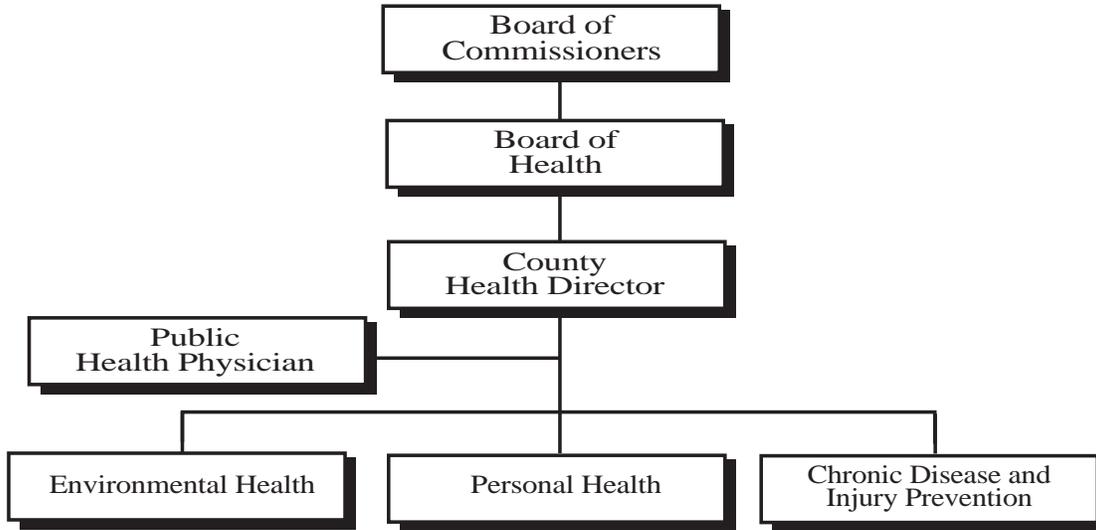
<i>Cost to County</i>	\$ 1,627,266	\$ 1,789,446	\$ 2,017,954	\$ 2,303,620
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**NET COST TO COUNTY BY ACTIVITY**

9-1-1 Operations	\$ 214,528	\$ 206,266	\$ 294,294	\$ 247,773
Technical Services	43,085	30,929	N/A	N/A
Emergency Management	517,047	631,583	643,051	756,798
Fire Services	651,589	739,147	741,510	862,107
Field Services	113,418	94,036	119,955	152,044
External Liaison & Public Info	147	183	1,777	1,723
Quality Assurance	683	502	4,052	4,114
Special Projects	478	343	N/A	N/A
Law Enforcement	86,291	86,457	213,315	279,061
NET COST	<u>\$ 1,627,266</u>	<u>\$ 1,789,446</u>	<u>\$ 2,017,954</u>	<u>\$ 2,303,620</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	21.9	22.8	24.8	24.8
<b>AUTHORIZED PART-TIME FTEs</b>	4.9	7.1	6.2	10.8
<b>TOTAL AUTHORIZED FTEs</b>	<u>26.8</u>	<u>29.9</u>	<u>31.0</u>	<u>35.6</u>

**PUBLIC HEALTH**



**Mission Statement**

The mission of the Chester County Health Department is to provide personal and environmental health services to residents and visitors so that they may grow, live, and work in healthy and safe communities.

**Department Strategic Goals**

- **Goal 1 - Improve Community Health** **Supports Commissioners' Priority - Health, Human Services & Environment**

By 2019 Chester County residents will benefit from a community where partners assure conditions in which individuals can be healthy, and are empowered to manage their own health, as evidenced by:

  - Chester County Health Department will continue to facilitate the RoadMAPP to Health initiative to ensure goals are defined, measured, evaluated, and communicated.
  
- **Goal 2 - Promote Physical Health** **Supports Commissioners' Priority - Health, Human Services & Environment**

By 2019 Chester County residents will benefit from a community that promotes and empowers individuals to adopt a healthier lifestyle through maintaining his or her physical health, as evidenced by:

  - 80 percent of Chester County Health Department Woman, Infants, and Children participants ages two to five years with Body Mass Index's (BMI's) greater than or equal to 95 percent who are designated as high risk for obesity, thereby receiving enhance services.
  - 78 percent of participants in the Chester County Health Department Matter of Balance and Worksite Wellness programs have increased knowledge and/or awareness of opportunities for physical activities.
  
- **Goal 3 - Health Services Outreach** **Supports Commissioners' Priority - Health, Human Services & Environment**

By 2019 Chester County residents will experience greater access to coordinated information about the availability of County health services, as evidenced by:

  - Ten percent increase in the number of Chester County Health Department community outreach events.
  - Ten percent increase in the number of Chester County Health Department community outreach events coordinated with other County departments.

➤ **Goal 4 - Maintain Healthiest County Status**

**Supports Commissioners' Priority - Health, Human Services & Environment**

By 2019 Chester County residents and visitors will benefit from a healthier and safer community as evidenced by:

- 95 percent of regulated establishments in compliance within the initial or first follow-up inspection.
- 98 percent of well and septic system permits issued with seven business days after receipt of complete and accurate application.
- 60 percent of assessed dwelling units with improved living conditions as a result of a Healthy Home Assessment.
- 86 percent of eligible Chester County residents are enrolled in CCHD Woman, Infants, and Children program.
- 92 percent of singletons births to women enrolled in CCHD home visiting programs deliver babies weighing greater than or equal to 2,500 grams.
- 82 percent of women enrolled in CCHD prenatal home visiting programs who breastfeed their newborn infants.
- 60.5 percent of breastfeeding women enrolled in CCHD prenatal home visiting programs who continued to breastfeed their infant for at least three months postpartum.
- 90 percent of children and adults receiving free vaccine (as provided by Pennsylvania Department of Health) at CCHD clinics who are age appropriately immunized according to the Advisory Committee on Immunization Practices (ACIP) recommendations.

***Activities and Performance Measures***

➤ **Environmental Health**

**Supports Goals 1 and 4**

The purpose of the Environmental Health Activity is to provide licensing, permitting, inspection, investigation, monitoring, and compliance services to Chester County residents and visitors so that they may be assured of safe homes, food, and water; access businesses and schools that comply with public health regulations and laws; and benefit from reduced risk of communicable disease and other public health threats.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of regulated establishments in compliance within the initial or first follow-up inspection	95%	97%	95%	95%
2016	% of well and septic system permits issued with seven days after receipt of complete and accurate application	98%	98%	98%	98%
2016	% of assessed dwelling units with improved living conditions as a result of a Healthy Home Assessment	60%	63%	56%	60%

**PUBLIC HEALTH**

➤ **Personal Health**

**Supports Goals 1, 2 and 4**

The purpose of the Personal Health Activity is to promote and protect the health of Chester County residents and visitors by controlling communicable disease, improving the health of children, youth, and childbearing women, and by providing immunizations and emergency response so that communities can be healthy and free of communicable disease and other public health threats.

<b>Plan Year</b>	<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>	
2016	% of CCHD Woman, Infants, and Children participants ages two to five years with BMI $\geq$ 95 percent who are designated as high risk for obesity, thereby receiving enhanced services	80%	73%	80%	80%
2016	% of breastfeeding women enrolled in CCHD prenatal home visiting programs who continued to breastfeed their infant for at least three months postpartum	61%	68%	61%	61%
2016	% of women enrolled in CCHD prenatal home visiting programs who breastfeed their newborn infants	82%	92%	82%	82%
2016	% of singleton births to women enrolled in CCHD home visiting programs delivering babies weighing $\geq$ 2,500 grams	92%	95%	92%	92%
2016	% of eligible Chester County residents enrolled in CCHD Women, Infants, and Children (WIC) program	86%	87%	86%	86%
2016	% of children and adults receiving free vaccine (as approved by PA Dept of Health) at CCHD clinics who are age appropriately immunized according to Advisory Committee on Immunization Practices (ACIP) recommendations	90%	94%	90%	90%

**PUBLIC HEALTH**

➤ **Chronic Disease and Injury Prevention**

**Supports Goals 1, 3 and 4**

The purpose of the Chronic Disease and Injury Prevention Activity is to provide Chester County residents, visitors, and employers with health education, chronic disease, and injury risk reduction and detection services, and program development so that they can make and/or support good health decisions and promote healthy environments.

<b>Plan Year</b>		<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
2016	% of participants in the CCHD's Matter of Balance and Worksite Wellness programs who have an increased knowledge and/or awareness of opportunities for physical activities	78%	88%	78%	78%
2016	% change in the CCHD community outreach events compared to the prior year	10%	N/A	-35%	10%
2016	% of the goals in the RoadMAPP to Health Community Health Improvement Plan will be supported by being incorporated into County departmental strategic plans	75%	N/A	75%	100%
2016	% change in the number of CCHD community outreach events coordinated with other County departments	10%	10%	40%	10%

**PUBLIC HEALTH**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>          </u>	<u>          </u>	<u>AS OF 9/30</u>	<u>          </u>
<b>REVENUES</b>				
Federal & State Grants	\$ 6,052,007	\$ 6,208,194	\$ 7,037,312	\$ 6,953,337
Departmental Earnings	1,925,132	1,977,173	1,909,600	1,967,750
Transfers From	-	500	-	
Other	85,054	88,722	94,000	94,000
TOTAL	<u>\$ 8,062,193</u>	<u>\$ 8,274,589</u>	<u>\$ 9,040,912</u>	<u>\$ 9,015,087</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 6,401,846	\$ 6,477,376	\$ 6,745,131	\$ 6,927,382
Operating	1,220,343	1,131,037	1,587,750	1,331,259
Grants to Organizations	132,682	58,500	110,000	110,000
Allocated Services	1,320,447	1,205,286	1,455,123	1,709,516
TOTAL	<u>\$ 9,075,318</u>	<u>\$ 8,872,199</u>	<u>\$ 9,898,004</u>	<u>\$ 10,078,157</u>

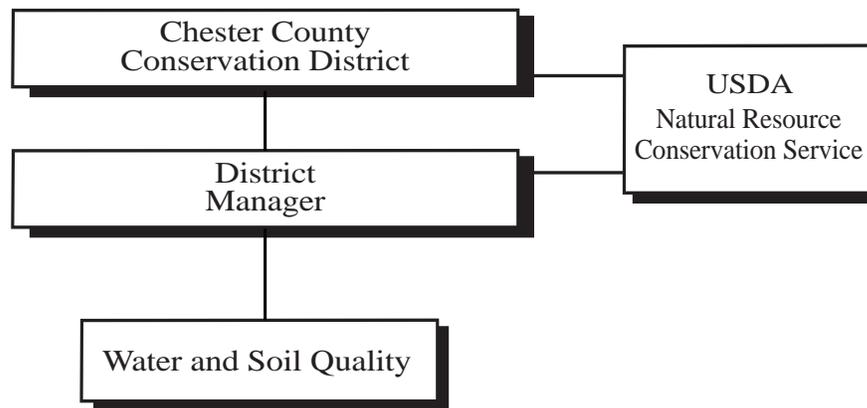
<i>Cost to County</i>	\$ 1,013,125	\$ 597,610	\$ 857,092	\$ 1,063,070
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**NET COST TO COUNTY BY ACTIVITY**

Environmental Health	\$ 690,004	\$ 244,717	\$ 431,287	\$ 539,080
Personal Health	708,315	686,967	921,605	972,549
Chronic Disease and Injury Prevention	(385,194)	(334,074)	(495,800)	(448,559)
NET COST	<u>\$ 1,013,125</u>	<u>\$ 597,610</u>	<u>\$ 857,092</u>	<u>\$ 1,063,070</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	93.0	97.0	98.0	98.0
<b>AUTHORIZED PART-TIME FTEs</b>	7.0	4.8	4.2	5.4
<b>TOTAL AUTHORIZED FTEs</b>	<u>100.0</u>	<u>101.8</u>	<u>102.2</u>	<u>103.4</u>

## CONSERVATION DISTRICT



### *Mission Statement*

The mission of the Conservation District is to provide natural resource leadership, technical assistance, and education services to residents of Chester County so that they may achieve a productive County in harmony with a quality environment.

### *Department Strategic Goals*

- **Goal 1 - Manage Stormwater and Flooding** **Supports Commissioners' Priority - Health, Human Services & Environment**

By 2019 Chester County residents will experience fewer significant flooding events, as evidenced by:

  - 100 percent of non-exempt plans will comply with two-year storm volume standards.
  - 100 percent of funded non-functioning stormwater basins to be retrofitted are completed.
  
- **Goal 2 - Improve Water Quality** **Supports Commissioners' Priority - Health, Human Services & Environment**

By 2019 Chester County residents will have safe, clean, and clear water, meeting Pennsylvania Clean Water Standards, as evidenced by:

  - At least 0.3 percent of Chester County impaired streams (two miles) will be ready to be submitted to Pennsylvania Department of Environmental Protection (DEP) for monitoring to determine quality status.
  - 90 percent of conservation plans on farms with streams and previous soil erosion greater than T (tolerance) that reduce soil erosion by two tons an acre.
  - 90 percent of sites inspected for Erosion and Sediment Best Management Practices (BMPs) and Erosion and Sediment Post Construction Stormwater Chapter 102 Regulation compliance will be compliant within 90 days and/or sent to DEP for enforcement.
  
- **Goal 3 - Preserve Soil Quality** **Supports Commissioner's Priority - Health, Human Services & Environment**

By 2019 Chester County residents will experience improved management and preservation of the County's prime agricultural soils, which will protect agricultural productivity, as evidenced by:

  - 100 percent of preserved farms with prime agricultural soils implementing a conservation plan.

**CONSERVATION DISTRICT**

**Activities and Performance Measures**

➤ **Water and Soil Quality**

**Supports Goals 1, 2, and 3**

The purpose of the Water and Soil Quality Activity is to provide services in regulation, permitting, technical advice, financial advice, watershed improvement, and education to the public so that they may have the information they need to make informed decisions that have a positive impact on the environment.

<b>Plan Year</b>		<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
2016	% of conservation plans on farms with streams and previous soil erosion greater than T (tolerance) that reduce soil erosion by two tons an acre	90%	90%	90%	90%
2016	% preserved farms with prime agricultural soils implementing a conservation plan	100%	95%	100%	100%
2016	% of sites accurately monitored for non-structural (riparian buffers) best management practices	90%	90%	100%	90%
2016	% of National Pollution Discharge Elimination System (NPDES) permitted sites inspected for Erosion and Sediment Best Management Practices and Erosion and Sediment Post Construction Stormwater 102 Regulation compliance (within 90 days)	90%	98%	90%	90%
2016	% of permitted National Pollution Discharge Elimination System plans compliant with NPDES permit conditions	100%	100%	100%	100%
2016	% of funded nonfunctioning stormwater basins retrofitted	100%	0%	0%	100%

**CONSERVATION DISTRICT**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Other	\$ 918,050	\$ 986,984	\$ 996,560	\$ 1,166,232
TOTAL	\$ 918,050	\$ 986,984	\$ 996,560	\$ 1,166,232

**EXPENDITURES BY CATEGORY**

Personnel	\$ 1,111,978	\$ 1,180,977	\$ 1,191,446	\$ 1,369,459
Operating	8,612	8,376	9,658	10,478
TOTAL	\$ 1,120,590	\$ 1,189,353	\$ 1,201,104	\$ 1,379,937
<i>Cost to County</i>	\$ 202,540	\$ 202,369	\$ 204,544	\$ 213,705

**NET COST TO COUNTY BY ACTIVITY**

Water and Soil Quality	\$ 202,540	\$ 202,369	\$ 204,544	\$ 213,705
NET COST	\$ 202,540	\$ 202,369	\$ 204,544	\$ 213,705

<b>AUTHORIZED FULL-TIME FTEs</b>	16.0	17.0	19.0	19.0
<b>AUTHORIZED PART-TIME FTEs</b>	1.0	1.1	1.1	1.3
<b>TOTAL AUTHORIZED FTEs</b>	17.0	18.1	20.1	20.3

**NON-DEPARTMENTAL**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>EXPENDITURES BY CATEGORY</b>				
Operating	\$ 1,023,698	\$ 1,220,722	\$ 1,010,250	\$ 960,250
Grant to Organizations	2,442,870	2,662,105	3,003,771	3,363,725
Transfer to Component Unit	529,776	526,216	528,349	518,943
Unappropriated	-	-	2,268,078	3,547,194
<b>TOTAL</b>	<b>\$ 3,996,344</b>	<b>\$ 4,409,043</b>	<b>\$ 6,810,448</b>	<b>\$ 8,390,112</b>
 <i>Cost to County</i>	 \$ 3,996,344	 \$ 4,409,043	 \$ 6,810,448	 \$ 8,390,112

The non-departmental budget provided funds for activities and programs that are not related to any specific department.

- Operating including fees for auditing services, consultant services, legal services, banking services, insurance, and claims settlements.
- Grants to Organizations allocates grants to other agencies which provide services such as SCORE, Friends Association for the Care & Protection of Children, the Cooperative Extension, S.E.P.T.A., and the Chester County Airport Authority.
- Unappropriated covers contingency needs.

**OTHER FINANCING USES**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>          </u>	<u>          </u>	<u>AS OF 9/30</u>	<u>          </u>
<b>INTERFUND TRANSFERS</b>				
Domestic Relations	\$ 2,018,255	\$ 2,503,076	\$ 2,158,267	\$ 2,090,266
Liquid Fuels (Bridge Program)	-	-	53,532	139,777
Public Safety Communications	5,017,180	6,127,532	6,655,317	4,971,492
Human Services	36,000	36,000	30,000	28,500
Mental Health / IDD	998,709	969,362	975,194	965,125
Aging Services	274,504	274,504	274,504	274,504
Drug & Alcohol Services	471,069	475,487	467,058	469,024
Children, Youth & Families	6,693,873	6,814,292	7,240,110	7,063,264
Child Care Information Services	(30,060)	-	-	-
Pocopson Home	1,006,600	871,174	997,414	1,038,880
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Total Transfer of Tax Dollars	<u>\$ 16,486,129</u>	<u>\$ 18,071,428</u>	<u>\$ 18,851,396</u>	<u>\$ 17,040,832</u>

- Transfers to Human Service funds represent the County match for federal and state grants and certain non-reimbursable program costs.
- Domestic Relations is supported by a 34 percent match to Title IV-D funding, offset by program income.
- The transfer to the Public Safety Communications Fund is for operating expenditures which are not surcharge eligible or exceed surcharge collections.

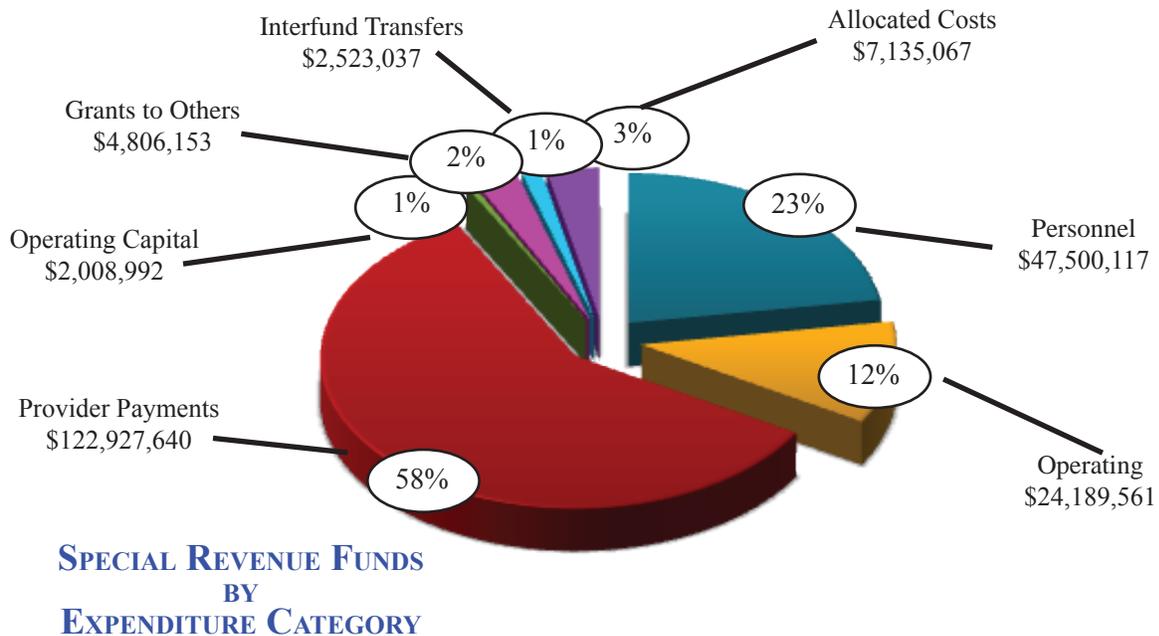
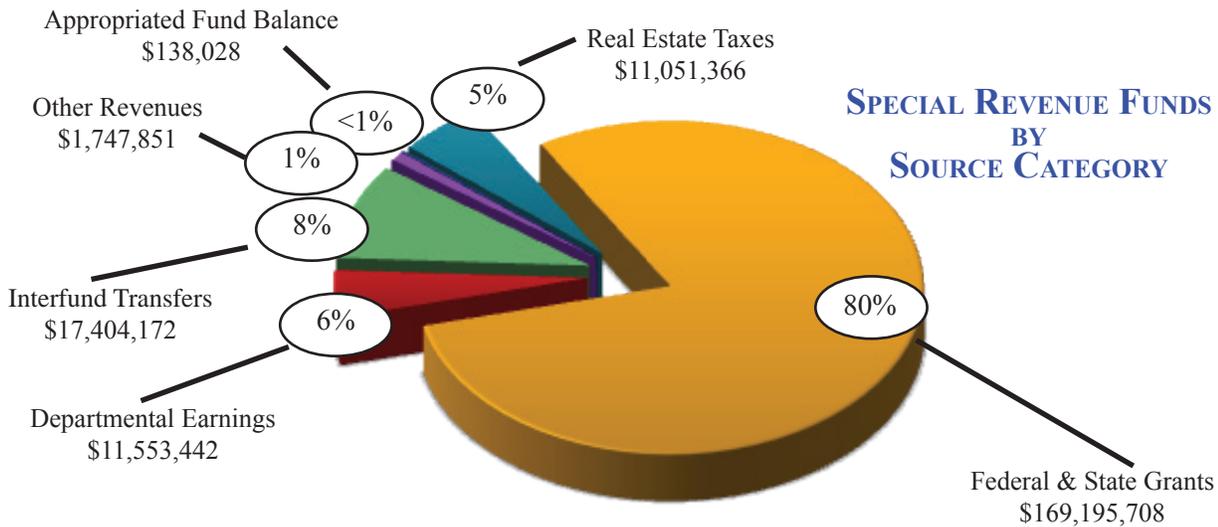


# SPECIAL REVENUE FUNDS

Special revenue funds are used to account for the proceeds of specific revenue sources or to finance specific activities as required by law or administrative purpose.

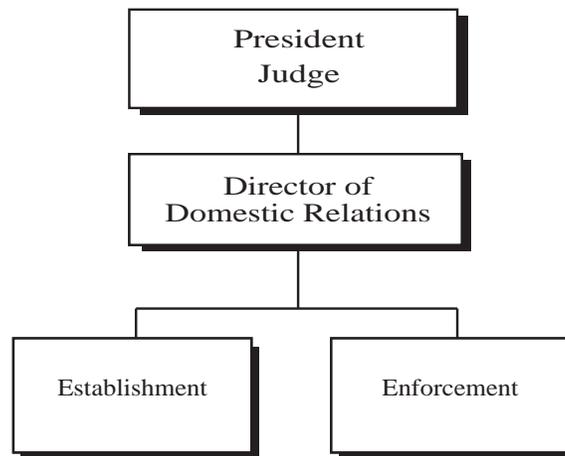
The County maintains the following special funds: Domestic Relations; Bridge Program (Liquid Fuels); Community Development; Parks & Recreation; Public Safety Communications; Library; Human Services; Mental Health/Intellectual and Developmental Disabilities; Managed Behavioral Healthcare; Aging Services; Drug & Alcohol Services; Children, Youth & Families; and Child Care Information Services.

## SPECIAL REVENUE FUNDS BUDGETS \$211.1 MILLION



(%'s may not equal 100 due to rounding)

## ***DOMESTIC RELATIONS FUND***



### ***Mission Statement***

The mission of the Domestic Relations Office is to provide establishment and enforcement support services to spouses, children, and their custodial parent/guardian so they may have their court ordered monetary and medical requirements met.

### ***Goals***

#### ➤ **Goal 1 - Enforcement**

Spouses, children, and their custodians will experience greater enforcement of support orders, as evidenced by:

- By 2016, 75 percent of petitioned changes in support orders will be scheduled within six weeks of filing.
- By 2016, 70 percent of delinquent cases actively enforced within 45 day time frame.
- By 2016 child/spousal support collections will increase, as evidenced by:
  1. 84 percent of the total owed in child/spousal support is paid.
  2. 80 percent of cases with overdue child/spousal support payments due will have a collection.

#### ➤ **Goal 2 - Paternity**

Children and their custodians will experience greater resolution of disestablishment, as evidenced by:

- By 2016, 90 percent of all cases will have paternity established.
- By 2016, 70 percent of children without financial support due to paternity disestablishment will have a new support order within 90 days of filing a new support case by the custodian.

### ***Activities***

#### ➤ **Establishment**

The purpose of the Establishment Activity is to provide paternity and child/spousal support order services to the families of Chester County so they may receive or pay their court ordered support obligation.

#### ➤ **Enforcement**

The purpose of the Enforcement Activity is to provide child/spousal support collection and distribution services to the families of Chester County so they may receive income to meet their family needs and remain in compliance with their court order.

**DOMESTIC RELATIONS FUND**

**Performance Measures**

	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
% of children without financial support due to paternity disestablishment will have a new support order within 90 days of filing a new support case by a custodian	65%	65%	70%	70%
% of petitioned changes in support orders are resolved within six weeks of filing	75%	75%	80%	80%
% of paternity cases established	90%	90%	90%	90%
% of cases filed result in support orders	80%	80%	80%	80%
% of delinquent cases are actively enforced within 45 days	65%	65%	65%	65%
% of cases in compliance per the court order	80%	80%	80%	80%
% of the total money owed in child/spousal support is paid	83%	83%	84%	84%

	<u>ACTUAL 2013</u>	<u>ACTUAL 2014</u>	<u>2015 BUDGET AS OF 9/30</u>	<u>APPROVED 2016</u>
<b>REVENUES</b>				
Federal & State Grants	\$ 4,587,668	\$ 4,552,900	\$ 4,441,709	\$ 4,489,689
Departmental Earnings	68,373	67,295	60,500	60,500
Transfers From	10,725	-	-	-
Other	10,900	67	-	-
<b>TOTAL</b>	<u>\$ 4,677,666</u>	<u>\$ 4,620,261</u>	<u>\$ 4,502,209</u>	<u>\$ 4,550,189</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 4,993,585	\$ 4,915,136	\$ 5,006,704	\$ 5,144,781
Operating	225,468	184,252	246,243	259,368
Allocated Costs	1,347,526	1,475,050	1,407,529	1,236,306
Operating Capital	38,831	585,553	-	-
<b>TOTAL</b>	<u>\$ 6,605,410</u>	<u>\$ 7,159,991</u>	<u>\$ 6,660,476</u>	<u>\$ 6,640,455</u>

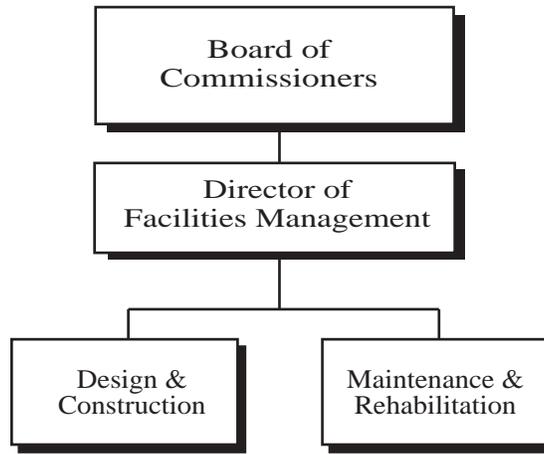
**NET CHANGE IN FUND BALANCE**

**TOTAL**     \$     90,511     \$     (36,654)

**Cost to County**     \$     2,018,255     \$     2,503,076     \$     2,158,267     \$     2,090,266

<b>AUTHORIZED FULL-TIME FTEs</b>	79.6	77.6	78.6	79.8
<b>AUTHORIZED PART-TIME FTEs</b>	2.5	2.1	1.6	2.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>82.1</u>	<u>79.7</u>	<u>80.2</u>	<u>81.8</u>

**BRIDGE PROGRAM (LIQUID FUELS FUND)**



**Mission Statement**

The mission of the Bridge Program is to provide bridge management services to the citizens of the County so that traffic moves in a safe and efficient manner over the 94 County owned bridges.

**Activities and Performance Measures**

- **Bridge Management** **Supports Facilities Management Goal 2**  
 The purpose of the Bridge Management Activity is to provide inspection, design, maintenance, and construction services to the traveling public so that they may safely travel across County-owned bridges.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	Sufficiency rating (Ratings scale of 1 to 100)	54	56	56	54
2016	Condition rating (Rating scale of 1 to 9)	6	6	6	6

**BRIDGE PROGRAM (LIQUID FUELS FUND)**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>          </u>	<u>          </u>	<b>AS OF 9/30</b>	<u>          </u>
<b>REVENUES</b>				
Appropriated Fund Balance	\$ -	\$ -	\$ 79,009	\$ -
State Tax Allocation	846,949	907,298	799,500	835,000
Interest & Other	35,094	11,606	400	450
<b>TOTAL</b>	<u>\$ 882,043</u>	<u>\$ 918,904</u>	<u>\$ 878,909</u>	<u>\$ 835,450</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 274,698	\$ 258,850	\$ 276,991	\$ 282,555
Operating	589,986	739,658	594,450	631,672
Allocated Costs	59,923	57,939	61,000	61,000
<b>TOTAL</b>	<u>\$ 924,606</u>	<u>\$ 1,056,447</u>	<u>\$ 932,441</u>	<u>\$ 975,227</u>

**NET CHANGE IN FUND BALANCE**

<b>TOTAL</b>	\$ 42,563	\$ 137,543
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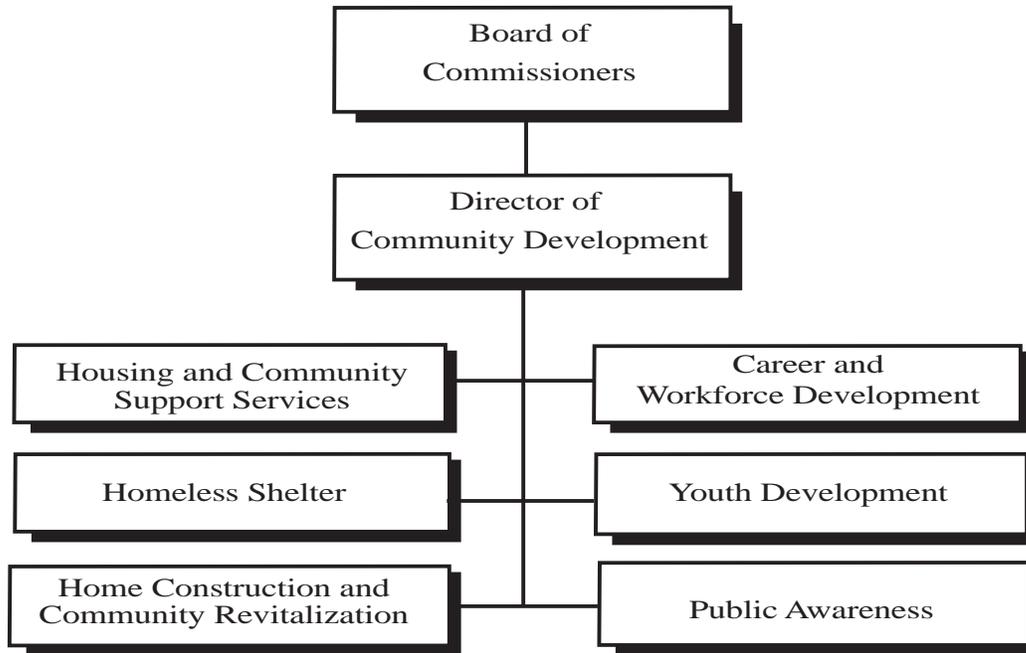
<i>Cost to County</i>	\$ -	\$ -	\$ 53,532	\$ 139,777
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**NET COST TO COUNTY BY ACTIVITY**

Bridge Management	\$ -	\$ -	\$ 53,532	\$ 139,777
<b>NET COST</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 53,532</u>	<u>\$ 139,777</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	3.8	3.8	3.8	3.8
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>3.8</u>	<u>3.8</u>	<u>3.8</u>	<u>3.8</u>

**COMMUNITY DEVELOPMENT FUND**



**Mission Statement**

The mission of the Department of Community Development (DCD) is to provide housing, neighborhood improvement, workforce development, and social services to the citizens of Chester County so they can have the opportunity to successfully live and work in a safe, stable, and desirable community.

**Department Strategic Goals**

- **Goal 1 - Community Services** **Supports Commissioners' Priorities - Health, Human Services & Environment and Growth**  
 Chester County's diverse low and moderate income population will receive a broad range of community services to address their housing, workforce, and core needs, as evidenced by:
  - By 2017, three percent decrease in the number of households experiencing homelessness.
  - By 2017, three percent increase in the number of households experiencing homelessness in transitional housing who obtain permanent housing.
  - By 2017, 75 percent of households receiving services will maintain or improve their income at program exit.
  
- **Goal 2 - Securing Employment** **Supports Commissioners' Priority - Economy**  
 Clients receiving workforce services will secure self-sustaining employment with Chester County businesses, as evidenced by:
  - By 2017, 80 percent of job seekers trained through workforce investment act services will find self-sustained employment in Chester County.
  - By 2017, 25 percent increase in the number of Chester County companies engaged in workforce investment programs designed to connect job seekers with employment opportunities.
  - By 2017, 77 percent of job seekers who receive workforce training services will be placed into and retain employment for six months.

**COMMUNITY DEVELOPMENT FUND**

➤ **Goal 3 - Information Accessibility** **Supports Commissioners' Priority - Health, Human Services & Environment**

Low and moderate income households will have better access to information and, therefore, be more likely to use available housing, employment, and community service resources in Chester County, as evidenced by:

- By 2017, ten percent increase in the number of community events the Department of Community Development facilitates and/or participates in throughout Chester County.

➤ **Goal 4 - Suitable Living Environments** **Supports Commissioners' Priority - Growth**

Low and moderate income households and communities will have safe, secure, quality housing options, as evidenced by:

- By 2017, one percent increase in safe, secure, quality homes (per Federal Housing Quality Standards) as a result of more low and moderate income homeowners and renters receiving home renovation and new construction assistance or first-time homebuyer assistance.
- By 2017, 15 percent of low and moderate income households will benefit from infrastructure investments and neighborhood improvements.
- By 2017, four percent increase in total taxable assessments in urban centers.

**Activities and Performance Measures**

➤ **Housing & Community Support Services** **Supports Goal 1**

The purpose of the Housing & Community Support Services Activity is to provide financial and household assistance, transportation, counseling, and inspection services to low and moderate income citizens in Chester County so that they can stay in or obtain permanent housing and maintain or improve their income.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% of households receiving services who maintain or improve their income at program exit	75%	99%	90%	75%

➤ **Homeless Shelter** **Supports Goal 1**

The purpose of the Homeless Shelter Activity is to provide emergency housing and case management services to households experiencing homelessness so that episodes of homelessness decrease and safe, stable, permanent housing is secured.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% of households experiencing homelessness, in transitional housing, who exit to permanent housing	86%	74%	75%	86%
2016	% of households identified as experiencing homelessness (as compared to prior year)	-3%	-5%	-3%	-3%

**COMMUNITY DEVELOPMENT FUND**

➤ **Home Construction and Community Revitalization**

**Supports Goal 4**

The purpose of the Home Construction and Community Revitalization Activity is to provide housing renovation and new construction, infrastructure, and neighborhood improvement services to low and moderate income households in Chester County so household members can reside in a safe, affordable, quality home.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% change in taxable assessments in urban centers	2.7%	1.6%	1.4%	2.7%
2016	% of low and moderate income households benefitting from infrastructure investments and neighborhood improvements	20%	6%	2%	20%
2016	% change of low and moderate income households residing in safe, affordable, quality homes in Chester County	1%	8%	3%	1%

➤ **Career and Workforce Development**

**Supports Goal 2**

The purpose of the Career and Workforce Development Activity is to provide work readiness, training, and job placement services to job seekers so that they can obtain/retain employment, and to Chester County employers so that they become engaged in County workforce programs.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% change in the number of Chester County employers participating in workforce investment initiatives	5%	21%	6%	5%
2016	% of job seekers trained obtaining employment who retain a job for six months	77%	94%	91%	77%

**COMMUNITY DEVELOPMENT FUND**

- **Youth Development** **Supports Goal 2**  
 The purpose of the Youth Development Activity is to provide education and career development services to youth citizens of Chester County so they can improve their reading and math skills and enroll in post-secondary education/advanced training, and/or secure employment.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of participating youth who attain a degree, diploma, or certificate	47%	99%	99%	47%
2016	% of participating youth placed into employment, education, advanced training, or military	47%	71%	82%	47%
2016	% of participating youth who increase at least one educational function level in math, reading, or language	54%	85%	85%	54%

- **Public Awareness** **Supports Goal 3**  
 The purpose of the Public Awareness Activity is to provide information to citizens of Chester County so that they can access the housing, workforce development, and community services within the community.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% change in the number of Chester County citizens who are provided with information on how to access housing, workforce development, and community services in Chester County	3%	2%	1%	3%

**COMMUNITY DEVELOPMENT FUND**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>2013</u>	<u>2014</u>	<u>AS OF 9/30</u>	<u>2016</u>
<b>REVENUES</b>				
Federal & State Grants	\$ 13,766,362	\$ 11,163,913	\$ 16,672,722	\$ 15,888,871
Transfers From	521,722	463,061	250,000	200,000
Departmental Earnings	1,190,549	802,960	1,470,341	1,243,821
Other	119,200	157,654	235,884	186,158
TOTAL	<u>\$ 15,597,833</u>	<u>\$ 12,587,588</u>	<u>\$ 18,628,947</u>	<u>\$ 17,518,850</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 1,925,261	\$ 1,913,044	\$ 2,035,635	\$ 1,969,345
Operating	9,962,739	9,316,630	11,250,806	9,162,689
Grants to Organizations	2,538,155	1,466,137	4,035,944	4,053,244
Allocated Costs	355,501	441,535	531,250	518,372
Operating Capital	733,944	167,384	725,000	1,802,000
Transfers To	72,079	54,183	50,312	13,200
TOTAL	<u>\$ 15,587,679</u>	<u>\$ 13,358,913</u>	<u>\$ 18,628,947</u>	<u>\$ 17,518,850</u>

**NET CHANGE IN FUND BALANCE**

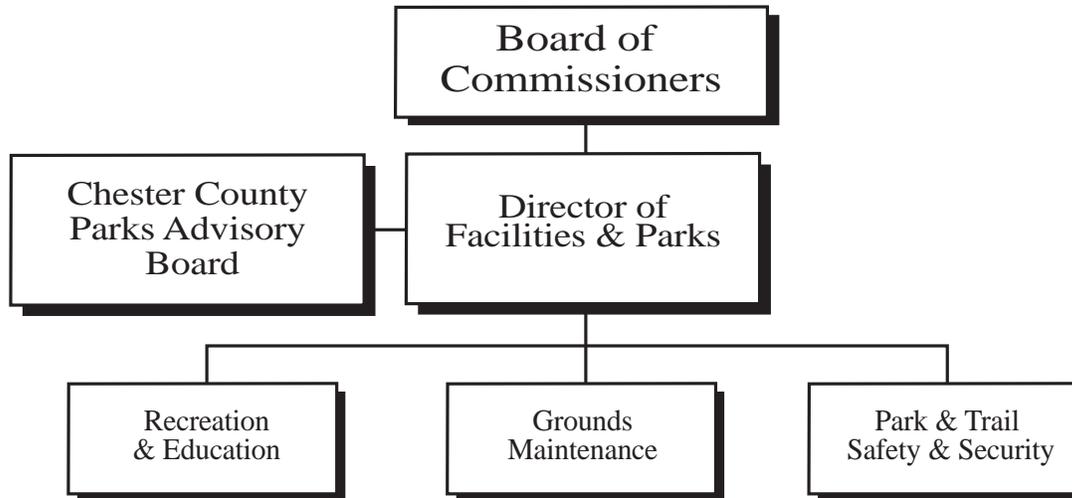
TOTAL \$ 10,154 \$ (771,325)

*Cost to County* \$ - \$ - \$ - \$ -

**NET COST TO COUNTY BY ACTIVITY**

Housing & Community Support Services	\$ -	\$ -	\$ -	\$ -
Homeless Shelter	-	-	-	-
Home Construction & Community Revitalization	-	-	-	-
Career and Workforce Development	-	-	-	-
Youth Development	-	-	-	-
Public Awareness	-	-	-	-
NET COST	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	29.0	29.0	30.0	30.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.6	0.6	0.5	0.5
<b>TOTAL AUTHORIZED FTEs</b>	<u>29.6</u>	<u>29.6</u>	<u>30.5</u>	<u>30.5</u>



***Mission Statement***

The mission of the Parks Department is to provide conservation, management, maintenance, education, and recreation services to residents, businesses and visitors so that they may experience open space and understand the natural, cultural, and historic resources of Chester County.

***Department Strategic Goals***

- **Goal 1 - Park and Recreation Facilities**      **Supports Commissioners' Priority - Growth**  
 Park visitors will continue to enjoy safe and clean parks available during demanded times, and will have the opportunity to improve knowledge of County park resources, as evidenced by:
  - By 2017, 80 percent of park visitors will state that they have satisfaction with park maintenance, safety, cleanliness and facilities.
  - By 2017 County parks and trails will be available 70 percent of the times requested by park visitors.
  - By 2017 the department will meet 60 percent of public demand for education programs, farm tours, and services.
  - By 2019 there will be a three percent increase in open park land (including trails) for park visitor use.
  - By 2017 participation by park visitors in organized programs will increase by five percent.
  
- **Goal 2 - Park and Trail Safety**      **Supports Commissioners' Priority - Growth**  
 Chester County residents will have new trails that are safe and accessible. This will be evidenced by:
  - By 2017 parks and trails will be patrolled 33 percent of the time when open to the public.

**PARKS & RECREATION FUND**

**Activities and Performance Measures**

➤ **Recreation and Education**

**Supports Goal 1**

The purpose of the Recreation and Education Activity is to provide facility, trail, tour, and program services to park visitors so that they may access and utilize park amenities and be offered opportunities to experience Chester County’s natural, cultural, and historic resources.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of park visitors will have access to park programs and services within visitor desired time frames (according to survey responses)	80%	88%	85%	80%
2016	% of hours parks and trails were open during regular operating hours	85%	100%	90%	85%
2016	% change in the number of park program attendees (compared to prior year)	5%	33%	1%	5%

➤ **Grounds Maintenance**

**Supports Goals 1 and 2**

The purpose of the Grounds Maintenance Activity is to provide park facility maintenance for park visitors so that they may experience native ecosystems and park and trail amenities in a safe, clean setting.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Estimate</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of paved trails and access roads are open within 72 hours after a major storm event	75%	100%	90%	75%
2016	% of park visitors surveyed who rate park facilities and trails clean (based on survey response)	85%	97%	88%	85%

**PARKS & RECREATION FUND**

➤ **Park and Trail Safety and Security**

**Supports Goal 2**

The purpose of the Park and Trail Safety and Security Activity is to provide patrol hours and enforcement services so that visitors may experience safe and secure park facilities and trails.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% of patrol hours per the number of hours parks and trails are open	33%	33%	35%	33%
2016	% of park visitors surveyed who rate park facilities and trails safe	85%	100%	86%	85%

**PARKS & RECREATION FUND**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Appropriated Fund Balance	\$ -	\$ -	\$ -	\$ 83,250
Real Estate Taxes	4,674,715	4,692,545	4,192,669	4,236,301
Federal & State Grants	5,000	-	-	-
Departmental Earnings	94,199	82,545	93,190	94,965
Other	858,051	908,100	884,860	895,775
<b>TOTAL</b>	<b>\$ 5,631,965</b>	<b>\$ 5,683,190</b>	<b>\$ 5,170,719</b>	<b>\$ 5,310,291</b>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 3,499,133	\$ 3,523,403	\$ 3,724,759	\$ 3,838,880
Operating	763,635	763,547	1,092,110	1,200,756
Grants to Others	1,500	1,500	1,500	1,500
Allocated Costs	751,465	1,107,520	346,419	91,163
Operating Capital	-	-	-	172,992
Transfers To	-	-	5,931	5,000
<b>TOTAL</b>	<b>\$ 5,015,733</b>	<b>\$ 5,395,970</b>	<b>\$ 5,170,719</b>	<b>\$ 5,310,291</b>

**NET CHANGE IN FUND BALANCE**

<b>TOTAL</b>	<b>\$ 616,232</b>	<b>\$ 287,220</b>
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**NET COST TO COUNTY BY ACTIVITY**

Recreation & Education	\$ 13,686	\$ (24,623)	\$ (200,426)	\$ (374,877)
Grounds Maintenance	3,494,792	3,456,328	3,359,342	3,708,565
Park & Trail Safety & Security	1,166,237	1,260,840	1,033,753	902,613
<b>NET COST</b>	<b>\$ 4,674,715</b>	<b>\$ 4,692,545</b>	<b>\$ 4,192,669</b>	<b>\$ 4,236,301</b>

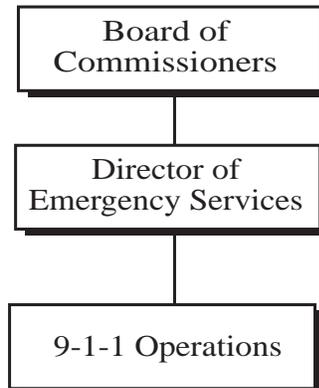
<b>AUTHORIZED FULL-TIME FTEs</b>	48.3	48.2	48.5	48.5
<b>AUTHORIZED PART-TIME FTEs</b>	9.3	9.2	9.4	14.7
<b>TOTAL AUTHORIZED FTEs</b>	<b>57.6</b>	<b>57.4</b>	<b>57.9</b>	<b>63.2</b>

Chester County Parks System

The map shows the following parks and trails with their corresponding photos:

- Springton Manor Farm:** Photo of a farm with cows in a field and trees with autumn foliage.
- Warwick County Park:** Photo of a dense forest with a dirt path.
- Struble Trail:** Photo of a paved path through a wooded area with people walking dogs.
- Schuylkill River Trail:** Photo of a paved path along a river with a person walking a dog.
- Hibernia County Park:** Photo of a large lake with a person sitting on a rock in the foreground.
- Black Rock Sanctuary:** Photo of a paved path through a lush green forest.
- Wolf's Hollow County Park:** Photo of a golf course with people on a path.
- Chester Valley Trail:** Photo of a paved path on a golf course with people on bicycles.
- Nottingham County Park:** Photo of a golf course with a line of trees.
- Exton Park Site:** Photo of a playground area with people.

## ***PUBLIC SAFETY COMMUNICATIONS FUND***



### ***Mission Statement***

The mission of the Department of Emergency Services is to promote and assist in providing safety and security to Chester County citizens so they can work, live, and grow in a healthy and safe community.

### ***Department Strategic Goals***

- **Goal 1 - Planning** **Supports Commissioners' Priority - Public Safety**  
By 2019 Chester County citizens and visitors will experience continued safety and security, in the event of any natural or human-caused event, through advanced emergency planning including the updating and exercising of approved emergency planning documents, as evidenced by:
  - ◆ 100 percent of emergency planning documents will be updated and maintained including:
    - The County Emergency Operations Plan (EOP)
    - The County Emergency Response Plans for events at the Limerick Generating Stations and the Peach Bottom Atomic Power Station
    - The County Threat Hazard Identification and Risk Assessment (THIRA)
    - The County Continuity of Operations Plan (COOP)
    - The County Mitigation Plan
    - The County Animal Response Plan
    - The County 9-1-1 Plan
    - The County Mass Casualty Plan
    - The County Fire Task Force Deployment Plan
    - The Department Infrastructure Sustainment Plan
    - The County EMS Plan
    - County Strategic National Stockpile Plan
  
- **Goal 2 - Training** **Supports Commissioners' Priority - Public Safety**  
By 2019 emergency management, EMS, law enforcement, and fire emergency responders will experience excellent training opportunities so that they may continue to maintain public safety, as evidenced by:
  - ◆ 100 percent of training operations will transition to the Chester County Public Safety Training Campus including:
    - An alternate Emergency Operations Center/9-1-1 Operations
    - A modern indoor firing range
    - A variety of Fire Services training classes
    - A variety of Emergency Medical Services classes
    - A variety of Law Enforcement classes
    - A variety of continuing education classes
    - Improvement in retention of volunteer emergency responders
    - Increase coordinated County-wide recruiting efforts for volunteer emergency responders
    - A variety of Emergency Preparedness classes

**PUBLIC SAFETY COMMUNICATIONS FUND**

- **Goal 3 - Communications** **Supports Commissioners' Priority - Public Safety**  
 By 2017 Chester County citizens and visitors will continue to receive rapid emergency call receipt, appropriate interim assistance, and swift and accurate emergency responder dispatch so that their safety is maintained, as evidenced by:
- Continued recruitment, training, and retaining of skilled motivated and dedicated telecommunicators operating the 9-1-1 system.
  - 100 percent of emergency responders will have access to a modern voice radio system that will provide industry standard 3.4 Delivered Audio Quality (DAQ) throughout at least 97 percent of the County.

**Activities and Performance Measures**

- **9-1-1 Operations** **Supports Goal 3**  
 The purpose of the 9-1-1 Operations Activity is to provide emergency dispatch services to emergency responders and the public so they can receive appropriate emergency responder assistance in a timely and efficient manner.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% or less telecommunicator staff turnover	10%	1%	10%
2016	% or more of 9-1-1 calls received and dispatched within two minutes or less	85%	95%	85%
2016	% of Chester County emergency responders with operational capability on a modern voice radio system (industry standard 3.4 DAQ)	100%	0%	100%
2016	% of emergency responder work order requests processed within two business days	95%	100%	95%

- **External Liaison and Public Information** **Supports Goal 3**  
 The purpose of the External Liaison and Public Information Activity is to provide public relations, emergency preparedness, and response information services to elected officials, County employees, and the public so they can have the information they need to avoid or respond to emergencies.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% or more of requests to post information on department website are completed within 48 hours	85%	100%	85%

***PUBLIC SAFETY COMMUNICATIONS FUND***

➤ **Quality Assurance**

**Support Goal 2**

The purpose of the Quality Assurance Activity is to provide internal and external incident review services to the Department of Emergency Services, and to track recruiting efforts for volunteer emergency responders, so that citizens receive the most effective response to emergency situations.

<b><u>Plan Year</u></b>		<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016	% or more of requested recorded evidence is processed within five business days	85%	100%	100%	85%
2016	% or more of the emergency call quality assurance reviews score over 90 percent	90%	99%	100%	90%



**PUBLIC SAFETY COMMUNICATIONS FUND**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Departmental Earnings	\$ 6,932,563	\$ 6,912,740	\$ 6,836,424	\$ 9,250,000
Other	194,700	196,538	216,500	276,500
<b>TOTAL</b>	<b>\$ 7,127,263</b>	<b>\$ 7,109,278</b>	<b>\$ 7,052,924</b>	<b>\$ 9,526,500</b>

**EXPENDITURES BY CATEGORY**

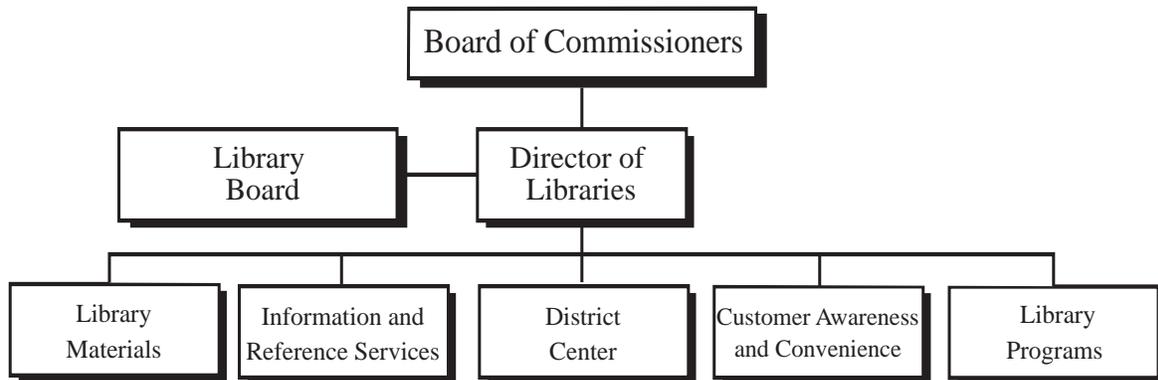
Personnel	\$ 6,918,413	\$ 7,079,833	\$ 7,276,904	\$ 7,362,899
Operating	4,548,145	5,366,766	6,092,968	6,708,113
Allocated Costs	677,885	790,211	338,369	426,980
<b>TOTAL</b>	<b>\$ 12,144,443</b>	<b>\$ 13,236,810</b>	<b>\$ 13,708,241</b>	<b>\$ 14,497,992</b>
<i>Cost to County</i>	\$ 5,017,180	\$ 6,127,532	\$ 6,655,317	\$ 4,971,492

**NET COST TO COUNTY BY ACTIVITY**

9-1-1 Operations	\$ 5,017,180	\$ 6,127,532	\$ 6,655,317	\$ 4,971,492
<b>NET COST</b>	<b>\$ 5,017,180</b>	<b>\$ 6,127,532</b>	<b>\$ 6,655,317</b>	<b>\$ 4,971,492</b>

<b>AUTHORIZED FULL-TIME FTEs</b>	90.1	90.3	91.3	92.3
<b>AUTHORIZED PART-TIME FTEs</b>	0.5	0.7	0.7	1.4
<b>TOTAL AUTHORIZED FTEs</b>	<u>90.6</u>	<u>91.0</u>	<u>92.0</u>	<u>93.7</u>

## LIBRARY FUND



### *Mission Statement*

The mission of the Chester County Library is to provide informational, educational, and cultural services to the residents of Chester County and member libraries so that they may be life-long learners.

### *Department Strategic Goals*

- **Goal 1 - 24/7 Service** **Supports Commissioners' Priority - Growth**  
Chester County residents will conveniently and easily access the information and resources they need by using the library both physically and virtually, as evidenced by:
  - By 2019, ten percent increase in the usage of the library's website.
  - By 2019, ten percent increase in usage of self-service technologies.
  - By 2019, 98 percent of the time, access to critical technological functions will be maintained (i.e. catalog, internet connectivity, email).
  - By 2019, five percent increase in the number of customers who receive referral services.
  
- **Goal 2 - Lifelong Learning Support** **Supports Commissioners' Priority - Growth**  
Chester County residents of all ages will have access to materials and programs for education and enrichment, as evidenced by:
  - By 2019, 95 percent of parents of preschoolers surveyed believe that library programs and resources help to prepare their children for school.
  - By 2019 at least 75 percent of customers who take a technology class will say they learned a new skill or increased their knowledge.
  - By 2019, 75 percent of all library preschool programs are based upon Pennsylvania Core Standards.
  
- **Goal 3 - Equal Access** **Supports Commissioners' Priority - Growth**  
Chester County residents, regardless of location, age, income, ethnicity, and education will have access to a wide variety of materials and services, as evidenced by:
  - By 2019, a 50 percent increase in circulation of downloadable and streaming collections.
  - By 2019, a three percent increase in the number of library materials distributed to elderly and/or homebound.
  
- **Goal 4 - Awareness and Outreach** **Supports Commissioners' Priority - Growth**  
Chester County residents will be informed of services and programs, as evidenced by:
  - By 2019, 20 percent increase in customers reached by our social media and electronic marketing presence (e.g. Facebook, Twitter, E-Newsletter, etc.)
  - By 2019, a ten percent increase in the number of library programs presented at senior center.

**LIBRARY FUND**

- **Goal 5 - Business and Career Growth** **Supports Commissioners' Priority - Economy**  
 Chester County residents will have access to business, nonprofit, and career information and resources to support business development and employment, as evidenced by:
- By 2019, 75 percent of attendees at job seeking programs say the program and/or using library's career resources will be helpful in their job search.
  - By 2019, 75 percent of attendees at business programs say the program and/or using the library's business resources will enable them to better start or develop their businesses.
  - By 2019, 75 percent of businesses and nonprofit organizations attending Funding Information Network (FIN) programs say the information found by using the FIN will be helpful in attaining grant funding.

**Activities and Performance Measures**

- **Library Materials** **Supports Goal 3**  
 The purpose of the Library Materials Activity is to provide a wide variety of formats and delivery methods for early literacy, education, and enrichment to the residents of Chester County.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% change in the number of library materials distributed to the elderly and homebound through Adult Outreach Services	3%	N/A	2%	3%
2016	% change in circulation of downloadable and streaming collections	50%	29%	52%	50%

- **Information and Reference Services** **Supports Goal 5**  
 The purpose of the Information and Reference Services Activity is to provide instruction, information, and referral services that assist the students, workers, residents, businesses, and nonprofit organizations of Chester County make informed decisions.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of attendees surveyed at job seeking programs will say the program and/or using the library's career resources will be helpful in their job search	75%	99%	96%	75%
2016	% of attendees surveyed at business programs will say the program and/or using the library's business resources will enable them to better start or develop their businesses	75%	100%	98%	75%
2016	% of attendees (businesses, nonprofits, and individuals) surveyed at Funding Information Network (FIN) programs will say the information found in FIN resources will be helpful in attaining grant funding	75%	99%	100%	75%
2015	% of library customers surveyed reporting that they received the answers they needed at the time of their visit	90%	95%	90%	N/A

**LIBRARY FUND**

➤ **Information and Reference Services - continued**

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2015	% of staff members who interact with the public will attend all electronic resource overviews at staff meetings or review related handouts	75%	95%	92%	N/A
2015	% of staff members who interact with the public will complete four eResource Challenges annually	75%	77%	40%	N/A
2015	% of survey respondents will say they found the information they needed to make informed decisions about their health and wellness	90%	64%	76%	N/A

➤ **District Center**

**Supports Goal 1**

The purpose of the District Center Activity is to provide consultation, training, financial, and technology services to Chester County member libraries so that they may provide library services to all Chester County residents in a consistent, efficient, and high quality manner.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% of time Computer Services will maintain access to critical technological functions (catalog, internet connectivity, email, network drives, and accounting software)	98%	100%	96%	98%
2015	% of new member library staff will complete the Chester County Library System (CCLS) Employee Learning Curriculum during the first year of their employment (dependent on number of new employees)	90%	28%	40%	N/A
2015	% of new member library staff who, after completing the CCLS Employee Learning Curriculum, will say that the Curriculum helps them understand and carry out the System policies and procedures that affect the work they do	90%	100%	95%	N/A
2015	% of customers surveyed say that a public computer was available for use within a reasonable wait time	90%	100%	100%	N/A
2015	% of member library requirements in the CCLS Membership Agreement will be met by Chester County Public Libraries	90%	91%	90%	N/A

**LIBRARY FUND**

➤ **Customer Awareness and Convenience**

**Supports Goal 4**

The purpose of the Customer Awareness and Convenience Activity is to promote the libraries' welcoming and user friendly environment with consistent, convenient services, and information to those who live, work, and attend school in Chester County.

<b><u>Plan Year</u></b>	<b><u>Expected Result</u></b>	<b><u>2014 Actual</u></b>	<b><u>2015 Estimate</u></b>	<b><u>2016 Projected</u></b>
2016 % change in website sessions	10%	N/A	5%	10%
2016 % change in social media followers and subscribers	20%	66%	60%	20%
2016 % change in items checked out via self-check out device	10%	-17%	20%	10%
2015 % of patrons surveyed will say they found the materials and services they needed at the library	95%	97%	98%	N/A
2015 % change in the number of relationships formed through staff outreach with outside organizations and interest groups	20%	N/A	5%	N/A
2015 % change of outside organizations sponsoring programs, displays or exhibits at the library	20%	N/A	4%	N/A
2015 % of program attendees who said they learned about library programs through marketing and advertising sources	20%	63%	50%	N/A

**LIBRARY FUND**

➤ **Library Programs**

**Supports Goal 2**

The purpose of the Library Programs Activity is to provide a broad selection of programs that support the educational, early literacy, and enrichment needs for all residents of Chester County.

<b>Plan Year</b>		<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
2016	% of customers surveyed who take a technology class will say they learned a new skill or increased their knowledge	75%	100%	98%	75%
2016	% of programs for preschool children based on the Pennsylvania Core Standards	75%	100%	90%	75%
2016	% of parents/caregivers of preschoolers surveyed will say that library programs support early learning and school readiness	95%	99%	99%	95%
2016	% change in the number of library programs presented at senior centers	10%	0%	30%	10%
2015	% of parents/caregivers surveyed who believe that the summer reading program helps their children avoid “summer reading setback”	90%	98%	97%	N/A
2015	% of programs will support the PA Forward Literacies	80%	100%	90%	N/A

**LIBRARY FUND**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Appropriated Fund Balance	\$ -	\$ -	\$ 312,880	\$ 54,778
Real Estate Taxes	6,691,985	6,732,904	6,744,110	6,815,065
Other	98,176	76,943	73,440	75,300
<b>TOTAL</b>	<b>\$ 6,790,161</b>	<b>\$ 6,809,847</b>	<b>\$ 7,130,430</b>	<b>\$ 6,945,143</b>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 4,698,223	\$ 4,660,800	\$ 4,744,515	\$ 4,729,102
Operating	516,690	462,298	504,971	570,446
Appropriations	751,409	751,409	751,409	751,409
Allocated Costs	747,313	784,545	906,655	860,186
Operating Capital	7,584	124,718	-	34,000
<b>TOTAL</b>	<b>\$ 6,721,219</b>	<b>\$ 6,783,770</b>	<b>\$ 6,907,550</b>	<b>\$ 6,945,143</b>

**NET CHANGE IN FUND BALANCE**

<b>TOTAL</b>	<b>\$ 68,942</b>	<b>\$ 26,077</b>
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**NET COST TO COUNTY BY ACTIVITY**

Library Materials	\$ 1,533,070	\$ 1,525,064	\$ 1,395,752	\$ 1,650,384
Information & Reference Services	1,012,804	1,027,894	1,072,844	1,017,413
District Center	2,602,233	2,599,745	2,648,730	2,593,298
Customer Awareness & Convenience	1,010,368	1,026,515	1,005,477	963,862
Library Programs	533,510	553,686	621,307	590,108
<b>NET COST</b>	<b>\$ 6,691,985</b>	<b>\$ 6,732,904</b>	<b>\$ 6,744,110</b>	<b>\$ 6,815,065</b>

<b>AUTHORIZED FULL-TIME FTEs</b>	<b>65.0</b>	<b>64.0</b>	<b>64.0</b>	<b>64.0</b>
<b>AUTHORIZED PART-TIME FTEs</b>	<b>30.0</b>	<b>29.8</b>	<b>26.4</b>	<b>28.8</b>
<b>TOTAL AUTHORIZED FTEs</b>	<b>95.0</b>	<b>93.8</b>	<b>90.4</b>	<b>92.8</b>

**Chester County Library System**

Downingtown

Henrietta Hankin Library

Spring City

Phoenixville

Honey Brook

Chester Springs

Tredyffrin

Coatesville

Parkesburg

Atglen

Easttown

Oxford

Chester County (Exton)

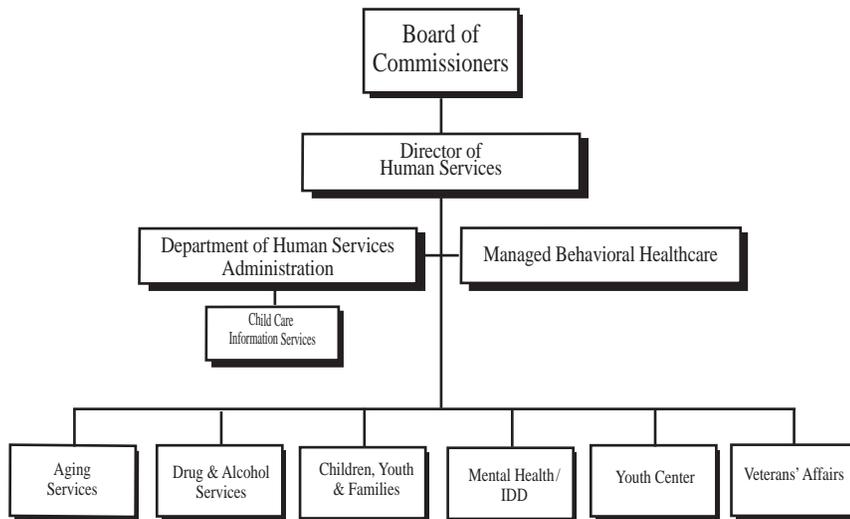
Paoli

Avon Grove

Bayard Taylor Memorial

Malvern

West Chester



***Mission Statement***

The mission of the Department of Human Services is to protect vulnerable children and adults, promoting independence and well-being for the visitors and citizens of Chester County so that they may lead stable, safe, and fulfilling lives.

***Department Strategic Goals***

- **Goal 1 - Community Outreach** **Supports Commissioners' Priority - Health, Human Services & Environment**  
 By 2019 County residents will be offered more information about human services so that they can make better decisions, as evidenced by:
  - There will be a 20 percent increase in County human service oriented community events promoting awareness of available County services.
  
- **Goal 2 - Senior Service Delivery** **Supports Commissioners' Priority - Health, Human Services & Environment**  
 By 2019 County residents age 60 and over contacting the Chester County Department of Aging will receive quality client services prioritized towards basic needs, safety, effectiveness, and those that are mandated or entitlement-based, as evidenced by:
  - 80 percent of consumers, clinically eligible for nursing facility placement, who are instead safely maintained in the community for more than six months.
  
- **Goal 3 - Early Intervention and Intellectual Disabilities Service Delivery** **Supports Commissioners' Priority - Health, Human Services & Environment**  
 By 2019 County residents interacting with Office of Mental Health's Early Intervention or Intellectual Disability programs will receive integrated client services that are prioritized to address mandates and entitlements, individual safety, and individualized needs, as evidenced by:
  - 90 percent of Intellectual Disability (ID) registrants whose Individual Service Plan (ISP) annual update met state timelines.
  - 95 percent of Early Intervention registrants whose initial Individual Family Service Plan meets state timelines.

## ***HUMAN SERVICES FUND***

### ➤ **Goal 4 - Mental Health and Drug & Alcohol Service Delivery**

#### **Supports Commissioners' Priority - Health, Human Services & Environment**

By 2019 County residents applying for County funded mental health and/or addiction services through Managed Behavioral Health, the Office of Mental Health or the Department of Drug and Alcohol Services will have access to quality, evidenced based treatment and integrated client services that support recovery, as evidenced by:

- The penetration rate for mental health and drug and alcohol Health Choices consumers will be at or above 12.8 percent.
- 75 percent of all mental health crisis consumers served will be diverted from inpatient treatment.
- 89 percent of Health Choices consumers will report successfully managing their recovery from mental illness or addiction.
- 90 percent of individuals will receive timely access to drug and alcohol assessments.
- 85 percent of consumers who indicate the treatment they received helped improve their quality of life.

### ➤ **Goal 5 - Youth Services**

#### **Supports Commissioners' Priorities - Health, Human Services & Environment, Public Safety and Economy**

By 2019 Chester County citizens interacting with the Department of Human Services Child Care Information Services, Department of Children, Youth, and Families, or the Youth Center, will experience integrated client services that are accessible, responsive to their complex needs and focused on maintaining children (0-18) in a safe environment, as evidenced by:

- 88 percent of children will receive child care services that meet or exceed state standards.
- The County's out-of-home placement rate for dependent youth will be lower than the state-wide average.
- 35 percent of children leaving out of home placement will be provided with a safe, permanent living situation within 12 months of initial placement date.
- 65 percent of youth participating in Electronic Home Monitoring will successfully complete the program.
- 50 percent of youth will not have disciplinary action while in the Youth Center.

### ➤ **Goal 6 - System of Care**

#### **Supports Commissioners' Priority - Health, Human Services & Environment**

By 2019 County residents will benefit from a strong System of Care.

- There will be a 20 percent increase in the percentage of families graduating from the System of Care Youth and Family Teams.
- 80 percent of the County Human services results will meet or exceed expectations.

### ➤ **Goal 7 - Veterans' Affairs**

#### **Supports Commissioners' Priority - Health, Human Services & Environment**

Chester County Veterans will get the benefits for which they are eligible, as evidenced by:

- By 2019, three percent increase in Veterans applying for Veterans' Temporary Assistance through the Chester County Veterans' Affairs Office.

## ***Activities and Performance Measures***

### ➤ **Department of Human Services Oversight & Coordination**

#### **Supports Goals 1 and 6**

The purpose of the Department of Human Services Oversight and Coordination Activity is to direct the County's Human Services departments (Aging; Child Care; Children, Youth, and Families; Drug and Alcohol; Managed Behavioral Healthcare; Mental Health / Intellectual and Developmental Disabilities; Youth Center), providing them with oversight, management, and support services, so that they can effectively integrate client services and excel in their operational goals.

**HUMAN SERVICES FUND**

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016 % of County Human Services departments with results that are meeting or exceeding expectations	80%	100%	100%	80%
2016 % change in community events offered	20%	N/A	20%	20%

	<u>ACTUAL 2013</u>	<u>ACTUAL 2014</u>	<u>2015 BUDGET AS OF 9/30</u>	<u>APPROVED 2016</u>
<b>REVENUES</b>				
Federal & State Grants	\$ 1,103,427	\$ 957,572	\$ 1,025,435	\$ 1,273,096
Transfers From	379,710	521,106	390,500	375,000
Other	17,851	25	200	200
TOTAL	<u>\$ 1,500,988</u>	<u>\$ 1,478,703</u>	<u>\$ 1,416,135</u>	<u>\$ 1,648,296</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 402,495	\$ 407,330	\$ 396,285	\$ 402,190
Operating	151,756	86,758	77,478	65,900
Provider Services	680,259	666,664	782,437	1,145,586
Transfers To	227,160	278,018	145,500	4,500
Allocated Costs	75,318	75,933	44,435	58,620
TOTAL	<u>\$ 1,536,988</u>	<u>\$ 1,514,703</u>	<u>\$ 1,446,135</u>	<u>\$ 1,676,796</u>

<i>Cost to County</i>	\$ 36,000	\$ 36,000	\$ 30,000	\$ 28,500
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**NET COST TO COUNTY BY ACTIVITY**

Oversight and Coordination	\$ 36,000	\$ 36,000	\$ 30,000	\$ 28,500
NET COST	<u>\$ 36,000</u>	<u>\$ 36,000</u>	<u>\$ 30,000</u>	<u>\$ 28,500</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	3.7	3.9	3.8	3.8
<b>AUTHORIZED PART-TIME FTEs</b>	0.1	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>3.8</u>	<u>3.9</u>	<u>3.8</u>	<u>3.8</u>

**MENTAL HEALTH / INTELLECTUAL AND DEVELOPMENTAL DISABILITIES FUND**

*See Department of Human Services for overall Organizational Chart, Mission Statement, and Strategic Goals.*

**Activities and Performance Measures**

- **Mental Health / Intellectual and Developmental Disabilities** **Supports Goal 3**  
 The purpose of the Mental Health / Intellectual and Developmental Disabilities Activity is to provide services and supports to help people and/or their families with developmental disabilities, mental illness, or intellectual disability to lead quality lives.

<b>Plan Year</b>		<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
2016	% of Early Intervention registrants whose initial individual Family Service Plan meets state timelines	95%	N/A	95%	95%
2016	% of Intellectual Disability registrants whose Individual Service Plan annual update met state timelines	90%	81%	90%	90%
2016	% of all mental health crisis consumers who were diverted from inpatient treatment	75%	80%	78%	75%
2014	% of Early Intervention enrollees in comparison to state-wide average	1%	-3%	N/A	N/A

**MENTAL HEALTH / INTELLECTUAL AND DEVELOPMENTAL DISABILITIES FUND**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 27,633,567	\$ 28,102,740	\$ 28,586,653	\$ 27,021,433
Transfers From	574,754	543,546	637,368	697,328
Other	103,206	61,188	84,700	72,879
<b>TOTAL</b>	<b>\$ 28,311,527</b>	<b>\$ 28,707,474</b>	<b>\$ 29,308,721</b>	<b>\$ 27,791,640</b>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 6,152,746	\$ 6,364,598	\$ 6,393,043	\$ 6,542,596
Operating	642,981	607,641	681,214	690,046
Provider Services	21,116,324	21,134,726	22,025,930	20,346,032
Operating Capital	-	-	21,950	-
Transfers To	645,180	619,803	180,500	152,700
Allocated Costs	753,005	950,068	981,278	1,025,391
<b>TOTAL</b>	<b>\$ 29,310,236</b>	<b>\$ 29,676,836</b>	<b>\$ 30,283,915</b>	<b>\$ 28,756,765</b>

<i>Cost to County</i>	\$ 998,709	\$ 969,362	\$ 975,194	\$ 965,125
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**NET COST TO COUNTY BY ACTIVITY**

MH / IDD Services	\$ 998,709	\$ 969,362	\$ 975,194	\$ 965,125
<b>NET COST</b>	<b>\$ 998,709</b>	<b>\$ 969,362</b>	<b>\$ 975,194</b>	<b>\$ 965,125</b>

<b>AUTHORIZED FULL-TIME FTEs</b>	102.1	101.6	101.9	101.6
<b>AUTHORIZED PART-TIME FTEs</b>	1.3	1.3	2.0	3.0
<b>TOTAL AUTHORIZED FTEs</b>	<b>103.4</b>	<b>102.9</b>	<b>103.9</b>	<b>104.6</b>

**MANAGED BEHAVIORAL HEALTHCARE FUND**

*See Department of Human Services for overall Organizational Chart, Mission Statement, and Strategic Goals.*

**Activities and Performance Measures**

- **Managed Behavioral Health** **Supports Goal 4**  
 The purpose of the Managed Behavioral Health Activity is to provide mental health and drug and alcohol treatment services to residents of Chester County who are eligible for medical assistance so that they may successfully manage and recover from their illness or addiction.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% medical assistance eligible County residents receiving services	12.5%	14.1%	13.5%	12.5%
2016	% of Health Choices adults who have follow up care after mental health hospitalization within 30 days of discharge	74%	N/A	N/A	74%
2015	% of Health Choices consumers successfully managing their recovery from illness or addiction	89%	79%	79%	N/A

**MANAGED BEHAVIORAL HEALTHCARE FUND**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>2013</u>	<u>2014</u>	<u>AS OF 9/30</u>	<u>2016</u>
<b>REVENUES</b>				
Federal & State Grants	\$ 65,583,529	\$ 65,840,124	\$ 68,027,354	\$ 71,676,557
Transfers From	57,380	6,767	8,000	-
Other	-	-	4,000	4,000
<b>TOTAL</b>	<u>\$ 65,640,909</u>	<u>\$ 65,846,891</u>	<u>\$ 68,039,354</u>	<u>\$ 71,680,557</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 654,312	\$ 688,621	\$ 749,251	\$ 798,753
Operating	213,598	297,448	342,844	336,144
Provider Services	63,858,071	63,956,029	65,973,996	69,556,606
Transfers To	740,703	702,352	766,413	781,547
Allocated Costs	174,225	202,440	189,850	207,507
Operating Capital	-	-	17,000	-
<b>TOTAL</b>	<u>\$ 65,640,909</u>	<u>\$ 65,846,891</u>	<u>\$ 68,039,354</u>	<u>\$ 71,680,557</u>

<i>Cost to County</i>	\$ -	\$ -	\$ -	\$ -
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**NET COST TO COUNTY BY ACTIVITY**

Managed Behavioral Health	\$ -	\$ -	\$ -	\$ -
<b>NET COST</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	7.6	8.6	9.2	9.2
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>7.6</u>	<u>8.6</u>	<u>9.2</u>	<u>9.2</u>

**AGING SERVICES FUND**

*See Department of Human Services for overall Organizational Chart, Mission Statement, and Strategic Goals.*

**Activities and Performance Measures**

- **Aging Services** **Supports Goal 2**  
 The purpose of the Aging Services Activity is to provide home and community based protection, advocacy, and information and assistance services to Chester County residents aged 60 and over and their families so that they may have choices about how they want to live with dignity and respect, lead independent and active lives, and be free from abuse and neglect.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% change in active investigations of abuse/neglect/exploitation as compared to previous year	20%	N/A	N/A	20%
2016	% of consumers who are clinically eligible for nursing facility placement who are instead safely maintained in the community for more than six months (for reasons other than medical eligibility)	80%	100%	65%	80%
2015	% of senior Aging Services consumers living at home who indicate they are “very satisfied” with County services (per annual survey)	80%	99%	80%	N/A

**AGING SERVICES FUND**

	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>2015 BUDGET AS OF 9/30</b>	<b>APPROVED 2016</b>
<b>REVENUES</b>				
Federal & State Grants	\$ 5,242,786	\$ 5,754,951	\$ 5,977,087	\$ 5,801,815
Transfers From	2,525	-	-	-
Other	56,755	166,365	319,757	137,873
TOTAL	\$ 5,302,066	\$ 5,921,316	\$ 6,296,844	\$ 5,939,688

**EXPENDITURES BY CATEGORY**

Personnel	\$ 2,419,084	\$ 2,533,365	\$ 2,665,381	\$ 2,562,573
Operating	370,003	375,376	418,865	320,037
Provider Services	1,978,946	2,601,609	2,904,001	2,690,575
Transfers To	246,441	229,449	297,664	239,000
Allocated Costs	562,096	456,021	285,437	402,007
TOTAL	\$ 5,576,570	\$ 6,195,820	\$ 6,571,348	\$ 6,214,192

<i>Cost to County</i>	\$ 274,504	\$ 274,504	\$ 274,504	\$ 274,504
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**NET COST TO COUNTY BY ACTIVITY**

Aging Services	\$ 274,504	\$ 274,504	\$ 274,504	\$ 274,504
NET COST	\$ 274,504	\$ 274,504	\$ 274,504	\$ 274,504

<b>AUTHORIZED FULL-TIME FTEs</b>	44.4	46.2	46.3	46.1
<b>AUTHORIZED PART-TIME FTEs</b>	0.6	1.0	1.0	1.0
<b>TOTAL AUTHORIZED FTEs</b>	45.0	47.2	47.3	47.1

**DRUG & ALCOHOL SERVICES FUND**

*See Department of Human Services for overall Organizational Chart, Mission Statement, and Strategic Goals.*

**Activities and Performance Measures**

- **Drug and Alcohol Services** **Supports Goal 4**  
 The purpose of the Drug and Alcohol Services Activity is to provide prevention, intervention, and treatment services to individuals, families, and communities in Chester County so that they may live in and contribute to a healthy environment that is free of the impacts of alcohol and other drug abuse.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of consumers who indicate the treatment they received helped improve their quality of life (per survey)	85%	N/A	N/A
2015	% of individuals who receive access to an initial assessment within three days	87%	90%	N/A

**DRUG & ALCOHOL SERVICES FUND**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>2013</u>	<u>2014</u>	<u>AS OF 9/30</u>	<u>2016</u>
<b>REVENUES</b>				
Federal & State Grants	\$ 5,006,953	\$ 4,583,278	\$ 4,211,494	\$ 4,546,494
Transfers From	897,060	863,178	208,318	129,892
Departmental Earnings	533,388	616,275	617,577	390,000
Other	1,677	578	3,575	1,000
TOTAL	<u>\$ 6,439,078</u>	<u>\$ 6,063,309</u>	<u>\$ 5,040,964</u>	<u>\$ 5,067,386</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 1,347,957	\$ 1,300,260	\$ 1,146,095	\$ 1,227,935
Operating	373,350	306,078	131,771	73,141
Provider Services	4,923,586	4,662,381	4,034,943	4,012,592
Transfers To	28,111	38,092	29,712	27,662
Allocated Costs	237,143	231,985	165,501	195,080
TOTAL	<u>\$ 6,910,147</u>	<u>\$ 6,538,796</u>	<u>\$ 5,508,022</u>	<u>\$ 5,536,410</u>

<i>Cost to County</i>	\$ 471,069	\$ 475,487	\$ 467,058	\$ 469,024
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**NET COST TO COUNTY BY ACTIVITY**

Drug & Alcohol Services	\$ 471,069	\$ 475,487	\$ 467,058	\$ 469,024
NET COST	<u>\$ 471,069</u>	<u>\$ 475,487</u>	<u>\$ 467,058</u>	<u>\$ 469,024</u>

<b>AUTHORIZED FULL-TIME FTEs</b>	21.1	19.4	18.4	18.3
<b>AUTHORIZED PART-TIME FTEs</b>	0.1	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>21.2</u>	<u>19.4</u>	<u>18.4</u>	<u>18.3</u>

**CHILDREN, YOUTH AND FAMILIES FUND**

*See Department of Human Services for overall Organizational Chart, Mission Statement, and Strategic Goals.*

**Activities and Performance Measures**

- **Children, Youth, & Families** **Supports Goal 5**  
 The purpose of the Children, Youth, and Families Activity is to provide child protective social services to Chester County children and their families so they can live and thrive in safe, stable, permanent homes.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of Chester County children in out of home child welfare placement	0.20%	0.13%	0.12%	0.20%
2016	% of children leaving out of home placements who are provided with a safe permanent living situation within 12 months of initial placement date	15%	36%	29%	15%

**YOUTH CENTER**

**Activities and Performance Measures**

- **Youth Center** **Supports Goal 5**  
 The purpose of the Youth Center Activity is to provide community supervision, secure detention, shelter, education, and medical services to both alleged and adjudicated delinquent and dependent youths in Chester County so that they may grow socially, emotionally, intellectually, and physically in a safe environment.

<u>Plan Year</u>		<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016	% of Electronic Home Monitoring (EHM) youth successfully completing the EHM program	65%	88%	65%	65%
2016	% of youth without disciplinary action while at the Youth Center	60%	94%	60%	60%

**CHILDREN, YOUTH AND FAMILIES FUND**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>2013</u>	<u>2014</u>	<u>AS OF 9/30</u>	<u>2016</u>
<b>REVENUES</b>				
Federal & State Grants	\$ 21,193,027	\$ 21,937,632	\$ 22,363,915	\$ 22,716,402
Transfers From	8,177	7,319	6,664	-
Departmental Earnings	576,491	556,084	633,168	514,156
Other	116,461	104,553	115,514	93,616
TOTAL	<u>\$ 21,894,156</u>	<u>\$ 22,605,588</u>	<u>\$ 23,119,261</u>	<u>\$ 23,324,174</u>
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 11,325,365	\$ 11,521,474	\$ 11,537,018	\$ 11,941,586
Operating	3,346,135	3,581,277	4,028,502	4,084,670
Provider Services	10,711,486	11,023,616	11,961,429	11,305,323
Operating Capital	-	28,431	22,000	-
Transfers To	1,557,332	1,619,901	1,299,083	1,274,428
Allocated Costs	1,647,711	1,645,181	1,511,339	1,781,431
TOTAL	<u>\$ 28,588,029</u>	<u>\$ 29,419,880</u>	<u>\$ 30,359,371</u>	<u>\$ 30,387,438</u>
<i>Cost to County</i>	\$ 6,693,873	\$ 6,814,292	\$ 7,240,110	\$ 7,063,264
<b>NET COST TO COUNTY BY ACTIVITY</b>				
Children, Youth and Families	\$ 2,378,094	\$ 2,924,986	\$ 3,137,739	\$ 3,545,543
Youth Center	1,853,317	2,201,999	1,934,854	1,926,591
Placement	2,462,462	1,687,307	2,167,517	1,591,130
NET COST	<u>\$ 6,693,873</u>	<u>\$ 6,814,292</u>	<u>\$ 7,240,110</u>	<u>\$ 7,063,264</u>
<b>AUTHORIZED FULL-TIME FTEs</b>	187.6	187.6	186.5	186.7
<b>AUTHORIZED PART-TIME FTEs</b>	20.0	18.9	17.3	16.8
<b>TOTAL AUTHORIZED FTEs</b>	<u>207.6</u>	<u>206.5</u>	<u>203.8</u>	<u>203.5</u>

**CHILD CARE INFORMATION SERVICES FUND**

*See Department of Human Services for overall Organizational Chart, Mission Statement, and Strategic Goals.*

**Activities and Performance Measures**

- **Child Care Information Services** **Supports Goal 5**  
 The purpose of the Child Care Information Services Activity is to provide individualized child care funding and referral services to eligible low-income Chester County families so that they may obtain safe, quality child care.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>
2016 % of children receiving child care that meets or exceeds state standards	88%	93%	94%	88%

**CHILD CARE INFORMATION SERVICES FUND**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>          </u>	<u>          </u>	<u>AS OF 9/30</u>	<u>          </u>
<b>REVENUES</b>				
Federal & State Grants	\$ 14,524,104	\$ 14,489,842	\$ 14,582,612	\$ 14,946,351
Other	2,889	3,776	6,300	4,100
TOTAL	<u>\$ 14,526,993</u>	<u>\$ 14,493,618</u>	<u>\$ 14,588,912</u>	<u>\$ 14,950,451</u>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 694,310	\$ 650,535	\$ 645,987	\$ 696,922
Operating	33,645	32,522	92,480	86,579
Provider Services	13,581,869	13,675,489	13,665,873	13,870,926
Transfers To	28,642	31,148	30,100	25,000
Allocated Costs	158,467	103,924	154,472	271,024
TOTAL	<u>\$ 14,496,933</u>	<u>\$ 14,493,618</u>	<u>\$ 14,588,912</u>	<u>\$ 14,950,451</u>

<i>Cost to County</i>	\$ (30,060)	\$ -	\$ -	\$ -
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**NET COST TO COUNTY BY ACTIVITY**

Child Care Information Services	\$ (30,060)	\$ -	\$ -	\$ -
NET COST	<u>\$ (30,060)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

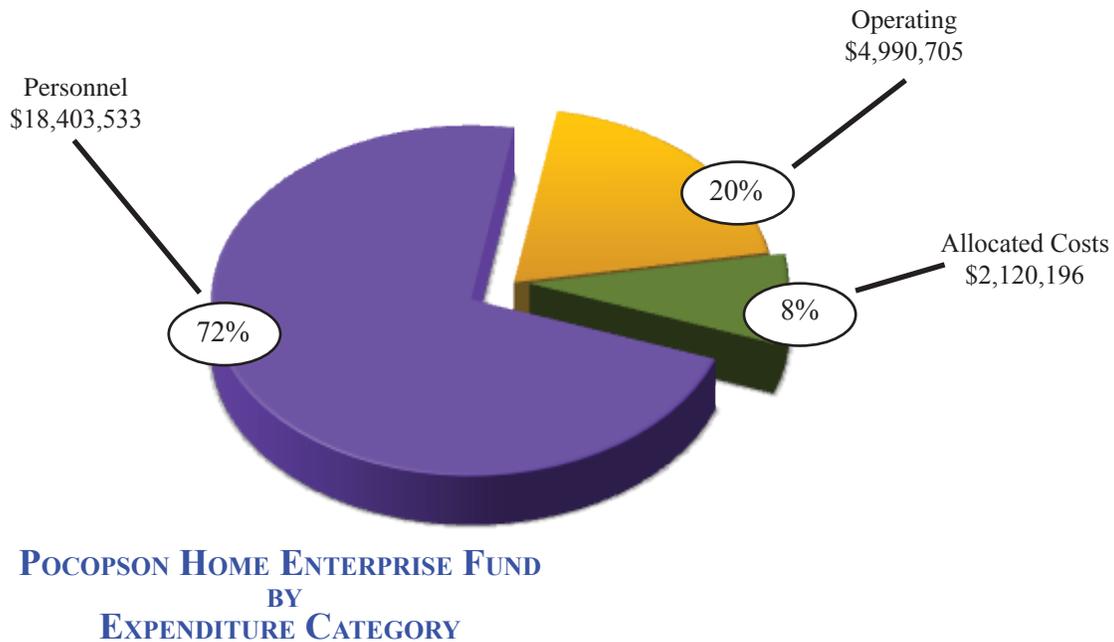
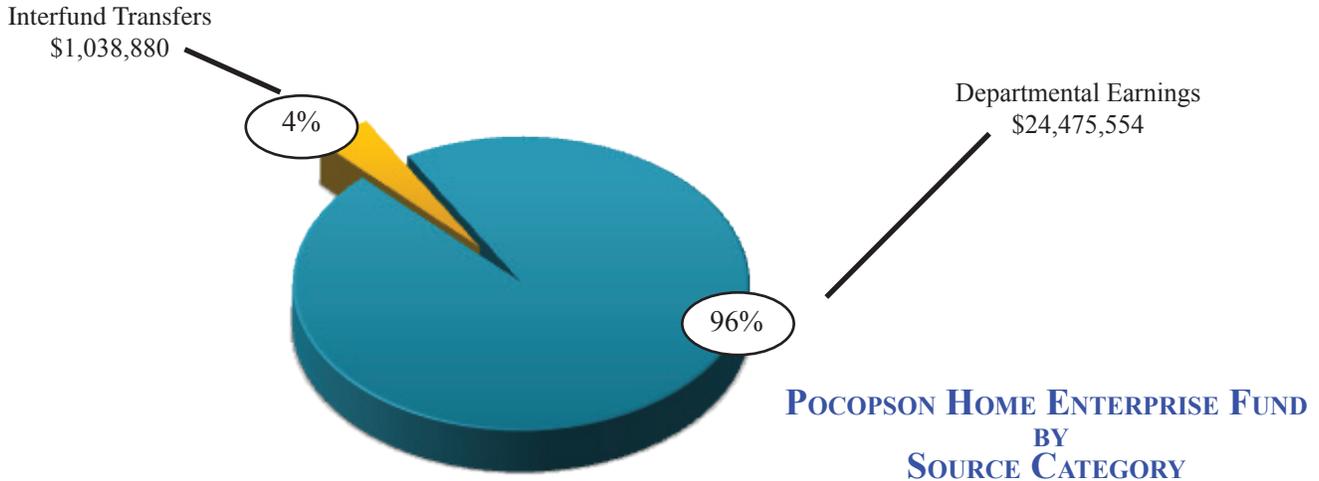
<b>AUTHORIZED FULL-TIME FTEs</b>	12.0	11.9	12.0	12.0
<b>AUTHORIZED PART-TIME FTEs</b>	0.0	0.0	0.0	0.0
<b>TOTAL AUTHORIZED FTEs</b>	<u>12.0</u>	<u>11.9</u>	<u>12.0</u>	<u>12.0</u>



# PROPRIETARY FUNDS

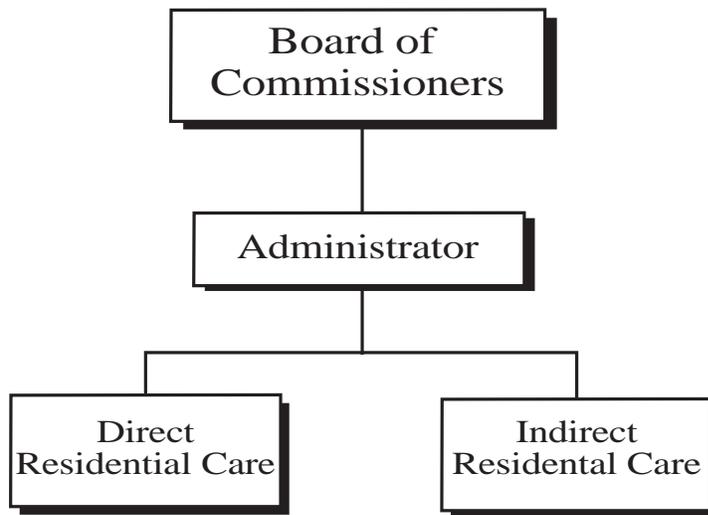
The Pocopson Enterprise Fund accounts for activities at Pocopson Home, the County's geriatric center. An enterprise fund operates in a manner similar to private business with the intent that expenses, including depreciation, are recovered primarily through user charges.

## POCOPSON HOME ENTERPRISE FUND \$25.5 MILLION



(%s may not equal 100 due to rounding)

**POCOPSON HOME ENTERPRISE FUND**



**Mission Statement**

The mission of the Pocopson Home is to provide long term care services to the qualified Chester County residents and their families/guardians so that they may live in a safe and comfortable environment while their rights and dignity are preserved.

**Department Strategic Goals**

- **Goal 1 - Customer Satisfaction** **Supports Commissioners' Priority - Health, Human Services & Environment**

The Pocopson Home residents and their families/guardians will be satisfied with the level and quality of services provided, as evidenced by:

  - By 2019, 95 percent of survey respondents “satisfied” with the services provided by Pocopson Home.
  
- **Goal 2 - Quality Care** **Supports Commissioners' Priority - Health, Human Services & Environment**

The Pocopson Home residents and their families/guardians will benefit from a high proactive level of care defined by state regulations, as evidenced by:

  - By 2019 maintain the nursing care hours ratio of 3.0.
  - By 2019 residents will experience a pressure sore rate at or below five percent.
  - By 2019 residents will experience a resident fall rate at or below 15 percent.
  - By 2019 residents will experience a significant weight loss rate (five percent in 30 days or ten percent in 180 days) at or below ten percent.
  
- **Goal 3 - Occupancy** **Supports Commissioners' Priority - Financial Management**

Chester County citizens will optimize the use of Pocopson Home for the benefit of Chester County residents, as evidenced by:

  - By 2019 the Pocopson Home occupancy rate is at or higher than 95 percent.

**POCOPSON HOME ENTERPRISE FUND**

**Activities and Performance Measures**

- **Direct Residential Care** **Supports Goals 1 and 2**  
 The purpose of the Direct Residential Care Activity is to provide direct professional, medical, nursing, nutritional, and rehabilitation services to residents so that the long-term physical and emotional needs of the residents are maintained.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% of residents with no significant weight loss (five percent in 90 days and ten percent in 180 days)	90%	94%	90%	90%
2016	% occupancy rate	95%	95%	95%	95%
2016	% of Health Acquired Infections for all residents	7%	6%	7%	7%
2016	% pressure sore rate for residents	5%	4%	5%	5%
2016	% fall rate with injuries for all residents	15%	16%	15%	15%

- **Indirect Residential Care** **Supports Goal 3**  
 The purpose of the Indirect Residential Care Activity is to provide indirect professional support services, (laundry, financial, resident family services) to residents so that the long-term physical and emotional needs of the residents are maintained.

<u>Plan Year</u>	<u>Expected Result</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Projected</u>	
2016	% collection rate for Medicare, Medicaid, Private, and insurance fund invoices submitted	98%	94%	98%	98%
2016	% of resident families “satisfied” with staff members’ attentiveness per questionnaire	95%	100%	95%	95%
2016	% of resident families “satisfied” with meal quality per questionnaire	95%	100%	95%	95%
2016	% of resident families “satisfied” with timeliness and quality of staff response to concerns and questions per questionnaire	95%	100%	95%	95%

***POCOPSON HOME ENTERPRISE FUND***

➤ **Indirect Residential Care** - continued

<b>Plan Year</b>		<b>Expected Result</b>	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Projected</b>
2016	% of resident families “satisfied” with laundry services per questionnaire	95%	89%	95%	95%
2016	% of resident families “satisfied” with range of choices for resident activities per questionnaire	95%	100%	95%	95%
2016	% of resident families “satisfied” with quality of environment per questionnaire	95%	100%	95%	95%



**POCOPSON HOME ENTERPRISE FUND**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
			<b>AS OF 9/30</b>	
<b>REVENUES</b>				
Medical Assistance	\$ 19,820,070	\$ 19,594,799	\$ 20,186,463	\$ 19,676,077
Medicare	2,433,607	2,766,256	2,417,469	2,999,925
Other 3rd Party Payers	66,679	154,518	161,250	511,327
Private Pay Patients	1,963,943	2,158,011	1,234,525	1,195,725
Other	79,702	234,482	73,500	92,500
<b>TOTAL</b>	<b>\$ 24,364,001</b>	<b>\$ 24,908,066</b>	<b>\$ 24,073,207</b>	<b>\$ 24,475,554</b>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 18,782,962	\$ 18,548,106	\$ 18,237,204	\$ 18,403,533
Operating	4,717,632	5,214,792	4,790,339	4,990,705
Allocated Costs	1,843,156	2,019,688	2,026,513	2,120,196
Other	26,851	(3,346)	3,065	-
Operating Capital	-	-	13,500	-
<b>TOTAL</b>	<b>\$ 25,370,601</b>	<b>\$ 25,779,240</b>	<b>\$ 25,070,621</b>	<b>\$ 25,514,434</b>

<i>Cost to County</i>	\$ 1,006,600	\$ 871,174	\$ 997,414	\$ 1,038,880
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**NET COST TO COUNTY BY ACTIVITY**

Direct Residential Care	\$ 668,677	\$ 568,625	\$ 758,035	\$ 789,549
Indirect Residential Care	337,923	302,549	239,379	249,331
<b>NET COST</b>	<b>\$ 1,006,600</b>	<b>\$ 871,174</b>	<b>\$ 997,414</b>	<b>\$ 1,038,880</b>

<b>AUTHORIZED FULL-TIME FTEs</b>	311.5	301.3	303.4	303.4
<b>AUTHORIZED PART-TIME FTEs</b>	59.0	68.0	75.0	77.0
<b>TOTAL AUTHORIZED FTEs</b>	<b>370.5</b>	<b>369.3</b>	<b>378.4</b>	<b>380.4</b>

## **INTERNAL SERVICE FUNDS - TECHNOLOGY FUND**

Internal Service Funds account for the financing of goods or services provided by one County department to other County departments on a cost-reimbursement basis. The County has established Internal Service Funds for Technology and Employee Benefits.

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
			<b>AS OF 9/30</b>	
<b>REVENUES</b>				
Carry Forward	\$ -	\$ -	\$ 364,592	\$ 297,058
Workstation Charges	754,054	732,532	761,834	796,994
Interest	481	666	700	500
<b>TOTAL</b>	<b>\$ 754,535</b>	<b>\$ 733,198</b>	<b>\$ 1,127,126</b>	<b>\$ 1,094,552</b>

### **EXPENDITURES BY CATEGORY**

Licenses & Leasing Agreements	\$ 451,946	\$ 427,239	\$ 1,127,126	\$ 1,094,552
Depreciation	173,876	280,570	-	-
Interest Expense	9,312	12,154	-	-
<b>TOTAL</b>	<b>\$ 635,134</b>	<b>\$ 719,964</b>	<b>\$ 1,127,126</b>	<b>\$ 1,094,552</b>

The Computer Technology Fund was established to provide a standardized desktop computing environment for all County departments. Revenue is generated through the assessment of a workstation charge to each department, based on the number and type of computing resources used by the department. The revenue generated is used to systematically upgrade hardware and software throughout the County.

**INTERNAL SERVICE FUNDS - BENEFITS FUND**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<b>AS OF 9/30</b>			
<b>REVENUES</b>				
Carry Forward	\$ 7,204,782	\$ 7,951,649	\$ 3,613,032	\$ 4,962,255
Employers' Insurance Premiums	25,929,264	25,198,316	25,411,250	25,300,000
Employees' Contributions	3,288,573	3,745,783	3,820,000	3,820,000
Retirees' Contributions	104,719	86,266	90,000	90,000
Employers' Pension Contribution	10,627,253	10,785,780	6,940,850	7,100,000
Other Revenues	1,447,517	2,072,374	1,068,900	887,350
<b>TOTAL</b>	<b>\$ 48,602,108</b>	<b>\$ 49,840,168</b>	<b>\$ 40,944,032</b>	<b>\$ 42,159,605</b>

**EXPENDITURES BY CATEGORY**

Personnel	\$ 363,838	\$ 366,615	\$ 355,940	\$ 401,327
Benefit Waivers	223,610	217,474	250,000	250,000
Health Benefits	28,595,435	29,596,745	30,521,500	30,671,668
Workers Compensation	1,008,038	304,877	590,528	542,095
Pension Contribution	9,880,939	7,810,793	8,530,000	9,640,000
Other Operating	501,271	789,029	612,390	578,450
Allocated Costs	77,328	80,040	83,674	76,065
<b>TOTAL</b>	<b>\$ 40,650,459</b>	<b>\$ 39,165,573</b>	<b>\$ 40,944,032</b>	<b>\$ 42,159,605</b>

<b>AUTHORIZED FULL-TIME FTEs</b>	4.5	4.7	5.5	5.3
<b>AUTHORIZED PART-TIME FTEs</b>	0.6	0.2	0.2	0.0
<b>TOTAL AUTHORIZED FTEs</b>	5.1	4.9	5.7	5.3

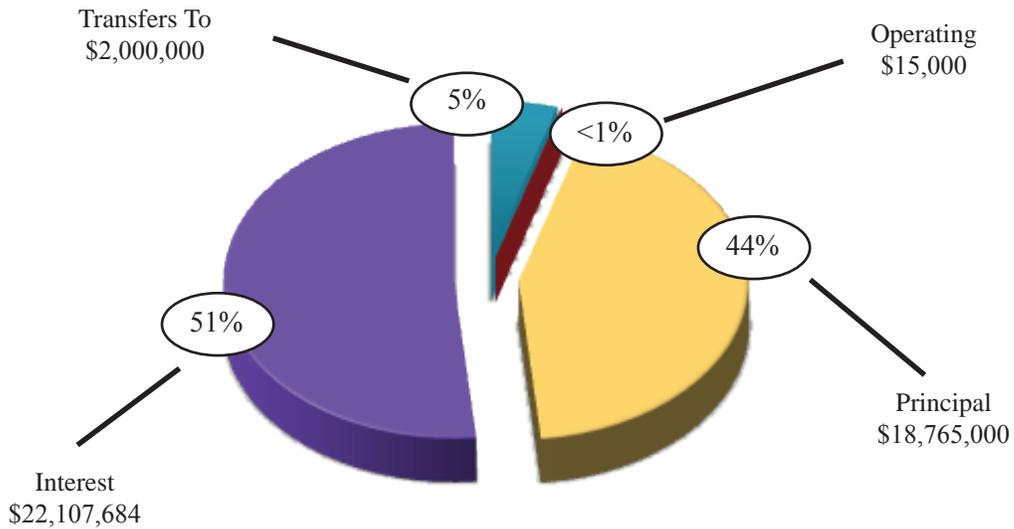
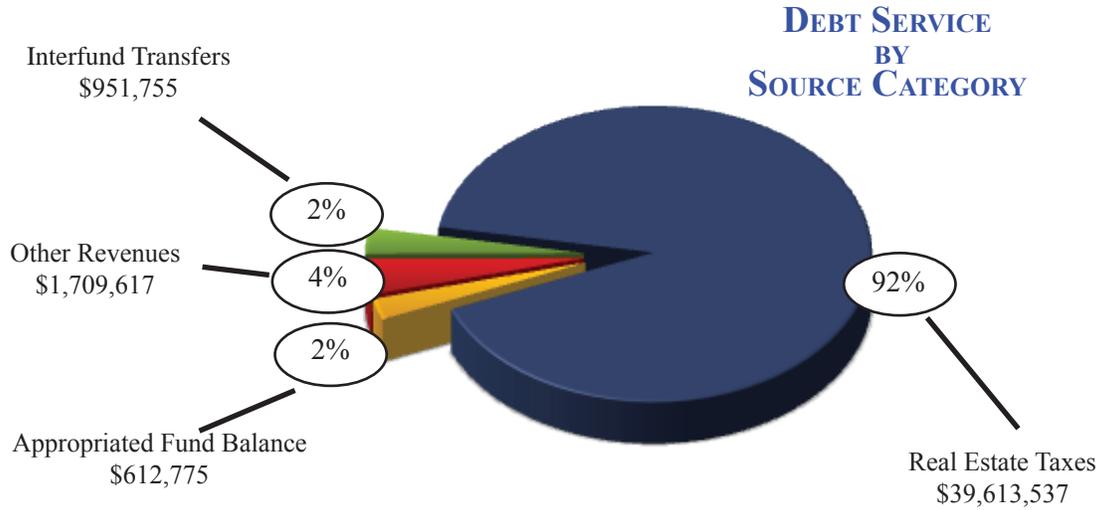
The Benefits Internal Service Fund was established to account for employee benefits administered by the County. This includes workers' compensation, employee health benefits and the County's cost of retirement. Revenues are generated by assessing an equivalent premium for workers' compensation based on a department's claims history and risk exposure. An average equivalent premium per eligible employee per department is charged for health benefits and a percent of eligible salaries and wages is allocated to departments for retirement costs.



# DEBT SERVICE FUND

The Debt Service Fund is maintained for the accumulation of resources for the payment of principal and interest on general obligation long-term debt.

## DEBT SERVICE FUND BUDGET \$ 42.9 MILLION



(%'s may not equal 100 due to rounding)

**DEBT SERVICE FUND**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>          </u>	<u>          </u>	<u>AS OF 9/30</u>	<u>          </u>
<b>REVENUES</b>				
Carry Forward	\$ -	\$ -	\$ 1,227,742	\$ 612,775
Real Estate Taxes	38,777,807	39,113,467	39,149,502	39,613,537
Other Revenues	1,675,737	1,697,087	1,658,192	1,709,617
Proceeds from Refunding	35,039,926	51,458,060	-	-
Transfers From	934,067	936,070	977,659	951,755
TOTAL	<u>\$ 76,427,536</u>	<u>\$ 93,204,684</u>	<u>\$ 43,013,095</u>	<u>\$ 42,887,684</u>

**EXPENDITURES BY CATEGORY**

Operating	\$ 13,186	\$ 12,718	\$ 15,000	\$ 15,000
Principal	18,281,165	14,294,160	19,025,000	18,765,000
Interest	24,251,239	22,859,871	22,473,095	22,107,684
Transfer To	-	2,000,000	1,500,000	2,000,000
Debt Issuance Costs	27,330,807	51,458,060	-	-
TOTAL	<u>\$ 69,876,396</u>	<u>\$ 90,624,809</u>	<u>\$ 43,013,095</u>	<u>\$ 42,887,684</u>

**NET CHANGE IN FUND BALANCE**

TOTAL \$ 6,551,140 \$ 2,579,875

The Debt Service Fund is used to provide timely payments of principal and interest on General Obligation indebtedness and on lease rental debt. The rate set in 2016 to meet current debt service requirements is 1.071 mills.

Moody's Investors Service, Fitch Ratings, and Standard & Poor's Rating Services have assigned Aaa/AAA ratings to the County's outstanding General Obligation debt. This is the highest possible rating on the rating agencies' scales. In assigning this rating, the rating agencies cited the County's strong financial management, a diverse and expanding tax base, and a strong socioeconomic profile.

**SCHEDULE OF DEBT SERVICE PAYMENTS**

	<u>Principal Requirements</u>	<u>Interest Requirements</u>	<u>Net Debt Service Requirements</u>
Year ended December 31:			
General Obligation Bonds			
2016	\$ 18,760,000	\$ 21,294,420	\$ 40,054,420
2017	21,665,000	20,747,313	42,412,313
2018	23,950,000	20,154,670	44,104,670
2019	25,045,000	19,454,781	44,499,781
2020	25,800,000	18,654,315	44,454,315
2021-2025	137,895,000	80,153,312	218,048,312
2026-2030	171,390,000	47,331,911	218,721,911
2031-2034	85,510,000	7,885,543	93,395,543
	<u>\$ 510,015,000</u>	<u>\$ 235,676,265</u>	<u>\$ 745,691,265</u>
General Obligation Notes:			
2016	\$ 5,000	\$ 445,025	\$ 450,025
2017	5,000	444,925	449,925
2018	5,000	444,825	449,825
2019	5,000	444,725	449,725
2020	5,000	444,625	449,625
2021-2025	8,890,000	1,136,000	10,026,000
2026-2030	-	-	-
2031-2034	-	-	-
	<u>\$ 8,915,000</u>	<u>\$ 3,360,125</u>	<u>\$ 12,275,125</u>
<b>Total Bond and Note Payments</b>	<u><b>\$ 518,930,000</b></u>	<u><b>\$ 239,036,390</b></u>	<u><b>\$ 757,966,390</b></u>

**TOTAL DEBT OUTSTANDING**

	As of January 1, 2015	As of December 31, 2015
2005 G. O. Bonds, series A	\$ 3,930,000	\$ -
2006 G.O. Bonds	84,980,000	430,000
2009 G.O. Bonds	105,585,000	105,515,000
2009 G.O. Bonds, series A	17,665,000	13,645,000
2009 G.O. Bonds, series B	40,915,000	40,915,000
2009 G.O. Bonds, series C	52,935,000	47,725,000
2010 G.O. Bonds	29,405,000	29,400,000
2011 G.O. Notes	8,920,000	8,915,000
2011 G.O. Bonds	36,510,000	36,505,000
2012 G.O. Bonds	37,170,000	37,165,000
2013 G.O. Bonds, series A	7,165,000	7,165,000
2013 G.O. Bonds, series B	24,610,000	22,105,000
2014 G.O. Bonds	83,570,000	80,715,000
2015 G.O. Bonds	-	88,730,000
	\$ 533,360,000	\$ 518,930,000

Date of Issue	Amount of Original Issue	Original Purpose
2005 G.O. Bonds, series A	\$ 44,750,000	Advance partial refunding of 1998 G.O. Bonds and 2001 G.O. Bonds.
2006 G.O. Bonds	\$ 86,725,000	Advance partial refunding of 2003 G.O. Bonds and 2005 G.O. Bonds.
2009 G.O. Bonds	\$ 118,080,000	Current refunding of 2007 Note A, C & D and advance partial refunding of 2001,2003,2004 G. O. Bonds and 2006 Note and 2007 Note B
2009 G.O. Bonds, series A	\$ 25,265,000	Advance refunding of 2003, 2004 G.O. Bonds and advance partial refunding of 2005 G. O. Bond
2009 G.O. Bonds, series B	\$ 40,915,000	To fund the Capital Improvement Program. **
2009 G.O. Bonds, series C	\$ 55,960,000	Refinance at a fixed rate the 2006 G.O. Note
2010 G.O. Bonds	\$ 29,425,000	Advance partial refunding of 2007 G.O. Bonds and 2009 G.O. Bonds
2011 G.O. Notes	\$ 8,935,000	Refinance at a fixed rate the 2001 G.O. Bonds
2011 G.O. Bonds	\$ 36,525,000	To fund the Capital Improvement Program. **
2012 G.O. Bonds	\$ 37,180,000	To fund the Capital Improvement Program. **
2013 G.O. Bonds, series A	\$ 7,165,000	Current refunding of 2008 G.O. Bonds
2013 G.O. Bonds, series B	\$ 27,230,000	Advance partial refunding of 2005 series A G.O. Bonds
2014 G.O. Bonds	\$ 83,570,000	Advance refunding of 2007 G.O. Bonds and to fund the Capital Improvement Program**
2015 G.O. Bonds	\$ 91,105,000	Advance partial refunding of 2006 G.O. Bonds

\*\*The Capital Improvement Program includes funding for the Open Space and Agricultural Preservation Program, Capital improvements to county park facilities, the construction of and improvements to county buildings and infrastructure, community revitalization, and the construction of renovations and repairs to county owned bridges and other public transportation projects.

## **BORROWING CAPACITY**

The borrowing capacity or legal limit for nonelectoral debt is 300 percent of the borrowing base. The County's borrowing base is determined by total adjusted revenues for the three prior years, divided by three, calculated in accordance with the Pennsylvania Department of Community and Economic Development's Local Government Unit Debt Act.

Borrowing capacity at December 31, 2014 is the latest available. Three hundred percent of the borrowing base at December 31, 2014 is \$1.295 billion. Total debt outstanding at January 1, 2016 will be \$518.9 million, leaving \$758.6 million debt capacity remaining.

### **Legal Debt Margin Information (in thousands) (Unaudited)**

	<u>2014</u>	<u>2013</u>	<u>2012</u>
Debt limit	\$1,295,454	\$1,292,830	\$1,288,723
Total net debt applicable to limit	<u>533,360</u>	<u>509,700</u>	<u>518,335</u>
Legal debt margin	<u>\$762,094</u>	<u>\$783,130</u>	<u>\$770,388</u>
Total net debt applicable to the limit as a percentage of debt limit	41.17%	39.43%	40.22%

#### Legal Debt Margin Calculation for Fiscal Year 2014

Total Revenues Received	\$432,791	\$435,773	\$429,557
Grants for construction of specific programs	907	847	913
Net Revenues	\$431,884	\$434,926	\$428,644
Total net revenue	\$1,295,454		
Borrowing base = Total net revenues, divided by three	\$431,818		

Source: Office of the County Controller as compiled from Comprehensive Annual Financial Report for the year ending December 31, 2014.

**Ratios of Outstanding Debt  
Last Ten Years  
(Unaudited)**

**RATIOS OF OUTSTANDING DEBT**

Year ended December 31	Governmental Activities		Business-Type Activities		GO to market value	GO per capita	GO to personal income	Total debt to market value	Total debt per capita	Total debt to personal income
	General Obligation debt (GO)	Capital lease debt	General Obligation debt (GO)	Total Primary Government						
2005	\$319,191,199	\$927,563	\$850,035	\$320,968,797	0.58%	\$675	1.33%	0.58%	\$677	1.33%
2006	379,250,567	1,017,936	801,543	381,070,046	0.60%	788	1.45%	0.60%	790	1.45%
2007	480,705,761	1,059,601	750,282	482,515,644	0.70%	990	1.71%	0.71%	992	1.71%
2008	467,564,162	1,162,770	696,381	469,423,313	0.67%	953	1.63%	0.67%	955	1.64%
2009	512,603,202	985,316	672,279	514,260,797	0.74%	1,029	1.80%	0.75%	1,031	1.81%
2010	504,455,598	945,540	647,397	506,048,535	0.77%	1,012	1.75%	0.77%	1,014	1.76%
2011	507,919,606	329,073	621,501	508,870,180	0.78%	1,009	1.70%	0.78%	1,010	1.70%
2012	543,756,833	129,163	566,277	544,452,273	0.88%	1,075	1.69%	0.88%	1,075	1.69%
2013	532,649,677	291,730	508,323	533,449,730	0.88%	1,046	1.58%	0.88%	1,047	1.58%
2014	566,542,213	995,520	447,483	567,985,216	0.89%	1,106	n/a	0.89%	1,108	n/a

Source: County Planning and Assessment Offices and Comprehensive Annual Financial Reports for the year ending December 31, 2014.

# CAPITAL INVESTMENT PROGRAM

The Capital Investment Program (CIP) consists of a five-year plan that is reviewed and updated annually. This plan details the planned projects along with funding requirements. Projects scheduled during 2016 of the plan are adopted as part of the annual 2016 budget.

The CIP is comprised of projects in the Capital Improvement Fund and the Capital Reserve Fund. Projects for the acquisition and/or construction of assets with an extended useful life are financed through the issuance of general obligation notes and bonds. These funds are budgeted in the Capital Improvement Fund. Also, from time-to-time, grant funding may be available to support the program.

The County also maintains a Capital Reserve Fund for pay-as-you-go projects. For 2016, projects in the Capital Reserve Fund will primarily be funded by grant funding of approximately \$3.5 million and \$9.1 million in fund balance from 2015.



Public Safety Training Campus  
Tactical Village

Chester Valley Trail



Open Space



**CAPITAL INVESTMENT PROGRAM**

**Capital Investment Program 2016 - 2020  
Capital Reserve Fund**

<b>FUNDING SOURCES</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>5 Year Total</b>
<b>Appropriated Fund Balance</b>	\$ 9,146,595	\$ 4,854,887	\$ 4,596,219	\$ 4,996,205	\$ 6,710,763	
Federal & State Grants	\$ 3,465,784	\$ 6,348,100	\$ 4,337,500	\$ 800,000	\$ 800,000	\$ 15,751,384
Interfund Transfers	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Other Revenues	206,550	206,550	206,550	206,550	206,550	1,032,750
<b>Total Funding</b>	<b>\$ 5,672,334</b>	<b>\$ 8,554,650</b>	<b>\$ 6,544,050</b>	<b>\$ 3,006,550</b>	<b>\$ 3,006,550</b>	<b>\$ 26,784,134</b>

<b>USES</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>5 Year Total</b>
Records Improvement	\$ 454,390	\$ 16,156	\$ 16,564	\$ 16,992	\$ 17,442	\$ 521,544
Open Space	133,750	494,662	250,000	250,000	250,000	1,378,412
Building & Land Improvements	592,033	200,000	200,000	200,000	100,000	1,292,033
Furniture & Equipment	170,473	50,000	50,000	50,000	50,000	370,473
Technology	2,057,158	950,000	375,000	375,000	150,000	3,907,158
Transportation	483,100	400,000	400,000	400,000	400,000	2,083,100
Bridge Rehabilitation	6,073,138	6,702,500	4,852,500	-	-	17,628,138
<b>Total Uses</b>	<b>\$ 9,964,042</b>	<b>\$ 8,813,318</b>	<b>\$ 6,144,064</b>	<b>\$ 1,291,992</b>	<b>\$ 967,442</b>	<b>\$ 27,180,858</b>

<b>Reserve for Future Projects</b>	<b>\$ 4,854,887</b>	<b>\$ 4,596,219</b>	<b>\$ 4,996,205</b>	<b>\$ 6,710,763</b>	<b>\$ 8,749,871</b>	
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**CAPITAL INVESTMENT PROGRAM**

**Capital Investment Program 2016 - 2020  
Capital Improvement Fund**

FUNDING SOURCES						5 Year
	2016	2017	2018	2019	2020	Total
<b>Appropriated Fund Balance</b>	<b>\$ 481,148</b>	<b>\$ 1,796,415</b>	<b>\$ 4,964,387</b>	<b>\$ 623,062</b>	<b>5,440,562</b>	
Bond Proceeds	\$ 71,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	30,000,000	\$ 191,000,000
Other Revenues	155,000	95,000	85,000	85,000	85,000	505,000
Federal & State Grants	495,000	1,392,000	2,512,000	1,552,000	1,840,000	7,791,000
<b>Total Funding</b>	<b>\$ 71,650,000</b>	<b>\$ 31,487,000</b>	<b>\$ 32,597,000</b>	<b>\$ 31,637,000</b>	<b>\$ 31,925,000</b>	<b>\$ 199,296,000</b>

USES						5 Year
	2016	2017	2018	2019	2020	Total
Open Space & Community Revitalization	\$ 19,975,128	\$ 14,003,500	\$ 12,750,000	\$ 11,750,000	\$ 5,250,000	\$ 63,728,628
County Park & Trail Development	1,979,337	4,084,200	6,636,000	3,250,000	2,175,000	18,124,537
Infrastructure	1,256,000	4,994,000	7,799,825	6,067,000	2,002,000	22,118,825
Facilities	15,671,484	37,500	37,500	37,500	-	15,783,984
Public Safety	31,437,784	5,184,828	9,700,000	5,700,000	5,850,000	57,872,612
Transfer to Debt Service	15,000	15,000	15,000	15,000	15,000	75,000
<b>Total Uses</b>	<b>\$ 70,334,733</b>	<b>\$ 28,319,028</b>	<b>\$ 36,938,325</b>	<b>\$ 26,819,500</b>	<b>\$ 15,292,000</b>	<b>\$ 177,703,586</b>

**Reserve for Future Projects** \$ 1,796,415 \$ 4,964,387 \$ 623,062 \$ 5,440,562 \$ 22,073,562

**Operating Budget Impact**

The relationship between the operating budget and CIP budget is considered during the budgeting process. The CIP includes costs for capital projects that increase the capital asset base of the County. The CIP impacts the operating budget in three ways: the operating budget must absorb the debt service costs for bonds or notes issued in the CIP; it must absorb the cost of maintaining and operating the new facilities and equipment that are built and acquired under the CIP; and it must absorb the portion of the CIP funded pay-as-you-go projects.

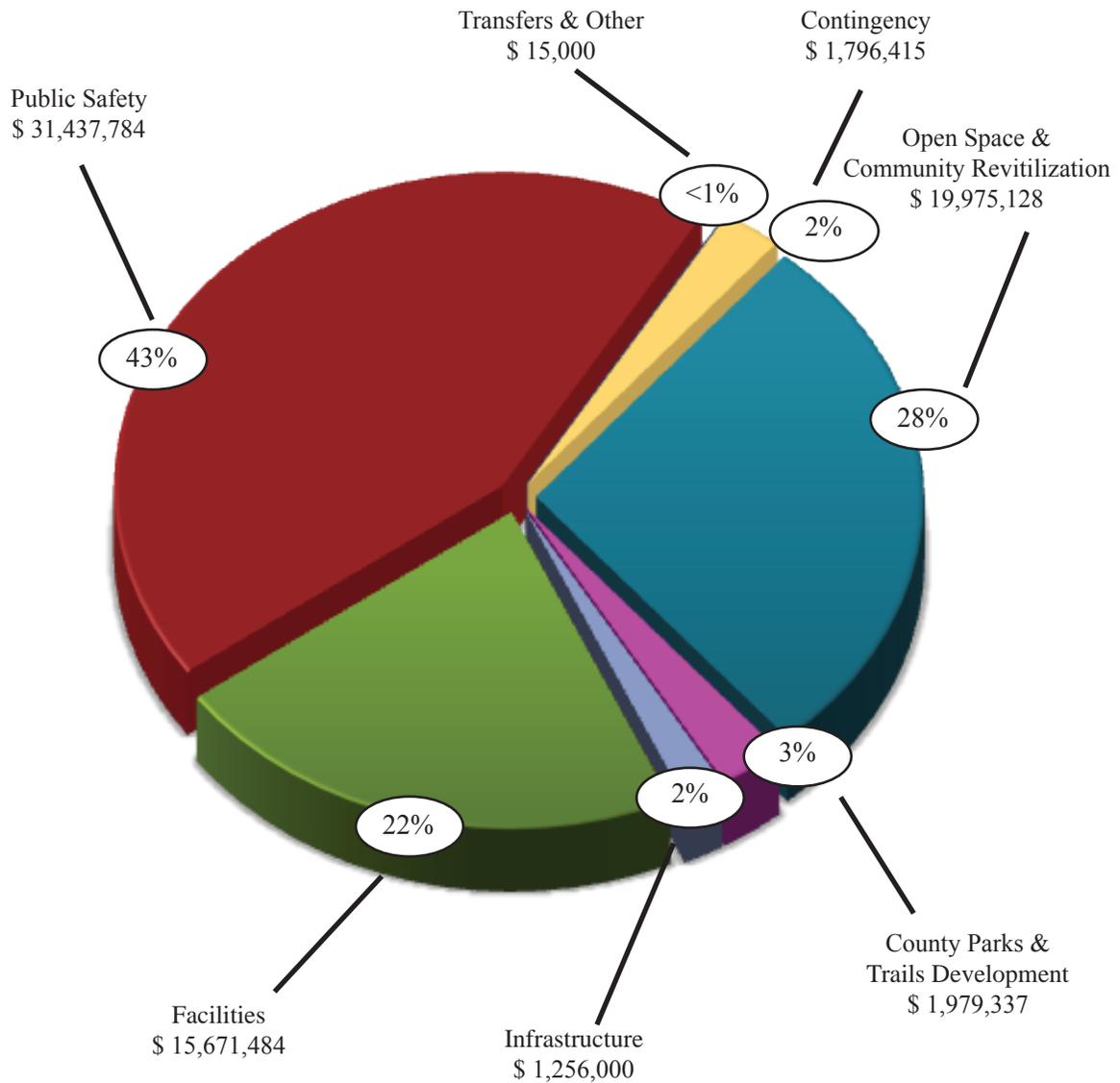
Estimated annual operating costs of \$371,450 for the Chester Valley and Schuylkill River Trails and the County's Exton Park will be added to the Parks Fund operating budget in future years as these projects are completed.

The completion of the Public Safety Training Campus project will impact the General Fund operating budget by adding approximately \$288,209 of annual operating costs.

Pending completion of the projects, the County will continue to evaluate various methods to refine/reduce operating costs.

**CAPITAL INVESTMENT PROGRAM**

**CAPITAL IMPROVEMENT FUND  
EXPENDITURES BY PROGRAM  
\$ 72.1 MILLION**



**CAPITAL INVESTMENT PROGRAM**

**CAPITAL IMPROVEMENT FUND**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>2013</u>	<u>2014</u>	<u>AS OF 9/30</u>	<u>2016</u>
<b>REVENUES</b>				
Appropriated Fund Balance	\$ -	\$ -	\$ 40,386,238	\$ 481,148
Federal & State Grants	6,273,298	3,284,072	4,482,391	495,000
Interfund Transfers	423,255	-	-	-
Interest & Other	774,321	259,673	220,000	155,000
Bond Proceeds	-	45,377,004	38,000,000	71,000,000
<b>TOTAL</b>	<u>\$ 7,470,874</u>	<u>\$ 48,920,749</u>	<u>\$ 83,088,629</u>	<u>\$ 72,131,148</u>

**EXPENDITURES BY CATEGORY**

Operating	\$ 465,008	\$ 310,044	\$ 549,051	\$ 219,060
Capital	20,747,532	22,607,060	64,870,714	59,953,105
Grants to Others	6,744,395	7,448,828	15,315,658	9,369,568
Interfund Transfers	15,295	25,915	48,000	35,000
Other Expenditures	125,089	418,256	265,000	758,000
Unappropriated	-	-	2,040,206	1,796,415
<b>TOTAL</b>	<u>\$ 28,097,319</u>	<u>\$ 30,810,103</u>	<u>\$ 83,088,629</u>	<u>\$ 72,131,148</u>

**EXPENDITURES BY PROGRAM**

Open Space & Community Revitalization	\$ 8,243,278	\$ 10,697,813	\$ 19,029,158	\$ 19,975,128
County Parks & Trails Development	5,682,636	3,429,742	2,591,132	1,979,337
Infrastructure	281,444	333,798	511,382	1,256,000
Facilities	1,187,617	2,031,618	14,548,214	15,671,484
Technology	5,100	6,992	-	-
Public Safety	12,689,259	14,066,930	44,348,537	31,437,784
Transfers & Other	7,985	243,210	20,000	15,000
Contingency	-	-	2,040,206	1,796,415
<b>TOTAL</b>	<u>\$ 28,097,319</u>	<u>\$ 30,810,103</u>	<u>\$ 83,088,629</u>	<u>\$ 72,131,148</u>

**Capital Improvement Program 2016 - 2020  
Capital Improvement Fund**

	Year 1 2016	Year 2 2017	Year 3 2018	Year 4 2019	Year 5 2020	Five Year Total
<b>Sources</b>						
<b>Beginning Fund Balance</b>	<b>\$481,148</b>	<b>\$1,796,415</b>	<b>\$4,964,387</b>	<b>\$623,062</b>	<b>\$5,440,562</b>	
Bond Proceeds	\$71,000,000	\$30,000,000	\$30,000,000	\$30,000,000	\$30,000,000	\$191,000,000
Other Revenues	155,000	95,000	85,000	85,000	85,000	505,000
Federal & State Grants	495,000	1,392,000	2,512,000	1,552,000	1,840,000	7,791,000
<b>Total</b>	<b>\$71,650,000</b>	<b>\$31,487,000</b>	<b>\$32,597,000</b>	<b>\$31,637,000</b>	<b>\$31,925,000</b>	<b>\$199,296,000</b>
<b>Uses</b>						
<b>OPEN SPACE &amp; COMMUNITY REVITALIZATION</b>						
Municipal Park Program Grants	\$467,800	\$253,500	\$ -	\$ -	\$ -	\$721,300
Conservancy Program Grants	5,329,420	4,000,000	3,000,000	2,000,000	1,500,000	15,829,420
Ag. Conserv. Easement Purchases (Commonwealth/Co. Program)	54,000	-	-	-	-	54,000
County Challenge Grant Program	7,500	-	-	-	-	7,500
Community Revitalization Program						
Streetscapes	700,000	-	-	-	-	700,000
Sewer & Water	2,582,908	-	-	-	-	2,582,908
County Park Acquisition	1,083,500	-	-	-	-	1,083,500
Open Space & Community Revitalization continuation	9,750,000	9,750,000	9,750,000	9,750,000	3,750,000	42,750,000
<b>Total Open Space &amp; Community Revitalization</b>	<b>\$19,975,128</b>	<b>\$14,003,500</b>	<b>\$12,750,000</b>	<b>\$11,750,000</b>	<b>\$5,250,000</b>	<b>\$63,728,628</b>
<b>COUNTY PARK &amp; TRAIL DEVELOPMENT</b>						
Chester Valley Trail - Route 100 Crossing Safety Improvements	\$52,000	\$ -	\$ -	\$ -	\$ -	\$52,000
Chester Valley Trail - Phase IV A	198,337	-	-	-	-	198,337
Schuylkill River Trail - Phase II	625,000	3,645,677	5,000,000	-	-	9,270,677
Schuylkill River Trail - Gay Street Trailhead	45,000	-	-	-	-	45,000
Schuylkill River Trail - Pave Washout Areas	24,000	-	-	-	-	24,000
Schuylkill River Trail - Parker House Improvements	180,000	47,500	-	-	-	227,500
Black Rock Sanctuary - Trailhead	170,000	41,023	-	-	-	211,023
Warwick County Park - Horseshoe Trail Bridge	-	-	50,000	150,000	-	200,000
Hibernia County Park - Fiddlers Field Parking Lot Paving	50,000	-	-	-	-	50,000
Hibernia County Park - Pavillion 4, 5, and 6 Parking Lot Paving	200,000	-	-	-	-	200,000
Hibernia County Park - Chambers Lake Parking Improvements	-	50,000	-	-	-	50,000
Hibernia County Park - Campground Paving	-	-	266,000	-	-	266,000
Wolf's Hollow County Park - Master Plan	150,000	-	-	-	-	150,000
Wolf's Hollow County Park - Phase I Improvements	-	20,000	230,000	-	-	250,000
Struble Trail	265,000	165,000	-	-	-	430,000
Struble Trail -Northern Extension Phase I	20,000	115,000	740,000	625,000	-	1,500,000
Boar's Back Trail Phase I	-	-	350,000	2,475,000	2,175,000	5,000,000
<b>Total County Park &amp; Trail Development</b>	<b>\$1,979,337</b>	<b>\$4,084,200</b>	<b>\$6,636,000</b>	<b>\$3,250,000</b>	<b>\$2,175,000</b>	<b>\$18,124,537</b>
<b>INFRASTRUCTURE</b>						
<b>Chester County Water Resources Authority</b>						
Hibernia Wetlands Mitigation	\$71,000	\$ -	\$ -	\$ -	\$ -	\$71,000
Hibernia Dam - Internal Drain Improvements	-	1,200,000	1,349,000	-	-	2,549,000
Beaver Creek Dam Riser/Shoreline Rehabilitation	-	200,000	276,825	-	-	476,825
Beaver Creek Dam Capacity Rehabilitation	-	1,800,000	2,480,000	-	-	4,280,000
Brandywine Dam Repairs	500,000	-	-	-	-	500,000
Rice Farm Demolition	187,000	-	-	-	-	187,000
<b>Total Chester County Water Resources Authority</b>	<b>\$758,000</b>	<b>\$3,200,000</b>	<b>\$4,105,825</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$8,063,825</b>
<b>Bridge Improvements</b>						
Bridge 167 - Mill Road over Valley Creek	\$98,000	\$176,000	\$401,000	\$2,150,000	\$ -	\$2,825,000
Bridge 196 - Bertolet School Road over French Creek	98,000	176,000	451,000	2,275,000	-	3,000,000
Bridge 111 - Allerton Road over East Branch Brandywine Creek	-	540,000	1,700,000	-	-	2,240,000
Bridge 92 - Laurel Road over West Branch Brandywine Creek	-	200,000	150,000	190,000	1,700,000	2,240,000

	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year
	2016	2017	2018	2019	2020	Total
Bridge 274 - Baptist Church Road over Pigeon Creek	-	400,000	690,000	1,150,000	-	2,240,000
<b>Total Bridge Improvements</b>	<b>\$196,000</b>	<b>\$1,492,000</b>	<b>\$3,392,000</b>	<b>\$5,765,000</b>	<b>\$1,700,000</b>	<b>\$12,545,000</b>
<b>SEPTA</b>	<b>\$302,000</b>	<b>\$302,000</b>	<b>\$302,000</b>	<b>\$302,000</b>	<b>\$302,000</b>	<b>\$1,510,000</b>
<b>Total Infrastructure</b>	<b>\$1,256,000</b>	<b>\$4,994,000</b>	<b>\$7,799,825</b>	<b>\$6,067,000</b>	<b>\$2,002,000</b>	<b>\$22,118,825</b>
<b>FACILITIES</b>						
Government Services Center - Replace Interior Roof Drain Leaders	\$450,000	\$ -	\$ -	\$ -	\$ -	\$450,000
Government Services Center - Replace Lighting Control Panels	37,500	37,500	37,500	37,500	-	150,000
Government Services Center - Cafeteria Modification	57,500	-	-	-	-	57,500
Government Services Center - Replace Entrance Floor/Roof	900,000	-	-	-	-	900,000
Government Services Center - Public Health Reception Area	180,000	-	-	-	-	180,000
Government Services Center - Veterans' Affairs Office Modifications	206,000	-	-	-	-	206,000
Government Services Center - Public Health Suites 290 and 295	65,000	-	-	-	-	65,000
Government Services Center - Replace Trash Compactor	27,500	-	-	-	-	27,500
Government Services Center - Farmhouse Renovation Phase I	200,000	-	-	-	-	200,000
Justice Center - Audio Visual System Upgrade for 14 Courtrooms	959,484	-	-	-	-	959,484
Justice Center - Replace Sally Port Door	22,000	-	-	-	-	22,000
Justice Center - Adult Probation Office Expansion	941,500	-	-	-	-	941,500
Wastewater Treatment Plant - Spray Field Expansion Design	150,000	-	-	-	-	150,000
Exton Library - Rear Parking Lot Paving	315,000	-	-	-	-	315,000
Exton Library - Carpet Replacement	225,000	-	-	-	-	225,000
Exton Library - Boiler Replacement	200,000	-	-	-	-	200,000
Prison - Kitchen Floor Replacement	40,000	-	-	-	-	40,000
Prison - Cement O-Block Yard	175,000	-	-	-	-	175,000
Pocopson Home - West Wing - Air Conditioning Roof Units Replacement	510,000	-	-	-	-	510,000
Pocopson Home - Electrical Distribution System Replacement	950,000	-	-	-	-	950,000
Pocopson Home - Water Line Replacement	220,000	-	-	-	-	220,000
Pocopson Home - Jones Building - Heating, Ventilation, and Air Conditioning Renovation	4,500,000	-	-	-	-	4,500,000
Pocopson Home - West Wing - Kitchen and Laundry Air Conditioning	3,000,000	-	-	-	-	3,000,000
Pocopson Home - West Wing - Replace Bathroom Flooring	60,000	-	-	-	-	60,000
Pocopson Home - West Wing Replace Flooring in First Floor Corridors	30,000	-	-	-	-	30,000
Pocopson Home - Jones Building - Bathroom Renovation	750,000	-	-	-	-	750,000
Pocopson Home - Electrical Distribution System	500,000	-	-	-	-	500,000
<b>Total Facilities</b>	<b>\$15,671,484</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>\$-</b>	<b>\$15,783,984</b>
<b>PUBLIC SAFETY</b>						
Public Safety Training Campus	\$8,927,000	\$-	\$-	\$-	\$-	\$8,927,000
Alternate 9-1-1 Center	1,465,237	-	-	-	-	1,465,237
Voice Radio System	11,206,451	-	-	-	-	11,206,451
Data System Infrastructure	3,968,105	376,564	-	-	-	4,344,669
Mobile Data Computer Replacement	650,000	600,000	600,000	600,000	600,000	3,050,000
Next Generation 9-1-1	870,991	108,264	-	-	-	979,255
Microwave Update to Support First Responder Network Authority	2,500,000	2,500,000	-	-	-	5,000,000
Tower Site Enhancements	250,000	-	6,000,000	-	-	6,250,000
Microwave System Redundancy	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
Next Generation 9-1-1 Enhancements	-	-	1,500,000	3,350,000	-	4,850,000
Computer Aided Dispatch System Terminal Replacement	-	-	-	50,000	50,000	100,000
Voice Radio Program Cyber Security	-	-	-	100,000	100,000	200,000
Voice Radio Program InterOps	-	-	-	-	2,500,000	2,500,000
Voice Radio Program Inter Subsystem Interfaces	-	-	-	-	1,000,000	1,000,000
<b>Total Public Safety</b>	<b>\$31,437,784</b>	<b>\$5,184,828</b>	<b>\$9,700,000</b>	<b>\$5,700,000</b>	<b>\$5,850,000</b>	<b>\$57,872,612</b>
Transfer to Debt Service	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
<b>Total Uses</b>	<b>\$70,334,733</b>	<b>\$28,319,028</b>	<b>\$36,938,325</b>	<b>\$26,819,500</b>	<b>\$15,292,000</b>	<b>\$177,703,586</b>
<b>Ending Fund Balance</b>	<b>\$1,796,415</b>	<b>\$4,964,387</b>	<b>\$623,062</b>	<b>\$5,440,562</b>	<b>\$22,073,562</b>	

**CAPITAL INVESTMENT PROGRAM**

**Open Space & Community Revitalization**

**Municipal Park Program Grants**

**Caln Township - Valley Run Open Space**

**Project Location:** Caln Township  
**Estimated Completion Date:** 2016

**Description:** Acquisition of 4.06 acres of open space to ensure the connection of existing and future recreational facilities in Caln Township.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 17,500	\$ -	\$ -	\$ -	\$ -	\$ 17,500	\$ -	\$ 17,500
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 17,500	\$ -	\$ -	\$ -	\$ -	\$ 17,500	\$ -	\$ 17,500

**East Fallowfield Township - Community Park Greenway**

**Project Location:** East Fallowfield Township  
**Estimated Completion Date:** 2016

**Description:** Construction of 0.46 miles of trail in the existing 103-acre East Fallowfield Township Community Park, improving connections to adjoining neighborhoods and the middle school and improving handicapped accessibility. An additional 30.65 acres will also be permanently preserved as part of this project.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 71,800	\$ -	\$ -	\$ -	\$ -	\$ 71,800	\$ -	\$ 71,800
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 71,800	\$ -	\$ -	\$ -	\$ -	\$ 71,800	\$ -	\$ 71,800

**CAPITAL INVESTMENT PROGRAM**

**East Marlborough Township – Unionville Community Park Phase II**

**Project Location:** East Marlborough Township  
**Estimated Completion Date:** 2017

**Description:** Phase II development of Unionville Community Park, a 24-acre park in East Marlborough Township. Improvements will include a picnic pavilion, a nature play tot-lot, and the expansion of the trail system to connect to adjacent neighborhoods, the elementary school, and Unionville’s “main street”. An additional 10 acres will also be permanently preserved as part of this project.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 125,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 225,000	\$ -	\$ 225,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 125,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 225,000	\$ -	\$ 225,000

**Kennett Area Park Authority - Anson B. Nixon Park Improvements**

**Project Location:** Kennett Township and Kennett Square Borough  
**Estimated Completion Date:** 2017

**Description:** Improvements to the existing 106-acre Anson B. Nixon Park in Kennett Township and Kennett Square Borough, including the relocation of the park entrance to improve safety and the addition of a dog park.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 28,500	\$ 28,500	\$ -	\$ -	\$ -	\$ 57,000	\$ -	\$ 57,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 28,500	\$ 28,500	\$ -	\$ -	\$ -	\$ 57,000	\$ -	\$ 57,000

**CAPITAL INVESTMENT PROGRAM**

**New London- Township - New London Village Park Development Phase I**

**Project Location:** New London Township  
**Estimated Completion Date:** 2016

**Description:** Phase I development of a 8.9 acre multi-use community park in New London Township.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000

**West Pikeland Township - White Property Park Development Phase I**

**Project Location:** West Pikeland Township  
**Estimated Completion Date:** 2016

**Description:** Phase I of the development of a 62-acre park in West Pikeland Township. The park will include both active and passive recreation areas.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000

**CAPITAL INVESTMENT PROGRAM**

**Conservancy Program Grants**

**Natural Lands Trust – Wooded Hills**

**Project Location:** East Pikeland, West Pikeland, and West Vincent Townships  
**Estimated Completion Date:** 2020

**Description:** This is a multi-municipal project to preserve up to 1,500 acres of this signature regional landscape using conservation easements and the acquisition of a township park and publicly accessible nature preserve. The project includes a publicly accessible trail and protection of surface and groundwater.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 6,660	\$ -	\$ 1,012,560	\$ 2,000,000	\$ 1,500,000	\$ 2,000,000	\$ 1,500,000	\$ 8,012,560	\$ -	\$ 8,019,220
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 6,660	\$ -	\$ 1,012,560	\$ 2,000,000	\$ 1,500,000	\$ 2,000,000	\$ 1,500,000	\$ 8,012,560	\$ -	\$ 8,019,220

**Natural Lands Trust - Camp Tweedale Conservation Easement**

**Project Location:** Lower Oxford Township  
**Estimated Completion Date:** 2016

**Description:** Purchase of a conservation easement on 108 acres, including public access, in Lower Oxford Township.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 187,000	\$ -	\$ -	\$ -	\$ -	\$ 187,000	\$ -	\$ 187,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 187,000	\$ -	\$ -	\$ -	\$ -	\$ 187,000	\$ -	\$ 187,000

**CAPITAL INVESTMENT PROGRAM**

**Natural Lands Trust - Brandywine Creek Recreation Access**

**Project Location:** Newlin Township  
**Estimated Completion Date:** 2016

**Description:** Construction of recreational access facilities to the Brandywine Creek at the ChesLen Preserve, in Newlin Township.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000

**Natural Lands Trust - ChesLen Addition**

**Project Location:** Newlin Township  
**Estimated Completion Date:** 2016

**Description:** Purchase of 58.2 acres in Newlin Township for an addition to the publicly accessible ChesLen Preserve.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000

**The Land Conservancy for Southern Chester County - Ham Property Conservation Easement**

**Project Location:** Kennett Township  
**Estimated Completion Date:** 2016

**Description:** Purchase of a conservation easement on 35 acres in Kennett Township, including public access.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ 350,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ 350,000

**CAPITAL INVESTMENT PROGRAM**

**The Land Conservancy for Southern Chester County - Miller Property Conservation Easement**

**Project Location:** Kennett Township  
**Estimated Completion Date:** 2016

**Description:** Purchase of a conservation easement on 125 acres in Kennett Township, including a segment of the publicly accessible trail within the Red Clay Greenway.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000

**The Land Conservancy for Southern Chester County - Barnard's Orchard Conservation Easement**

**Project Location:** Newlin Township  
**Estimated Completion Date:** 2016

**Description:** Purchase of a farmland conservation easement on 74 acres in Newlin Township.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 224,860	\$ -	\$ -	\$ -	\$ -	\$ 224,860	\$ -	\$ 224,860
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 224,860	\$ -	\$ -	\$ -	\$ -	\$ 224,860	\$ -	\$ 224,860

**The Conservation Fund - Strawbridge North**

**Project Location:** Franklin, Elk, and New London Townships  
**Estimated Completion Date:** 2018

**Description:** Acquisition of 983 acres in Franklin, Elk, and New London Townships for an addition to the State's publically accessible White Clay Creek Preserve, Big Elk Creek Section.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 1,500,000	\$ -	\$ -	\$ 5,500,000	\$ -	\$ 5,500,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 1,500,000	\$ -	\$ -	\$ 5,500,000	\$ -	\$ 5,500,000

**CAPITAL INVESTMENT PROGRAM**

**Agricultural Conservation Easement Purchases (Commonwealth/County Program)**

**Agricultural Conservation Easement Purchases (Commonwealth/County Program) Incidental Costs**

**Project Location:** To be determined

**Estimated Completion Date:** To be determined

**Description:** Open Space allocated funds for incidental expenses such as appraisals and conservation plans.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ 34,000		
<b>Resources:</b>										
<b>Capital Improvement Fund &amp; Other</b>			\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ 34,000		

**Agricultural Conservation Easement Purchases (Commonwealth/County Program) Monitoring - General Fund**

**Project Location:** To be determined

**Estimated Completion Date:** To be determined

**Description:** Interfund transfer of interest collected on Clean and Green rollback tax penalties to pay for monitoring agricultural conservation easements.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000		
<b>Resources:</b>										
<b>Interest &amp; Other</b>			\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000		

**CAPITAL INVESTMENT PROGRAM**

**Chester County Challenge Grant Program for Farmland Preservation**

**County Challenge Grant Program Incidental Costs**

**Project Location:** To be determined  
**Estimated Completion Date:** To be determined

**Description:** Open Space allocated funds for incidental expenses such as appraisals and conservation plans.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500		
<b>Resources:</b>										
<b>Capital Improvement Fund</b>			\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500		

**Community Revitalization Program - Streetscapes**

**City of Coatesville - Lincoln Highway Streetscape**

**Project Location:** City of Coatesville  
**Estimated Completion Date:** 2016

**Description:** Improvements to the intersection of Lincoln Highway and 1<sup>st</sup> Avenue.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ 700,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ 700,000

***CAPITAL INVESTMENT PROGRAM***

**Community Revitalization Program – Sewer & Water**

**Phoenixville Borough - Water Treatment Plant Flood Wall Improvements**

**Project Location:** Phoenixville Borough  
**Estimated Completion Date:** 2016

**Description:** This project will raise the existing Schuylkill River flood retaining wall to protect pumping and processing equipment.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 397,696	\$ -	\$ -	\$ -	\$ -	\$ 397,696	\$ -	\$ 397,696
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 397,696	\$ -	\$ -	\$ -	\$ -	\$ 397,696	\$ -	\$ 397,696

**Avondale Borough - Water System Improvements**

**Project Location:** Avondale Borough  
**Estimated Completion Date:** 2016

**Description:** This project includes installing a 12-inch diameter supply well 300 feet deep with casing pipe and two 6-inch monitoring wells, 300 feet deep. A small building will be constructed to house the Hypochlorite liquid injection system, the variable speed motor drive for the supply well and electrical panels. A 12-inch diameter main will be extended to the existing truck line approximately 1,800 feet. An 8-inch diameter main will be extended 200 feet from the existing 8-inch line at Garner Drive to the Borough Line.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 97,700	\$ 524,212	\$ -	\$ -	\$ -	\$ -	\$ 524,212	\$ -	\$ 621,912
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ 97,700	\$ 524,212	\$ -	\$ -	\$ -	\$ -	\$ 524,212	\$ -	\$ 621,912

**CAPITAL INVESTMENT PROGRAM**

**South Coatesville Borough - Sanitary Sewer Extension & Storm Water Project**

**Project Location:** South Coatesville Borough  
**Estimated Completion Date:** 2016

**Description:** Extension of the sanitary sewer line and water services as well as stormwater and sidewalk accessibility and road improvements in the Birch Street right-of-way from Upper Gap Road to the Brandywine Creek.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 150,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ 700,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ 150,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ 700,000

**West Grove Borough - Willow Street & South Guernsey Road Public Improvements**

**Project Location:** West Grove Borough  
**Estimated Completion Date:** 2016

**Description:** Infrastructure improvements on and surrounding a 6.8 acre tract at the southwestern corner of Willow Street and South Guernsey Road. Improvements include: clearing the property; construction of a stormwater management system; storm sewer system; public water line system; new street construction; and widening of existing streets.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 1,111,000	\$ -	\$ -	\$ -	\$ -	\$ 1,111,000	\$ -	\$ 1,111,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 1,111,000	\$ -	\$ -	\$ -	\$ -	\$ 1,111,000	\$ -	\$ 1,111,000

**CAPITAL INVESTMENT PROGRAM**

**County Park Acquisition**

**Wolf’s Hollow County Park – Property Acquisition**

**Project Location:** Wolf’s Hollow County Park  
**Estimated Completion Date:** 2016

**Description:** Proposed acquisition of a property adjacent to Wolf’s Hollow County Park.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ 80,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ 80,000

**Schuylkill River Trail – Right-of-Way**

**Project Location:** Various  
**Estimated Completion Date:** 2016

**Description:** Acquire easements or right-of-way to allow completion of Schuylkill River Trail through Chester County.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 43,937	\$ 170,462	\$ 710,000	\$ -	\$ -	\$ -	\$ -	\$ 710,000	\$ -	\$ 924,399
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 24,356	\$ 170,462	\$ 710,000	\$ -	\$ -	\$ -	\$ -	\$ 710,000	\$ -	\$ 904,818
<b>Build America Bonds Fund</b>	\$ 19,581	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,581
<b>Total Resources:</b>	\$ 43,937	\$ 170,462	\$ 710,000	\$ -	\$ -	\$ -	\$ -	\$ 710,000	\$ -	\$ 924,399

**CAPITAL INVESTMENT PROGRAM**

**Struble Trail – Right-of-Way**

**Project Location:** Various  
**Estimated Completion Date:** 2016

**Description:** Acquisition of right-of-way to allow the northern extension of the Struble Trail.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 15,643	\$ -	\$ 44,357	\$ -	\$ -	\$ -	\$ -	\$ 44,357	\$ -	\$ 60,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 15,643	\$ -	\$ 44,357	\$ -	\$ -	\$ -	\$ -	\$ 44,357	\$ -	\$ 60,000

**West Whiteland Township – Exton Park Site**

**Project Location:** West Whiteland Township  
**Estimated Completion Date:** 2016

**Description:** Payment to West Whiteland Township to satisfy a condition of the County’s joint purchase of the Exton Park site.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000

**Open Space & Community Revitalization Continuation**

**2015 Open Space & Community Revitalization Allocation**

**Project Location:** To be determined  
**Estimated Completion Date:** To be determined

**Description:** Projects funded by the 2015 allocation of funds for the continuation of the Open Space & Community Revitalization programs in 2016 are subject to the decision of the Commissioners.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 6,000,000	\$ 3,750,000	\$ -	\$ -	\$ -	\$ -	\$ 3,750,000	\$ -	\$ 9,750,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ 6,000,000	\$ 3,750,000	\$ -	\$ -	\$ -	\$ -	\$ 3,750,000	\$ -	\$ 9,750,000

**CAPITAL INVESTMENT PROGRAM**

**2016 Open Space & Community Revitalization Allocation**

**Project Location:** To be determined  
**Estimated Completion Date:** To be determined

**Description:** Anticipated 2016 allocation. The allocation of funds for the continuation of the Open Space & Community Revitalization programs in 2016 - 2020 is subject to the decision of the Commissioners.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 6,000,000	\$ 3,750,000	\$ -	\$ -	\$ -	\$ 9,750,000	\$ -	\$ 9,750,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 6,000,000	\$ 3,750,000	\$ -	\$ -	\$ -	\$ 9,750,000	\$ -	\$ 9,750,000

**2017 Open Space & Community Revitalization Allocation**

**Project Location:** To be determined  
**Estimated Completion Date:** To be determined

**Description:** Anticipated 2017 allocation. The allocation of funds for the continuation of the Open Space & Community Revitalization programs in 2016 - 2020 is subject to the decision of the Commissioners.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 6,000,000	\$ 3,750,000	\$ -	\$ -	\$ 9,750,000	\$ -	\$ 9,750,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ 6,000,000	\$ 3,750,000	\$ -	\$ -	\$ 9,750,000	\$ -	\$ 9,750,000

**CAPITAL INVESTMENT PROGRAM**

**2018 Open Space & Community Revitalization Allocation**

**Project Location:** To be determined  
**Estimated Completion Date:** To be determined

**Description:** Anticipated 2018 allocation. The allocation of funds for the continuation of the Open Space & Community Revitalization programs in 2016 - 2020 is subject to the decision of the Commissioners.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ 3,750,000	\$ -	\$ 9,750,000	\$ -	\$ 9,750,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ 3,750,000	\$ -	\$ 9,750,000	\$ -	\$ 9,750,000

**2019 Open Space & Community Revitalization Allocation**

**Project Location:** To be determined  
**Estimated Completion Date:** To be determined

**Description:** Anticipated 2019 allocation. The allocation of funds for the continuation of the Open Space & Community Revitalization programs in 2016 - 2020 is subject to the decision of the Commissioners.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ 3,750,000	\$ 9,750,000	\$ -	\$ 9,750,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ 3,750,000	\$ 9,750,000	\$ -	\$ 9,750,000

**CAPITAL INVESTMENT PROGRAM**

**2020 Open Space & Community Revitalization Allocation**

**Project Location:** To be determined  
**Estimated Completion Date:** To be determined

**Description:** Anticipated 2020 allocation. The allocation of funds for the continuation of the Open Space & Community Revitalization programs in 2016 - 2020 is subject to the decision of the Commissioners.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ 6,000,000	\$ 3,750,000	\$ 9,750,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ 6,000,000	\$ 3,750,000	\$ 9,750,000

**County Park & Trail Development**

**Chester Valley Trail – Route 100 Crossing Safety Improvements**

**Project Location:** Chester Valley Trail  
**Estimated Completion Date:** 2016

**Description:** Construction of a new pedestrian crosswalk across the south side of the Route 100 intersection with Commerce Drive in Exton.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 52,000	\$ -	\$ -	\$ -	\$ -	\$ 52,000	\$ -	\$ 52,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 52,000	\$ -	\$ -	\$ -	\$ -	\$ 52,000	\$ -	\$ 52,000

**CAPITAL INVESTMENT PROGRAM**

**Chester Valley Trail – Phase IV A**

**Project Location:** Chester Valley Trail  
**Estimated Completion Date:** 2016

**Description:** Design of approximately one mile of trail from Main Street at Exton west to Oaklands Corporate Center.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 7,450	\$ 44,213	\$ 198,337	\$ -	\$ -	\$ -	\$ -	\$ 198,337	\$ -	\$ 250,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 7,450	\$ 44,213	\$ 198,337	\$ -	\$ -	\$ -	\$ -	\$ 198,337	\$ -	\$ 250,000

**Schuylkill River Trail – Phase II**

**Project Location:** Schuylkill River Trail  
**Estimated Completion Date:** 2018

**Description:** Design, permit, and construction of approximately six miles of a multi-use trail from Linfield Road north to the Route 422 bridge over the Schuylkill River at Pottstown.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 31,205	\$ 94,472	\$ 625,000	\$ 3,645,677	\$ 5,000,000	\$ -	\$ -	\$ 9,270,677	\$ -	\$ 9,396,354
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 31,205	\$ 94,472	\$ 625,000	\$ 3,645,677	\$ 5,000,000	\$ -	\$ -	\$ 9,270,677	\$ -	\$ 9,396,354

**Schuylkill River Trail – Gay Street Trailhead**

**Project Location:** Schuylkill River Trail  
**Estimated Completion Date:** 2016

**Description:** Construction of a trailhead parking area for 12 – 15 cars at the intersection of Gay Street and the Schuylkill River Trail in Spring City Borough.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000

**CAPITAL INVESTMENT PROGRAM**

**Schuylkill River Trail - Pave Washout Areas**

**Project Location:** Schuylkill River Trail  
**Estimated Completion Date:** 2016

**Description:** Pave sections of the Schuylkill River Trail that wash out during rain storms.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$24,000	\$ -	\$ 24,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ -	\$ 24,000

**Schuylkill River Trail - Parker House Improvements**

**Project Location:** Schuylkill River Trail  
**Estimated Completion Date:** 2017

**Description:** Design, permit, and construct improvements to provide trailhead amenities for the Schuylkill River Trail. Improve existing Parker House for use as a ranger contact station and construct a new restroom building.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 7,500	\$ 180,000	\$ 47,500	\$ -	\$ -	\$ -	\$ 227,500	\$ -	\$ 235,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ 7,500	\$ 180,000	\$ 47,500	\$ -	\$ -	\$ -	\$ 227,500	\$ -	\$ 235,000

**Black Rock Sanctuary - Trailhead**

**Project Location:** Black Rock Sanctuary  
**Estimated Completion Date:** 2017

**Description:** Land preparation, engineering design, permitting, and construction of a new trailhead parking area at the Black Rock Sanctuary.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 3,977	\$ 25,000	\$ 170,000	\$ 41,023	\$ -	\$ -	\$ -	\$ 211,023	\$ -	\$ 240,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 3,977	\$ 25,000	\$ 170,000	\$ 41,023	\$ -	\$ -	\$ -	\$ 211,023	\$ -	\$ 240,000

**CAPITAL INVESTMENT PROGRAM**

**Warwick County Park - Horseshoe Trail Bridge**

**Project Location:** Warwick County Park  
**Estimated Completion Date:** 2019

**Description:** Design, permit, and construct pre-fabricated fiberglass bridge to carry the Horseshoe Trail over the South Branch of French Creek.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -		\$ -	\$ 50,000	\$ 150,000	\$ -	\$ 200,000	\$ -	\$ 200,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -		\$ -	\$ 50,000	\$ 150,000	\$ -	\$ 200,000	\$ -	\$ 200,000

**Hibernia County Park - Fiddlers Field Parking Lot Paving**

**Project Location:** Hibernia County Park  
**Estimated Completion Date:** 2016

**Description:** Pave existing gravel drive and parking lot at Fiddlers Field.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000

**Hibernia County Park - Pavilions 4, 5, and 6 Parking Lot Paving**

**Project Location:** Hibernia County Park  
**Estimated Completion Date:** 2016

**Description:** Pave existing gravel drive and parking lot areas in vicinity of pavilions 4,5,and 6.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000

**CAPITAL INVESTMENT PROGRAM**

**Hibernia County Park - Chambers Lake Parking Improvements**

**Project Location:** Hibernia County Park  
**Estimated Completion Date:** 2017

**Description:** Construct ADA parking, boat slip, and fishing pier at Chambers Lake.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000

**Hibernia County Park - Campground Paving**

**Project Location:** Hibernia County Park  
**Estimated Completion Date:** 2018

**Description:** Pave Hibernia Park campground roads.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ 266,000	\$ -	\$ -	\$ 266,000	\$ -	\$ 266,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ 266,000	\$ -	\$ -	\$ 266,000	\$ -	\$ 266,000

**Wolf's Hollow County Park - Master Plan**

**Project Location:** Wolf's Hollow County Park  
**Estimated Completion Date:** 2016

**Description:** Develop a park master plan to guide future activities, uses, and facility development at Wolf's Hollow County Park.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 30,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 180,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ 30,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 180,000

**CAPITAL INVESTMENT PROGRAM**

**Wolf's Hollow County Park - Phase I Improvements**

**Project Location:** Wolf's Hollow County Park  
**Estimated Completion Date:** 2018

**Description:** Construct first Phase of park improvements identified in the Master Plan.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 20,000	\$ 230,000	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ 20,000	\$ 230,000	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000

**Struble Trail**

**Project Location:** Struble Trail  
**Estimated Completion Date:** 2017

**Description:** Legal costs and design, permit, and construction of trailhead improvements at Dorlan Mill Road to include mid-block road crossing and multi-use trail construction through Shryock Paper Mill property.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 178,662	\$ 81,123	\$ 265,000	\$ 165,000	\$ -	\$ -	\$ -	\$ 430,000	\$ -	\$ 689,785
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 115,683	\$ 81,123	\$ 265,000	\$ 165,000	\$ -	\$ -	\$ -	\$ 430,000	\$ -	\$ 626,806
<b>Build America Bonds Fund</b>	\$ 62,979	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 62,979
<b>Total Resources:</b>	\$ 178,662	\$ 81,123	\$ 265,000	\$ 165,000	\$ -	\$ -	\$ -	\$ 430,000	\$ -	\$ 689,785

**CAPITAL INVESTMENT PROGRAM**

**Struble Trail - Northern Extension Phase I**

**Project Location:** Struble Trail  
**Estimated Completion Date:** 2019

**Description:** Construct one mile northern extension of Struble Trail through Upper Uwchlan Township.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 20,000	\$ 115,000	\$ 740,000	\$ 625,000	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 20,000	\$ 115,000	\$ 740,000	\$ 625,000	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000

**Boar's Back Trail - Phase I**

**Project Location:** Boar's Back Trail  
**Estimated Completion Date:** 2019

**Description:** Design, permitting, and construction of approximately 3 miles of hiking trail from St. Peters Village west to PA Route 345.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 4,942	\$ 311	\$ -	\$ -	\$ 350,000	\$ 2,475,000	\$ 2,175,000	\$ 5,000,000	\$ -	\$ 5,005,253
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 4,942	\$ 311	\$ -	\$ -	\$ 350,000	\$ 2,475,000	\$ 2,175,000	\$ 5,000,000	\$ -	\$ 5,005,253

**CAPITAL INVESTMENT PROGRAM**

**Infrastructure**

**Chester County Water Resources Authority**

**Hibernia Wetlands Mitigation**

**Project Location:** Embreeville  
**Estimated Completion Date:** 2016

**Description:** Completion of wetlands construction to fulfill requirements of Federal U.S. Army Corps of Engineers permit for Hibernia Dam and Chambers Lake Reservoir.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 314,000	\$ 110,000	\$ 71,000	\$ -	\$ -	\$ -	\$ -	\$ 71,000	\$ -	\$ 495,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 264,000	\$ 110,000	\$ 71,000	\$ -	\$ -	\$ -	\$ -	\$ 71,000	\$ -	\$ 445,000
<b>Build America Bonds Fund</b>	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<b>Total Resources:</b>	\$ 314,000	\$ 110,000	\$ 71,000	\$ -	\$ -	\$ -	\$ -	\$ 71,000	\$ -	\$ 495,000

**Hibernia Dam – Internal Drain Improvements**

**Project Location:** Hibernia Dam  
**Estimated Completion Date:** 2018

**Description:** Evaluate the existing slope stability conditions, and capacity of the existing internal drainage system; determine what modifications are needed to the existing internal drainage system to achieve slope stability conditions that meet minimum dam safety standards. A 2014 planning study conducted under the USDA-Natural Resources Conservation Service (NRCS) Dam Rehabilitation Program presented rehabilitation actions necessary to bring Hibernia Dam into compliance with NRCS and Pennsylvania Dam Safety Criteria. Federal assistance will partially fund the design and construction.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 402,100	\$ -	\$ -	\$ 1,200,000	\$ 1,349,000	\$ -	\$ -	\$ 2,549,000	\$ -	\$ 2,951,100
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 10,000	\$ -	\$ -	\$ 1,200,000	\$ 1,349,000	\$ -	\$ -	\$ 2,549,000	\$ -	\$ 2,559,000
<b>Build America Bonds Fund</b>	\$ 392,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 392,100
<b>Total Resources:</b>	\$ 402,100	\$ -	\$ -	\$ 1,200,000	\$ 1,349,000	\$ -	\$ -	\$ 2,549,000	\$ -	\$ 2,951,100

**CAPITAL INVESTMENT PROGRAM**

**Beaver Creek Dam Riser/Shoreline Rehabilitation**

**Project Location:** Beaver Creek Dam

**Estimated Completion Date:** 2018

**Description:** Rehabilitate misaligned concrete riser intake structure, repair eroded shoreline, and install shoreline protection on upstream dam embankment of Beaver Creek Dam. A 2014 planning study conducted under the USDA-Natural Resources Conservation Service (NRCS) Dam Rehabilitation Program presented rehabilitation actions necessary to bring Beaver Creek Dam into compliance with NRCS and Pennsylvania Dam Safety Criteria. Federal assistance will partially fund the design and construction.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 7,500	\$ -	\$ -	\$ 200,000	\$ 276,825	\$ -	\$ -	\$ 476,825	\$ -	\$ 484,325
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 5,000	\$ -	\$ -	\$ 200,000	\$ 276,825	\$ -	\$ -	\$ 476,825	\$ -	\$ 481,825
<b>Build America Bonds Fund</b>	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500
<b>Total Resources:</b>	\$ 7,500	\$ -	\$ -	\$ 200,000	\$ 276,825	\$ -	\$ -	\$ 476,825	\$ -	\$ 484,325

**Beaver Creek Dam Capacity Rehabilitation**

**Project Location:** Beaver Creek Dam

**Estimated Completion Date:** 2018

**Description:** Structural rehabilitation of an earthen dam and/or emergency spillway to provide adequate spillway capacity and dam overtopping protection to safely store and discharge the Probable Maximum Flood (PMF) required by PA DEP to meet minimum state regulatory standards. A 2014 planning study conducted under the USDA-Natural Resources Conservation Service (NRCS) Dam Rehabilitation Program presented rehabilitation actions necessary to bring Beaver Creek Dam into compliance with NRCS and Pennsylvania Dam Safety criteria. Federal assistance will partially fund the design and construction.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 15,000	\$ -	\$ -	\$ 1,800,000	\$ 2,480,000	\$ -	\$ -	\$ 4,280,000	\$ -	\$ 4,295,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 12,500	\$ -	\$ -	\$ 1,800,000	\$ 2,480,000	\$ -	\$ -	\$ 4,280,000	\$ -	\$ 4,292,500
<b>Build America Bonds Fund</b>	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500
<b>Total Resources:</b>	\$ 15,000	\$ -	\$ -	\$ 1,800,000	\$ 2,480,000	\$ -	\$ -	\$ 4,280,000	\$ -	\$ 4,295,000

**CAPITAL INVESTMENT PROGRAM**

**Brandywine Dam Repairs**

**Project Location:** Brandywine Dam  
**Estimated Completion Date:** 2016

**Description:** Remove dam, restore stream channel, and maintain/improve water diversion to lakes at Kardon Park; and/or repair undercut foundation of left downstream abutment wall to restore structural integrity, if deterioration warrants repair.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 550,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 550,000

**Rice Farm Demolition**

**Project Location:** near Hibernia Dam  
**Estimated Completion Date:** 2016

**Description:** Demolition and debris disposal of large barn, run-in shed ruins, and possibly a house; removal of subsurface onsite wastewater disposal tank, pipes and drainage bed, abandonment of groundwater well and removal of water lines.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 187,000	\$ -	\$ -	\$ -	\$ -	\$ 187,000	\$ -	\$ 187,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 187,000	\$ -	\$ -	\$ -	\$ -	\$ 187,000	\$ -	\$ 187,000

**CAPITAL INVESTMENT PROGRAM**

**Bridge Improvements**

**Bridge 167**

**Project Location:** Mill Road over Valley Creek  
Tredyffrin Township

**Estimated Completion Date:** 2019

**Description:** Design and construction for the replacement of Bridge 167. The project also includes the possible rehabilitation and relocation of the existing 12 ton weight restricted pony truss to a township owned park and improvements to the alignment of Mill Road at the new bridge.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 98,000	\$ 176,000	\$ 401,000	\$ 2,150,000	\$ -	\$ 2,825,000	\$ -	\$ 2,825,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 98,000	\$ 176,000	\$ 401,000	\$ 2,150,000	\$ -	\$ 2,825,000	\$ -	\$ 2,825,000

**Bridge 196**

**Project Location:** Bertolet School Road over French Creek  
East and West Vincent Townships

**Estimated Completion Date:** 2019

**Description:** Design and construction for the rehabilitation of the historic 1905, single span, riveted steel, Warren pony truss bridge. The bridge will be re-purposed potentially for use by the existing non-profit campground whose property currently surrounds the bridge. A new roadway alignment upstream of the existing bridge will be pursued through a land swap with the non-profit camp. A new bridge will be designed and constructed on the new alignment.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 98,000	\$ 176,000	\$ 451,000	\$ 2,275,000	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 98,000	\$ 176,000	\$ 451,000	\$ 2,275,000	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000

**CAPITAL INVESTMENT PROGRAM**

**Bridge 111**

**Project Location:** Allerton Road over East Branch Brandywine Creek  
East Bradford Township  
**Estimated Completion Date:** 2018

**Description:** Rehabilitation of existing through truss bridge.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 540,000	\$ 1,700,000	\$ -	\$ -	\$ 2,240,000	\$ -	\$ 2,240,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ 540,000	\$ 1,700,000	\$ -	\$ -	\$ 2,240,000	\$ -	\$ 2,240,000

**Bridge 92**

**Project Location:** Laurel Road over West Branch Brandywine Creek  
Newlin Township  
**Estimated Completion Date:** 2020

**Description:** Design and construction for the replacement of Bridge 92.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 200,000	\$ 150,000	\$ 190,000	\$ 1,700,000	\$ 2,240,000	\$ -	\$ 2,240,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ 200,000	\$ 150,000	\$ 190,000	\$ 1,700,000	\$ 2,240,000	\$ -	\$ 2,240,000

**Bridge 274**

**Project Location:** Baptist Church Road over Pigeon Creek  
East Coventry Township  
**Estimated Completion Date:** 2019

**Description:** Design and construction for the replacement of Bridge 274.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 400,000	\$ 690,000	\$ 1,150,000	\$ -	\$ 2,240,000	\$ -	\$ 2,240,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ 400,000	\$ 690,000	\$ 1,150,000	\$ -	\$ 2,240,000	\$ -	\$ 2,240,000

**CAPITAL INVESTMENT PROGRAM**

**Southeastern Pennsylvania Transportation Authority (SEPTA)**

**SEPTA**

**Project Location:** Various  
**Estimated Completion Date:** Annual allocation

**Description:** Annual County subsidy of SEPTA capital costs.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ 302,000	\$ 302,000	\$ 302,000	\$ 302,000	\$ 302,000	\$ 1,510,000		
<b>Resources:</b>										
<b>Capital Improvement Fund</b>			\$ 302,000	\$ 302,000	\$ 302,000	\$ 302,000	\$ 302,000	\$ 1,510,000		

**Facilities**

**Government Services Center - Replace Interior Roof Drain Leaders**

**Project Location:** Government Services Center  
**Estimated Completion Date:** 2016

**Description:** Replace interior roof drain leaders on the Government Services Center building.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ 450,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ 450,000

**CAPITAL INVESTMENT PROGRAM**

**Government Services Center - Replace Lighting Control Panels**

**Project Location:** Government Services Center  
**Estimated Completion Date:** 2019

**Description:** Replace lighting control panels. The replacement of the panels will occur over a five year period beginning in 2015.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 30,000	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500	\$ -	\$ 150,000	\$ -	\$ 180,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ 30,000	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500	\$ -	\$ 150,000	\$ -	\$ 180,000

**Government Services Center - Cafeteria Modification**

**Project Location:** Government Services Center  
**Estimated Completion Date:** 2016

**Description:** Conversion of cafeteria into a large conference room dividable into two rooms. Demolish kitchen area as necessary and provide nourishment center for employee use.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 72,500	\$ 57,500	\$ -	\$ -	\$ -	\$ -	\$ 57,500	\$ -	\$ 130,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ 72,500	\$ 57,500	\$ -	\$ -	\$ -	\$ -	\$ 57,500	\$ -	\$ 130,000

**CAPITAL INVESTMENT PROGRAM**

**Government Services Center - Replace Entrance Floor/Roof**

**Project Location:** Government Services Center  
**Estimated Completion Date:** 2016

**Description:** Replace roof located under the front sidewalk area at the entrance to the Government Services Center. The project will require the removal of all concrete stepping stones in the front of the building (the walk and patio entrance area), installation of a new rubber roof, and replacing the concrete stepping stones.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ -	\$ 900,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ -	\$ 900,000

**Government Services Center - Public Health Reception Area**

**Project Location:** Government Services Center  
**Estimated Completion Date:** 2016

**Description:** Redesign the layout of the health clinic reception area to improve workflow and patient flow.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ 180,000	\$ -	\$ 180,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ 180,000	\$ -	\$ 180,000

**CAPITAL INVESTMENT PROGRAM**

**Government Services Center - Veterans' Affairs Office Modification**

**Project Location:** Government Services Center

**Estimated Completion Date:** 2016

**Description:** Relocation of the Veterans' Affairs Office to a larger office space closer to the building's elevators. Provide a reception area and private office space.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 206,000	\$ -	\$ -	\$ -	\$ -	\$ 206,000	\$ -	\$ 206,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 206,000	\$ -	\$ -	\$ -	\$ -	\$ 206,000	\$ -	\$ 206,000

**Government Services Center - Public Health Suites 290 and 295**

**Project Location:** Government Services Center

**Estimated Completion Date:** 2016

**Description:** Reconfigure the workspace throughout the open space areas of Suites 290 and 295.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ 65,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ 65,000

**Government Services Center - Replace Trash Compactor**

**Project Location:** Government Services Center

**Estimated Completion Date:** 2016

**Description:** Replace 21 year old trash compactor.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 27,500	\$ -	\$ -	\$ -	\$ -	\$ 27,500	\$ -	\$ 27,500
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 27,500	\$ -	\$ -	\$ -	\$ -	\$ 27,500	\$ -	\$ 27,500

**CAPITAL INVESTMENT PROGRAM**

**Government Services Center - Farmhouse Renovation Phase I**

**Project Location:** Government Services Center

**Estimated Completion Date:** 2016

**Description:** Architectural study to evaluate the condition of the historic farmhouse which is located on the Government Services Center grounds. The first phase of the renovation will be stabilization of the building exterior.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000

**Justice Center - Audio Visual System Upgrade for 14 Courtrooms**

**Project Location:** Justice Center

**Estimated Completion Date:** 2016

**Description:** Assess current audio visual capabilities of courtrooms, fit gap of missing functionality, design and installation of upgrades.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 959,484	\$ -	\$ -	\$ -	\$ -	\$ 959,484	\$ -	\$ 959,484
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 959,484	\$ -	\$ -	\$ -	\$ -	\$ 959,484	\$ -	\$ 959,484

**Justice Center - Replace Sally Port Door**

**Project Location:** Justice Center

**Estimated Completion Date:** 2016

**Description:** Replace Sally Port door with new insulated springless rolling door.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ 22,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ 22,000

**CAPITAL INVESTMENT PROGRAM**

**Justice Center - Adult Probation Office Expansion**

**Project Location:** Justice Center  
**Estimated Completion Date:** 2016

**Description:** Provide additional space for the Adult Probation Office by relocating other offices. Add private walled offices, clerical areas, a file room, and a nourishment center.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 941,500	\$ -	\$ -	\$ -	\$ -	\$ 941,500	\$ -	\$ 941,500
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 941,500	\$ -	\$ -	\$ -	\$ -	\$ 941,500	\$ -	\$ 941,500

**Wastewater Treatment Plant - Spray Field Expansion Design**

**Project Location:** Wastewater Treatment Plant  
**Estimated Completion Date:** 2016

**Description:** Create a design for the expansion of the spray irrigation fields at the Pocopson Wastewater Treatment Plant.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000

**Exton Library - Rear Parking Lot Paving**

**Project Location:** Exton Library  
**Estimated Completion Date:** 2016

**Description:** Repave parking lot located at the rear of the library.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 315,000	\$ -	\$ -	\$ -	\$ -	\$ 315,000	\$ -	\$ 315,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 315,000	\$ -	\$ -	\$ -	\$ -	\$ 315,000	\$ -	\$ 315,000

**CAPITAL INVESTMENT PROGRAM**

**Exton Library - Carpet Replacement**

**Project Location:** Exton Library  
**Estimated Completion Date:** 2016

**Description:** Install carpeting throughout the building in areas that were not replaced in 2014/2015.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ -	\$ 225,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ -	\$ 225,000

**Exton Library - Boiler Replacement**

**Project Location:** Exton Library  
**Estimated Completion Date:** 2016

**Description:** Replace the boiler unit, which is original to the building built in the 1980s, which will result in more energy efficiency.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000

**Prison - Kitchen Floor Replacement**

**Project Location:** Prison  
**Estimated Completion Date:** 2016

**Description:** Replace floor tiles and regrout entire floor in the Prison kitchen area. This is the second and final stage of this work; the first stage was completed in 2012.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000

**CAPITAL INVESTMENT PROGRAM**

**Prison - Cement O-Block Yard**

**Project Location:** Prison  
**Estimated Completion Date:** 2016

**Description:** Cement and perform necessary related metal work in O-Block yard.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ 175,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ 175,000

**Pocopson Home - Air Conditioning Roof Units Replacement**

**Project Location:** Pocopson Home – West Wing  
**Estimated Completion Date:** 2016

**Description:** Replace the air conditioning roof units that are over 30 years old.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 510,000	\$ -	\$ -	\$ -	\$ -	\$ 510,000	\$ -	\$ 510,000
* Cost to Pocopson Home Enterprise Fund										
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 510,000	\$ -	\$ -	\$ -	\$ -	\$ 510,000	\$ -	\$ 510,000

**Pocopson Home - Electrical Distribution System Replacement**

**Project Location:** Pocopson Home  
**Estimated Completion Date:** 2016

**Description:** Evaluate and replace the electrical distribution system.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 13,900	\$ 50,000	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ 950,000	\$ -	\$ 1,013,900
* Cost to Pocopson Home Enterprise Fund										
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 13,900	\$ 50,000	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ 950,000	\$ -	\$ 1,013,900

**CAPITAL INVESTMENT PROGRAM**

**Pocopson Home - Water Line Replacement**

**Project Location:** Pocopson Home

**Estimated Completion Date:** 2016

**Description:** Replace underground water piping located throughout the Pocopson campus. Project will be phased over a two year period.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 30,000	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000	\$ -	\$ 250,000
* Cost to Pocopson Home Enterprise Fund										
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ 30,000	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000	\$ -	\$ 250,000

**Pocopson Home - HVAC Renovation**

**Project Location:** Pocopson Home - Jones Building

**Estimated Completion Date:** 2016

**Description:** Renovation of the Heating, Ventilation, and Air Conditioning (HVAC) system.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -	\$ 4,500,000	\$ -	\$ 4,500,000
* Cost to Pocopson Home Enterprise Fund										
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -	\$ 4,500,000	\$ -	\$ 4,500,000

**Pocopson Home - Kitchen and Laundry Air Conditioning**

**Project Location:** Pocopson Home - West Wing

**Estimated Completion Date:** 2016

**Description:** Replace air handling units with rooftop air conditioning units.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000
* Cost to Pocopson Home Enterprise Fund										
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000

**CAPITAL INVESTMENT PROGRAM**

**Pocopson Home - Replace Bathroom Flooring**

**Project Location:** Pocopson Home - West Wing  
**Estimated Completion Date:** 2016

**Description:** Replace flooring in four bathrooms. Flooring will be slip resistant and ADA compliant.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000
* Cost to Pocopson Home Enterprise Fund										
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000

**Pocopson Home - Replace Flooring in First Floor Corridors**

**Project Location:** Pocopson Home - West Wing  
**Estimated Completion Date:** 2016

**Description:** Install vinyl composite tile flooring in the first floor corridors. The flooring will be replaced in the nursing unit hallway and cafeteria / office hallway.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
* Cost to Pocopson Home Enterprise Fund										
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000

**Pocopson Home - Bathroom Renovation**

**Project Location:** Pocopson Home - Jones Building  
**Estimated Completion Date:** 2016

**Description:** Renovation of bathrooms on the 4th floor of the Jones Building. The project includes all restrooms, shower rooms, powder rooms, and half baths. These areas will be modernized to meet current ADA and PA Department of Health requirements.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ 750,000
* Cost to Pocopson Home Enterprise Fund										
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ 750,000

**CAPITAL INVESTMENT PROGRAM**

**Pocopson Home - Electrical Distribution**

**Project Location:** Pocopson Home  
**Estimated Completion Date:** 2016

**Description:** Electrical distribution system upgrades.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000
* Cost to Pocopson Home Enterprise Fund										
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000

**Public Safety**

**Public Safety Training Campus**

**Project Location:** Public Safety Training Campus  
**Estimated Completion Date:** 2016

**Description:** Construction of a campus encompassing a wide range of facilities including an academic building, a tactical village, and a firing range to provide a centralized, multi-use training location for emergency responders. The training campus will facilitate combined training under the Unified Incident Command System and the evolving National Incident Management System (NIMS) for police, fire, rescue, emergency medical services, emergency management, and 9-1-1 operations personnel.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 19,794,823	\$ 1,807,037	\$ 8,927,000	\$ -	\$ -	\$ -	\$ -	\$ 8,927,000	\$ -	\$ 30,528,860
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 11,373,488	\$ 1,193,537	\$ 8,857,000	\$ -	\$ -	\$ -	\$ -	\$ 8,857,000	\$ -	\$ 21,424,025
<b>Build America Bonds Fund</b>	\$ 2,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,750,000
<b>Federal &amp; State Grants</b>	\$ 3,576,903	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,076,903
<b>Other Revenues</b>	\$ 2,094,432	\$ 113,500	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ 2,277,932
<b>Total Resources:</b>	\$ 19,794,823	\$ 1,807,037	\$ 8,927,000	\$ -	\$ -	\$ -	\$ -	\$ 8,927,000	\$ -	\$ 30,528,860

**CAPITAL INVESTMENT PROGRAM**

**Alternate 9-1-1 Center**

**Project Location:** Public Safety Training Campus  
**Estimated Completion Date:** 2016

**Description:** Design, equip, and make operational a fully functional 9-1-1 alternate operations center. This alternate center will include all equipment to receive, process, dispatch and monitor emergency incidents. The center will be designed to operate as part of or independent of the primary 9-1-1 Operations Center and will also be used for basic and ongoing telecommunicator training.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 1,223,991	\$ 310,772	\$ 1,465,237	\$ -	\$ -	\$ -	\$ -	\$ 1,465,237	\$ -	\$ 3,000,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 1,223,991	\$ 310,772	\$ 1,465,237	\$ -	\$ -	\$ -	\$ -	\$ 1,465,237	\$ -	\$ 3,000,000

**Voice Radio System**

**Project Location:** Public Safety  
**Estimated Completion Date:** 2016

**Description:** This project will replace the current 14 year old, obsolete, analog emergency radio system with a modern digital system to provide continued interoperable communications for the 57 fire companies, 44 police departments, and 32 ambulance companies in Chester County. Equipment to be replaced includes the dispatch consoles, transmitter control equipment, remote site equipment, and emergency responder equipment.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 14,018,302	\$ 19,775,247	\$ 11,206,451	\$ -	\$ -	\$ -	\$ -	\$ 11,206,451	\$ -	\$ 45,000,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 12,998,031	\$ 19,775,247	\$ 11,206,451	\$ -	\$ -	\$ -	\$ -	\$ 11,206,451	\$ -	\$ 43,979,729
<b>Build America Bonds Fund</b>	\$ 1,020,271	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,020,271
<b>Total Resources:</b>	\$ 14,018,302	\$ 19,775,247	\$ 11,206,451	\$ -	\$ -	\$ -	\$ -	\$ 11,206,451	\$ -	\$ 45,000,000

**CAPITAL INVESTMENT PROGRAM**

**Data System Infrastructure**

**Project Location:** Public Safety  
**Estimated Completion Date:** 2017

**Description:** Upgrade the data transmission system that distributes data from the Computer Aided Dispatch System (CADS) in the 9-1-1 Operations Center to the Mobile Data Computers (MDC's) in the emergency response vehicles.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 1,016,842	\$ 4,638,489	\$ 3,968,105	\$ 376,564	\$ -	\$ -	\$ -	\$ 4,344,669	\$ -	\$ 10,000,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 1,016,842	\$ 4,638,489	\$ 3,968,105	\$ 376,564	\$ -	\$ -	\$ -	\$ 4,344,669	\$ -	\$ 10,000,000

**Mobile Data Computer Replacement**

**Project Location:** Public Safety  
**Estimated Completion Date:** On-going

**Description:** The Mobile Data Computer (MDC) replacement project is an on-going effort to replace the MDC's in the police, fire, and ambulance vehicles on a 6-year schedule by replacing 100 of the 600 deployed computers each year. The MDC's are the primary means of receiving dispatch information and supplemental information from the Computer Aided Dispatch System.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ 650,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,050,000		
<b>Resources:</b>										
<b>Capital Improvement Fund</b>			\$ 650,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,050,000		

**CAPITAL INVESTMENT PROGRAM**

**Next Generation 9-1-1**

**Project Location:** Public Safety  
**Estimated Completion Date:** 2017

**Description:** This project will continue progress toward upgrading the current traditional wire line 9-1-1 system to an Internet Protocol based system which will provide the ability to receive and enter calls from any device, anywhere at anytime.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 3,228,209	\$ 292,536	\$ 870,991	\$ 108,264	\$ -	\$ -	\$ -	\$ 979,255	\$ -	\$ 4,500,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ 2,423,206	\$ 292,536	\$ 870,991	\$ 108,264	\$ -	\$ -	\$ -	\$ 979,255	\$ -	\$ 3,694,997
<b>Build America Bonds Fund</b>	\$ 805,003	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 805,003
<b>Total Resources:</b>	\$ 3,228,209	\$ 292,536	\$ 870,991	\$ 108,264	\$ -	\$ -	\$ -	\$ 979,255	\$ -	\$ 4,500,000

**Microwave Update to Support First Responder Network Authority**

**Project Location:** Public Safety  
**Estimated Completion Date:** 2017

**Description:** The microwave system provides the voice and data connectivity between the primary and alternate 9-1-1 Operations Centers and the network of remote transmit/receive stations for voice radio, Fire/EMS paging, data exchange, and Mobile Data Computer (MDC) systems. The microwave system is fundamentally configured in a north loop and a south loop to preclude a single point failure. Each loop is reversible so that a problem at one tower site will not adversely impact downstream sites.

This project will upgrade microwave radios at the 16 north and south loop transmit/receive stations. The upgrade will allow an increased capacity that is necessary to meet increasing and new technology demands and more efficiently utilize available capacity to support the 5,000 emergency responders in providing public safety.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 5,000,000	\$ -	\$ 5,000,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 5,000,000	\$ -	\$ 5,000,000

## CAPITAL INVESTMENT PROGRAM

### Tower Site Enhancements

**Project Location:** Public Safety  
**Estimated Completion Date:** 2018

**Description:** The initial phase of this project will fund an engineering study in 2016 to conduct the necessary due diligence in an effort to streamline the County's tower inventory of 25 tower sites thereby reducing recurring operational costs.

The second phase of the project in 2018 will implement the recommendations of the engineering study including the purchase or lease of land, purchase or construction of a tower, installation of equipment, reconfiguration of the radio system to account for the replacement towers, and decommissioning of the old equipment.

#### Cost Summary:

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 250,000	\$ -	\$ 6,000,000	\$ -	\$ -	\$ 6,250,000	\$ -	\$ 6,250,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 250,000	\$ -	\$ 6,000,000	\$ -	\$ -	\$ 6,250,000	\$ -	\$ 6,250,000

### Microwave System Redundancy

**Project Location:** Public Safety  
**Estimated Completion Date:** 2020

**Description:** Spur links were added to the microwave system to provide connectivity for additional voice radio sites associated with the voice radio system. These spur sites "fill-in" coverage in areas that have been traditionally difficult to get radio coverage. The spur sites are connected only by a single microwave connection from the site back to the loop. The spur sites do not enjoy the same reversible feature the loop sites have.

This project will provide redundancy to the spur remote transmit/receive sites that are not part of the reversible microwave loop. It assumes that two fiber connections will be installed per year over a five-year period.

#### Cost Summary:

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 8,000,000	\$ -	\$ 8,000,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 8,000,000	\$ -	\$ 8,000,000

**CAPITAL INVESTMENT PROGRAM**

**Next Generation 9-1-1 Enhancements**

**Project Location:** Public Safety  
**Estimated Completion Date:** 2019

**Description:** The Next Generation 9-1-1 concept incorporates the idea of any device, anywhere, accessing the 9-1-1 system. Also included in this Federal initiative is the ability to support additional types of Emergency communications and data transfer.

This project will enhance the emergency telephone system’s capability of accepting, processing, and exchanging Text-to-9-1-1 calls, pictures, videos, and sensor data; enhance the Computer Aided Dispatch (CAD) system’s capability to accept pictures, videos, and sensor data from the telephone system and transmit them to emergency responders in the field; create CAC-to-CAD interfaces with surrounding Public Safety Answering Points (PSAPs) to enable regional data sharing, streamline the mutual aid process, and improve resource management; add five additional Inter Subsystem Interfaces (ISSI) to the voice radio system; add text messaging capability to existing voice-only Fire/EMS paging system; and enable central monitoring of video surveillance cameras at the County’s tower sites.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 3,350,000	\$ -	\$ 4,850,000	\$ -	\$ 4,850,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 3,350,000	\$ -	\$ 4,850,000	\$ -	\$ 4,850,000

**Computer Aided Dispatch System Terminal Replacement**

**Project Location:** Public Safety  
**Estimated Completion Date:** 2020

**Description:** This project will be an ongoing effort to replace the Computer Aided Dispatch (CAD) terminals in the primary and alternate 9-1-1 Operation Center and on COMM-1, the department’s mobile communications unit.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 100,000	ongoing	
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 100,000	ongoing	

**CAPITAL INVESTMENT PROGRAM**

**Voice Radio Program Cyber Security**

**Project Location:** Public Safety  
**Estimated Completion Date:** 2020

**Description:** The voice radio system is a digital, Internet Protocol (IP)-enabled network which makes it susceptible to cyber attacks and other intentional and unintentional harm. This project will provide additional system-wide cyber security including increased monitoring and protection updates to meet an assumed evolution in cyber-attacks.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 200,000	ongoing	
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 200,000	ongoing	

**Voice Radio Program InterOps**

**Project Location:** Public Safety  
**Estimated Completion Date:** 2020

**Description:** This project will replace the current 20-year old, obsolete, aging, and inadequate back-up voice radio emergency communication system with a modern back-up emergency communication system. The IntetrOps system will provide emergency communications in the event of a catastrophic system failure of the voice radio system.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000	\$ -	\$ 2,500,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000	\$ -	\$ 2,500,000

**CAPITAL INVESTMENT PROGRAM**

**Voice Radio Program Inter Subsystem Interfaces**

**Project Location:** Public Safety

**Estimated Completion Date:** 2020

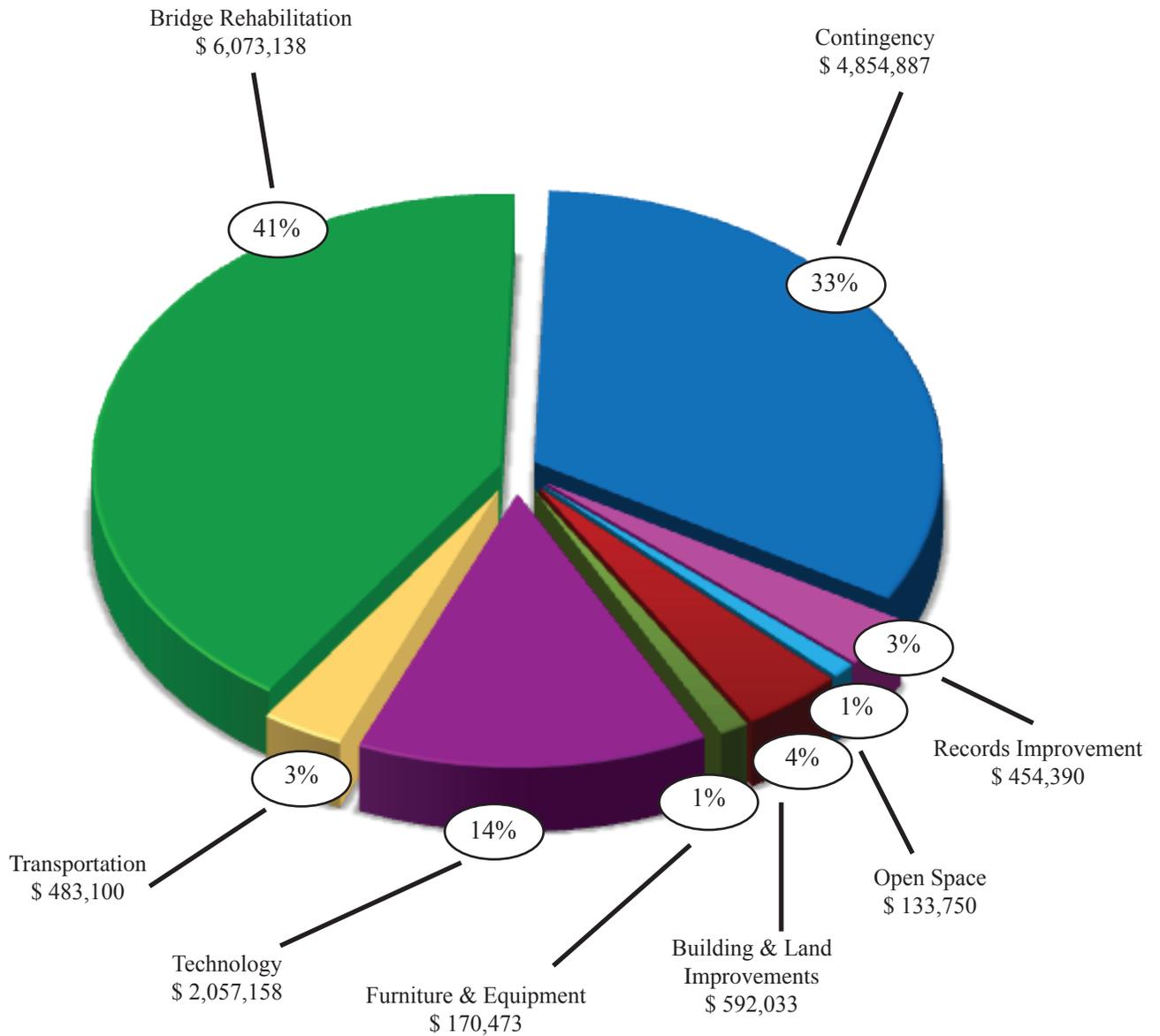
**Description:** This project will make annual investments to provide five additional Inter Subsystem Interfaces (SSI) to provide interoperable emergency communications capabilities.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 4,000,000	\$ 5,000,000
<b>Resources:</b>										
<b>Capital Improvement Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 4,000,000	\$ 5,000,000

**CAPITAL INVESTMENT PROGRAM**

**CAPITAL RESERVE FUND  
EXPENDITURES BY PROGRAM  
\$ 14.8 MILLION**



**CAPITAL INVESTMENT PROGRAM**

**CAPITAL RESERVE FUND**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>2015</b>	<b>APPROVED</b>
	<b>2013</b>	<b>2014</b>	<b>BUDGET</b>	<b>2016</b>
	<u>          </u>	<u>          </u>	<b>AS OF 9/30</b>	<u>          </u>
<b>REVENUES</b>				
Appropriated Fund Balance	\$ -	\$ -	\$ 5,819,291	\$ 9,146,595
Federal & State Grants	1,815,892	1,746,996	6,431,743	3,465,784
Interfund Transfers	-	2,000,000	1,500,000	2,000,000
Other	230,733	171,240	204,650	206,550
TOTAL	<u>\$ 2,046,625</u>	<u>\$ 3,918,236</u>	<u>\$ 13,955,684</u>	<u>\$ 14,818,929</u>

**EXPENDITURES BY CATEGORY**

Operating	\$ 1,005,370	\$ 1,420,447	\$ 832,489	\$ 1,245,679
Capital	2,299,677	3,391,935	9,983,231	8,522,113
Grants to Others	39,960	198,254	402,779	133,750
Interfund Transfers	558,980	125,000	125,000	62,500
Unappropriated	-	-	2,612,185	4,854,887
TOTAL	<u>\$ 3,903,987</u>	<u>\$ 5,135,636</u>	<u>\$ 13,955,684</u>	<u>\$ 14,818,929</u>

**EXPENDITURES BY PROGRAM**

Records Improvement	\$ 444,113	\$ 536,755	\$ 527,385	\$ 454,390
Open Space	39,960	198,254	402,779	133,750
Building & Land Improvements	720,421	460,887	1,174,779	592,033
Furniture & Equipment	203,601	256,326	283,765	170,473
Technology	1,270,587	2,289,502	2,106,803	2,057,158
Transportation	370,814	357,260	276,000	483,100
Bridge Rehabilitation	854,491	1,036,652	6,571,988	6,073,138
Contingency	-	-	2,612,185	4,854,887
TOTAL	<u>\$ 3,903,987</u>	<u>\$ 5,135,636</u>	<u>\$ 13,955,684</u>	<u>\$ 14,818,929</u>

**Capital Investment Program 2016 - 2020  
Capital Reserve Fund**

	Year 1 2016	Year 2 2017	Year 3 2018	Year 4 2019	Year 5 2020	Five Year Total
<b>Sources</b>						
<b>Beginning Fund Balance</b>	\$9,146,595	\$4,854,887	\$4,596,219	\$4,996,205	\$6,710,763	
Federal & State Grants	\$3,465,784	\$6,348,100	\$4,337,500	\$800,000	\$800,000	\$15,751,384
Interfund Transfers	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Other Revenues	206,550	206,550	206,550	206,550	206,550	1,032,750
<b>Total Sources</b>	<b>\$5,672,334</b>	<b>\$8,554,650</b>	<b>\$6,544,050</b>	<b>\$3,006,550</b>	<b>\$3,006,550</b>	<b>\$26,784,134</b>
<b>Uses</b>						
<b>RECORDS IMPROVEMENT</b>						
Recorder of Deeds Records Improvement	\$11,895	\$ -	\$ -	\$ -	\$ -	\$11,895
Archives Records Improvement	22,581	16,156	16,564	16,992	17,442	89,735
Archives Records Improvement-Transfer to General Fund	62,500	-	-	-	-	62,500
eFiling - Civil Courts	166,947	-	-	-	-	166,947
EnerGov Module - Online Plan Submission and Review	43,000	-	-	-	-	43,000
Interview Monitoring/Recording System	85,467	-	-	-	-	85,467
PowerDMS Software	14,000	-	-	-	-	14,000
Skills Manager System	6,000	-	-	-	-	6,000
Livescan/CPIN Upgrade	18,000	-	-	-	-	18,000
Small Games of Chance	7,000	-	-	-	-	7,000
Large Format Scanner	17,000	-	-	-	-	17,000
<b>Total Records Improvement</b>	<b>\$454,390</b>	<b>\$16,156</b>	<b>\$16,564</b>	<b>\$16,992</b>	<b>\$17,442</b>	<b>\$521,544</b>
<b>BRIDGE REHABILITATION</b>						
Bridge 220 Keim Street over the Schuylkill River	\$10,000	\$2,000	\$ -	\$ -	\$ -	\$12,000
Bridge 248 Valley Road over West Branch White Clay Creek	910,000	390,000	-	-	-	1,300,000
Bridge 289 State Street over Indian Run	1,836,287	-	-	-	-	1,836,287
Bridge 301 Walker Road over Trout Creek	625,667	-	-	-	-	625,667
Bridge 244 Hadfield Road over Beaver Creek	456,568	1,783,000	-	-	-	2,239,568
Bridge 21 Watermark Road over Muddy Run	311,368	2,385,000	-	-	-	2,696,368
Bridge 26 Rudolphs Camp Bonsul Road over Big Elk Creek	299,874	772,500	677,500	-	-	1,749,874
Bridge 59 Baker Station Road over East Branch White Clay Creek	500,000	-	-	-	-	500,000
Bridge 254 Lafayette Road over West Branch Brandywine Creek	450,884	-	-	-	-	450,884
Bridge 255 Halteman Road over Pigeon Creek	80,000	410,000	-	-	-	490,000
Bridge 207 Old Schuylkill Road over Pigeon Creek	200,000	330,000	600,000	-	-	1,130,000
Bridge 175 Creek Road over Pickering Creek	180,000	440,000	1,725,000	-	-	2,345,000
Bridge 205 Spring City Road over Stony Run	212,490	190,000	1,850,000	-	-	2,252,490
<b>Total Bridge Rehabilitation</b>	<b>\$6,073,138</b>	<b>\$6,702,500</b>	<b>\$4,852,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$17,628,138</b>
<b>OPEN SPACE</b>						
<b>Vision Partnership Program</b>						
Caln Township - Comprehensive Plan Update	\$ -	\$35,000	\$ -	\$ -	\$ -	\$35,000
East Bradford Township - Comprehensive Plan Update	-	35,000	-	-	-	35,000
East Coventry Township - Trails, Greenways, and Recreation Plan	-	20,000	-	-	-	20,000
East Pikeland Township - Zoning Ordinance Amendment	20,000	-	-	-	-	20,000
East Whiteland Township - Comprehensive Plan Update	-	50,000	-	-	-	50,000
Kennett Square Borough & Kennett Township - Kennett Regional Economic Dev Study	-	35,000	-	-	-	35,000
Oxford Borough - Parking Management Study	11,250	-	-	-	-	11,250
Phoenixville Borough - Subdivision and Land Development Ordinance Update	-	19,500	-	-	-	19,500
Schuylkill Township - Freedom Trail Feasibility Study	30,000	-	-	-	-	30,000

	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year
	2016	2017	2018	2019	2020	Total
South Coatesville, Multi-Municipal - Mill Trail Bicycle & Pedestrian Facilities Plan	22,000	-	-	-	-	22,000
Warwick Township - Zoning Ordinance and Subdivision and Land Dev Ordinance Amendment	-	30,162	-	-	-	30,162
West Bradford Township - Natural Resources Protection Plan	10,500	-	-	-	-	10,500
West Chester Borough - Comprehensive Plan Update	40,000	-	-	-	-	40,000
Western Chester County - Route 30 Transportation and Land Use Study	-	20,000	-	-	-	20,000
2016 Open Space Allocation	-	250,000	-	-	-	250,000
Open Space Allocation - future	-	-	250,000	250,000	250,000	750,000
<b>Total Vision Partnership Program</b>	<b>\$133,750</b>	<b>\$494,662</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,378,412</b>
<b>BUILDING/LAND IMPROVEMENTS</b>						
Government Services Center - Install VFD Drives on Air Handlers	\$48,579	\$ -	\$ -	\$ -	\$ -	\$48,579
Government Services Center - 9-1-1- Area - Replace Air Conditioning Unit	100,000	-	-	-	-	100,000
Government Services Center - Building Entrance Security Upgrade	78,000	-	-	-	-	78,000
Government Services Center - Security Upgrades	140,454	-	-	-	-	140,454
Countywide Carpet Replacement	100,000	100,000	100,000	100,000	-	400,000
Guide Rail	100,000	100,000	100,000	100,000	100,000	500,000
Chester Valley Trail - Wayfinding Signage	25,000	-	-	-	-	25,000
<b>Total Building/Land Improvements</b>	<b>\$592,033</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$100,000</b>	<b>\$1,292,033</b>
<b>FURNITURE/EQUIPMENT</b>						
Liquid Fuels - Side Spreader	\$20,473	\$ -	\$ -	\$ -	\$ -	\$20,473
Prison - Cameras and Surveillance Upgrade	100,000	-	-	-	-	100,000
Public Safety - Uninterruptable Power Supply/Generator Replacement	50,000	50,000	50,000	50,000	50,000	250,000
<b>Total Furniture/Equipment</b>	<b>\$170,473</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$370,473</b>
<b>TECHNOLOGY</b>						
Server Infrastructure Upgrades	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Virtual Desktop Infrastructure	42,885	-	-	-	-	42,885
Unified Case Management System	144,033	-	-	-	-	144,033
Disaster Recovery - Exadata	344,256	-	-	-	-	344,256
Exadata Augmentation	100,000	-	-	-	-	100,000
Disaster Recovery - Exadata Secure Backup	18,160	-	-	-	-	18,160
Disaster Recovery - Establish Disaster Recovery Site	112,050	-	-	-	-	112,050
GSC, Pocopson, and 313 W Market Backbone Switch Replacements	-	225,000	225,000	225,000	-	675,000
Government Services Center & Justice Center Wireless Network Deployment	250,000	-	-	-	-	250,000
Emergency Services - CAD Security	145,774	-	-	-	-	145,774
Government Services Center - Room 171 - Replace AV System	-	60,000	-	-	-	60,000
PeopleSoft Enterprise Performance Management System (EPM) Replacement	500,000	450,000	-	-	-	950,000
Public Safety Training Campus Paging	-	65,000	-	-	-	65,000
Prison Voice over IP	250,000	-	-	-	-	250,000
<b>Total Technology</b>	<b>\$2,057,158</b>	<b>\$950,000</b>	<b>\$375,000</b>	<b>\$375,000</b>	<b>\$150,000</b>	<b>\$3,907,158</b>
<b>TRANSPORTATION</b>						
Vehicles (2016)	\$483,100	\$-	\$ -	\$ -	\$ -	\$483,100
Vehicles	-	400,000	400,000	400,000	400,000	1,600,000
<b>Total Transportation</b>	<b>\$483,100</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$2,083,100</b>
<b>Total Uses</b>	<b>\$9,964,042</b>	<b>\$8,813,318</b>	<b>\$6,144,064</b>	<b>\$1,291,992</b>	<b>\$967,442</b>	<b>\$27,180,858</b>
<b>Ending Fund Balance</b>	<b>\$4,854,887</b>	<b>\$4,596,219</b>	<b>\$4,996,205</b>	<b>\$6,710,763</b>	<b>\$8,749,871</b>	

**CAPITAL INVESTMENT PROGRAM**

**Records Improvement**

**Recorder of Deeds Records Improvement**

**Project Location:** Recorder of Deeds  
**Estimated Completion Date:** On-going

**Description:** Records improvement project for verification services.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ 11,895	\$ -	\$ -	\$ -	\$ -	\$ 11,895		
<b>Resources:</b>										
Records Improvement funds			\$ 11,895	\$ -	\$ -	\$ -	\$ -	\$ 11,895		

**Archives Records Improvement**

**Project Location:** Archives & Records Services  
**Estimated Completion Date:** On-going

**Description:** Records improvement projects including scanner maintenance and shredding services.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ 22,581	\$ 16,156	\$ 16,564	\$ 16,992	\$ 17,442	\$ 89,735	ongoing	
<b>Resources:</b>										
Records Improvement funds			\$ 22,581	\$ 16,156	\$ 16,564	\$ 16,992	\$ 17,442	\$ 89,735	ongoing	

**Archives Records Improvement - Transfer to General Fund**

**Project Location:** Archives & Records Services  
**Estimated Completion Date:** 2016

**Description:** Interfund transfer of Records Improvement funds from the Capital Reserve Fund to the General Fund to cover Archives record improvement activities.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 312,500	\$ 125,000	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ 62,500	\$ -	\$ 500,000
<b>Resources:</b>										
Records Improvement funds	\$ 312,500	\$ 125,000	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ 62,500	\$ -	\$ 500,000

**CAPITAL INVESTMENT PROGRAM**

**eFiling - Civil Courts**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2016

**Description:** Implementation of eFiling functionality for the Civil Courts.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 895,928	\$ 52,504	\$ 166,947	\$ -	\$ -	\$ -	\$ -	\$ 166,947	\$ -	\$ 1,115,379
<b>Resources:</b>										
<b>Records Improvement funds</b>	\$ 895,928	\$ 52,504	\$ 166,947	\$ -	\$ -	\$ -	\$ -	\$ 166,947	\$ -	\$ 1,115,379

**EnerGov Module – Online Plan Submission and Review**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2016

**Description:** Implementation of a software module to support electronic filing and review of plans.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 57,000	\$ -	\$ 43,000	\$ -	\$ -	\$ -	\$ -	\$ 43,000	\$ -	\$ 100,000
<b>Resources:</b>										
<b>Records Improvement funds</b>	\$ 57,000	\$ -	\$ 43,000	\$ -	\$ -	\$ -	\$ -	\$ 43,000	\$ -	\$ 100,000

**Interview Monitoring/Recording System**

**Project Location:** District Attorney  
**Estimated Completion Date:** 2016

**Description:** Upgrade and expansion of the Chester County Detectives’ interview monitoring and recording system. The project will completely replace old and outdated recording units, cameras, microphones, monitors, network gear, and other hardware; upgrade all necessary software; expand recorded interview storage capacity; add a number of end-user enhancements such as improved in-field and remote capabilities; and substantially improve overall system stability and reliability.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 85,467	\$ -	\$ -	\$ -	\$ -	\$ 85,467	\$ -	\$ 85,467
<b>Resources:</b>										
<b>Records Improvement funds</b>	\$ -	\$ -	\$ 85,467	\$ -	\$ -	\$ -	\$ -	\$ 85,467	\$ -	\$ 85,467

**CAPITAL INVESTMENT PROGRAM**

**PowerDMS Software**

**Project Location:** Sheriff’s Office  
**Estimated Completion Date:** 2016

**Description:** Implementation of hosted software to manage the Sheriff’s Pennsylvania Law Enforcement Accreditation Commission (PLEAC) accreditation activities.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000	\$ -	\$ 14,000
<b>Resources:</b>										
<b>Records Improvement funds</b>	\$ -	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000	\$ -	\$ 14,000

**Skills Manager System**

**Project Location:** Sheriff’s Office  
**Estimated Completion Date:** 2016

**Description:** Implementation of a software program to manage the Sheriff’s Office training requirements.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000
<b>Resources:</b>										
<b>Records Improvement funds</b>	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000

**Livescan/CPIN Upgrade**

**Project Location:** Sheriff’s Office  
**Estimated Completion Date:** 2016

**Description:** Replacement of the current TP3800 model Livescan finger printing/booking system, which will reach its end of life in early 2016, with a All-in-One Booking workstation.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ 18,000	\$ -	\$ 18,000
<b>Resources:</b>										
<b>Records Improvement funds</b>	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ 18,000	\$ -	\$ 18,000

**CAPITAL INVESTMENT PROGRAM**

**Small Games of Chance**

**Project Location:** Treasurer’s Office  
**Estimated Completion Date:** 2016

**Description:** Acquire an additional module of a system that the Treasurer’s Office currently uses for processing dog licenses. The hosted solution will be expanded to facilitate the printing and record keeping of Bingo, Small Games of Chance, and Sportsman Pistol Permit Licenses currently sold in the office.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ -	\$ 7,000
<b>Resources:</b>										
<b>Records Improvement funds</b>	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ -	\$ 7,000

**Large Format Scanner**

**Project Location:** Conservation District  
**Estimated Completion Date:** 2016

**Description:** Purchase a hardware and software upgrade to the existing DocStar system.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000	\$ -	\$ 17,000
<b>Resources:</b>										
<b>Records Improvement funds</b>	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000	\$ -	\$ 17,000

**CAPITAL INVESTMENT PROGRAM**

**Bridge Rehabilitation**

**Bridge 220**

**Project Location:** Keim Street over the Schuylkill River  
North Coventry Township

**Estimated Completion Date:** 2017

**Description:** Replacement of Bridge 220. The bridge is jointly owned between Chester and Montgomery Counties with 1/3 and 2/3 responsibility, respectively. The bridge replacement is being managed by Montgomery County.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 39,981	\$ 8,000	\$ 10,000	\$ 2,000	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ 59,981
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ 39,981	\$ 8,000	\$ 10,000	\$ 2,000	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ 59,981

**Bridge 248**

**Project Location:** Valley Road over West Branch White Clay Creek  
London Grove Township

**Estimated Completion Date:** 2017

**Description:** Design and construction for the replacement of Bridge 248.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 228,978	\$ 5,705	\$ 910,000	\$ 390,000	\$ -	\$ -	\$ -	\$ 1,300,000	\$ -	\$ 1,534,683
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ 161,982	\$ 4,565	\$ 727,999	\$ 312,000	\$ -	\$ -	\$ -	\$ 1,039,999	\$ -	\$ 1,206,546
<b>Capital Reserve Fund</b>	\$ 66,996	\$ 1,140	\$ 182,001	\$ 78,000	\$ -	\$ -	\$ -	\$ 260,001	\$ -	\$ 328,137
<b>Total Resources</b>	\$ 228,978	\$ 5,705	\$ 910,000	\$ 390,000	\$ -	\$ -	\$ -	\$ 1,300,000	\$ -	\$ 1,534,683

**CAPITAL INVESTMENT PROGRAM**

**Bridge 289**

**Project Location:** State Street over Indian Run  
Avondale Borough  
**Estimated Completion Date:** 2016

**Description:** Replacement of Bridge 289.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 2,696	\$ 262,387	\$ 1,836,287	\$ -	\$ -	\$ -	\$ -	\$ 1,836,287	\$ -	\$ 2,101,370
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ 2,696	\$ 262,387	\$ 1,836,287	\$ -	\$ -	\$ -	\$ -	\$ 1,836,287	\$ -	\$ 2,101,370

**Bridge 301**

**Project Location:** Walker Road over Trout Creek  
Tredyffrin Township  
**Estimated Completion Date:** 2016

**Description:** Design and construction for the replacement of Bridge 301.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 484,771	\$ 316,873	\$ 625,667	\$ -	\$ -	\$ -	\$ -	\$ 625,667	\$ -	\$ 1,427,311
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ 445,022	\$ 301,029	\$ 594,380	\$ -	\$ -	\$ -	\$ -	\$ 594,380	\$ -	\$ 1,340,431
<b>Capital Improvement Fund</b>	\$ 4,204	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,204
<b>Capital Reserve Fund</b>	\$ 35,545	\$ 15,844	\$ 31,287	\$ -	\$ -	\$ -	\$ -	\$ 31,287	\$ -	\$ 82,676
<b>Total Resources</b>	\$ 484,771	\$ 316,873	\$ 625,667	\$ -	\$ -	\$ -	\$ -	\$ 625,667	\$ -	\$ 1,427,311

**CAPITAL INVESTMENT PROGRAM**

**Bridge 244**

**Project Location:** Hadfield Road over Beaver Creek  
East Brandywine Township

**Estimated Completion Date:** 2017

**Description:** Design and construction for the replacement of Bridge 244.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 340,789	\$ 29,136	\$ 456,568	\$ 1,783,000	\$ -	\$ -	\$ -	\$ 2,239,568	\$ -	\$ 2,609,493
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ 323,157	\$ 28,271	\$ 433,739	\$ 1,693,850	\$ -	\$ -	\$ -	\$ 2,127,589	\$ -	\$ 2,479,017
<b>Capital Reserve Fund</b>	\$ 17,632	\$ 865	\$ 22,829	\$ 89,150	\$ -	\$ -	\$ -	\$ 111,979	\$ -	\$ 130,476
<b>Total Resources</b>	\$ 340,789	\$ 29,136	\$ 456,568	\$ 1,783,000	\$ -	\$ -	\$ -	\$ 2,239,568	\$ -	\$ 2,609,493

**Bridge 21**

**Project Location:** Watermark Road over Muddy Run  
Upper Oxford Township

**Estimated Completion Date:** 2017

**Description:** Design and construction for the replacement of Bridge 21.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 313,637	\$ 34,096	\$ 311,368	\$ 2,385,000	\$ -	\$ -	\$ -	\$ 2,696,368	\$ -	\$ 3,044,101
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ 297,955	\$ 20,299	\$ 295,800	\$ 2,265,750	\$ -	\$ -	\$ -	\$ 2,561,550	\$ -	\$ 2,879,804
<b>Capital Reserve Fund</b>	\$ 15,682	\$ 13,797	\$ 15,568	\$ 119,250	\$ -	\$ -	\$ -	\$ 134,818	\$ -	\$ 164,297
<b>Total Resources</b>	\$ 313,637	\$ 34,096	\$ 311,368	\$ 2,385,000	\$ -	\$ -	\$ -	\$ 2,696,368	\$ -	\$ 3,044,101

**CAPITAL INVESTMENT PROGRAM**

**Bridge 26**

**Project Location:** Rudolphs Camp Bonsul Road over Big Elk Creek  
New London/Elk Townships  
**Estimated Completion Date:** 2018

**Description:** Design and construction for the rehabilitation of the historic covered Bridge 26.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 142,543	\$ 96,814	\$ 299,874	\$ 772,500	\$ 677,500	\$ -	\$ -	\$ 1,749,874	\$ -	\$ 1,989,231
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ 142,225	\$ 73,879	\$ 299,874	\$ 772,500	\$ 677,500	\$ -	\$ -	\$ 1,749,874	\$ -	\$ 1,965,978
<b>Capital Reserve Fund</b>	\$ 318	\$ 22,935	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,253
<b>Total Resources</b>	\$ 142,543	\$ 96,814	\$ 299,874	\$ 772,500	\$ 677,500	\$ -	\$ -	\$ 1,749,874	\$ -	\$ 1,989,231

**Bridge 59**

**Project Location:** Baker Station Road over East Branch White Clay Creek  
London Grove Township  
**Estimated Completion Date:** 2016

**Description:** Bridge 59 superstructure replacement utilizing Marcellus Shale (Act 13) funds.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 44,932	\$ 88,021	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 632,953
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ 44,932	\$ 88,021	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 632,953

**CAPITAL INVESTMENT PROGRAM**

**Bridge 254**

**Project Location:** Lafayette Road over West Branch Brandywine Creek  
West Brandywine Township

**Estimated Completion Date:** 2016

**Description:** Bridge 254 rehabilitation utilizing Marcellus Shale (Act 13) funds.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 15,036	\$ 77,660	\$ 450,884	\$ -	\$ -	\$ -	\$ -	\$ 450,884	\$ -	\$ 538,580
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ 15,036	\$ 77,660	\$ 450,884	\$ -	\$ -	\$ -	\$ -	\$ 450,884	\$ -	\$ 538,580

**Bridge 255**

**Project Location:** Halteman Road over Pigeon Creek  
East Coventry Township

**Estimated Completion Date:** 2017

**Description:** Bridge 255 rehabilitation utilizing Marcellus Shale (Act 13) funds.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 10,000	\$ 80,000	\$ 410,000	\$ -	\$ -	\$ -	\$ 490,000	\$ -	\$ 500,000
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ -	\$ 10,000	\$ 80,000	\$ 410,000	\$ -	\$ -	\$ -	\$ 490,000	\$ -	\$ 500,000

**Bridge 207**

**Project Location:** Old Schuylkill Road over Pigeon Creek  
East Coventry Township

**Estimated Completion Date:** 2018

**Description:** Rehabilitation of the two span stone masonry arch bridge utilizing Marcellus Shale (Act 13) funds.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 200,000	\$ 330,000	\$ 600,000	\$ -	\$ -	\$ 1,130,000	\$ -	\$ 1,130,000
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ -	\$ -	\$ 200,000	\$ 330,000	\$ 600,000	\$ -	\$ -	\$ 1,130,000	\$ -	\$ 1,130,000

**CAPITAL INVESTMENT PROGRAM**

**Bridge 175**

**Project Location:** Creek Road over Pickering Creek  
Schuylkill Township  
**Estimated Completion Date:** 2018

**Description:** Design and construction for the replacement of Bridge 175.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 723	\$ 30,000	\$ 180,000	\$ 440,000	\$ 1,725,000	\$ -	\$ -	\$ 2,345,000	\$ -	\$ 2,375,723
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ -	\$ 24,000	\$ 144,000	\$ 352,000	\$ 1,380,000	\$ -	\$ -	\$ 1,876,000	\$ -	\$ 1,900,000
<b>Capital Reserve Fund</b>	\$ 723	\$ 6,000	\$ 36,000	\$ 88,000	\$ 345,000	\$ -	\$ -	\$ 469,000	\$ -	\$ 475,723
<b>Total Resources</b>	\$ 723	\$ 30,000	\$ 180,000	\$ 440,000	\$ 1,725,000	\$ -	\$ -	\$ 2,345,000	\$ -	\$ 2,375,723

**Bridge 205**

**Project Location:** Spring City Road over Stony Run  
East Pikeland Township  
**Estimated Completion Date:** 2018

**Description:** Design and construction for the replacement of Bridge 205.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 718	\$ 109,889	\$ 212,490	\$ 190,000	\$ 1,850,000	\$ -	\$ -	\$ 2,252,490	\$ -	\$ 2,363,097
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ -	\$ 87,911	\$ 169,992	\$ 152,000	\$ 1,480,000	\$ -	\$ -	\$ 1,801,992	\$ -	\$ 1,889,903
<b>Capital Reserve Fund</b>	\$ 718	\$ 21,978	\$ 42,498	\$ 38,000	\$ 370,000	\$ -	\$ -	\$ 450,498	\$ -	\$ 473,194
<b>Total Resources</b>	\$ 718	\$ 109,889	\$ 212,490	\$ 190,000	\$ 1,850,000	\$ -	\$ -	\$ 2,252,490	\$ -	\$ 2,363,097

**CAPITAL INVESTMENT PROGRAM**

**Open Space**  
**Vision Partnership Program**

**Caln Township – Comprehensive Plan Update**

**Project Location:** Caln Township  
**Estimated Completion Date:** 2017

**Description:** Comprehensive Plan update.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000

**East Bradford Township – Comprehensive Plan Update**

**Project Location:** East Bradford Township  
**Estimated Completion Date:** 2017

**Description:** Comprehensive Plan update.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000

**East Coventry Township - Trails, Greenways and Recreation Plan**

**Project Location:** East Coventry Township  
**Estimated Completion Date:** 2017

**Description:** Parks and Recreation Plan.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000

**CAPITAL INVESTMENT PROGRAM**

**East Pikeland Township – Zoning Ordinance Amendment**

**Project Location:** East Pikeland Township  
**Estimated Completion Date:** 2016

**Description:** Zoning Ordinance Amendment.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000

**East Whiteland Township – Comprehensive Plan Update**

**Project Location:** East Whiteland Township  
**Estimated Completion Date:** 2017

**Description:** Comprehensive Plan update.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000

**Kennett Square Borough & Kennett Township - Kennett Region Economic Development Study**

**Project Location:** Kennett Square Borough & Kennett Township  
**Estimated Completion Date:** 2017

**Description:** Kennett Region Economic Development Study.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000

**CAPITAL INVESTMENT PROGRAM**

**Oxford Borough - Parking Management Study**

**Project Location:** Oxford Borough  
**Estimated Completion Date:** 2016

**Description:** Parking Management Study.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 11,250	\$ -	\$ -	\$ -	\$ -	\$ 11,250	\$ -	\$ 11,250
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 11,250	\$ -	\$ -	\$ -	\$ -	\$ 11,250	\$ -	\$ 11,250

**Phoenixville Borough - Subdivision and Land Development Ordinance Update**

**Project Location:** Phoenixville Borough  
**Estimated Completion Date:** 2017

**Description:** Subdivision and Land Development Ordinance Update.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 19,500	\$ -	\$ -	\$ -	\$ 19,500	\$ -	\$ 19,500
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 19,500	\$ -	\$ -	\$ -	\$ 19,500	\$ -	\$ 19,500

**Schuylkill Township - Freedom Trail Feasibility Study**

**Project Location:** Schuylkill Township  
**Estimated Completion Date:** 2016

**Description:** Freedom Trail Feasibility Study.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000

**CAPITAL INVESTMENT PROGRAM**

**South Coatesville Borough, Multi-Municipal - Mill Trail Bicycle & Pedestrian Facilities Plan**

**Project Location:** Coatesville Area

**Estimated Completion Date:** 2016

**Description:** Multi-municipal effort being let by South Coatesville to develop a Mill Trail Bicycle and Pedestrian Facilities Plan.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ 22,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ 22,000

**Warwick Township - Zoning Ordinance & Subdivision and Land Development Ordinance Amendment**

**Project Location:** Warwick Township

**Estimated Completion Date:** 2017

**Description:** Zoning Ordinance & Subdivision and Land Development Ordinance Amendment.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 30,162	\$ -	\$ -	\$ -	\$ 30,162	\$ -	\$ 30,162
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 30,162	\$ -	\$ -	\$ -	\$ 30,162	\$ -	\$ 30,162

**West Bradford Township - Natural Resources Protection Plan**

**Project Location:** West Bradford Township

**Estimated Completion Date:** 2016

**Description:** Natural Resources Protection Plan.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 10,500	\$ -	\$ -	\$ -	\$ -	\$ 10,500	\$ -	\$ 10,500
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 10,500	\$ -	\$ -	\$ -	\$ -	\$ 10,500	\$ -	\$ 10,500

**CAPITAL INVESTMENT PROGRAM**

**West Chester Borough - Comprehensive Plan Update**

**Project Location:** West Chester Borough  
**Estimated Completion Date:** 2016

**Description:** Comprehensive Plan Update.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000

**Western Chester County Region - Route 30 Transportation and Land Use Study**

**Project Location:** Western Chester County Region  
**Estimated Completion Date:** 2017

**Description:** Route 30 Transportation and Land Use Study.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000

**CAPITAL INVESTMENT PROGRAM**

**2016 Open Space Allocation**

**Project Location:** To be determined  
**Estimated Completion Date:** To be determined

**Description:** Capital Reserve Fund portion of the anticipated 2016 Open Space & Community Revitalization programs allocation. The allocation of funds for the continuation of the Open Space & Community Revitalization programs in 2016 – 2020 is subject to the decision of the Commissioners.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000

**2017 Open Space Allocation**

**Project Location:** To be determined  
**Estimated Completion Date:** To be determined

**Description:** Capital Reserve Fund portion of the anticipated 2017 Open Space & Community Revitalization programs allocation. The allocation of funds for the continuation of the Open Space & Community Revitalization programs in 2016 – 2020 is subject to the decision of the Commissioners.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000

**CAPITAL INVESTMENT PROGRAM**

**2018 Open Space Allocation**

**Project Location:** To be determined  
**Estimated Completion Date:** To be determined

**Description:** Capital Reserve Fund portion of the anticipated 2018 Open Space & Community Revitalization programs allocation. The allocation of funds for the continuation of the Open Space & Community Revitalization programs in 2016 – 2020 is subject to the decision of the Commissioners.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 250,000
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 250,000

**2019 Open Space Allocation**

**Project Location:** To be determined  
**Estimated Completion Date:** To be determined

**Description:** Capital Reserve Fund portion of the anticipated 2019 Open Space & Community Revitalization programs allocation. The allocation of funds for the continuation of the Open Space & Community Revitalization programs in 2016 – 2020 is subject to the decision of the Commissioners.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ 250,000
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ 250,000

**CAPITAL INVESTMENT PROGRAM**

**Building/Land Improvements**

**Government Services Center - Install VFD Drives on Air Handlers**

**Project Location:** Government Services Center  
**Estimated Completion Date:** 2016

**Description:** Install Variable Frequency Drives (VFD) on all air handlers.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 48,579	\$ -	\$ -	\$ -	\$ -	\$ 48,579	\$ -	\$ 48,579
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 48,579	\$ -	\$ -	\$ -	\$ -	\$ 48,579	\$ -	\$ 48,579

**Government Services Center - 9-1-1 Area - Replace Air Conditioning Unit**

**Project Location:** Government Services Center  
**Estimated Completion Date:** 2016

**Description:** Replace air conditioning unit in 9-1-1 area.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000

**Government Services Center - Building Entrance Security Upgrade**

**Project Location:** Government Services Center  
**Estimated Completion Date:** 2016

**Description:** Upgrade the first floor building entrance security area by changing the design and adding turnstiles with card readers.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 78,000	\$ -	\$ -	\$ -	\$ -	\$ 78,000	\$ -	\$ 78,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 78,000	\$ -	\$ -	\$ -	\$ -	\$ 78,000	\$ -	\$ 78,000

**CAPITAL INVESTMENT PROGRAM**

**Government Services Center - Security Upgrades**

**Project Location:** Government Services Center  
**Estimated Completion Date:** 2016

**Description:** Add modifications such as duress buttons, badge readers, and upgraded door hardware to improve building and department security.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 140,454	\$ -	\$ -	\$ -	\$ -	\$ 140,454	\$ -	\$ 140,454
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 140,454	\$ -	\$ -	\$ -	\$ -	\$ 140,454	\$ -	\$ 140,454

**County-wide Carpet Replacement**

**Project Location:** County-wide  
**Estimated Completion Date:** 2019

**Description:** Replace carpeting at various County facilities. This is a 5-year program scheduled to end in 2019.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 65,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 400,000	\$ -	\$ 465,000
<b>Resources:</b>										
<b>Federal &amp; State Grants</b>	\$ -	\$ 65,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 400,000	\$ -	\$ 465,000

**Guide Rail**

**Project Location:** Various  
**Estimated Completion Date:** Annual project

**Description:** Provide upgraded safety features (guide rail) at various County bridges to better comply with current PennDOT safety standards. This is an on-going initiative.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	ongoing	
<b>Resources:</b>										
<b>Capital Reserve Fund</b>			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	ongoing	

**CAPITAL INVESTMENT PROGRAM**

**Chester Valley Trail - Wayfinding Signage - Design**

**Project Location:** Chester Valley Trail  
**Estimated Completion Date:** 2016

**Description:** Design wayfinding signage for the Chester Valley Trail.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 50,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 50,000

**Furniture/Equipment**

**Liquid Fuels - Side Spreader**

**Project Location:** Liquid Fuels  
**Estimated Completion Date:** 2016

**Description:** Purchase a side spreader for use with the dump truck to spread rock/stone along guardrail areas.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 20,473	\$ -	\$ -	\$ -	\$ -	\$ 20,473	\$ -	\$ 20,473
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 20,473	\$ -	\$ -	\$ -	\$ -	\$ 20,473	\$ -	\$ 20,473

**Prison - Cameras and Surveillance Upgrade**

**Project Location:** Prison  
**Estimated Completion Date:** 2016

**Description:** Upgrade entire existing camera and surveillance systems.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000

**CAPITAL INVESTMENT PROGRAM**

**Public Safety - Uninterruptable Power Supply/Generator Replacement**

**Project Location:** Public Safety - various sites  
**Estimated Completion Date:** Annual project

**Description:** Replacement of Uninterruptable Power Supplies (UPS) and generators throughout the Chester County Integrated Emergency Communications System tower network. At each of the 27 remote sites there is a UPS to ensure continued operation during the transition from commercial power to site generator power in the event of a commercial power failure. Currently at 10 sites the generator is County owned, the generators at the other 17 sites are owned by other organizations. The County is embarking on a program to have County owned, operated, and maintained generators at all the sites. This continuing replacement project will replace the UPS units on a 7 year cycle and the generators every 20 years.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	ongoing	
<b>Resources:</b>										
<b>Capital Reserve Fund</b>			\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	ongoing	

**Technology**

**Server Infrastructure – Upgrades**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** Annual project

**Description:** Activity for 2016 includes: purchase Cisco Unified Computing System (UCS) blade center server blades and UCS blade center interconnect entitlements.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000	ongoing	
<b>Resources:</b>										
<b>Capital Reserve Fund</b>			\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000	ongoing	

**CAPITAL INVESTMENT PROGRAM**

**Virtual Desktop Infrastructure**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2016

**Description:** Purchase next generation technology to replace existing desktops. Rather than deploying new desktops every 3 years on lease, thin clients or similar lightweight devices (which could last 7+ years) will be used to run the desktops on servers in the data center.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 586,481	\$ -	\$ 42,885	\$ -	\$ -	\$ -	\$ -	\$ 42,885	\$ -	\$ 629,366
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ 586,481	\$ -	\$ 42,885	\$ -	\$ -	\$ -	\$ -	\$ 42,885	\$ -	\$ 629,366

**Unified Case Management System**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2016

**Description:** Licenses for a Unified Case Management system (UCM) which will allow the county jail, adult probation, and district attorney offices to access core offender information housed in one location and to add additional departmental specific data. The system will be used to comply with Commonwealth reporting requirements.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 144,033	\$ -	\$ -	\$ -	\$ -	\$ 144,033	\$ -	\$ 144,033
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 144,033	\$ -	\$ -	\$ -	\$ -	\$ 144,033	\$ -	\$ 144,033

**CAPITAL INVESTMENT PROGRAM**

**Disaster Recovery - Exadata**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2016

**Description:** Consolidate Oracle databases to one environment.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 311,910	\$ 344,256	\$ 344,256	\$ -	\$ -	\$ -	\$ -	\$ 344,256	\$ -	\$ 1,000,422
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ 311,910	\$ 344,256	\$ 344,256	\$ -	\$ -	\$ -	\$ -	\$ 344,256	\$ -	\$ 1,000,422

**Exadata Augmentation**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2016

**Description:** Services to implement Exadata.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000

**Disaster Recovery - Exadata Secure Backup**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2016

**Description:** Automation of the backup of the Exadata database.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 18,160	\$ -	\$ -	\$ -	\$ -	\$ 18,160	\$ -	\$ 18,160
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 18,160	\$ -	\$ -	\$ -	\$ -	\$ 18,160	\$ -	\$ 18,160

**CAPITAL INVESTMENT PROGRAM**

**Disaster Recovery - Establish Disaster Recovery Site**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2016

**Description:** Implementation of a disaster recovery site through a three-year phased effort to procure hardware and software to support the buildout of a data center capability at the Government Services Center.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ 233,484	\$ 137,950	\$ 112,050	\$ -	\$ -	\$ -	\$ -	\$ 112,050	\$ -	\$ 483,484
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ 233,484	\$ 137,950	\$ 112,050	\$ -	\$ -	\$ -	\$ -	\$ 112,050	\$ -	\$ 483,484

**Backbone Switch Replacements - GSC, Pocopson, and 313 W. Market**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2019

**Description:** Lifecycle replacement of switches.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000	\$ 225,000	\$ -	\$ 675,000	\$ -	\$ 675,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000	\$ 225,000	\$ -	\$ 675,000	\$ -	\$ 675,000

**Government Services Center & Justice Center Wireless Network Deployment**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2016

**Description:** Deployment of wireless at the Government Services Center and Justice Center.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 50,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 300,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ 50,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 300,000

**CAPITAL INVESTMENT PROGRAM**

**Emergency Service - CAD Security**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2016

**Description:** Deploy enhanced network security features using advanced firewalls and implement security event software to view and report on network activities for the Emergency Services Computer Aided Design (CAD) network used to support 9-1-1 operations and first responders.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ 84,226	\$ 145,774	\$ -	\$ -	\$ -	\$ -	\$ 145,774	\$ -	\$ 230,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ 84,226	\$ 145,774	\$ -	\$ -	\$ -	\$ -	\$ 145,774	\$ -	\$ 230,000

**Government Services Center - Room 171 - Replace Audio Visual System**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2017

**Description:** Replace the audio visual system in room 171 at the Government Services Center.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000

**CAPITAL INVESTMENT PROGRAM**

**PeopleSoft Enterprise Performance Management System (EPM) Replacement**

**Project Location:** Department of Computing & Information Services  
**Estimated Completion Date:** 2017

**Description:** Replace PeopleSoft Enterprise Performance Management (EPM) with a new software package for budgeting, analysis, and reporting.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 500,000	\$ 450,000	\$ -	\$ -	\$ -	\$ 950,000	\$ -	\$ 950,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 500,000	\$ 450,000	\$ -	\$ -	\$ -	\$ 950,000	\$ -	\$ 950,000

**Public Safety Training Center Paging**

**Project Location:** Public Safety Training Center  
**Estimated Completion Date:** 2017

**Description:** Install Voice over IP paging system at the Public Safety Training Center to support requested functionality by Department of Emergency Services staff, enhance site capabilities, and security of personnel.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ 65,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ 65,000

**Prison - Voice over IP System**

**Project Location:** Prison  
**Estimated Completion Date:** 2016

**Description:** Replace existing PBX phone system with Voice over IP.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
<b>Resources:</b>										
<b>Capital Reserve Fund</b>	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000

**CAPITAL INVESTMENT PROGRAM**

**Transportation**

**Vehicle Replacement**

**Project Location:** Various  
**Estimated Completion Date:** 2016

**Description:** Acquire the following replacement vehicles that meet the County’s criteria for replacement:

Chester County Library	Cargo Van	\$25,000
Adult Probation	Sedan	\$20,000
Adult Probation	Sedan	\$20,000
Adult Probation	12-Passenger Van	\$29,000
Emergency Services	Ford Utility	\$35,000
Detectives	Sedan	\$23,000
Detectives	Sedan	\$23,000
Detectives	SUV	\$33,100
Bridge Crew	Pickup Truck	\$44,000
Sheriff	Sedan with Police Package	\$50,250
Sheriff	Sedan with Police Package	\$46,250
Sheriff	Sedan with Police Package	\$46,250
Sheriff	Sedan with Police Package	\$46,250
Prison	GMC 2500	\$42,000

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ 483,100	\$ -	\$ -	\$ -	\$ -	\$ 483,100		
<b>Resources:</b>										
<b>Capital Reserve Fund</b>			\$ 483,100	\$ -	\$ -	\$ -	\$ -	\$ 483,100		

**Vehicles**

**Project Location:** Various  
**Estimated Completion Date:** Continuing project

**Description:** Annual vehicle purchase estimate. Budgets will be based on the recommendation of the Department of Procurement and General Services after their evaluation of the requests.

**Cost Summary:**

	Previous Actual	Projected 2015	2016	2017	2018	2019	2020	5-Year Total	Future Years	Project Total
<b>Costs:</b>			\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,600,000	ongoing	
<b>Resources:</b>										
<b>Capital Reserve Fund</b>			\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,600,000	ongoing	

# *SUPPLEMENTARY INFORMATION*

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**REAL ESTATE TAX FACTS**

2016 Real Estate Assessment County-Wide:	\$37,179,219,000
2015 Real Estate Assessment County-Wide:	\$36,818,881,000
1 Mill of Tax Bills:	\$37,179,219
1 Mill of Tax Collects (est):	\$35,989,484
Tax Rate Last Five Years:	
2012 Tax Rate	3.965 mills
2013 Tax Rate	4.163 mills
2014 Tax Rate	4.163 mills
2015 Tax Rate	4.163 mills
2016 Tax Rate	4.163 mills

**STATUTORY REAL ESTATE TAX LIMITS AND THE 2016 BUDGET**

	Legal Limit	2016 Budget
General Purposes	25 mills	2.794
Debt Service	no limit	1.071
Lease Rental Payments to Authorities	10 mills	-
Institution Districts	10 mills	-
Parks and Playgrounds	no limit	0.114
Libraries	no limit	0.184
Roads and Bridges	6 mills	-
Bridges	6 mills	-
Community Colleges ( 1 )	-	-

( 1 ) Local sponsors may levy any tax permitted by law to support a community college. The tax cannot exceed 5 mills of the market value of real estate.

**Property Tax Levies and Collections  
Last Ten Years  
(Unaudited)**

<b>Year-ended December 31</b>	<b>Total tax levy</b>	<b>Current tax collections</b>	<b>Percent of levy collected</b>	<b>Delinquent tax collections</b>	<b>Total tax collections</b>	<b>Percent of total tax collections to tax levy</b>	<b>Outstanding delinquent taxes</b>	<b>Percent of delinquent taxes to tax levy</b>
2005	\$123,015,997	\$118,515,777	96.3	\$3,215,553	\$121,731,330	99.0	\$1,267,113	1.0
2006	130,923,919	126,336,961	96.5	2,917,457	129,254,418	98.7	1,455,864	1.1
2007	137,752,508	132,274,953	96.0	3,032,965	135,307,918	98.2	1,421,063	1.0
2008	138,713,347	134,014,036	96.6	3,550,020	137,564,056	99.2	1,733,208	1.2
2009	145,576,725	140,729,901	96.7	3,925,454	144,655,355	99.4	1,735,536	1.2
2010	144,762,411	140,871,336	97.3	3,763,274	144,634,610	99.9	1,710,589	1.2
2011	144,458,036	140,180,637	97.0	4,064,128	144,244,765	99.9	1,693,783	1.2
2012	143,720,507	139,821,163	97.3	3,434,229	143,255,392	99.7	1,715,909	1.2
2013	151,924,640	147,617,485	97.2	3,518,477	151,135,962	99.5	1,700,687	1.1
2014	152,851,335	148,485,408	97.1	3,721,193	152,206,601	99.6	1,654,825	1.1

Source: County Assessment Office

**PROPERTY TAX LEVIES & COLLECTIONS**

**Assessed Value and Estimated Market Value of Taxable Property  
At Year End  
Last Ten Years  
(Unaudited)**

ASSESSED VALUES BY LAND USE

<u>Year Ended December 31</u>	<u>Residential</u>	<u>Commercial</u>	<u>Farm</u>	<u>Industrial</u>	<u>Total Taxable Assessed Value</u>	<u>Exempt 1</u>	<u>Total Direct Tax Rate</u>	<u>Estimated Actual Market Value</u>	<u>Assessed Value as a Percentage of Market Value</u>
2005	\$26,194,868,792	\$6,282,649,123	\$679,037,315	\$526,730,230	\$33,683,285,460	\$3,004,451,810	3.56	\$55,400,140,559	60.8
2006	27,033,529,068	6,362,130,793	687,816,935	519,006,060	34,602,482,856	3,049,899,250	3.70	63,028,201,923	54.9
2007	27,765,615,959	6,431,368,259	702,051,885	507,054,565	35,406,090,668	3,089,117,800	3.80	68,351,526,386	51.8
2008	28,371,195,917	6,520,333,731	702,363,889	499,819,835	36,093,713,372	3,263,435,580	3.80	69,813,758,940	51.7
2009	28,673,568,532	6,641,225,789	709,431,269	502,422,585	36,526,648,175	3,382,100,290	3.97	68,918,204,104	53.0
2010	28,671,429,707	6,636,504,847	714,650,579	497,116,720	36,519,701,853	3,445,833,950	3.97	65,920,039,446	55.4
2011	28,651,383,583	6,589,220,551	712,488,499	486,243,960	36,439,336,593	3,520,375,130	3.97	65,070,243,916	56.0
2012	28,628,949,915	6,558,911,416	711,509,255	484,635,030	36,384,005,616	3,484,298,300	3.97	61,667,806,129	59.0
2013	28,653,795,779	6,559,204,289	710,731,480	482,537,020	36,406,268,568	3,613,593,245	4.16	60,475,529,183	60.2
2014	28,835,287,289	6,638,648,739	712,191,660	466,264,590	36,652,392,278	3,593,185,794	4.16	63,522,343,636	57.7

Notes:

1 Exempt property includes utilities and railroads, which is not included in any of the other categories listed above.

Source: County Assessment Office

**Principal Taxpayers as of December 31, 2014**

<b>Taxpayer</b>	<b>Type of Business</b>	<b>Assessed Valuation</b>	<b>% of Total Assessed Valuation</b>
Liberty Property Ltd. Partnership	Real Estate Investment	\$274,730,722	0.75%
Horatio Realty Trust	Financial Investment Firm	124,776,510	0.34%
Hankin Group	Property Management	90,356,570	0.25%
Chesterbrook Partners	Property Management	79,163,880	0.22%
Exton Square, Inc.	Shopping Mall	71,891,610	0.20%
Siemens Medical Systems	Software Systems/Medical	67,192,400	0.18%
Home Properties	Real Estate Developer	64,157,430	0.18%
Brandywine Operating Ltd. Partnership	Property Management	59,445,815	0.16%
QVC, Inc.	Home Shopping Network	50,366,400	0.14%
Brandywine Square, Inc.	Shopping Mall	<u>46,620,000</u>	<u>0.13%</u>
Total Principal Taxpayers		\$928,701,337	2.55%

Source: County Assessment Office

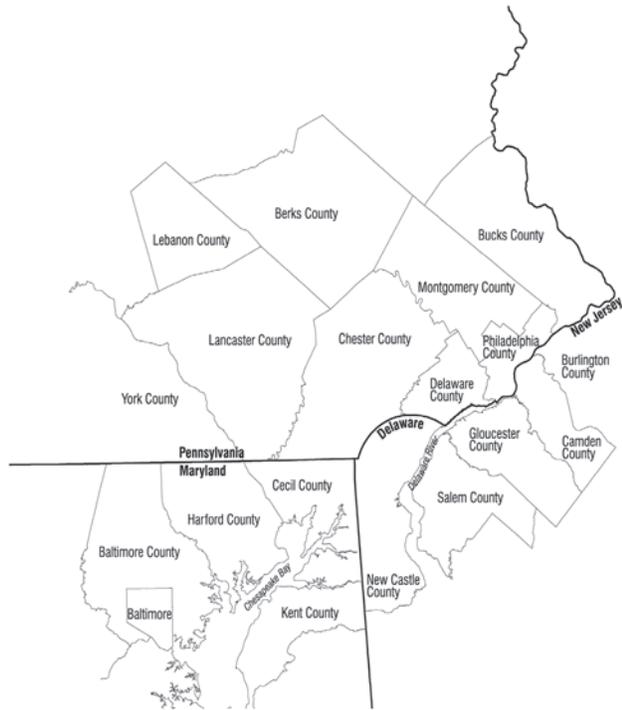
**PRINCIPAL TAXPAYERS**

## ***ABOUT CHESTER COUNTY***

### **Regional Setting**

Chester County, founded in 1682, was one of the three original counties in the Commonwealth of Pennsylvania. The County is located in southeastern Pennsylvania, approximately 30 miles west of Philadelphia. The Borough of West Chester is the County seat. The County has 73 political subdivisions, consisting of one third class city (Coatesville), 15 boroughs and 57 townships. There are also 14 school districts providing elementary and secondary education. Chester County is part of the Philadelphia Metropolitan Statistical Area.

The land slopes from the Welsh Mountain (1,020 ft), which separates Chester from Lancaster County on the north, toward the Delaware River, to the south and east. The southern section of the County is generally undulating, although there are occasional hills. The land in the north is particularly rugged. The Schuylkill River forms part of the Chester - Montgomery County boundary on the northeast and east and is the lowest point in the County at 66 ft.



### **Form of Government**

Chester County is governed by a Board of three County Commissioners elected for four-year terms. Other officials elected at large for four-year terms include: the Clerk of Courts, Controller, Coroner, District Attorney, Prothonotary, Recorder of Deeds, Register of Wills, Sheriff and Treasurer. In addition, there are fourteen Judges of the Court of Common Pleas elected for ten-year terms. The Board of Commissioners has power of appointment of various other officials, including the Solicitor, Public Defender, and various departmental directors.

## History

Chester County was organized by William Penn upon his arrival in Pennsylvania in 1682. It is one of the three original counties in the state. Originally it included what is now Delaware County to the east, which formed in 1789, the city of Philadelphia, and parts of Lancaster County to the west, which formed in 1729, and Berks County to the north, which formed in 1752.

The native Indians that inhabited the eastern half of the County were known as the Lenni Lenape. They were part of the large nation called the Delawares. The western section was home to the Susquehannas, also known as the Minquas or the Conestoga Indians, who were descended from the Iroquois tribes.

Early European settlers included Dutch, Swedes, and Finns. William Penn was given patent by the English crown to the land that included Chester County on March 4, 1681. More than 1,000 people were brought from England in 23 vessels during the year 1682. The county name of Chester most likely comes from the fact that most of these people were from Cheshire in England. There were also a number of Scotch-Irish immigrants and the Welsh migrated to the northwestern part of the county. In 1709 great numbers of Germans immigrated to Chester County.

In 1784, petitions were circulated to relocate the County seat from its' current location in the city of Chester in what is now Delaware County to a more central location. The town of Turk's Head was chosen. In 1788 the name of the town was changed to its present name of West Chester. The first courthouse was completed in 1786. In 1847 a new courthouse, designed by Thomas N. Walter, was constructed to handle the increased business. The Court House Annex was completed in 1891 to accommodate more courts and public services.

The County was an important stop along the underground railroad. Members of the Society of Friends (Quakers) established routes within the County headed north from Maryland and Delaware.

Chester County is also home to several important Revolutionary War battlegrounds. The Battle of the Brandywine took place near Chadds Ford in September 1777. A few days later, Washington's troops encountered the British again at the Battle of Paoli and the Battle of the Clouds. Washington's troops then wintered at nearby Valley Forge.

The iron industry was very important in Chester County in the early 1700's. The second forge for manufacturing iron in Pennsylvania was the first to be established in Chester County. The Warwick Furnace supplied cannons to the American Armies during the Revolutionary War. They also cast a bell that was used while Washington was at Valley Forge to notify the residents of the neighborhood to bury any cannons so that the British would not acquire them while foraging. By 1797 six forges in the County made nearly 1,000 tones of bar iron annually. In 1817 the first boiler plate in America was produced at Lukens Steel in Coatesville and in the late 1800's the Phoenix Iron Works produced high quality wrought iron.



Iron Tree from the World Trade Center, manufactured in Coatesville



Early marble quarries supplied the building demands of Philadelphia. Serpentine (a green stone) has been quarried in Chester County, and many beautiful homes and public buildings in this and neighboring counties, and in Philadelphia and New York, are constructed of it.

Serpentine House

**ABOUT CHESTER COUNTY**

**Population**

The population of Chester County has increased by 62 percent since 1980. During this period, the rate of growth has been substantially higher than that of Pennsylvania and the nation. Most of the growth has occurred in the eastern half of the County and along the major highway corridors. The population according to the 2014 American Community Survey (Census) is 512,784. The median age is 41 years.

**Population Trends**

	1980	1990	2000	2010	2014
Chester County	316,660	376,396	433,501	498,886	512,784
Pennsylvania	11,866,728	11,881,643	12,281,054	12,702,379	12,787,209
United States	226,545,805	248,709,873	281,421,906	308,745,538	318,857,056

Source: U.S. Census Bureau, 2014 Estimate.

**Education**

Chester County has the most educated population among all Pennsylvania counties according to the U.S. Census Bureau’s 2014 American Community Survey. Significantly higher proportions of the County’s residents are high school and college graduates.



West Chester University

**Comparison of Certain 2014 Educational Statistics**

	Chester County	Pennsylvania	United States
Persons with 12+ years of education (25 years or older)	92%	89%	87%
Persons with 16+ years of education (25 years or older)	49%	29%	30%

Source: U.S. Census Bureau, 2014 American Community Survey

**ABOUT CHESTER COUNTY**

Octorara Intermediate School



Public elementary and secondary education is provided by fourteen school districts. There are numerous private and parochial schools in the County. Higher education is offered by West Chester University, Cheyney University, Lincoln University, Immaculata University, Delaware County Community College, and The School of Graduate Professional Studies - Penn State Great Valley. The School of Graduate Professional Studies - Penn State Great Valley, located in the Great Valley Corporate Center, is the first permanent educational facility of a major American university to be located in a corporate park. Lincoln and Cheyney Universities are two of the oldest institutions of higher learning for African Americans in the country.



Immaculata University

**2015 Higher Education Enrollment**

Higher Education Facility	Enrollment
West Chester University	16,611
Delaware County Community College	4,946
Immaculata University	2,961
Lincoln University	1,902
The School of Graduate Professional Studies - Penn State Great Valley	1,312
Cheyney University	711

Source: Individual schools Institutional Research Depts, Fall 2015 enrollment

## ABOUT CHESTER COUNTY

### Housing Characteristics

The median assessment value of a residential property in the County for 2015 is \$166,410. The value of the County's single family housing units is significantly greater than those of Pennsylvania and the United States. The average assessment value is \$188,218. The median home sales price in 2014 was \$315,000 for the County, an increase of 5.7 percent from 2013. 6,293 homes were sold in Chester County during 2014. During 2014, 613 new housing units were sold at a median sales price of \$386,000. This represents a decrease of 14 percent in the number of units sold and a 2.7 percent increase in the sales price.



Source: Chester County Assessment Office, Planning Commission

### Residential Building Permits

In 2014, 1,377 new housing units were added to the housing supply in Chester County. This is an increase of 4 percent from 2013. 47 percent of all new housing units were single-family detached houses. Single-family attached units, which include twins, townhouses, and condominiums, accounted for 23 percent of the new units. The multi-family category, which includes units in structures with two or more units, accounted for 30 percent of the new housing units. Between 2000 and 2014, there have been 37,443 new housing units added in Chester County.



Source: Chester County Planning Commission / Chester County Department of Assessment

### Income

	Per Capita Income	Median Family Income	Median Household Income	Families Below the Poverty Level
Chester County	\$ 42,800	\$ 106,766	\$ 85,373	4.4%
Pennsylvania	\$ 29,220	\$ 67,876	\$ 53,234	9.4%
United States	\$ 28,889	\$ 65,910	\$ 53,657	11.3%

Source: U.S. Census, 2014 American Community Survey

## Employment

Chester County’s unemployment rate since 2008 has averaged about 15 percent lower than that of Pennsylvania and 20 percent lower than the United States. Statistics released by the Pennsylvania Department of Labor and Industry for October 2015 show the Chester County unemployment rate at 3.6 percent for the month.

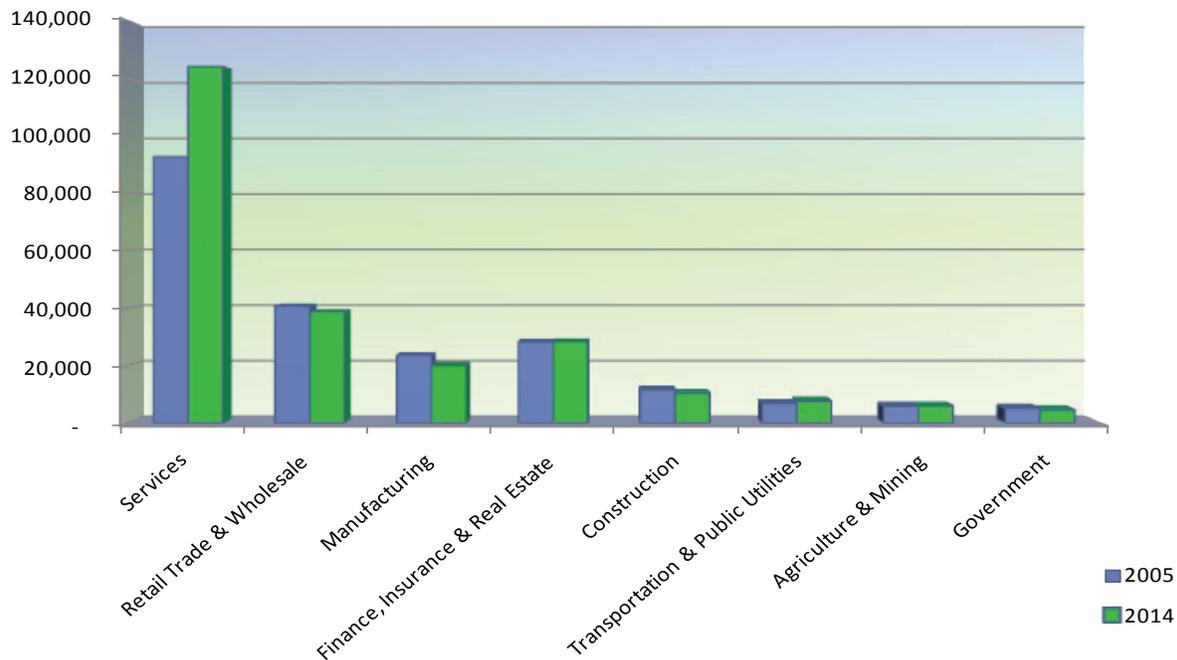
### Annual Average Labor Force and Unemployment Statistics for the last five years

	2010	2011	2012	2013	2014
<b>United States</b>					
Total Labor Force	153,893,417	153,602,833	154,973,417	155,404,167	155,899,333
Unemployment Rate	9.6%	9.0%	8.1%	7.4%	6.2%
<b>Pennsylvania</b>					
Total Labor Force	6,338,333	6,353,083	6,468,250	6,506,000	6,393,667
Unemployment Rate	8.7%	7.9%	7.8%	7.6%	5.7%
<b>Chester County</b>					
Total Labor Force	268,883	263,242	266,967	271,750	269,900
Unemployment Rate	6.9%	6.1%	6.0%	5.9%	4.3%

Source: Pennsylvania Department of Labor and Industry

### Comparison of Covered Employment 2005 vs. 2014

Chester County has a diverse and expanding economy of approximately 15,150 business establishments providing more than 239,746 jobs.



Source: Pennsylvania Department of Labor and Industry

**ABOUT CHESTER COUNTY**

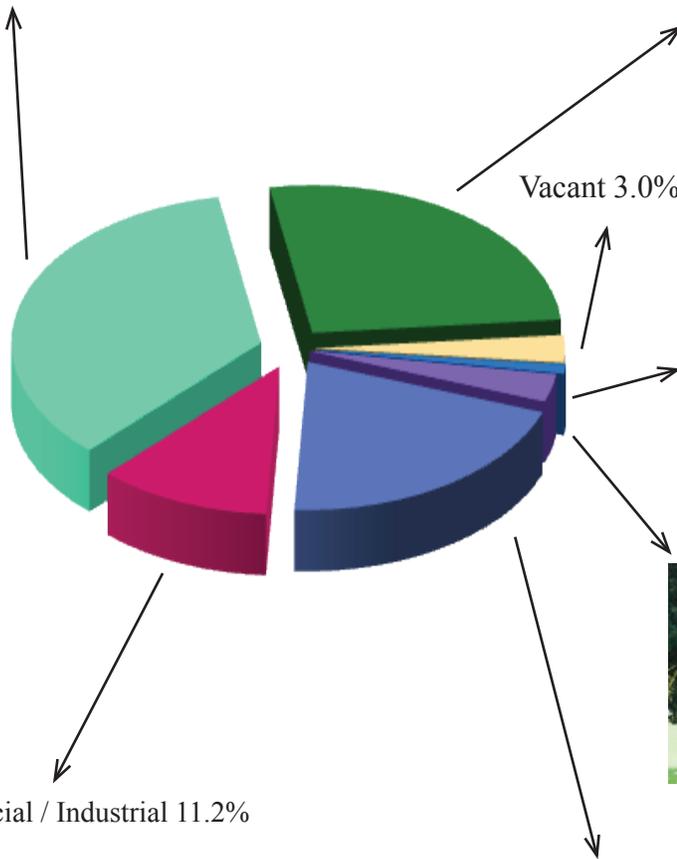
**Land Uses in Chester County**



Agriculture 35.2%



Wooded 26.3%



Water 1.0%



Recreation 3.0%



Commercial / Industrial 11.2%



Residential 20.3%

Source: Delaware Valley Regional Planning Commission, 2010

## Services

### Emergency Services

Chester County residents are served by 49 volunteer fire stations and 29 ambulance and EMS stations, with all calls coordinated by the County 9-1-1 Communications Center. Law enforcement within the County is represented by 42 municipal police departments, two State Police barracks, the County Detectives, and two School District/University departments.



Health coverage is provided by 18 hospitals and medical centers. There are also 48 personal care boarding houses and assisted living facilities, 11 continuing care communities, and 23 nursing homes.

### Transportation

There are two passenger rail providers that serve Chester County. Amtrak and SEPTA provide regional rail service on the line extending between Philadelphia and Thorndale. There are 12 train stations along this line in the County. Bus transportation is provided by SEPTA, PART, Krapfs, and other private carriers throughout the County. Numerous major highways, including Routes 30, 100, 202, 1, 3, 322, 41, and the Pennsylvania Turnpike, provide commuters access to major employment centers within the County as well as the Delaware Valley and City of Philadelphia. There are over 3,600 miles of roadways within the County. Chester County is home to three regional airports, one heliport, and is approximately 30 miles from Philadelphia International Airport.



Route 202 widening project

## Tourism

The Pennsylvania Department of Community & Economic Development estimates that vacationers and business travelers spent \$730.1 million in Chester County in 2013. There were 7,188 jobs with a payroll of \$235.2 million directly related to tourism. The Bureau estimates that total tourism economic impacts in the County were \$767.0 million and contributed to 12,352 jobs with a payroll of \$499.9 million in 2013.

Top attractions within Chester County include Longwood Gardens, the Herr's Snack Factory, QVC Studio Park, numerous wineries, Valley Forge National Historical Park, 15 historic covered bridges, the National Iron & Steel Heritage Museum, and the Schuylkill River Heritage Center. Longwood Gardens, near Kennett Square, is one of the most important horticultural show places in the United States. Its' 1,000 acres contain many species of plants and flowers from all parts of the world. The natural beauty of the County also draws many visitors to the area. Annual events such as Blob Fest, the Mushroom Festival, Rotorfest, and the Restaurant Festival entertain locals and visitors alike.

Source: Tourism Economics, for the Pennsylvania Tourism Office



Longwood Gardens



American Helicopter Museum

## ABOUT CHESTER COUNTY

### Agriculture

#### Farming

A substantial part of Chester County still consists of large farms and estates. On average, there are 1,730 farms with an average size of 95 acres for a total of 164,495 acres of farmland in Chester County. The County's principal agricultural products include cattle, corn, grains, tobacco, fruit, and hay. The Pennsylvania Agriculture Statistics Services ranks Chester County first among Pennsylvania counties in the value of agricultural crops and seventh in the value of livestock products. In 2012 Chester County ranked second with agricultural crop, livestock, and dairy production valued at \$660,744,000. Of that total, 81 percent of the value is from crops while 19 percent comes from the value of livestock. Statistics show that the County is home to approximately 39,441 cattle, 27,000 pigs, 2,700 sheep, 59,447 laying chickens, and 1.5M young chickens. Chester County is also home to numerous award winning wineries.



Source: USDA/NASS/PA Agricultural Statistics 2012 Census of Agriculture

#### Mushrooms



Composting mushroom soil

The County is a world leader in the cultivated mushroom industry. Farms in the County produced an estimated \$397 million of mushrooms in 2012. That amount represents 74 percent of the value of all crops produced in the County. It also represents 75 percent of the Pennsylvania mushroom crop and 35 percent of the total United States crop. Chester County mushroom farms represent 80 percent of all growers in Pennsylvania and 64 percent of all growers in the United States.

Source: USDA/NASS/Agricultural Statistics 2012 Census of Agriculture

#### Horses

Chester County has a long and rich equestrian heritage. Chester County has 822 farms that raise 8,995 horses, the second largest population in the Commonwealth. The County, which is first within the state for racehorse population, is the birthplace of legendary horses such as Danzig, Storm Cat, Smarty Jones, and Hard Spun. Several Hall of Fame trainers have their training facilities here. The County is host to numerous prestigious equestrian events including the Devon Horse Show, Dressage at Devon, Radnor Hunt Races, Pennsylvania Hunt Cup, Glen Willow CDE, and Plantation Fields Three-Day Event. These events draw competitors from across the country and internationally. Several Olympic equestrians call Chester County home. The County is ranked second in the state in total equine value, estimated at more than \$51 million.



Plantation Fields Three-Day Event

Source: USDA/NASS/PA Agricultural Statistics 2012 Census of Agriculture

## **Parks and Trails**



Chester Valley Trail



Chambers Lake at Hibernia County Park

More than 100,000 acres of open space, public and private, are located in Chester County. Major County parks include Nottingham, Hibernia, Warwick, Springton Manor Farm, Wolf's Hollow and Black Rock Sanctuary. The County's park system contains approximately 4,578 acres. Within these parks are over 35 miles of trails. Additionally, within the County system are three regional trails, the Schuylkill River Trail, Chester Valley Trail, and Struble Trail, all currently under development. 12.4 miles of these trails are currently open for use with a total of 44 miles proposed.

State and Federal parks, including Marsh Creek State Park and parts of French Creek State Park, Valley Forge National Park, and Hopewell Furnace National Historic Site cover 4,935 acres.

State game lands and numerous public lakes cover approximately 4,683 acres of land within the County. Chambers Lake at Hibernia County Park, Marsh Creek, and Struble Lake are favorite spots for anglers and boaters alike.

There are approximately 2,800 acres of recreational open space within the 73 townships and municipalities of Chester County. These 220 parks provide opportunities for both passive and active recreation. Currently there are approximately 8,000 acres of municipally protected open space within the County.

There are additional trails within numerous conservation areas such as the Laurels Preserve and White Clay Creek Preserve. The Horse-Shoe, Brandywine, Mid-County, and Mason-Dixon Trails also provide residents hiking opportunities.



Wolf's Hollow County Park



Schuylkill River Trail

## ***GLOSSARY OF TERMS***

**ACCRUAL BASIS :** Refers to the basis of accounting in which revenues are recognized when they are earned and expenses are recognized when they are incurred.

**ACCRUED INTEREST :** Interest that has accumulated but has not yet been paid from the most recent interest payment date or issue date to a certain date.

**ACTIVITIES :** A set of services at a functional level that have a common purpose or result. They create the business profile of the department, that is, they express in terms of broad result areas the particular mix of services that the organization is offering to the public in order to achieve the mission.

**ADVANCE REFUNDING BONDS :** Bonds issued to refinance an outstanding bond issue before the date the outstanding bonds become due. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds or other authorized securities and used to redeem the underlying bonds at their maturity or call date, to pay interest on the bonds being refunded, or to pay interest on the advance refunding bonds.

**AD VALOREM TAX :** Taxes levied on real property according to the property's valuation and the tax rate.

**AGGREGATE PRESENT VALUE SAVINGS :** The Present Value Savings in each year of the refunding transaction added together.

**AGRICULTURAL SECURITY AREAS (ASAs) :** Legally recorded areas whose members receive special consideration regarding local ordinances affecting normal farming practices, state agency rules and regulations, and in eminent domain condemnation proceedings.

**AMORTIZATION RISK :** Represents the cost to the issuer of servicing debt or honoring swap payments due to a mismatch between bonds and the notional amount of swap outstanding. Amortization risk is characteristic of swaps used to hedge variable rate bonds issued to finance amortizing assets, such as mortgages. Amortization risk occurs to the extent bonds and swap notional amounts become mismatched over the life of a transaction.

**APPROPRIATED FUND BALANCE:** Unrestricted carry forward balances authorized for appropriation, unexpended dedicated funding, and unexpended bond proceeds from the current year may be used to complement other revenue sources in the ensuing budget year.

**APPROPRIATION :** Expenditure authority approved by the governing body with specific limitations as to amount, purpose, and time.

**ARBITRAGE :** The gain that may be obtained by borrowing funds at a lower (often tax exempt) rate and investing the proceeds at higher (often taxable) rates. The ability to earn arbitrage by issuing tax-exempt securities has been severely curtailed by the Tax Reform Act of 1986, as amended.

**ARD :** Accelerated Rehabilitative Disposition Program. The purpose of the program is the prompt disposition of charges, eliminating the need for costly and time consuming trials and other court proceedings. The program is available to certain carefully screened defendants, ordinarily first offenders, who lend themselves to treatment and rehabilitation rather than punishment, and who are unlikely to commit another crime.

**ASSESSED VALUATION :** A valuation set upon real estate by the Tax Assessment Department as the basis for levying ad valorem real estate taxes. The certified tax roll (tax duplicate) is filed with the State Tax Equalization Board and the local taxing authorities of record November 15th of the preceding tax year. The certified tax roll is adjusted for appeals after the date of filing and before billing.

## ***GLOSSARY OF TERMS***

**AUTHORITY :** A government or public agency created to perform a single function or a restricted group of related activities. An authority may be completely independent of other governments or be partially dependent upon other governments for its financing or the exercise of certain powers.

**AUTHORIZED POSITIONS :** Full-time and part-time approved positions including vacancies.

**BABS :** Build America Bonds. A program under the American Recovery and Reinvestment Act of 2009 to provide funding to state and local governments at lower borrowing costs.

**BALANCED BUDGET :** A budget in which the total sum of money a government receives is equal to its planned expenditures.

**BASIS OF ACCOUNTING :** A term used to refer to when revenues, expenditures, expenses, and transfers are recognized in the accounts and reported in the financial statements. The County's Governmental Fund Types utilize the modified accrual basis of accounting. The Proprietary Fund utilizes the accrual basis of accounting.

**BASIS POINT :** A unit of measurement used in the valuation of fixed income securities equal to 1/100 of 1 percent of yield, e.g., "1/4" of 1 percent is equal to 25 basis points.

**BASIS RISK :** Refers to a mismatch between the interest rate received from the swap contract and the interest actually owed on the issuer's bonds.

**BOND :** A means for long-term borrowing of funds to finance large capital projects.

**BOND COUNSEL :** An attorney (or firm of attorneys) retained by the issuer to give a legal opinion concerning the validity of the securities. The bond counsel's opinion usually addresses the subject of tax exemption. Bond counsel may prepare, or review and advise the issuer regarding authorizing resolutions or ordinances, trust indentures, official statements, validations proceedings and litigation.

**BOOK VALUE :** The value of a held security as carried in the records of an investor. May differ from current market value of the security.

**BUDGET :** The plan of financial operation for each calendar year estimating proposed expenditures and the proposed means of financing them. Upon approval by the Commissioners, the budget appropriation ordinance is the legal basis for expenditures during the budget year.

**BUDGET AMENDMENT :** Legal means by which an adopted budget may be revised. A budget amendment is necessary when a supplemental appropriation increases a department's total appropriation by recognizing additional revenue sources, a transfer from another fund, a transfer within a fund from the unappropriated contingency line item or a transfer from one department to another department within a fund.

**BUDGET DOCUMENT :** The instrument used by the budget-making authority to present a comprehensive financial program to the appropriate governing body.

**BUDGET - GAAP BASIS DIFFERENCES :** Differences arising from the use of a basis of accounting for budgetary purposes that differs from the basis of accounting applicable to the fund type when reporting on operations in conformity with GAAP.

**CALL OPTION :** A contract through which the owner is given the right but is not obligated to purchase the underlying security or commodity at a fixed price within a limited time frame.

**CAPITAL INVESTMENT PROGRAM (CIP) :** A five-year plan of the County's capital projects that is updated

## ***GLOSSARY OF TERMS***

annually. The CIP is comprised of projects that are funded in either the Capital Improvement Fund or the Capital Reserve Fund; a five-year plan is developed for each fund. The first year of each five-year plan is adopted as the budget for that year for each fund.

**CAPITAL IMPROVEMENT FUND :** A fund established to account for financial resources to be used to acquire or support the acquisition of capital assets with an extended useful life by the County or its grantees. Costs are financed by the proceeds of long-term debt and grant revenues.

**CAPITAL RESERVE FUND :** A fund established for pay-as-you-go capital outlays. Pay-as-you-go financing is defined as all sources of financing other than long-term debt issuance.

**CAPITAL ASSET :** Capital assets include: land, land improvements, buildings, building improvements, equipment, infrastructure, furniture and fixtures, vehicles, and computer equipment/software. Capital assets are assets with a value of \$10,000 or more and with a useful life in excess of two years.

**CAPITAL OUTLAY :** A capital outlay is an expenditure to acquire or support the acquisition of, or addition to, a capital asset by the County or its grantees. Expenditures under the County's Open Space and Community Revitalization Program are included in this definition of capital outlay.

**CAPITAL PROJECT :** Capital budget costs include both capital "projects" (expenditures for the construction, purchase, or major improvements to buildings/land) and capital "outlays" (expenditures for the acquisition of furniture, equipment, and vehicles). A capital project is defined as any "project" or "outlay" being funded by the Capital Improvement Fund or the Capital Reserve Funds. A unique project number will be established in the financial accounting system for each capital project.

**COMMERCIAL PAPER :** Short-term, unsecured promissory notes issued in either registered or bearer form and usually backed by a line of credit with a bank. Maturities do not exceed 270 days and generally average 30-45 days.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) :** A program established to provide the Commonwealth of Pennsylvania's municipalities, that are not direct federal entitlement communities, with grant funds needed to address local community development needs in the areas of housing, community facilities, economic development, and public services.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) :** The official annual financial report of the County. It includes management discussion and analysis of the financial activities for the year, financial statements and supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, required supplementary information and a statistical section.

**COMPETITIVE SALE :** The sale of securities in which the securities are awarded to the bidder who offers to purchase the issue at the best price or lowest cost.

**COUNTER PARTY RISK :** The risk that the swap counterparty will not fulfill its obligation to honor its obligations as specified under the contract.

**COUNTY CODE :** The statutory law that pertains to how county government is run. It is contained in 16 Purdon's.

**COUPON RATE :** The annual rate of interest payable on a security expressed as a percentage of the principal amount.

**CONSORTIUM :** A subscription based program available to all municipalities, school districts, and municipal authorities within Chester County. The goal of the consortium is to assist its members with the development and maintenance of their GIS programs.

## ***GLOSSARY OF TERMS***

**COST RECOVERY :** Payments made to the General Fund for administrative, space, and depreciation costs by departments receiving federal and state grants. Cost allocations are determined in compliance with the federal Office of Management and Budget (OMB) Circular A-87.

**CREDIT RISK :** The risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

**CURRENT BUDGET :** The budget for the current year as of September 30 which includes amendments to the original budget as approved by the Board of Commissioners.

**CURRENT REFUNDING BONDS :** Bonds issued to retire bonds already outstanding. The refunding may be used to provide the resources for redeeming outstanding bonds, or the refunding bonds may be exchanged with the holders of the outstanding bonds.

**CURRENT YIELD :** The annual income from an investment divided by the current market value. Since the mathematical calculation relies on the current market value rather than the investor's cost, current yield is unrelated to the actual return the investor will earn if the security is held to maturity.

**DCED :** Pennsylvania Department of Community and Economic Development.

**DEBT LIMITATION :** The maximum amount of debt that is legally permitted by a jurisdiction's charter, constitution, or statutes.

**DEBT SERVICE :** Scheduled payments of principal and interest on long and short term debt.

**DEBT SERVICE FUND :** The fund established to accumulate resources for and payment of long-term debt principal and interest by governmental funds.

**DECISION PACKAGE :** Requests for new program initiatives are submitted in the budget request as decision packages in order to separate the proposed costs of on-going operations with program additions or enhancements.

**DELINQUENT REAL ESTATE TAXES :** Real estate taxes that remain unpaid after the last day of February of the year following billing.

**DERIVATIVE :** A financial product that is based upon another product. Generally, derivatives are risk mitigation tools.

**DISCOUNT :** The amount by which the par value of a security exceeds the price paid for the security.

**DUI :** Driving Under the Influence.

**ENCUMBRANCES :** Commitments related to appropriated funds for future expenditures. Funds are encumbered by means of purchase orders and contracts.

**ENTERPRISE FUND :** A fund used to account for operations which are primarily supported by user charges. Similar to private enterprise, Pocopson Home, the County's geriatric center, is an enterprise fund.

**EXPENDITURES :** The cost of goods received or services rendered regardless of when payment is actually made. Expenditures decrease a fund's assets. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements, and shared revenue.

## ***GLOSSARY OF TERMS***

**FAIR VALUE :** The amount at which an investment could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

**FINANCIAL ADVISOR :** A consultant who advises an issuer on matters pertinent to a debt issue, such as structure, sizing, timing, marketing, pricing, terms and bond ratings.

**FISCAL YEAR :** The 12-month period that begins with the first day of any particular month and ends on the last day of the 12th month to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County's fiscal year begins January 1.

**FLOATING RATE NOTE :** A debt security whose interest rate is reset periodically (monthly, quarterly, annually) and is based on a market index (e.g. Treasury bills, LIBOR, etc.)

**FORWARD REFUNDING :** A refunding in which the bonds are sold with the intent to close or deliver at some future point in time, generally more than 30 days after pricing, and often to coincide with a date 90 days prior to the call date on the refunded bonds, thereby qualifying as a Current Refunding.

**FULL-TIME EQUIVALENT (FTE) :** A quantifiable unit of measurement used to convert hours worked by part-time, seasonal, or temporary employees into hours worked by full-time employees. For example, full-time employees work 2,080 hours annually, a part-time employee working 1,040 annual hours represents a .5 FTE.

**FUND :** An independent fiscal and accounting entity with a self-balancing set of accounts.

**FUND BALANCE :** The excess of a fund's assets over its liabilities. The following five fund balance classifications describe the relative strength of the spending constraints placed on the purposes for which the resources can be used:

- *Non-spendable* - amounts that are not in spendable form (such as inventory or prepaid assets) or are required to be maintained intact (corpus of a permanent fund).
- *Restricted* - amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation.
- *Committed* - amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported a committed, amounts cannot be used for any other purpose unless the government takes the same highest level action to remove or change the constraint.
- *Assigned* - amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority; for all funds except the general fund, assigned fund balance is the residual fund balance classification.
- *Unassigned* - amounts that are available for any purpose; positive amounts are only reported in the general fund.

**GED :** General Educational Development tests are a group of five subject tests which, when passed, certify that the taker has American or Canadian high school-level academic skills. The GED is also referred to as a General Education Diploma, General Equivalency Diploma, or a Graduate Equivalency Degree.

**GENERAL FUND :** A governmental fund used to account for all financial resources not required to be accounted for elsewhere by legal, contractual or administrative requirement. The General Fund is the main operating fund of the County.

## ***GLOSSARY OF TERMS***

**GENERAL FUND BALANCE/EXPENDITURES :** The annual dollar amount of reserves the municipality has in its general fund as a percentage of general fund expenditures at the end of the fiscal year.

**GENERAL OBLIGATION BONDS :** Bonds whose repayment is backed by the full faith and credit of the government issuing them.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP) :** Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. The primary authoritative body on the application of GAAP to governments is the Government Accounting Standards Board.

**GIS :** Geographic Information Systems.

**GOAL :** A long-term, attainable target for an organization. The organization's vision of the future.

**GOVERNMENT FINANCE OFFICERS' ASSOCIATION (GFOA) :** An association of public finance professionals. Develops and promotes generally accepted accounting principles for state and local governments. Sponsors and Certificate of Achievement for Excellence in Financial Reporting Program.

**GOVERNMENTAL ACCOUNTING, AUDITING, AND FINANCIAL REPORTING (GAAFR) :** The foundation upon which finance officers build their knowledge of governmental accounting, auditing and financial reporting. It provides detailed professional guidance on the practical applications of GAAP for governments.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) :** The authoritative accounting and financial reporting standard-setting body for government entities.

**GRANT :** A contribution of cash or other assets by one governmental unit to another, usually for a specified purpose or activity.

**INTEREST RATE RISK :** The risk associated with changes in general interest rate levels or yield curves.

**INTEREST RATE SWAP :** The contract whereby one party typically agrees to exchange a floating rate for a fixed coupon rate. An essential characteristic of swaps is the swapping of cash flows and not principal amounts.

**INTERGOVERNMENTAL REVENUES :** Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

**INTERNAL SERVICE FUND :** A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

**INTERIM TAX BILL :** An interim tax bill is generated by increasing the improvement assessment due to new construction. The bill covers the period from completion of construction through the end of the tax year.

**ISDA :** The International Swaps and Derivatives Association, a global trade association representing participants in the derivatives industry.

**ISSUE :** All bonds authorized to be sold in respect of a particular project, whether authorized to be sold at one time or from time to time in one or more series.

**IT :** Information Technology.

## ***GLOSSARY OF TERMS***

**ITR** : Information Technology Request. The process whereby a County department submits a request for a technical solution.

**HAZMAT** : Hazardous Materials.

**JNET** : The Pennsylvania Justice Network. Provides a secure online environment for authorized users to access public safety and criminal justice information from various contributing municipal, county, state, and federal agencies.

**LANDSCAPES** : The Chester County Comprehensive Land Use Plan Policy adopted by the Board of County Commissioners in July 1996.

**LANDSCAPES2** : Adopted by the Board of County Commissioners in November 2009 as the official long range policy plan for Chester County, updating and replacing the original *Landsapes* plan.

**LANDSCAPES INDEX** : Eighteen indicators in seven categories used to monitor progress towards the goals of *Landsapes*.

**LED**: Light-emitting Diode

**LIBOR** : London Inter-Bank Offer Rate.

**LICENSES & PERMITS** : Revenues from issuing licenses or permits to carry on a business or activity such as restaurants and food handler licenses or permits for small games of chance.

**LIQUIDITY RISK** : The risk that a given security or asset cannot be traded quickly enough in the market to prevent a loss (or make the required profit).

**LOCAL GOVERNMENT UNIT DEBT ACT (THE DEBT ACT)** : Administered by Pennsylvania Department of Community and Economic Development (DCED). Provides the procedure for Pennsylvania's local government units to issue debt and tax anticipation notes. The Act also provides the borrowing limits for the local government units

**MANAGING FOR RESULTS (MFR)**: A comprehensive and integrated management system that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to the taxpayers of the County of Chester.

**MARKET VALUE** : The price at which a security is trading and could presumably be purchased or sold.

**MILL** : One one-thousandth of a dollar of assessed value.

**MILLAGE** : Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

**MISSION STATEMENT** : Provides a clear presentation of a department's function or mandate. A good Mission Statement answers who the stakeholders are, why the program is needed and what services are provided.

**MODIFIED ACCRUAL BASIS** : Refers to the basis of accounting in which revenues are recognized when they become susceptible to accrual, that is, when they are both measurable and available to finance expenditures of the fiscal period. Revenues considered susceptible to accrual include principally property taxes, interest and rent, grants, and certain miscellaneous revenues.

**NACSLB** : National Advisory Council on State and Local Budgeting.

## ***GLOSSARY OF TERMS***

**NET PRESENT VALUE SAVINGS :** A method of calculating the aggregate amount of savings on a refunding transaction taking into consideration the time value of money and net of all issuance fees.

**NONELECTORAL DEBT :** All debt determined, incurred or authorized to be incurred, except electoral debt and lease rental debt.

**NOTIONAL AMOUNT :** The stipulated principal amount for a swap transaction. There is no transfer of ownership in the principal for a swap, but there is an exchange in the cash flows for the designated coupons.

**OMB :** Federal agency of Office of Management and Budget.

**OBJECT OF EXPENDITURE :** An expenditure classification based upon the category of goods or services purchased. Typical object classifications include personal services, supplies and services, and capital outlay.

**OBJECTIVE :** A specific quantifiable step in achieving a department's goal.

**ORGANIZATIONAL CHART :** A graphic presentation, by function, of programs and services provided to clients or other County departments.

**OVERALL NET DEBT % OF MARKET VALUE :** Overall net debt to market value. A ratio of the dollar value of debt to the value of the underlying tax base. This number provides insight into how heavy or light the debt burden is on taxable property.

**OVERALL NET DEBT PER CAPITA :** This number generally includes underlying and overlapping debt and indicates how heavy the debt burden is for residents.

**PA DEP :** Pennsylvania Department of Environmental Protection

**PCCD :** Pennsylvania Commission on Crime and Delinquency.

**PEMA :** Pennsylvania Emergency Management Agency.

**PennDOT :** Pennsylvania Department of Transportation.

**PENSION CONTRIBUTION :** The amount paid into a pension plan by an employer pursuant to actuarial calculations of the required amount to fund future benefits.

**PERFORMANCE MEASURE :** Data collected to determine how effective or efficient a program is in achieving its objectives.

**PERFORMANCE OBJECTIVE :** A target or result to accomplish during a one-year time frame (or other time frame as noted) which is specific, measurable, realistic and consistent with overall departmental and organizational goals.

**POPULATION :** The number of residents in the community.

**PRESENT VALUE SAVINGS :** In each semi-annual period, the present value of the debt refunded bonds using the arbitrage yield on the refunding bonds as the discount rate.

**PROGRAM BUDGET :** A method of budgeting whereby a department's budget reflects its programs as opposed to objects of expenditure. Programs have identifiable performance measures that assist the decision makers in the allocation of scarce resources.

## ***GLOSSARY OF TERMS***

**PROPRIETARY FUND TYPE :** Classification used to account for a government's ongoing organizations and activities that are similar to those found in the private sector (i.e., enterprise and internal service funds).

**RESULT MEASURE :** A performance standard that measures the degree to which customers experience the expected benefit, as a consequence of having received the services that the department delivers; expressed as a percentage or rate.

**REVENUES :** Financial resources received from tax payments, fees for service, licenses and permits, fines, costs and forfeitures, grants, rents, and interest. Revenues increase a fund's assets.

**SEPTA :** Southeastern Pennsylvania Transportation Authority.

**SERIES :** All the bonds or notes to be sold and delivered at one time in respect of one project or of any two or more projects which have been combined for purposes of financing or where the bonds or notes have been combined for sale as provided in this subpart.

**SERVICE LEVEL AGREEMENT (SLA) :** An agreement between a service provider and service receiver that establishes commitments on such things as timelines on issue resolution, roles and responsibilities, and project deliverables.

**SCORE :** Service Corps of Retired Executives

**SIFMA :** Securities Industry and Financial Markets Association.

**SPECIAL REVENUE FUND :** A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes, other than proceeds from expendable trusts or from major capital projects.

**STRATEGIC GOAL :** Describes in measurable terms the significant results that the department must accomplish over the next 2 - 5 years in order to proactively respond to the critical trends, issues, and challenges on the horizon.

**SYNTHETIC REFUNDING :** Includes more complex, alternative refunding instruments such as interest rates swaps, derivatives, and hedges (including interest rate swaptions, caps, floors, and collars).

**TAX DUPLICATE :** The official list showing the assessed property values of each taxpayer.

**TAX RATE :** The amount of tax stated in terms of a unit of the tax base. For example, one mill represents \$1 of tax per \$1,000 of assessed value.

**TOTAL DIRECT DEBT :** The total amount of debt the issuer is directly responsible for repaying. It excludes overlapping and underlying debt.

**TOTAL MARKET VALUE :** The value of the municipality's taxable property.

**TRANSPORTATION IMPROVEMENT PROGRAM (TIP) :** The TIP is the regionally agreed upon list of priority transportation projects, as required by federal law. The TIP document must list all projects that intend to use federal funds, along with non-federally funded projects that are regionally significant.

**UNDERWRITER :** A party that guarantees the proceeds to the firm from a security sale thereby in effect taking ownership of the securities. Or, stated differently, a firm, usually an investment bank that buys an issue of securities from a company and resells it to investors.

## ***GLOSSARY OF TERMS***

**URBAN LANDSCAPE :** Includes Coatesville City, the fifteen boroughs, and other existing urban areas which traditionally serve as the focal point of employment and the commercial and cultural centers for surrounding areas. Urban landscapes contain extensive existing infrastructure including sewer, water, and road networks.

**VISION PARTNERSHIP PROGRAM (VPP) :** Established by the Board of County Commissioners to promote cooperation between local and County governments to implement *Landscapes*, the County's comprehensive plan. The VPP grant program provides funding opportunities to member municipalities to update their local plans and ordinances and to achieve consistency between municipal plans and ordinances and the policies established within *Landscapes*.

**WATERSHEDS :** Adopted in September 2002 by the Board of County Commissioners as the water resources element of *Landscapes*. It also serves as a County-wide Rivers Conservation Plan.

**WORKING CAPITAL RESERVE :** A designation of General Fund balance established to maintain a stable tax and revenue structure. Should the reserve have to be used for an emergency, a plan to restore the working capital reserve to the 10 percent policy level will be prepared.

**WORKLOAD INDICATORS :** Representative measures of major activities performed within a department or fund. They indicate actual units that have been performed in prior years, estimated levels for the current year, and projected levels for the upcoming year.

**YIELD CURVE :** The relation between the interest rate (or cost of borrowing) and the time to maturity of the debt.