



# **COUNTY OF MONTGOMERY**

## **GENERAL FUND BUDGET**

### **2013**

**Proposed: November 15, 2012**

**Adopted: December 6, 2012**



**MONTGOMERY COUNTY  
BOARD OF COMMISSIONERS**

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



**FINANCE OFFICE**

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

URI Z. MONSON  
CHIEF FINANCIAL OFFICER

December 6, 2012

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

I am pleased to submit to the Board of Commissioners the 2013 budget document for Montgomery County. The 2013 Budget document represents a significant change in content and presentation, designed with two central goals:

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

The figures which make up the \$409.6 million budget represent the actual projected spending by the County in 2013. Unlike previous budgets, the document includes projected actual spending for the previous year, for the first time allowing the reader to compare the current budget with actual spending levels from the previous year. A new section has been added which categorizes budget spending by expenditure type rather than by department. Total spending across the government on employee wages, benefits, contracted services, and other categories provide a better understanding of County expenditures.

Another new feature is the narrative section of the budget plan which identifies the mission and activities of the various arms of the County government, as well as performance measures which highlight the services and activities they provide. This information is the product of the zero-based budget process initiated during 2012, and reveals the significant impacts that result from taxpayer spending. New challenges and initiatives are also highlighted.

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

I would like to thank the hard working members of the County workforce who gave their time and effort to the budget process and contributed to this budget document, and in particular the dedicated members of the County's Finance Office without whom, this budget would not exist.

With appreciation,



**County of Montgomery, PA  
2013 Budget and Fiscal Program**

**Table of Contents**

Summary .....	1
2012 Budget Year in Review .....	1
2013 Budget Process.....	3
2013 Budget Detail – Narrative .....	6
COUNTY ADMINISTRATION.....	6
JUDICIAL .....	12
CORRECTIONS .....	15
GENERAL WELFARE .....	17
ADULT WELFARE .....	19
CHILD WELFARE .....	20
PUBLIC SAFETY .....	22
VETERANS AFFAIRS .....	22
DEBT SERVICE.....	23
PENSION FUND .....	23
SUBSIDIES.....	24
<b>2013 Budget Detail .....</b>	<b>I - X</b>

**County of Montgomery, PA**  
**2013 Budget and Fiscal Program Narrative**

## Summary

The 2013 Budget for Montgomery County assumes \$409.7 million in expenditures and \$412.2 million in revenues. The 2013 Budget also reserves \$2.5 million to begin to replenish the County's Fund Balance; this reserve represents 12.5 percent of the more than \$20 million required to restore the Fund Balance to recommended levels. The Budget assumes no increase in the County Real Estate tax rate for 2013.

## 2012 Budget Year in Review

### *\$10 million Budget Gap*

The 2012 Budget inherited by the current Board of Commissioners included a nearly \$10 million budget gap due to a \$7 million discrepancy between the expenditure levels contained in the Adopted Budget (\$417 million) and the expenditure levels contained in the County's fiscal management system (\$424 million), as well as approximately \$3 million of underestimated expenditures including costs associated with the new Corrections' facility; support for newly elected judges; undercounting outside legal fees; and, disregarding anticipated costs for the District Attorney.

Within the first three months, the new administration was able to narrow the gap with \$6.42 million in expenditure reductions; \$1 million of revenue increases resulting from increases in activity, grant funds, or increased reimbursements from other governments; and, \$298,000 of revenue increases resulting from fee increases. While efforts were made to reduce impacts on jobs, and several vacant positions were eliminated, the cuts did result in the elimination of 7 currently filled positions, and the reclassification of 3 full-time positions into part-time positions.

The budget deficit was reduced to as low as \$1.7 million at the end of the second quarter; however, primarily as a result of State budget cuts, the current projected operating deficit for 2012 is just under \$3.9 million. The County has adopted hiring restrictions and continues to identify opportunities to reduce that gap before the end of the year.

### *2012 Restructuring and New Initiatives*

While the County undertook the initiative to review government operations as part of the zero-based budgeting process (described below), a few major restructuring efforts began during the 2012 fiscal year. The primary change was the merger of all County Departments that handled County owned assets into a single Department of Assets and Infrastructure. The affected Departments included Public Property, Parks and Heritage, Roads and Bridges, Fleet, and Transportation. This change was designed to ensure better coordination for the administration and maintenance of the County infrastructure while eliminating redundancies across Departments. Net of the new bridge projects funded by the Marcellus Shale fees, the combined Department will recognize a savings to the budget of over \$1 million relative to the 2012 adopted budget, and \$310,000 relative to actual 2012 expenditures.

The County consolidated its communication efforts within the Commissioner's Office. This effort was designed to ensure that the County is able to inform the public about all County activities in a coordinated fashion, through all information outlets, including press releases, the website, and social

media outlets. While this consolidation increased the Commissioner's Office budget line, it resulted in savings of over \$50,000 across the County government.

The County Solicitor's Office changed its staffing model to one utilizing eight full-time attorneys rather than three full-time and fourteen part-time attorneys. This has resulted in better and more coordinated legal services across the County, a reduction in projected spending on outside legal services by \$100,000, and the full-utilization of legal reference licensing in a shared arrangement with the Offices of the Recorder of Deeds and the Register of Wills which will save the County nearly \$5,000, while increasing the resources available to all three offices.

The County undertook a substantial effort to identify a new broker for its employee health benefits. In a short period of time, the broker was able to renegotiate contracts and reduce broker costs and commissions so as to identify nearly \$2 million in savings for the County. These savings are being shared with employees through enhanced benefits and increased health benefit options, with the 2013 County budget projecting to save more than \$1.3 million in 2013.

The County selected a new broker for its commercial lines of insurance, who was able to achieve projected 13% savings (\$250,000) for 2013. The broker has also been leading an effort for reducing risk across the County, identifying adequate and appropriate insurance levels, and providing new risk-related resources to employees.

The County consolidated its various Economic and Workforce Development agencies under one Department of Commerce. The newly formed Department provides a one-stop opportunity for businesses looking to relocate or expand in the County, as well as individuals looking to enhance their skills. The Commerce Department is also coordinating the various County economic development arms including the Redevelopment Authority, the Montgomery County Development Corporation, the Industrial Development Authority, and the Workforce Investment Board.

## 2013 Budget Process

Preparation for the 2013 Budget was guided by the principal that the Budget should reflect the true cost of delivering services in a transparent fashion. Expenditures and revenues should reflect realistic projections and be reflected in the appropriate cost centers. The publicly presented budget document should include actual previous year spending levels and be identical to the figures contained in the County's internal fiscal management system.

In addition to the \$10 million funding gap previously discussed, previous budgets neglected to provide any Pension Fund payments (\$11.7 million in 2012); did not provide for a sufficient year-end fund balance (underfunded by \$20 million in 2012); failed to equitably charge all County activities for rent (\$3.1 million); and, underestimated earned leave payouts by \$1.5 million. The 2013 budget also had to address cutbacks in State funding which had net costs to the County of over \$3 million.

The inadequate Fund Balance is of particular import, and was cited by Moody's as the primary weakness in the County's fiscal outlook, and the reason for the decision to downgrade the County's Bond Rating. "The downgrade of the county's rating to Aa1 reflects its narrowed financial position following several years of sizable operating deficits caused by a growing structural imbalance. The county's General Fund reserves at the end of fiscal 2011 (unaudited) were \$24 million, equal to a weak 6.2% of revenues, and well below average for the rating category." Based on Moody's analytics and the recommendations of the Government Finance Officers Association (GFOA), the County should have a Fund Balance equal to 10 percent of revenues, or about \$42 million

While it is too burdensome to make up for the \$49.3 million in fiscal challenges built up over the last four years, the 2013 budget does:

- Accurately account for the cost of delivering services including equitably charging for rent across the entire government and projecting leave payouts based on recent historical averages
- Address State funding reductions while maintaining high levels of social service delivery
- Assume a Pension Fund payment of \$3.38 million, which is equivalent to about 22.5 percent of the projected \$15 million Actuarially Required Payment (ARC), and equals the difference between the 2012 and the 2013 ARC payment
- Set-aside a dedicated reserve line in the budget to increase the year-end fund balance by \$2.5 million, which is equivalent to 12.5 percent of the amount required to achieve a fund balance equal to 10 percent of annual expenditures.

The effort to present a budget which accurately reflects government activities did make it extremely difficult to achieve a balanced budget. If the current expenditure levels had been presented under last year's budget approach (no ARC payment for the pension; charging haphazardly for rent; miscalculating leave payouts; and, deliberately underestimating certain expenditure levels) the 2013 budget would have expenditure levels below \$396 million.

Even with these budget changes, the County remains fiscally challenged, \$17.5 million below the recommended Fund Balance, and nearly \$12 million below the ARC payment. Closing that \$29.5 million gap will require the County to continue to commit funds to those two deficits over the next few years.

### *Zero-Based Budgeting (ZBB)*

The 2013 budget was assembled utilizing a zero-based budgeting (ZBB) approach. The ZBB approach rejects the traditional notion of annual government budgeting which takes the previous year's budget, assumes some amount of growth or arbitrary level of cuts, and sets a new budget figure unrelated to the actual activities of the government. Under ZBB, each government function identifies its mission, how to achieve that mission, how to measure its performance, how to structure the agency to best meet its mission, and what resources are required to meet that mission. Once those parameters are established, the agency is able to establish a budget which conforms to how it can meet its core mission. While not all arms of the County government chose to fully participate, the vast majority engaged in the ZBB exercise. Those offices that embraced the ZBB approach identified significant ways to improve operations and better focus on their core missions: the ZBB exercise worked. The information gathered throughout the process is reflected in both the narrative and fiscal section of this document.

In ZBB Phase I, each County office was requested to provide a description of their core mission, identify performance measures for achieving the mission, identify any current activities which do not meet the mission, and design an ideal organizational structure for achieving the mission. After reviewing each Phase I document with the Finance Office and the Chief Operating Officer, the Office made its 2013 budget request utilizing the information and feedback from Phase I. Some of the changes were implemented immediately; some will take time to fully implement.

### *2013 Budget Risks and Opportunities*

A budget is dynamic document that will need to respond to changing circumstances throughout the year. While this budget attempts to be conservative in its assumptions, there are risks that could throw the balance out of budget. Foremost among these risks are: a downturn in the economy, and continued budget cuts at the state and federal level.

There are also additional opportunities which could improve the budget projection. Continued economic recovery could increase tax assessment values. The budget does not assume any new revenues from the strategic marketing effort as it is still in its evaluation stages. The Bail recovery program assumes only \$200,000 in 2013 revenues; actual revenues could be higher. The County will need to continue utilizing the quarterly monthly reports to make adjustments when necessary, and to consider changes during the year based on the overall County fiscal situation.

### *Initiatives for 2013*

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

The Department of Behavioral Health identified a potential conflict of interest that existed with its Supports Coordination function. In order to ensure that clients were receiving the most unbiased recommendations regarding service providers, the Department recommended eliminating the Supports Coordination function, as has been effectuated in many other Pennsylvania counties. The high rate of state reimbursement for these functions results in negligible impact on the budget, but the residents of Montgomery County will be better served by the new model.

Information Technology Services identified a new model for providing support services for the technological needs of the County, and the specific skill sets necessary to provide those services. The Department continues to undergo personnel changes as it looks to assemble a unit with the necessary expertise to meet the evolving technology needs across the County government.

Information Technology Services is also investing in a new website which will allow for better interaction between the County government and the citizens and businesses of the County, and a new cloud based technology system which will improve the reliability and functionality of the County technological infrastructure, and reduce costs in the long term.

The Office of the Prothonotary is investing in the personnel and equipment needed to move to 100% e-filing by the beginning of 2014. The effort will improve accuracy, reduce paper, and ultimately allow for additional savings. These costs of this investment are being shared by the General Fund and the Prothonotary’s Automation Fund.

The Board of Assessments plans to invest over \$200,000 in technology that will allow its assessors to securely enter data into its system from remote sites, reducing duplication of effort and increasing data accuracy. Similar initiatives are being piloted in human service delivery areas to allow for better client interaction and reduce data entry errors.

*2013 Budget by spending classification*

The 2013 budget detail includes a new page (page VIII) which highlights how expenditures are allocated within broad spending areas across the County. In 2013, the County will spend approximately \$143 million in wages; \$50 million in employee benefits; \$130 million in contracted services (primarily for state funded services); and \$39.5 million in Debt Service.

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

## 2013 Budget Detail – Narrative

The Budget detail which follows is designed to present the mission and activities of each budget line with the County General Fund. Each section identifies new initiatives of the Department as well as key measures or goals. Finally, each section includes a summary chart of the 2012 adopted budget figure for that Department, the projected actual expenditure level for 2012, and the 2013 budgeted expenditure level. Additionally, to allow for better comparisons, the chart also contains a 2013 expenditure level adjusted for the new rent and pension costs, which are newly included in this budget.

### COUNTY ADMINISTRATION

#### County Commissioners

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

During 2012, County-wide communications efforts and oversight of the County website were consolidated and absorbed into the Office of Communications, resulting in an increase to this budget line, but a net savings to the overall County budget of over \$50,000. A County Grants and Development Coordinator was hired to identify new revenue opportunities. The Solicitor’s Office reconfigured its personnel to utilize full-time rather than part-time attorneys. The office is now providing better service to the County and is projected to reduce cost for outside legal services by \$100,000.

In 2013, the Office of the County Commissioners will be continuing efforts to ensure that services are delivered efficiently and effectively to the residents of Montgomery County while restoring the County to fiscal stability.

<b>Commissioners</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	2,445,800	2,685,016	2,576,535	2,571,465

#### Assets and Infrastructure

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

This Department oversees the management of 75 miles of roads, 133 bridges, 22 culverts, 7 parks and 8 trails throughout Montgomery County. Citizens across the County and region utilize the County’s parks and trails to the amount of 1,469,616 visitors in 2011 and 1,384,336 in 2012 to date. In addition, the Department is responsible for a total of 40 county owned buildings including cell towers and the landfill.

The square footage of County owned buildings is well over 2,355,189.99, which is a total of 16 buildings that are considered the County’s “main” buildings.

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

<b>Assets and Infrastructure</b>	2012 Budget	2012 Actual (projected)	2013 Budget
Total Expenditures	7,331,100	6,624,828	6,227,033*

\* The 2013 budget includes \$1 million in proceeds from the State Marcellus Shale Funds which are directed to be used for repairs to local bridges. Since those funds are effectively a pass through, offset by a State grant, reduce the 2013 expenditure level by \$1 million to accurately compare spending levels with 2012.

### **Board of Assessment Appeals**

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

In 2013, the Board of Assessment Appeals will be investing in a technology solution to allow its assessors to remotely enter data into the assessment system. This effort will eliminate certain redundancies and prevent data entry error.

For the calendar year 2012, Montgomery County is comprised of 8,645 tax-exempt and 188,819 taxable properties for a total of 297,464 properties Countywide. To date in 2012, the Board has held 3,391 hearings while in 2011 they held 3,657.

<b>Board of Assessment Appeals</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	2,727,600	2,722,129	3,108,709	3,104,264

### **Office of the Controller**

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

<b>Office of the Controller</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	1,757,000	1,697,576	1,746,373	1,740,049

## Security

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

<b>Security</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	971,900	920,000	954,950	922,848

## Commerce - Economic and Workforce Development

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

<b>Commerce</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	174,400	225,000	27,625	48,225

## Human Resources

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

Through October 2012, the Human Resources Department had posted 96 positions for employment across the County.

<b>Human Resources</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	834,000	886,732	725,517	717,582

## Information and Technology Solutions

The Information and Technology Solutions (ITS) Department champions prudent technological investments and provides support for computer, network, and telecommunications throughout the County. The Information Technology Solutions Department is committed to providing the various county departments and other agencies with the highest level of support, utilizing proven industry standards technologies. ITS prides itself as being a customer service oriented department that works with our customers to simplify and demystify technology.

The Department services 150 servers and 50 different appliances with a 98% and 99% uptime rate respectively. In addition, the Department received 9,478 help desk requests to date which sets the Department on track to break 10,000 requests in the 2012 calendar year. The average resolution to a basic help desk request is 3 business days while calls that come in as “not able to work” get a high priority with same day resolution.

In 2013, ITS will be unveiling the new County website as well as begin the transition to Cloud based computing throughout the County. The Department is also undergoing a transformation as it realigns its organization and skill set to meet the technology needs of an evolving County government.

<b>Information and Technology Solutions</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	6,475,200	6,145,522	6,317,688	6,187,099

## Planning Commission

The mission of the Planning Commission is to ensure the current and future quality of life for residents, workers, and visitors across the county by strengthening the transportation network, supporting prosperous and healthy communities, creating vibrant places, and protecting natural and historic resources. They use their expertise to proactively guide strategic and long range decisions through high-quality and innovative plans, promotion of choices, collaboration and engagement, and balancing competing interests, as authorized under the Pennsylvania Municipalities Planning Code, and the Municipalities Authorities Act.

The Planning Commission currently has 30 municipal and 4 regional contracts. The Commission continually works to add and renew contracts throughout the year.

<b>Planning Commission</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	3,120,200	3,231,580	3,162,222	3,159,227

## Public Defender

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

Using the American Bar Association’s Criminal Justice Standards on criminal representation (which have been recently adopted by the Pennsylvania Bar Association, Pennsylvania Association of Criminal Defense Lawyers, Philadelphia Bar Association and Allegheny Bar Association) as a guide to providing quality and effective representation, our objective is to maintain reasonable workloads and obtain the necessary staffing in order to perform our most basic duties effectively and efficiently. Those duties include: consulting with clients, investigating cases, conducting legal research, preparing competent defenses, meeting with the District Attorney’s office in a timely fashion to discuss trial issues and, when appropriate, to negotiate non-trial dispositions, preparing for sentencing, and reviewing transcripts and filing appeals. Additionally, we strive to perform our duties competently and in accordance with evolving developments in the law that affect our responsibility to our clients. Finally, we attempt to work with community based organizations to find alternatives to incarceration that will provide rehabilitation to our clients that pose little threat to society, thereby decreasing the burden of costly prison sentences.

In 2013, the Public Defender will be creating a Social Worker position to help identify both adult and juvenile clients who present mental health issues or have other rehabilitation needs. This individual will help avoid needless incarceration of people who are not dangerous and are in need of treatment, not prison. This position is expected to be funded by non-General Fund dollars.

In 2012, the Public Defender’s Office has served a total of 9,507 clients to date. This total includes 4,387 in the Court of Common Pleas, 2,126 Juvenile Cases, 2,926 Adult Mental Health Hearings, 68 Appellate Cases, along with a number of probation violation cases.

<b>Public Defender</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	3,232,600	3,329,974	3,763,587	3,592,382

### **Purchasing**

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

In 2011, the Purchasing Department spent \$431,444 on office supplies utilized by county departments through the supply room.

<b>Purchasing</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	824,100	781,758	818,718	787,895

## Recorder of Deeds

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

<b>Recorder of Deeds</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	1,681,600	1,624,851	1,652,779	1,661,264

## Tax Claim Bureau

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

<b>Tax Claim Bureau</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	58,000	58,000	589,121*	591,659

\* Prior budgets indicated a budget figure that represented the net difference between Tax Claim fees and tax revenues. The 2013 budget accurately reflects revenues and expenditures. The Tax Claim revenues for 2013 increased from \$1.2 million in 2012 to \$2.425 million in 2013.

## Treasurer

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

<b>Treasurer</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	662,000	638,732	649,116	653,371

## Voter Services

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

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

Montgomery County has a total of 554,870 registered voters as of November 2012. The County designated 425 polling locations which utilize 1,133 electronic voter machines.

<b>Voter Services</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	2,124,900	2,120,854	1,826,902	1,870,247

## **JUDICIAL**

### **Clerk of Courts**

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

<b>Clerk of Courts</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	1,918,700	1,851,874	2,038,540	1,878,894

### **Coroner**

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

<b>Coroner</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	1,136,900	1,191,400	1,284,026	1,141,090

## Courts and District Justices

Montgomery County is the 38th Judicial District of the Unified Judicial System of Pennsylvania. The Court of Common Pleas has a complement of 23 full time Judges. There are 30 Magisterial District Judge courts within the District.

<b>Courts</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	13,935,400	13,866,441	15,736,648	13,886,512

<b>District Justices</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	9,634,400	9,817,859	10,006,904	9,733,005

## District Attorney

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

<b>District Attorney</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	12,759,600	14,269,256	13,935,475	13,410,207

## Domestic Relations

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

<b>Domestic Relations</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	8,434,400	8,113,265	7,950,306	7,962,400

## Jury Board

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

In 2012, the Jury Board expects to call between 75,000 and 78,000 jurors for the year, and through September 30 had already empaneled 1,250 juries.

<b>Jury Board</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	435,500	430,000	518,190	433,666

## Law Library

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

<b>Law Library</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	688,700	715,468	594,468	541,915

## Prothonotary

The Prothonotary is an Independently Elected Official. The mission of the Montgomery County Prothonotary is to serve as the chief civil clerk of the 38<sup>th</sup> District of the Court of Common Pleas for the Commonwealth of Pennsylvania, primarily through the leadership of a staff that provides the public, bar and judiciary accurate maintenance of civil court documentation while providing the public with trust through honest, dependable and efficient direction with the utmost integrity.

The Office of the Prothonotary is investing in the personnel and equipment needed to move to 100% e-filing by the end of 2013 (currently e-filing represents one-third of the filings in the office). The effort will improve accuracy, reduce paper, and ultimately allow for additional savings. The costs of this investment are being shared by the General Fund and the Prothonotary's Automation Fund.

<b>Prothonotary</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	1,862,200	1,924,122	2,279,616	2,043,932

## Register of Wills

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

Register of Wills	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	1,098,300	1,094,145	1,148,110	1,158,527

## Sheriff

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

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

In 2011, the Sheriff's Department served 6,812 warrants and transported 12,424 prisoners throughout the Commonwealth.

Sheriff	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	7,657,300	7,545,075	8,124,909	7,714,055

## CORRECTIONS

### Adult Probation

The Adult Probation and Parole Department acts as an extension of the Board of Judges of Montgomery County. The agency has the responsibility to supervise in the community all probationers, parolees and intermediate punishment cases, currently 14,600 offenders, who are under the Montgomery County Board of Judges' authority.

Supervision of these offenders is accomplished through visits with the offender in their home, in the community and in the probation office. In addition to general supervision, the Department provides inter-county and interstate supervision services, conducts and prepares presentence investigations and reports, and maintain an intensive supervision unit monitoring drug and alcohol, dual diagnosed and

mental health offenders. The Department also provides house arrest and electronic monitoring, as well as a community service program.

<b>Adult Probation</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	6,794,300	6,789,153	7,242,289	7,120,427

**Juvenile Probation  
Child Care – Delinquent**

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

Currently, 1,000 children are under the Department’s supervision, with 1,012 referrals to date this year. However, over the course of a year, the department manages over 2,000 children.

<b>Juvenile Probation</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	4,853,800	4,923,342	5,024,070	4,889,911

<b>Child Care - Delinquent</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	11,150,000	10,406,066	10,682,000	10,682,000

**Driving Under the Influence**

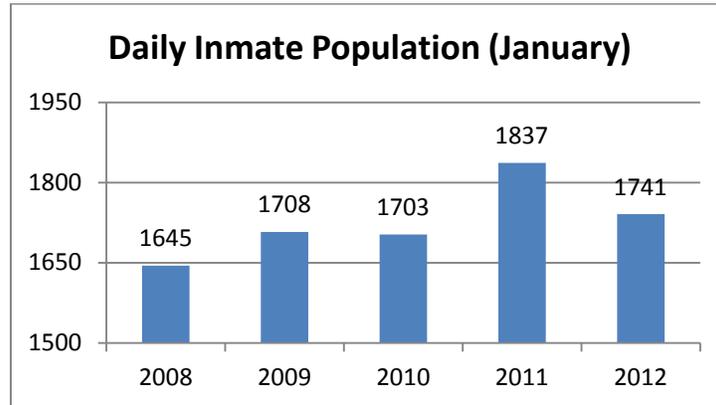
This office, commonly referred to as DUI, oversees the rehabilitative efforts of County residents arrested for drunken driving; evaluates clients for possible treatment or counseling and conducts 12.5 hours of safe driving instruction for those arrested for driving while intoxicated. Staff personnel works closely with law enforcement officials throughout the County. In 2011, this office had served 2,864, while this year is outpacing 2011 with 2,727 people served from January 1, 2012-November 5, 2012.

<b>Driving Under the Influence</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	425,700	421,131	431,122	425,124

**Correction Facility**

The Montgomery County Correctional Facility is located in Lower Providence Township, Montgomery County. The Montgomery County Correctional Facility houses both male and female sentenced offenders and individuals awaiting trial. As of October 2012, the average daily population was 1,959. The dramatic growth in 2012 is due in large part to the utilization of space in the expanded prison facility

to house inmates for other jurisdictions. As a result of housing these inmates, the Department of Corrections revenues have increased.



Correction Facility	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	29,863,700*	31,133,769	31,834,463	31,444,686

\* The 2012 Adopted Budget figure for Corrections did not include funding to fully staff the new wing of the prison complex. The 2012 Actual figures more accurately represent the costs to operate the prison facility.

### Youth Detention Center

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

## GENERAL WELFARE

### Drug and Alcohol Programs and Behavioral Health Programs

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

During the ZBB process, the Department identified a potential conflict of interest that existed with its Supports Coordination function. In order to ensure that clients were receiving the most unbiased recommendations regarding service providers, the Department recommended eliminating the Supports Coordination function, as has been effectuated in many other Pennsylvania counties. The high rate of state reimbursement for these functions results in negligible impact on the budget, but the residents of Montgomery County will be better served by the new model.

Expenditure levels for Mental Health and Developmental Disabilities are down dramatically for 2013, due to the State budget cuts in mid-2012. The cuts of over \$4 million a year impacted half of 2012, playing a role in the County's projected operating deficit for 2012. These cuts continue into 2013, where reduced funding levels require the Department to further reduce spending on these services. In spite of

the decreases in funding, the Department continues to serve nearly 2,600 in Developmental Disabilities and over 5,000 in Mental Health (not including those served through Medicaid). These service levels are consistent with previous years, despite the funding decrease. Early Intervention, which was not affected by the decrease, continues to serve about 1,300 individuals annually.

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

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

- By June 2013, 50% of the individuals identified as being ready to move will have transitioned to more community based setting.
- By Jan 2013, MCOMH will utilize the statewide web-based HCSIS system for all county funded encounters.
- Utilize the principles of a continuous quality improvement model (CQI) that is data driven and continually evaluates Provider/System performance against established benchmarks.
  - The minimum performance level for Montgomery County Providers has been set at a weighted score level of 80%. Scoring incorporates both compliance and outcome measures in the ratings.
- Tools for Measurement of Assertive Community Treatment (TMACT) will be administered annually. Each provider will score 3.5 or above

<b>Drug and Alcohol Programs</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	6,470,300	6,074,879	6,389,631	6,412,735

<b>Behavioral Health Programs</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	57,386,700	53,193,185	50,428,787	50,797,577

## Health Department

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

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

Among the Departments' many performance measures:

- The Prenatal Service Program provided free prenatal care at two prenatal clinics to 120 pregnant, low-income women who are uninsured, underinsured, or who did not qualify for Medical Assistance.
- 172 Pack 'n Play with Bassinets and sheets were delivered to families in need of a safe sleep environment.
- Provided 4,264 immunization appointments to clients at the Norristown, Pottstown, and Willow Grove health centers and community sites.
- Provided 6,060 seasonal influenza immunizations to high-risk residents at 7 community-based sites and 4 targeted outreach sites.
- Provided HIV testing, counseling and education on safe sex practices and other preventive measures to 1,381 pretest and 1,101 post-test persons through the Communicable Disease Control Clinics.
- Installed 341 child passenger safety seats at 4 monthly installation/inspection stations within Montgomery County.
- Conducted 7,672 inspections at all MCHD licensed food facilities.

Health Department	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	9,226,900	8,835,065	9,348,169	9,191,741

## ADULT WELFARE

### Aging and Adult Services

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

Expenditure levels for Aging and Adult programs are down for 2013, due to the State budget cuts in mid-2012. These cuts necessitated the layoff of several employees in 2012. These cuts continue into 2013, where reduced funding levels require the Department to further reduce spending on these services.

In 2011, MCAAS provided:

- Information and assistance to 64,315 contacts
- 247,131 home delivered meals
- 6,801 long term care assessments
- 240,540 transportation trips for seniors

Aging and Adult Services	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	18,592,100	18,314,279	17,742,941	17,761,089

## Parkhouse

Parkhouse is dedicated to serving individuals with various needs to promote health, growth, dignity and quality of life. Through its skilled nursing facility, adult health services center, and independent living apartments, the Department focuses on caring for the less fortunate and being a valuable resource center in the community. Parkhouse serves as a safety net for the most vulnerable citizens.

Parkhouse expenditures are largely offset by revenues generated from state and federal sources. 2013 Revenues are projected to total over \$44.6 million.

<b>Parkhouse and Assisted Living</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	47,978,500	46,580,605	49,546,049	48,886,205

## CHILD WELFARE

### Youth Shelter Center & Youth Detention Center

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

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

In 2011, the Center's shelter care:

- Had 133 new admissions
- Provided 3,874 child care days
- Averaged 12 residents per day

In 2011, the Center's secure detention facility:

- Had 430 new admissions
- Provided 9,455 child care days
- Averaged 26 residents per day

<b>Youth Shelter Center</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	1,310,200	1,293,095	1,331,947	1,310,235

<b>Youth Detention Center</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	3,827,200	3,661,974	3,965,310	3,882,376

## Children and Youth Administration & Child Care - Dependent

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

In 2011, the Office of Children and Youth:

- Accepted 1,650 reports of abuse and neglect for investigation, involving 4,180 children
- Provided ongoing services to 760 families, accounting for 2,409 children
- Caseworkers attended 826 Juvenile Court hearings to represent the best interests of the children served by the office
- Successfully reunified 69.6% of children with parents, relatives or guardians within twelve months; and 90.3% of children within twenty-four months
- 90.9% of children who are successfully returned to parents, relatives or guardians do not re-enter the child welfare system
- By the end of 2011, 348 children were in foster care placements
- Provided out of home placements for 570 children

<b>Children and Youth Administration</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	10,377,300	9,767,952	10,757,165	10,635,004

<b>Child Care - Dependent</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	11,500,000	11,267,000	13,114,500	13,114,500

## Day Care

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

<b>Day Care</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	26,847,200	25,847,274	25,555,475	25,555,099

## PUBLIC SAFETY

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

Among the activities and highlights of Public Safety are:

- The emergency communications division (9-1-1)
  - Processes about 770,000 calls annually
  - Dispatches 1,900 calls per day
  - Processes one million radio transmissions monthly
  - In November 2011 became the first county public safety communications center in Pennsylvania to become internationally accredited.
- In 2011, the Training Programs:
  - Conducted 68 police courses with 2,500 local, state and federal officers attending
  - Trained 4,374 students at the Tactical Response Training Center
  - Provided 68,233 hours of fire, rescue and hazmat training to 6,226 firefighters

<b>Public Safety</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	3,367,700	3,215,665	3,573,573	3,535,619

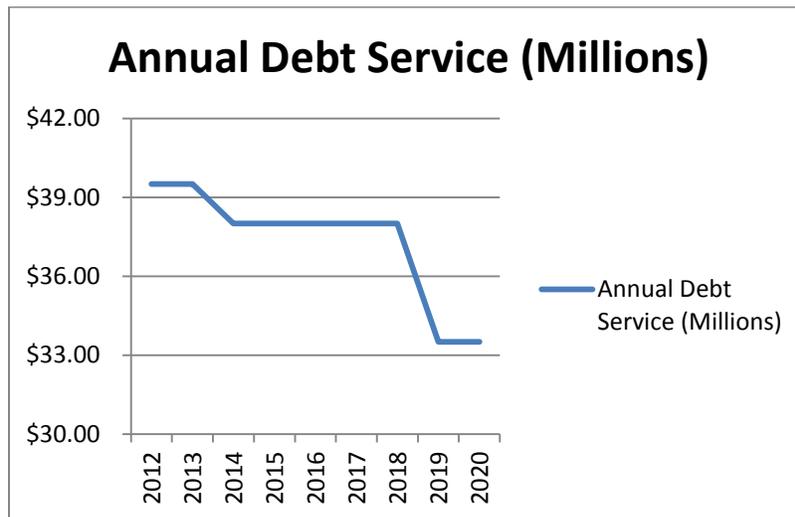
## VETERANS AFFAIRS

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

<b>Veterans Affairs</b>	2012 Budget	2012 Actual (projected)	2013 Budget	2013 Budget (w/o Rent or Pension adjustments)
Total Expenditures	407,100	400,000	425,627	420,262

## DEBT SERVICE

The 2013 Budget projects Debt Service payments totaling \$39.5 million. This figure is the same as the 2012 figure, despite the retirement of over \$20 million in outstanding debt. While the County projects to retire debt by nearly \$20 million a year over the next few years, debt service payments were structured to remain level through 2018.



Annual debt service payments will drop below \$17 million in 2025 and beyond. While the County will need to issue new bonds in 2013, the debt repayment will need to be structured so as to allow for level debt payment over time. In its analysis of the County's fiscal situation, Moody's noted that the County could absorb additional debt. "Moody's expects the county's debt burden to remain manageable, given its modest direct debt burden (0.4% of full value). The county's overall debt burden, inclusive of overlapping school district and municipal debt, is a manageable 1.9% of full value, comfortably below the 3% state median for Moody's-rated counties."

## PENSION FUND

The Montgomery County Retirement Fund is healthy as indicated by both Moody's and Fitch in their most recent assessments of the County's fiscal health, with a January 2012 funded ratio of 94.7 percent. However, the County has neglected to make its actuarially determined Annual Required Contribution (ARC) for the last four years. During that period, the ARC has grown from just over \$2 million to an estimated \$15.1 million in 2013, while the fund has fallen from being 100 percent funded. While the County cannot make up the entire payment in one year, the 2013 budget includes an ARC payment of approximately \$3.3 million, or about 22 percent of the ARC. This also represents the approximate difference between the 2012 ARC of \$11.7 million and the projected 2013 ARC.

## SUBSIDIES

### Education Subsidies

#### *Montgomery County Community College*

Founded in 1964, the Montgomery County Community College has grown with the community to meet the lifelong learning needs of Montgomery County. Known for its academic excellence and based on the successes of more than 30,000 alumni, the College is ranked first in the nation in its use of technology by the Center for Digital Education for 2008, 2009, and 2010. In addition, their focus on the country's veterans was acknowledged again as the College earned its fourth consecutive "Military Friendly School" designation from G.I. Jobs magazine.

The College has two conveniently located campuses in Blue Bell and Pottstown, with additional learning centers in Willow Grove, Lansdale, Conshohocken, and Norristown, as well as an extensive array of e-Learning options. Total enrollment for 2012-2013 is 30,782 students, comprised of 21,419 credit and 9,363 non-credit students. The College's comprehensive curriculum includes 98 degree/certificate programs in 59 areas of study, including eight complete degrees offered entirely online, and specialized workforce development and continuing education programs.

The 2013 Budget subsidy of \$15,885,975 consists of \$2,479,501 in County funded debt obligations; \$959,406 in lease payments; and, \$12,447,068 in operating funds for the College. The County also owns the land where the Blue Bell campus is situated (assessed value of nearly \$60 million) which it provides to the College for \$1 in annual rent.

<b>Montgomery County Community College</b>	2012 Subsidy	2013 Subsidy
Total Expenditures	21,021,900	15,885,975

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

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

The Commonwealth of Pennsylvania stipulates certain requirements the Library must abide by as it relates to the number of employees, hours of operation each week, and percentage of their budget which must go to materials. As it stands today, the Library has been granted waivers for "local government income," "Number of FTEs," and "required hours open to the public" for unmet requirements stipulated by Pennsylvania State Library Code. Any further funding reductions from the State or the County would affect their ability to adhere to the minimum of 12% of their total budget going to library materials, a requirement they are, at present, just meeting.

- At least 25% of the main library's collection (125,000 items) is circulating to County residents at one time.
- Currently operate the main library, 2 bookmobiles, and 4 branches.

- Organizes 104 teen programs each year, serving 1,557 teens.
- Manages 90 adult educational programs each year, serving approximately 1,080 patrons.

<b>Montgomery County – Norristown Library</b>	2012 Subsidy	2013 Subsidy
Total Expenditures	2,361,000	2,361,000

*Cooperative Extension*

The Penn State Cooperative Extension has served the citizens of Montgomery County for 100 years. The Cooperative Extension offers practical how-to-education and problem-solving assistance based on university research. For every dollar in County funding, the Cooperative Extension is able to leverage an additional \$8.50 in funds from federal, state, and private sources.

In the past year, the Cooperative Extension reached over 35,000 county citizens in face to face contact, in addition to 20,000 requests for information via phone or e-mail. They have also increases their outreach using social media and internet resources, and distributed over 700,000 pieces of educational materials. Over 1,200 educational meetings were held at the 4-H Center in the last year.

<b>Cooperative Extension</b>	2012 Subsidy	2013 Subsidy
Total Expenditures	320,800	320,800

**Transportation and Planning Subsidies**

*Delaware Valley Regional Planning Commission (DVRPC)*

The Delaware Valley Regional Planning Commission (DVRPC) brings together the regions elected officials, planning professionals and the public with a common vision of shaping our communities for the better. DVRPC works to build consensus on improving transportation, promoting smart growth, protecting the environment and enhancing the economy. For every \$1 of County funds, the County receives approximately \$1.12 of return in grants for planning and projects in the County.

The 2011 and 2012 budget reduced the DVRPC subsidy without regard to the formula by which the County share is determined. As a result, the 2013 figure includes back payments for 2011 and 2012. The actual one-year subsidy for 2013 is \$183,838

<b>DVRPC</b>	2012 Subsidy	2013 Subsidy
Total Expenditures	166,700	209,575

*Mass Transportation*

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

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

- In 2011, an estimated 29,145,966 passenger trips occurred in the County on buses, regional rail and the Norristown High Speed Line.

- In 2011, there were approximately 79,899 annual paratransit trips on SEPTA and Pottstown.

<b>Mass Transportation</b>	2012 Subsidy	2013 Subsidy
Total Expenditures	4,291,200	4,191,953

*Montgomery County Conservation District*

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

The County is reimbursed by the Conservation District for certain salaries in the amount of \$258,892. The net subsidy to the Conservation District is \$200,023.

<b>Montgomery County Conservation District</b>	2012 Subsidy	2013 Subsidy
Total Expenditures	545,600	458,915

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**BUDGET SUMMARY**

	2012	2012	2013
	<u>Adopted</u>	<u>Actual (projected)</u>	<u>Proposed</u>
Real Estate Valuation (Billions)	\$ 58.310	\$ 58.310	\$ 58.451
Tax Rate (Mills)	3.152	3.152	3.152
Net Current Taxes	\$ 178,200,000	\$ 177,000,000	\$ 179,500,000
Prior Year Taxes	<u>5,800,000</u>	<u>5,400,000</u>	<u>5,000,000</u>
Total Real Estate Taxes	\$ 184,000,000	\$ 182,400,000	\$ 184,500,000
Parkhouse and HSC Facilities	46,420,000	44,727,600	45,061,088
Departmental & Other Revenue	43,980,000	44,904,434	47,215,558
Grant Revenue	<u>143,000,000</u>	<u>136,524,967</u>	<u>135,502,762</u>
Total Revenues	\$ 417,400,000	\$ 408,557,001	\$ 412,279,408
Fund Balance January 1	<u>20,000,000</u>	<u>24,001,353</u>	<u>20,102,763</u>
Total Revenues and Balance Appropriation	437,400,000	432,558,354	432,382,171
Total Expenditures	<u>\$ 417,400,000</u>	<u>\$ 412,455,591</u>	<u>\$ 409,685,493</u>
Reserve for Fund Balance	-	-	2,593,915
Projected Year-End Fund Balance	<u>\$ 20,000,000</u>	<u>\$ 20,102,763</u>	<u>\$ 22,696,678</u>
Annual Operating Surplus/(Deficit)	-	(3,898,590)	-

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**DEPARTMENTAL REVENUE**

	2012	2012	2013
	Adopted	Actual (projected)	Proposed
Adult Probation	\$1,708,600	\$1,708,600	\$1,585,944
Aging & Adult Services	330,000	330,000	1,760,000
Assets & Infrastructure	1,178,300	2,336,158	2,086,667
Board Of Assessment	260,000	250,000	200,000
Children And Youth	431,500	380,000	411,300
Clerk Of Courts	5,050,000	4,750,000	4,700,000
Conservation District	290,000	290,000	258,892
Controller	35,000	-	-
Coroner	250,000	250,000	240,000
Correction Facility	2,094,500	2,200,000	2,475,000
Courts	65,000	65,000	65,000
District Attorney	124,600	425,000	125,000
District Justices	3,700,000	3,700,000	3,700,000
Domestic Relations	6,599,500	6,550,000	6,422,721
Drug And Alcohol Programs	230,000	230,000	230,000
DUI Administration	790,000	725,000	700,000
Health Department	1,027,000	1,200,000	1,344,480
Information Technology Solutions	35,000	65,000	70,000
Juvenile Probation	340,500	285,000	335,000
Mental Health Programs	433,200	550,000	450,000
Planning Commission	642,900	600,000	687,031
Prothonotary	4,076,300	4,150,000	4,100,000
Public Defender	50,000	35,000	54,000
Public Safety	752,100	925,000	777,943
Purchasing	1,000	4,000	2,000
Recorder Of Deeds	5,400,000	5,861,576	6,200,000
Register Of Wills	2,018,000	2,018,000	2,168,000
Sheriff	2,689,000	2,385,000	2,315,530
Tax Claim Bureau	1,200,000	1,200,000	2,425,000
Treasurer	90,900	90,900	90,900
Youth Centers	45,200	45,200	45,150
	<u>\$ 41,938,100</u>	<u>\$ 43,604,434</u>	<u>\$ 46,025,558</u>
 <u>OTHER REVENUE</u> 			
Interest	\$100,000	\$100,000	\$100,000
Recoverable Expenditures	800,000	1,200,000	890,000
Bail Recovery	200,000	-	200,000
Rental Income	941,900	-	-
	<u>\$2,041,900</u>	<u>\$1,300,000</u>	<u>\$1,190,000</u>
Total Departmental And Other Revenue	<u><b>\$43,980,000</b></u>	<u><b>\$44,904,434</b></u>	<u><b>\$47,215,558</b></u>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**GRANT REVENUE**

	2012	2012	2013
	<u>Adopted</u>	<u>Actual (projected)</u>	<u>Proposed</u>
Adult Probation	\$184,800	\$184,773	\$228,698
Aging & Adult Services	16,811,300	16,911,300	14,414,000
Assets & Infrastructure	-	680,000	1,700,000
Children And Youth	17,039,200	17,539,200	18,948,700
Coroner Office	70,000	30,000	70,000
Courts Admin	1,357,700	1,576,803	1,568,755
Day Care	26,847,200	26,567,900	25,463,019
District Attorney	527,100	350,000	380,000
Drug And Alcohol	6,065,600	6,065,646	6,057,461
Health Department	6,512,300	6,244,254	5,698,334
Juvenile Probation	8,441,300	8,241,302	8,098,551
Mental Health	55,198,100	48,031,902	48,599,718
Planning			36,049
Public Safety	888,400	888,387	853,477
Purchasing	40,000	30,000	
Register Of Wills	20,000	35,000	20,000
Sheriff	-	1,500	-
Purta	200,000	200,000	200,000
Youth Centers	<u>2,797,000</u>	<u>2,947,000</u>	<u>3,166,000</u>
	<b><u>\$143,000,000</u></b>	<b><u>\$136,524,967</u></b>	<b><u>\$135,502,762</u></b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**EXPENDITURE BUDGET**

	2012 <u>Adopted</u>	2012 <u>Actual (Projected)</u>	2013 <u>Budget</u>
<u>County Administration</u>			
Commissioners	\$ 2,445,800	\$ 2,685,016	\$ 2,576,535
Assets and Infrastructure	\$ 7,331,100	\$ 6,624,828	\$ 6,227,033
Board Of Assessment Appeals	2,727,600	2,722,129	3,108,709
Controller	1,757,000	1,697,576	1,746,373
Security	971,900	920,000	954,950
Commerce -			
Economic/Workforce Development	174,400	225,000	27,625
Human Resources	834,000	886,732	725,517
Information Technology Solutions	6,475,200	6,145,522	6,317,688
Planning Commission	3,120,200	3,231,580	3,162,122
Public Defender	3,232,600	3,329,974	3,763,587
Purchasing	824,100	781,758	818,788
Recorder Of Deeds	1,681,600	1,624,851	1,652,779
Tax Collector's Fees	1,400,000	1,400,000	1,430,000
Tax Claim Bureau	58,000	58,000	589,121
Treasurer	662,000	638,732	649,116
Voter Services	2,124,900	2,120,854	1,826,902
<b>Total County Administration</b>	<b><u>35,820,400</u></b>	<b><u>35,092,552</u></b>	<b><u>35,576,845</u></b>
<u>Judicial</u>			
Clerk Of Courts	\$ 1,918,700	\$ 1,851,874	\$ 2,038,540
Coroner	1,136,900	1,191,400	1,284,026
Courts/Drug Court	13,935,400	13,866,441	15,706,648
District Attorney	12,759,600	14,269,256	13,935,475
District Justices	9,634,400	9,817,859	10,006,904
Domestic Relations	8,434,400	8,113,265	7,950,306
Jury Board	435,500	430,000	518,190
Law Library	688,700	715,468	594,468
Prothonotary	1,862,200	1,924,122	2,279,616
Register Of Wills	1,098,300	1,094,145	1,148,110
Sheriff/Central Processing	7,657,300	7,545,075	8,124,909
<b>Total Judicial</b>	<b><u>59,561,400</u></b>	<b><u>60,818,905</u></b>	<b><u>63,587,192</u></b>

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**EXPENDITURE BUDGET**

	2012 <u>Adopted</u>	2012 Actual (Projected) <u>(Projected)</u>	2013 <u>Budget</u>
<u>Corrections</u>			
Adult Probation	6,794,300	6,789,153	7,242,289
Juvenile Probation	4,853,800	4,923,342	5,024,270
Child Care - Delinquent	11,150,000	10,406,066	10,682,000
Driving Under the Influence	425,700	421,131	431,122
Correction Facility	29,863,700	31,133,769	31,834,463
Youth Detention Center	3,827,200	3,661,974	3,965,310
<b>Total Corrections</b>	<b><u>56,914,700</u></b>	<b><u>57,335,435</u></b>	<b><u>59,179,454</u></b>
 <u>General Welfare</u>			
Drug And Alcohol Programs	\$ 6,470,300	\$ 6,074,879	\$ 6,389,631
Behavioral Health Programs	57,386,700	53,193,185	50,428,707
Health Department	9,226,900	8,835,265	9,348,169
<b>Total General Welfare</b>	<b><u>73,083,900</u></b>	<b><u>68,103,329</u></b>	<b><u>66,166,507</u></b>
 <u>Adult Welfare</u>			
Aging & Adult Services	18,592,100	18,314,279	17,742,941
Parkhouse and Assisted Living	47,978,500	46,580,605	49,546,049
<b>Total Adult Welfare</b>	<b><u>66,570,600</u></b>	<b><u>64,894,884</u></b>	<b><u>67,288,990</u></b>
 <u>Child Welfare</u>			
Youth Shelter Center	1,310,200	1,293,095	1,331,947
Children And Youth Admin	10,377,300	9,767,952	10,757,165
Child Care-Dependent	11,500,000	11,267,000	13,114,500
Day Care	26,847,200	25,847,274	25,555,475
<b>Total Child Welfare</b>	<b><u>50,034,700</u></b>	<b><u>48,175,321</u></b>	<b><u>50,759,087</u></b>
 Public Safety	 3,367,700	 3,215,665	 3,573,573

**COUNTY OF MONTGOMERY  
GENERAL FUND**

**EXPENDITURE BUDGET**

	2012 <u>Adopted</u>	2012 Actual (Projected)	2013 <u>Budget</u>
<u>Other</u>			
Veterans Affairs	407,100	400,000	425,627
Insurance	2,000,000	1,800,000	1,750,000
Debt Services	39,400,000	39,400,000	39,500,000
Reduction In Staff Complement	(3,400,000)	(500,000)	(3,825,000)
Tax Refunds And Appraisals	1,700,000	1,600,000	1,700,000
Legal And Professional Fees	100,000	400,000	300,000
Pay Increase	1,400,000	1,250,000	
Miscellaneous	-	30,000	-
<b>Total Other</b>	<b><u>41,607,100</u></b>	<b><u>44,380,000</u></b>	<b><u>39,850,627</u></b>
<u>Transfers To Other Funds</u>			
Emergency Communications	\$ 300,000	\$ 300,000	\$ 200,000
Liquid Fuels	350,000	350,000	-
Recycling	125,000	125,000	75,000
<b>Total Transfers</b>	<b><u>775,000</u></b>	<b><u>775,000</u></b>	<b><u>275,000</u></b>
<u>Subsidies</u>	<b>29,664,500</b>	<b>29,664,500</b>	<b>23,428,218</b>
<hr/>			
<b>Total General Fund Expenditures</b>	<b><u>\$ 417,400,000</u></b>	<b><u>\$ 412,455,591</u></b>	<b><u>\$ 409,685,493</u></b>

**County of Montgomery  
General Fund**

**SUBSIDIES**

	<u>2012</u>	<u>2013</u>
<b><i>Education Subsidies</i></b>		
Montgomery County Community College	21,021,900	15,885,975
Montco-Norristown Public Library	2,361,000	2,361,000
Cooperative Extension	320,800	320,800
<b>Subtotal</b>	<b>23,703,700</b>	<b>18,567,775</b>
<b><i>Transportation and Planning Subsidies</i></b>		
Delaware Valley Regional Planning	166,700	209,575
Mass Transportation (SEPTA, PART)	4,291,200	4,191,953
Conservation District	545,600	458,915
<b>Subtotal</b>	<b>5,003,500</b>	<b>4,860,443</b>
<b><i>Earmarks</i></b>		
Camp Rainbow	\$ 48,750	\$ -
Community Cupboard	19,500	-
Elmwood Park Zoo	114,000	-
Historical Society	9,750	-
International Spring Festival	2,700	-
Legal Aid Service	281,700	-
ARC Alliance	37,000	-
M.C. Big Brothers/Big Sisters	35,200	-
Montgomery Child Advocacy Project	24,400	-
Open Line	27,800	-
Ramsey Educational Development Institute	23,200	-
Schuykill Canal Association	9,300	-
Schuykill River Greenway Association	4,500	-
S P C A	7,100	-
Victim Service Center	28,800	-
Womens' Center-Montgomery County	23,800	-
Host Community Block Grant	259,800	-
<b>Subtotal</b>	<b>957,300</b>	<b>-</b>
<b>TOTAL</b>	<b>29,664,500</b>	<b>23,428,218</b>

**County of Montgomery  
General Fund**

**Expenditures by Category**

	<b>2012 Actual (Projected)</b>	<b>2013 Budget</b>
<b>Full-time Wages</b>	\$ 139,075,885	135,873,140
<b>Part-time Wages</b>	\$ 7,127,216	6,712,088
<b>Employee Benefits</b>		
<b>Medical, Dental, Life</b>	\$ 33,684,421	\$ 32,313,625
<b>Social Security</b>	\$ 10,790,390	10,228,848
<b>Pension</b>	\$ -	3,382,874
<b>Insurance and Workers Compensation</b>	\$ 2,944,136	\$ 2,467,058
<b>Unused Leave</b>	\$ 1,909,418	1,310,362
<b>Tuition Reimbursement Program</b>	\$ 163,155	162,921
<b>SUBTOTAL</b>	<b>49,491,520</b>	<b>49,865,688</b>
<b>Supplies/Maintenance/Training</b>	\$ 16,301,477	14,853,393
<b>Contracted Services</b>	\$ 121,885,012	130,609,744
<b>Equipment</b>	\$ 2,480,989	2,410,882
<b>Utilities</b>	\$ 6,512,172	5,769,531
<b>Debt Service</b>	\$ 39,500,000	39,500,000
<b>Subsidies/Earmarks</b>	\$ 29,664,500	23,428,218
<b>Other</b>	<u>416,820</u>	<u>692,809</u>
<b>TOTAL</b>	<b>412,455,591</b>	<b>409,715,493</b>

COUNTY OF MONTGOMERY

HEALTH CHOICES FUND  
BUDGET SUMMARY

<u>Revenues</u>	<u>2012</u>	<u>2013</u>
Commonwealth of Pennsylvania Grant	97,297,612	109,839,948
Interest	60,000	31,863
Total Revenues	<u>97,357,612</u>	<u>109,871,811</u>
Cash Balance January 1	45,710,554	27,074,687
<b>Total Revenues and Balance</b>	<b><u>143,068,166</u></b>	<b><u>136,946,498</u></b>
<u>Expenditures</u>		
Contracted Services	88,777,993	90,749,022
Salaries and Wages	684,331	675,203
Operational Expenditures	8,317,500	6,851,557
Employee Benefits and Indirect Costs	<u>149,855</u>	<u>145,312</u>
Total Expenditures	97,929,679	98,421,094
Unappropriated Balance	45,138,487	38,525,404
<b>Total Expenditures and Balance</b>	<b><u>143,068,166</u></b>	<b><u>136,946,498</u></b>

---

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

<u>Revenues</u>	<u>2012</u>	<u>2013</u>
Land Line Phone Charges	4,136,000	4,000,000
Wireless Phone Charges	5,650,000	4,894,949
General Fund Appropriation	300,000	200,000
Interest	65,500	-
Other	<u>2,495,000</u>	<u>1,455,500</u>
Total Revenues	12,646,500	10,550,449
Cash Balance January 1	5,000,000	1,534,912
<b>Total Revenues and Balance</b>	<b><u>17,646,500</u></b>	<b><u>12,085,361</u></b>
<u>Expenditures</u>		
Salaries and Wages	7,497,000	7,610,812
Operational Expenditures	3,888,000	3,476,800
Employee Benefits	2,350,000	2,253,741
Equipment Upgrades	<u>762,000</u>	<u>-</u>
Total Expenditures	14,497,000	13,341,353
Unappropriated Balance	<u>3,149,500</u>	<u>1,255,992</u>
<b>Total Expenditures and Balance</b>	<b><u>17,646,500</u></b>	<b><u>12,085,361</u></b>

**COUNTY OF MONTGOMERY  
LIQUID FUELS TAX FUND**

**BUDGET SUMMARY**

<b><u>Revenues</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>
Commonwealth of Pennsylvania	1,425,000	1,546,542
General Fund Appropriation	350,000	-
Interest	5,000	
Other	<u>34,000</u>	<u>30,300</u>
Total Revenues	1,814,000	1,576,842
Cash Balance January 1	<u>375,000</u>	<u>509,328</u>
<b>Total Revenues and Balance</b>	<b><u><u>2,189,000</u></u></b>	<b><u><u>2,086,170</u></u></b>
<b><u>Expenditures</u></b>		
Salaries and Wages	900,000	626,973
Maintenance of Roads and Bridges	914,000	814,965
Engineering of Roads and Bridges	11,400	25,670
Employee Benefits	<u>310,000</u>	<u>215,495</u>
Total Expenditures	2,135,400	1,683,103
Unappropriated Balance	<u>53,600</u>	<u>403,067</u>
<b>Total Expenditures and Balance</b>	<b><u><u>2,189,000</u></u></b>	<b><u><u>2,086,170</u></u></b>

COUNTY OF MONTGOMERY

RECYCLING FUND  
BUDGET SUMMARY

<u>Revenues</u>	<u>2012</u>	<u>2013</u>
Commonwealth of Pennsylvania Grant	130,740	102,000
General Fund Appropriation	125,000	75,000
Interest	51,874	28,000
Total Revenues	<u>307,614</u>	<u>205,000</u>
Cash Balance January 1	100,000	160,799
<b>Total Revenues and Balance</b>	<b><u>407,614</u></b>	<b><u>365,799</u></b>
<u>Expenditures</u>		
HHW Program	170,811	160,000
Administration	76,004	78,320
<b>Total Expenditures</b>	<b><u>246,815</u></b>	<b><u>238,320</u></b>
<b>Total Cash Balance</b>	<b><u>160,799</u></b>	<b><u>127,479</u></b>

---

SELF INSURANCE FUND  
BUDGET SUMMARY

<u>Revenues</u>	<u>2012</u>	<u>2013</u>
General Fund Appropriation	1,000,000	1,000,000
Settlements and Premium Adjustments	50,000	50,000
Interest	25,000	25,000
Total Revenues	<u>1,075,000</u>	<u>1,075,000</u>
Cash Balance January 1	3,850,000	3,175,000
<b>Total Revenues and Balance</b>	<b><u>4,925,000</u></b>	<b><u>4,250,000</u></b>
<u>Expenditures</u>		
Claims	1,700,000	1,700,000
Trustee and Legal Fees	20,000	20,000
General Administration	30,000	30,000
Total Expenditures	<u>1,750,000</u>	<u>1,750,000</u>
<b>Ending Fund Balance</b>	<b><u>3,175,000</u></b>	<b><u>2,500,000</u></b>