

# County of Chester, Pennsylvania



## 2008 Budget in Brief



Board of Commissioners  
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## Mission Statement

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*Chester County government is committed to providing high quality service balanced with the ongoing need to be efficient and cost effective in our operations.*

*While it is important that we recognize that we already have a strong, effective organization, this recognition is to be used as the basis for continuing to strive for excellence and not to become complacent.*

*Chester County's mission demands the attention and commitment of each employee in every department of the county. Chester County government will continually look for ways to become more efficient and still maintain our reputation for providing quality services. In addition, it is our responsibility to evaluate objectively and consider alternatives for how we perform our jobs. Employees are empowered, and strongly encouraged, to seek out ways to streamline operations, to be catalysts for change and improvement, and to take action where needed.*

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## Values and Guiding Principles

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### *Mission-Driven*

*Each county department and agency shall make clear its mission and ensure that all members of the agency understand and are committed to that mission. The success of a department or agency shall be measured and assessed in terms of its mission.*

### *Service-Oriented*

*Each county department or agency shall clearly define who its customers are, determine what those customers require, and how to serve them so that those requirements are met.*

### *Efficiency*

*Each county department and agency shall, regardless of its funding sources, continually look for ways to streamline, reduce costs, and become more efficient.*

### *Empowerment*

*Each county department and agency shall empower its employees and enhance their teamwork and flexibility in implementing its mission.*

### *Technology*

*Each county department and agency shall explore and utilize, where possible, emerging technology and information systems in its operations.*

*The ultimate goal is to improve the county's mission as part of everyday operations within our obligation to serve the citizens of Chester County.*

## Introduction

Chester County continues to grow and prosper. Regionally, we have the greatest increase in population, the lowest unemployment rate, and the highest median family and per capita income.

But with a growing population comes the need for greater services, balanced with the need to preserve open space areas, and the need to ensure efficiencies in meeting these demands.

The 2008 Chester County Budget takes all of this into account. The operating budget is nearly \$456.0 million - an increase of 3.9 percent. This budget also takes into account the county's aggressive approach to reducing outstanding debt, and the advantages available through the county's Aaa rating by Moody's Investors Service.

This document briefly explains Chester County's 2008 budget. If you would like more detailed information, please contact the Finance Department at (610) 344-6190. The budget can also be viewed at the Chester County Library and on the county's website, [www.chesco.org](http://www.chesco.org).

Regular meetings of the Chester County Board of Commissioners are open to the public. Meetings are generally held at 10:00 am every other Thursday in the Commissioners' Board Room on the fifth floor of the County Courthouse, located at 2 N. High Street, West Chester, PA. Some meetings may be held on other days. A complete schedule of meetings is available on the county's website at [www.chesco.org](http://www.chesco.org).

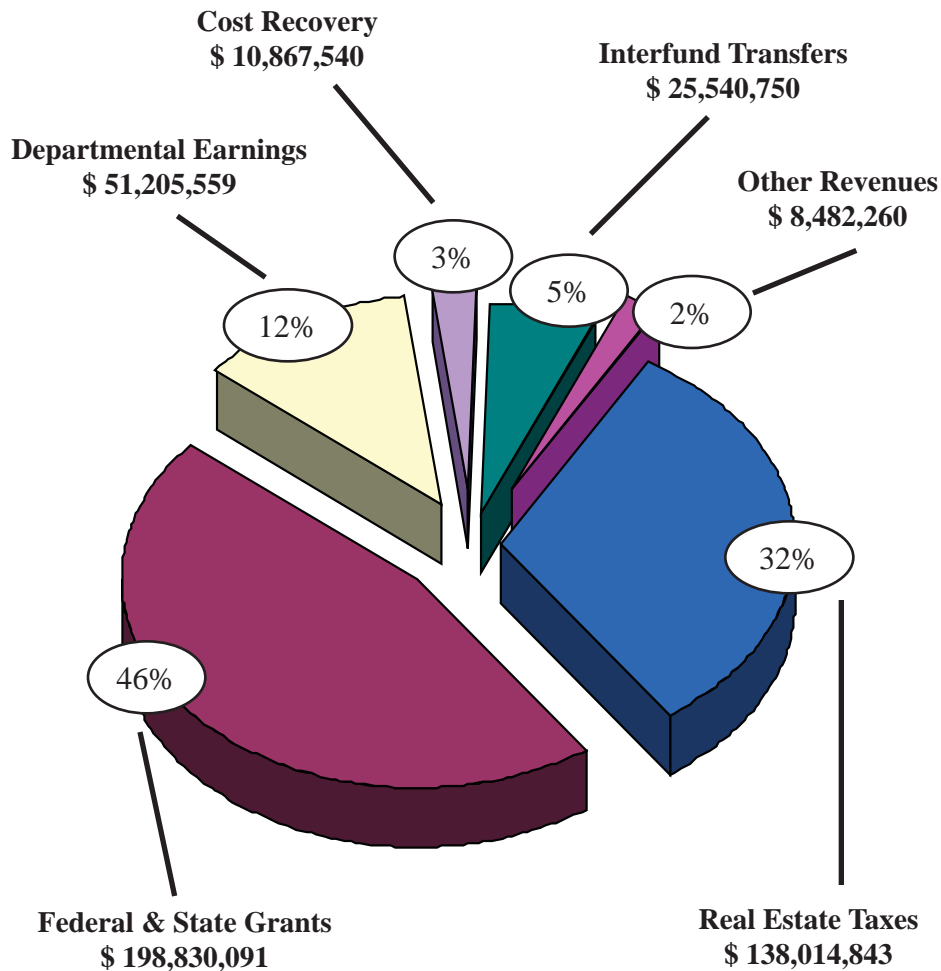


## Budget Summary

The adopted 2008 Operating Budget for Chester County is nearly \$456.0 million as shown below.

	<b>2008 Operating Budget</b>
<b>Appropriated Fund Balances</b>	\$ 23,108,812
 <b>Revenues</b>	
Real Estate Taxes	\$ 138,014,843
Federal & State Grants	198,830,091
Departmental Earnings	51,205,559
Cost Recovery	10,867,540
Interfund Transfers	25,540,750
Other	8,482,260
<b>Total Revenues</b>	<b>\$ 432,941,043</b>
<b>Total</b>	<b>\$ 456,049,855</b>
 <b>Expenditures</b>	
Personnel	\$ 159,304,457
Operating	197,994,535
Provider Payments	8,303,852
Grants to Others	13,604,265
Interfund Transfers	24,816,604
Allocated Costs	11,318,532
Debt Service	37,000,945
Other	3,706,665
<b>Total</b>	<b>\$ 456,049,855</b>

## 2008 Operating Revenues



## 2008 Operating Revenues

### *Federal & State Grants*

**\$198,830,091**

Federal and state grants are the main funding source for county services, especially health and welfare programs such as Public Health, Mental Health/ Mental Retardation services, and programs for children and families.

### *Real Estate Taxes*

**\$138,014,843**

Taxes on real estate pay for the cost of county programs not covered by all other sources of revenue. Taxes are used to pay for mandated matches to state and federal funding for health and welfare programs, the county's share of nursing home costs, and other mandated or essential programs such as the courts, corrections, and public safety. The total millage rate for 2008 is 3.804. Taxes are also used to pay for the debt service related to financing capital projects.

### *Departmental Earnings*

**\$51,205,559**

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.

### *Cost Recovery*

**\$10,867,540**

Cost recovery represents administrative, space, and depreciation charges to programs funded by state and federal grants. Cost allocations are allowable and determined in accordance with the federal Office of Management and Budget (OMB) Circular A-87.

### *Interfund Transfers*

**\$25,540,750**

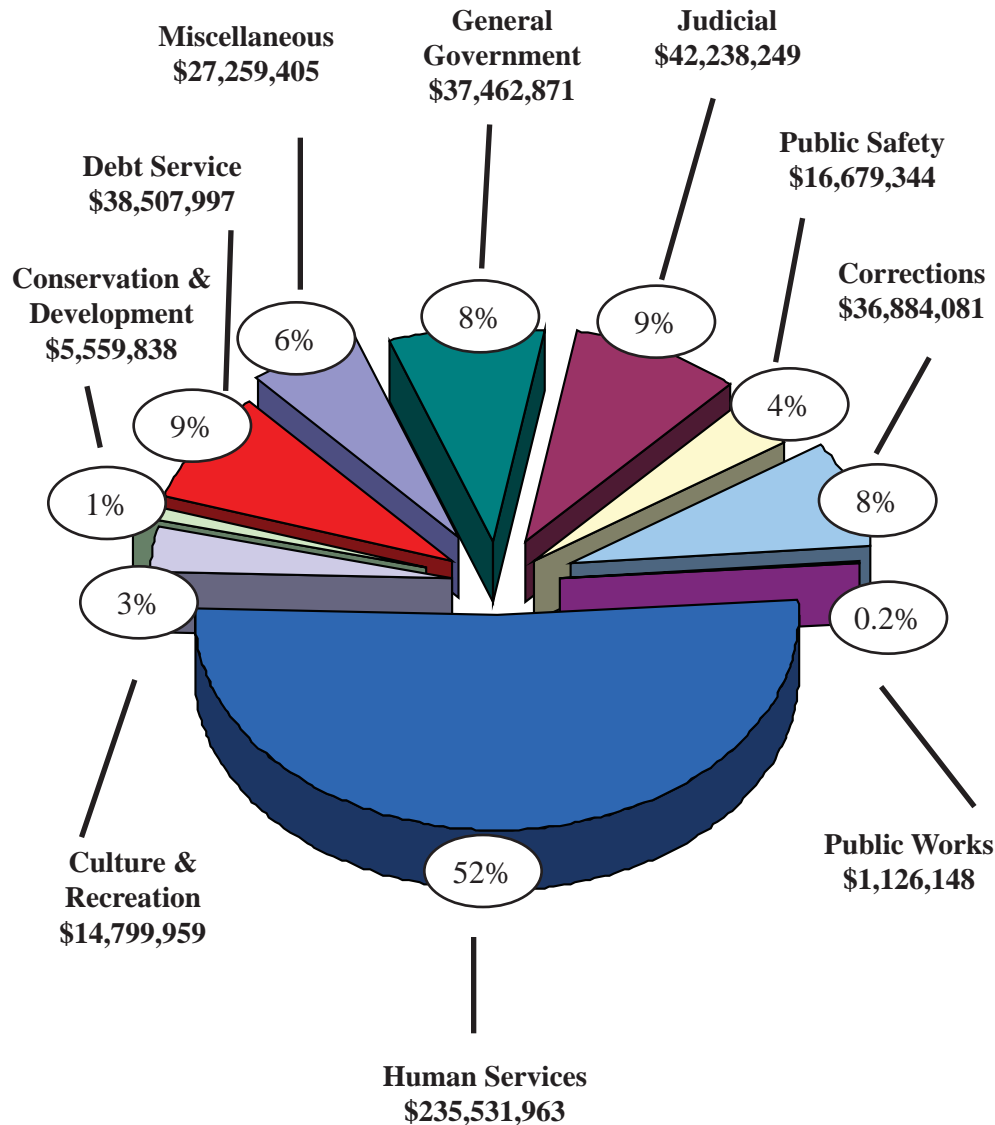
Interfund transfers represent revenue received from another county fund with the purpose of matching intergovernmental revenues or purchasing specialized services.

### *Other Revenues*

**\$8,482,260**

Investment earnings, facilities rentals, and reimbursements are classified as other revenues or miscellaneous.

## 2008 Operating Budget Expenditures by Function



## 2008 Operating Budget Expenditures by Function



### General Government

**\$37,462,871**

Services provided by the county for the benefit of the public and the governmental body as a whole, including the administrative departments, the Office of the Controller, and the Recorder of Deeds.



### Judicial

**\$42,238,249**

Services provided by the county to the courts including the Court of Common Pleas and the following row offices: District Attorney, Clerk of Courts, Register of Wills, Prothonotary, and Sheriff.



### Public Safety

**\$16,679,344**

Services provided by the county for the safety and security of the public including emergency management, the 9-1-1 communications system, hazardous materials response, and emergency medical services.



### Corrections

**\$36,884,081**

Expenditures used to support the prison, adult and juvenile probation services, and other correctional programs.



### Public Works

**\$1,126,148**

Expenditures for maintaining and rehabilitating the 97 county owned bridges.



### Human Services

**\$235,531,963**

Expenditures with the purpose of promoting the general health and well-being of the community as a whole, including Public Health, the human service funds, and Pocopson Home, the long-term care facility.



### Culture & Recreation

**\$14,799,959**

Expenditures to provide county residents opportunities and facilities for cultural and recreational programs including libraries and parks and recreation.



### Conservation & Development

**\$5,559,838**

Programs provided to achieve a satisfactory living environment for the community as a whole, including: planning, water resources, agricultural development, and soil conservation.

### Debt Service

**\$38,507,997**

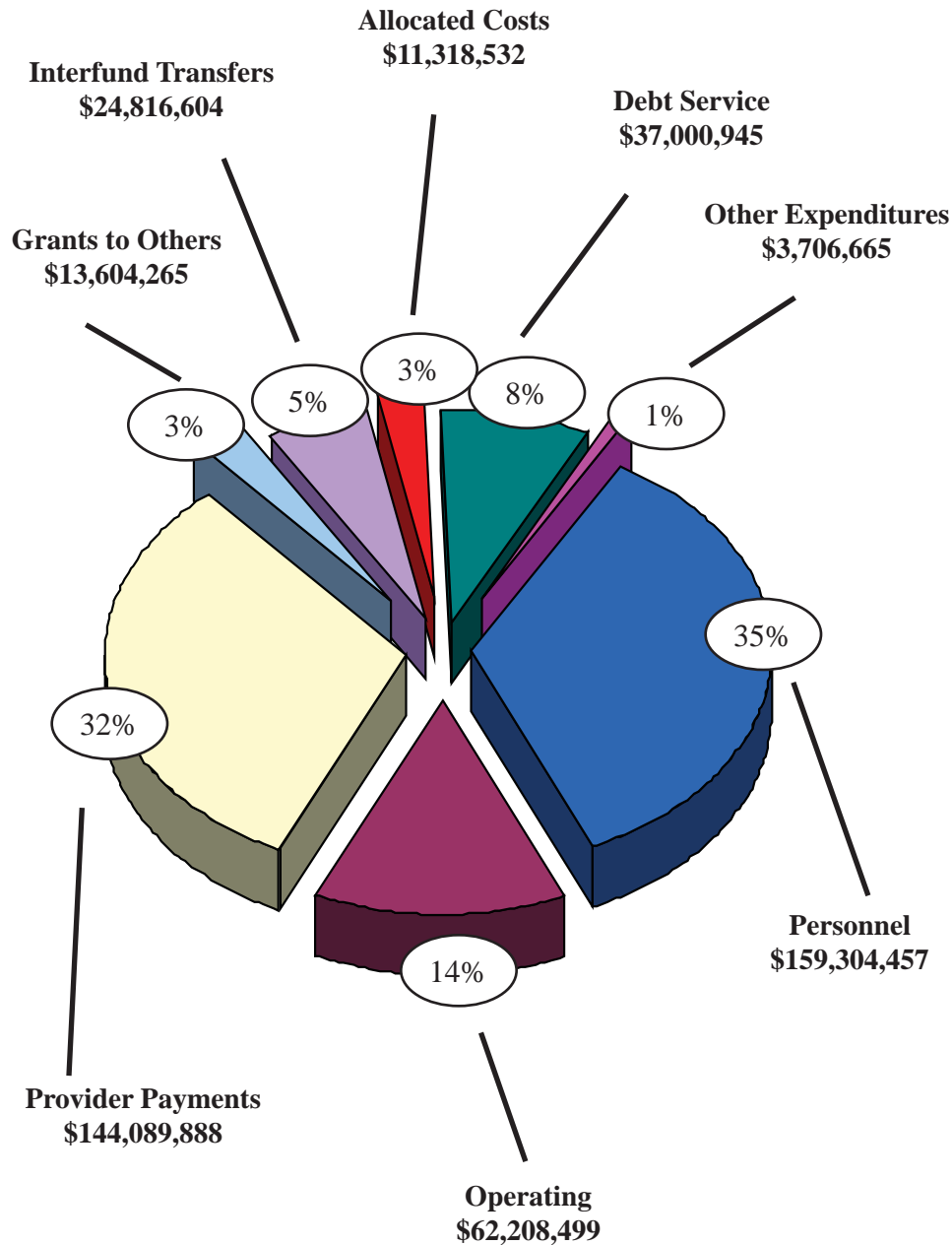
Payment of principal and interest obligations resulting from the issuance of bonds and notes to fund the capital investment program.

### Miscellaneous

**\$27,259,405**

Non-departmental general governmental expenditures, appropriations to non-profit organizations, and General Fund mandated support to the human service funds, public safety, and the nursing home.

## 2008 Operating Budget Expenditures by Category



## 2008 Operating Budget Expenditures by Category

**Personnel** **\$159,304,457**  
 Personnel costs include salaries, wages, workers' compensation, employer's share of FICA contributions, pension costs, and benefits.

**Operating** **\$62,208,499**  
 Operating as a category of expenditures includes purchased professional, maintenance, and other contracted services, utilities, rentals, and supplies.

**Provider Payments** **\$144,089,888**  
 Provider payments represent the purchase of specialized services for the human services programs. Services are provided by the following departments: Office of Human Services; Mental Health/Mental Retardation; Managed Behavioral Health-care; Aging Services; Drug & Alcohol Services; Children, Youth & Families; Subsidized Child Day Care.

**Grants to Others** **\$13,604,265**  
 Appropriations or subsidies are made to other governments or to non-profit organizations that provide services to the community. Includes organizations such as SEPTA, Chester County Women's Commission, and Chester County Cares.

**Interfund Transfers** **\$24,816,604**  
 Interfund transfers are amounts transferred from one fund to another fund 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 state or federal funding.

**Allocated Costs** **\$11,318,532**  
 Allocated costs represent expenditures by the Public Health Department to reimburse the General Fund for administrative, space, and depreciation charges as justified by the cost plan.

**Debt Service** **\$37,000,945**  
 A debt service fund is maintained for the accumulation of resources for the payment of principal and interest on general obligation long-term debt, and used to finance the county's capital investment program.

**Other Expenditures** **\$3,706,665**  
 This category is comprised of unappropriated, contingency funds.

## Expenditures by Function & Department

	<b>Expenditures</b>
<i><b>General Government</b></i>	
Commissioners	\$ 1,148,328
Finance	815,680
Human Resources	993,778
Contracts and Purchasing	815,991
General Services	862,456
Public Information	129,687
Voter Services	2,190,163
Assessment	2,234,121
Tax Claim	661,162
Treasurer	796,691
Controller	1,829,401
Solicitor	480,724
Public Defender	3,286,744
Recorder of Deeds	1,681,735
Facilities Management	6,672,580
Computing & Information Services	12,147,817
Archives & Record Services	396,175
Veterans Affairs	319,638
<b>Total General Government</b>	<b>\$ 37,462,871</b>
<i><b>Judicial</b></i>	
Courts Administration	\$ 6,153,235
Court Reporters	1,598,764
District Justices	7,529,567
Law Library	330,145
Clerk of Courts	1,309,340
Constables	2,376,000
Coroner	649,974
District Attorney	8,766,888
Prothonotary	1,309,966
Register of Wills/Clerk of Orphans' Court	800,508
Sheriff	4,624,974
Bail Agency	827,017
Domestic Relations Fund	5,961,871
<b>Total Judicial</b>	<b>\$ 42,238,249</b>
<i><b>Public Safety</b></i>	
Emergency Services	\$ 2,877,691
Public Safety Communications Fund	13,801,653
<b>Total Public Safety</b>	<b>\$ 16,679,344</b>

## Expenditures by Function & Department

	<b>Expenditures</b>
<i><b>Corrections</b></i>	
Prison	\$ 26,977,974
Adult Probation	6,014,646
Juvenile Probation	3,891,461
<b>Total Corrections</b>	<b>\$ 36,884,081</b>
<i><b>Public Works</b></i>	
Bridge Program	\$ 1,126,148
<b>Total Public Works</b>	<b>\$ 1,126,148</b>
<i><b>Human Services</b></i>	
Public Health	\$ 11,030,938
Community Development	18,346,735
Human Services Fund	4,387,679
MH/MR Fund	71,795,749
Managed Behavioral Health Care Fund	50,748,494
Office of Aging Fund	6,061,318
Drug and Alcohol Fund	5,892,921
Children Youth & Families Fund	31,668,155
Subsidized Child Day Care Fund	10,912,653
Pocopson Home	24,687,321
<b>Total Human Services</b>	<b>\$ 235,531,963</b>
<i><b>Culture &amp; Recreation</b></i>	
Library Fund	\$ 7,907,326
Parks and Recreation	6,892,633
<b>Total Culture &amp; Recreation</b>	<b>\$ 14,799,959</b>
<i><b>Conservation &amp; Development</b></i>	
Planning	\$ 3,222,877
Water Resources	467,844
Open Space Preservation	706,338
Soil Conservation	1,162,779
<b>Total Conservation &amp; Development</b>	<b>\$ 5,559,838</b>
<i><b>Debt Service</b></i>	\$ 38,507,997
<i><b>Miscellaneous</b></i>	\$ 27,259,405
<b>2008 Operating Budget</b>	<b>\$ 456,049,855</b>

## Capital Investment Program

The Capital Investment Program (CIP) is funded by two major sources. The county funds projects for the acquisition and/or construction of assets with an extended useful life through the issuance of general obligation notes and bonds. These funds are budgeted in the Capital Improvement Fund. The county maintains a Capital Reserve Fund for pay-as-you-go projects. Also, from time to time, grant funding may be available to support the program.

The Capital Investment Program is a multi-year plan which, though approved for a five-year period, is reviewed and updated annually. The development of the CIP allows the county to develop a long-range plan of funding requirements and debt repayments closely linked to project disbursements.

The County Code, Section 512, permits annual appropriations from the General Fund of up to 10 percent of the General Fund budget to the Capital Reserve Fund for pay-as-you-go projects. For 2008, \$1.0 million has been budgeted as a transfer from the General Fund.

The 2008 budget for the Capital Investment Program totals \$93.0 million and is based upon estimates of project cash flow requirements.

<b>Revenues</b>	<b>2008 Budget</b>	
Federal & State Grants	\$	930,060
Interfund Revenues		1,000,000
Other Revenues		144,000
Carry Forward		90,962,835
<b>Total</b>	<b>\$</b>	<b>93,036,895</b>

<b>Expenditures</b>		
Open Space	\$	39,107,792
County Parks		8,706,104
Infrastructure		7,145,793
Facilities		25,620,798
Technology		2,576,304
Public Safety		5,564,257
Contingency		4,315,847
<b>Total</b>	<b>\$</b>	<b>93,036,895</b>

## Capital Projects in 2008



**Open Space** **\$39,107,792**  
 Provides funds for municipal park and conservancy grants, acquisition of land to be used for county parks, agricultural easement purchases, and urban renewal. Since 1989, over \$185 million has been invested in open space programs, with an additional \$20 million committed for 2008.



**County Parks** **\$8,706,104**  
 Provides funds for major improvements and development of county parks.



**Infrastructure** **\$7,145,793**  
 Provides funds for projects such as repairs to existing flood-control dams, design and construction of wetlands mitigation, and major reconstruction and repairs to county bridges.



**Facilities** **\$25,620,798**  
 Provides funds for building projects including: completion of the Justice Center, improvements at the Prison, completion of the Wastewater Treatment Facility expansion, and other facility improvements.



**Technology** **\$2,576,304**  
 Provides funding for improvements to existing technology infrastructure, upgrades to the Geographic Information System (GIS), and the courts management system.



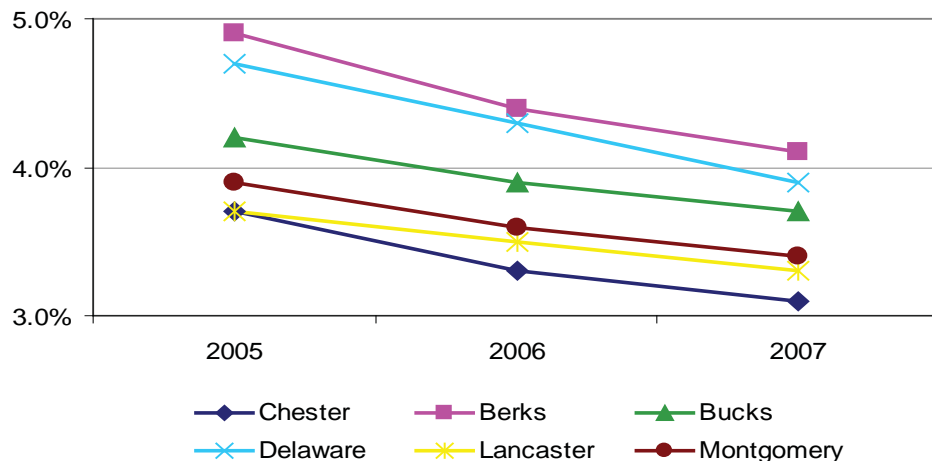
**Public Safety** **\$5,564,257**  
 Provides funds for capital projects including the continued enhancement of the 9-1-1 communication system and funds for the planning and design of a Public Safety Training Facility.

## Economic Outlook

In October of 2006, Moody's Investors Service upgraded the rating of the county's general obligation bonds to Aaa. This is the highest possible rating on the Moody's scale. In assigning this rating, Moody's cited the county's strong financial management, a diverse and expanding tax base and a strong socioeconomic profile. Only one other county in Pennsylvania and a total of 46 counties nation-wide have achieved this outstanding rating.

County	2000 Census	2006 Estimate	% change 00 - 06
<b>Chester</b>	<b>433,501</b>	<b>482,112</b>	<b>11.2%</b>
Lancaster	470,658	494,486	5.1%
Berks	373,638	401,149	7.4%
Montgomery	750,097	775,688	3.4%
Bucks	597,635	623,205	4.3%
Delaware	550,864	555,996	0.9%
Region	3,176,393	3,332,636	4.9%

Chester County has enjoyed the lowest average unemployment rate in the region for the last three years at 3.4%



## Did you know?

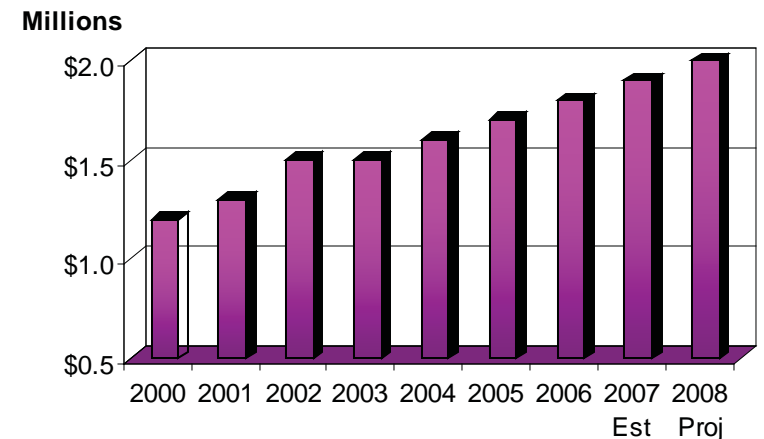
The County's comprehensive land use plan, *Landscapes*, plays an important role in sustaining the quality of life for Chester County residents. Since its inception, Chester County's Open Space Program has contributed funding towards the preservation of 43,303 acres, representing 43 percent of the lands protected in the county. Preservation funding has been distributed as follows:

### Acres Preserved through Open Space Program

Municipal park grants	5,676 acres
Conservancy grants	6,925 acres
Farmland preservation	25,741 acres
County park acquisitions	4,961 acres
<b>Total</b>	<b>43,303 acres</b>

The number of annual visits to the Chester County Library System continues to increase from 1.2 million in 2000 to a projected 2.0 million in 2008. This represents a 67 percent increase since 2000.

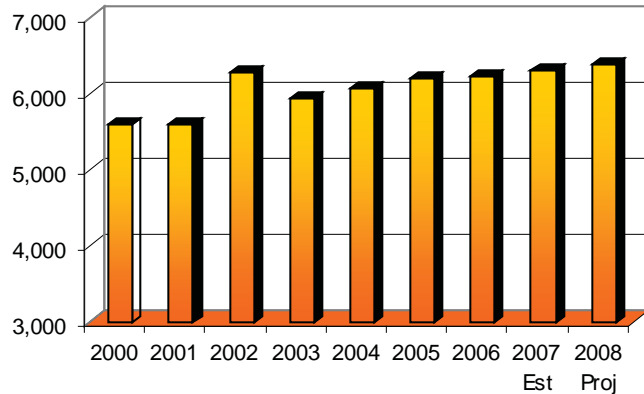
### Library Visits Continue to Grow



## Did you know?

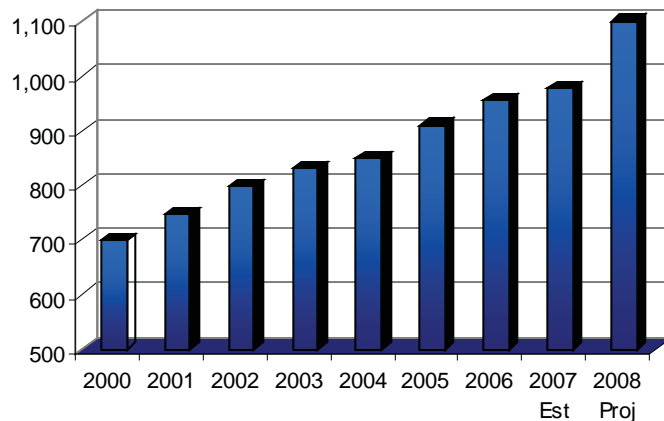
Criminal, civil, and summary appeals caseloads have steadily increased over the last several years by 14 percent from 5,590 to a projected 6,390 in 2008.

**Caseload Continues to Grow**



Since 2000, the Prison population has increased 57 percent to 1,100 prompting the development of the facility expansion project.

**Prison Population Continues to Grow**



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, 2007. 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.

Chester County has received this award for the past 15 years.