



# 2005

## BUDGET IN BRIEF

Thank you for your interest in the county's 2005 budget. Any opportunity to further enhance the lines of communication with our constituents is always appreciated.

Enclosed is information that we feel will enhance your level of awareness and understanding of county finances, programs and goals.

## **Mission Statement**

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.

## **Values and Guiding Principals**

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

### **Efficiency**

Each county department and agency shall, regardless of its funding sources, be continually looking 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 a part of everyday operations within our obligation to serve the citizens of Chester County.



## THE COUNTY OF CHESTER

COMMISSIONERS:  
Carol Aichele  
Andrew E. Dinniman  
Donald A. Mancini

OFFICE OF THE COMMISSIONERS  
Courthouse, 2 N. High St., Suite 512  
P.O. Box 2748  
West Chester, PA 19380-0991  
610-344-6100



On October 28, 2004, the Board of Commissioners posted the county's budget for 2005. On November 22, the Board held a public hearing to receive input on the 2005 budget. At the Commissioner's Board meeting of December 9th, the Commissioners approved and adopted the 2005 consolidated budget of \$524,591,706. The consolidated budget consists of \$385,357,687 for operations and \$139,234,019 for the Capital Investment Program.

This document is designed to provide a brief, non-technical explanation of the county's operating budget. If you would like more detailed information, please call the Finance Department at (610) 344-6190 for a copy of the adopted 2005 Budget. The Budget is also available for viewing 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 every Thursday at 10:00 am in the Commissioner's Boardroom on the fifth floor of the Chester County Courthouse, 2 North High Street, West Chester. The meetings are advertised in the legal notices' section of the Daily Local News and are listed on-line through the county's website at [www.chesco.org](http://www.chesco.org).

---

## Operating Budget by Function

---



### **GENERAL GOVERNMENT**

**\$ 34,175,837**

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**

**\$ 38,287,879**

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**

**\$ 15,497,843**

Services provided by the County for the safety and security of the public including emergency management, the 911 communications system, hazardous materials response and emergency medical services.



### **CORRECTIONS**

**\$ 29,897,616**

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



### **PUBLIC WORKS**

**\$ 886,903**

Expenditures for maintaining and rehabilitating the 97 county owned bridges.



### **HUMAN SERVICES**

**\$ 196,022,760**

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, a long-term nursing facility.



### **CULTURE & RECREATION**

**\$ 14,155,457**

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



### **CONSERVATION & DEVELOPMENT**

**\$ 5,041,552**

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

### **DEBT SERVICE**

**\$ 23,831,607**

Payment of principal and interest obligations resulting from the issuance of bonds and notes.

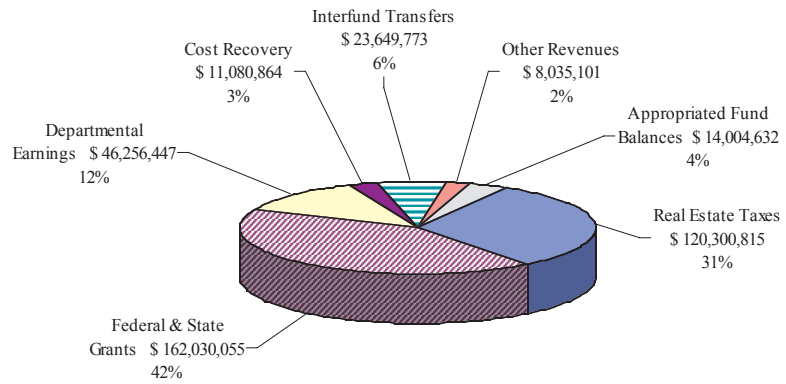
### **MISCELLANEOUS**

**\$ 27,560,233**

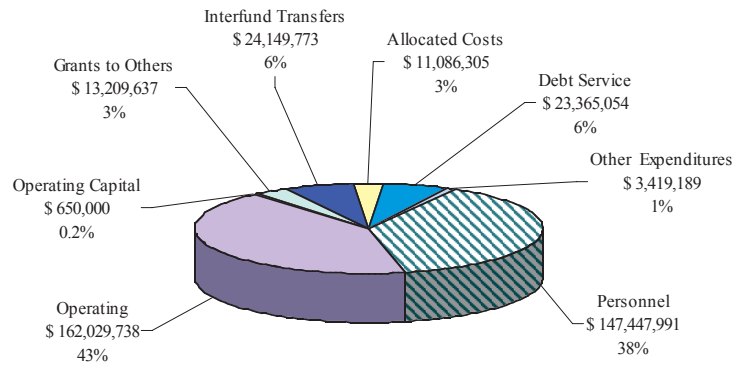
Non-departmental general governmental expenditures and appropriations and transfers to other funds.

## 2005 Operating Budget Revenues & Expenditures

### Revenues - \$ 385,357,687



### Expenditures - \$ 385,357,687



---

## Expenditures by Function

---

	<u>Expenditures</u>
<b><i>General Government</i></b>	
Commissioners	\$ 1,138,201
Finance	776,251
Human Resources	949,184
Contracts and Purchasing	799,865
General Services	814,358
Telecommunication	692,988
Public Information	104,156
Voter Services	1,273,862
Assessment	2,117,921
Tax Claim	642,959
Treasurer	745,159
Controller	1,815,246
Solicitor	459,378
Public Defender	3,112,467
Recorder of Deeds	1,607,096
Facilities Management	5,232,809
Computing & Information Services	11,190,960
Archives & Record Services	389,144
Veterans Affairs	313,833
<b>Total General Government</b>	<b>\$ 34,175,837</b>
<b><i>Judicial</i></b>	
Courts Administration	\$ 5,795,116
Court Reporters	1,556,886
WEB	294,793
District Justices	7,137,833
Law Library	347,353
Clerk of Courts	1,117,740
Constables	1,675,000
Coroner	627,472
District Attorney	4,978,581
Detectives	2,510,652
Prothonotary	1,241,052
Register of Wills	761,193
Sheriff	4,025,195
Bail Agency	853,842
Domestic Relations Fund	5,365,171
<b>Total Judicial</b>	<b>\$ 38,287,879</b>
<b><i>Public Safety</i></b>	
Emergency Services	\$ 2,255,987
Public Safety Communications Fund	13,241,856
<b>Total Public Safety</b>	<b>\$ 15,497,843</b>

---

## Expenditures by Function

---

	<u>Expenditures</u>
<i>Corrections</i>	
Prison	\$ 20,798,452
Adult Probation	5,388,623
Juvenile Probation	3,710,541
<b>Total Corrections</b>	<u>\$ 29,897,616</u>
<i>Public Works</i>	
Bridge Program	\$ 886,903
<b>Total Public Works</b>	<u>\$ 886,903</u>
<i>Human Services</i>	
Public Health	\$ 12,323,602
Community Development	17,985,749
Human Services Fund	3,594,447
MH/MR Fund	61,618,012
Managed Behavioral Health Care Fund	29,497,964
Office of Aging Fund	5,240,663
Drug and Alcohol Fund	5,319,915
Children Youth & Families Fund	29,023,421
Subsidized Child Day Care Fund	6,178,086
Pocopson Home	25,240,901
<b>Total Human Services</b>	<u>\$ 196,022,760</u>
<i>Culture &amp; Recreation</i>	
Library Fund	\$ 7,620,050
Parks and Recreation	6,535,407
<b>Total Culture &amp; Recreation</b>	<u>\$ 14,155,457</u>
<i>Conservation &amp; Development</i>	
Planning	\$ 3,163,952
Water Resources	384,179
Agricultural Development	312,222
Soil Conservation	1,181,199
<b>Total Conservation &amp; Development</b>	<u>\$ 5,041,552</u>
<i>Debt Service</i>	\$ 23,831,607
<i>Miscellaneous</i>	\$ 27,560,233
<b>2005 Operating Budget</b>	<b>\$ 385,357,687</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 also 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% of the General Fund budget to the Capital Reserve Fund for pay-as-you-go projects. For 2005, \$0.5 million has been budgeted as a transfer from the General Fund.

The 2005 CIP budget totals \$139.2 million, \$136.4 million budgeted in the Capital Improvement Fund and \$2.8 million budgeted in the Capital Reserve Fund. Of this total, \$1.2 million remains as contingency for current and future projects.

<b>REVENUES</b>	<b>2005 Budget</b>
Carry Forward	\$ 26,413,621
Federal & State Grants	748,071
Interest & Other	1,572,327
Interfund Transfers	500,000
Bond Proceeds	110,000,000
	<hr/>
	\$ 139,234,019
 <b>EXPENDITURES</b>	
Open Space (Prior Commitments)	\$ 17,146,890
Open Space (New Commitments)	15,000,000
County Parks	2,709,755
Infrastructure	3,765,096
Facilities	91,296,128
Vehicles / Equipment / Improvements	1,339,083
Technology	4,960,072
Public Safety	1,484,069
Professional Services	335,828
Contingency	1,197,098
	<hr/>
	\$ 139,234,019

---

## Capital Projects

---

**Open Space** - Provides annual funds for Municipal Park and Conservancies Grants, acquisition of land to be used for County parks, agricultural easement purchases, and urban revitalization.

**County Parks** - Provides annual funds for long-term capital projects for the development of and improvements to County park sites.

**Infrastructure** - Provides annual funds for long-term capital projects for repairs to existing flood-control dams.

**Facilities** - Provides funds for long-term capital projects including: renovation and expansion of the County Prison and the Wastewater Treatment Facility, construction of a new Justice Center and a Juvenile Detention Center, and other facility improvements.

**Vehicles / Equipment / Improvements** - Provides funds for replacement of vehicles and acquisition of capital equipment.

**Technology** - Provides annual funds for long-term capital projects including: improvements to existing technical infrastructure, upgrades to the Geographic Information System (GIS) and courts management system, and Health Insurance Portability and Accountability (HIPAA) compliance.

**Public Safety** - Provides annual funds for capital projects including the continued enhancement of the 911 communication system and the County's share of costs for a Public Safety Training Facility.

**Professional Services** - Provides funds for major projects including the Rt. 340 bridge removal, a records management project for the Prothonotary, and a video conferencing initiative.

---

## Did you know?

---

The number of annual visits to the Chester County Library system continues to increase from 1.2 million in 2000 to 1.7 million (est.) in 2005. This represents a 42% increase.

- Chester County ranks 1<sup>st</sup> among the third class counties in collections per case of child support. There are approximately 14,000 active cases. Collections are projected to be \$55 million in 2005, which represents an increase of 104% since 1995.
- Collections of Court ordered state and county fines, supervision fees, restitution and other miscellaneous revenues have steadily increased over the last few years by 39% from \$3.6 million to \$5.0 million in 2005.
- Since 1995 the Prison population has increased 49% to 875 prompting the development of the facility expansion project.
- In June of 2003, Moody's Investor Service upgraded the rating of the County's general obligation bonds to **Aa1**. Their agent cited solid financial operations, sound fiscal policy, a sound economic base and an above average debt position as factors in the discussion. This is the highest rating of any 3<sup>rd</sup> class county in the Commonwealth and the second highest of all counties in the state.