

# The County of Lancaster 2010 Budget Presentation

December 1, 2009

*Welcome!*

*The mission of the Lancaster County  
Government is to create a government that  
is effective, cost efficient and  
consumer friendly.*



# AGENDA

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- Welcoming Remarks
- Administrative Items
- Explanation of Budget Creation Process- Maggie Weidinger
- Human Services Departments- James Laughman
- Court of Common Pleas – Charlie Douts
- 2009 Notable Achievements /Overall Summary of Achievements
- Budget Challenges
- Goals and Objectives for 2010
- 2010 Budget Resolution
- Public Comments/Questions

# Creating the 2010 Budget

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- Budget schedule set in February
- Revenues & Expenses projections updated in April
- Appropriations developed and distributed in July
- Departments enter requests into Peoplesoft - August
- Departmental budget meetings in September
  - ▣ Departments, County Administrator, Controller's office staff and Budget Services
- October & November worksessions
- On the table for public discussion November 25<sup>th</sup>
- Scheduled for adoption December 23<sup>rd</sup>

# Revenues- April 2009 Estimates

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\$133,589,988 – 2009 General Fund Revenue

1,031,613 – 1% growth in tax base

1,000,000 – Wireless Revenue (1<sup>st</sup> & 2<sup>nd</sup> Qtr)

1,519,846 – Wireless Revenue (3<sup>rd</sup> & 4<sup>th</sup> Qtr)

7,000,000 – Amtrak Project

**\$ 144,141,447 – Projected 2010 Revenue**

# Expenses - Payroll & Benefits (7100s)

## General Fund

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**Avg. dept spends 71% of its budget on 7100s**

**Growth of 7100s is slowing -**

**8.3% - 2005 to 2006**

**6.2% - 2006 to 2007**

**3.3% - 2007 to 2008**

**1.7% - 2008 to 2009**

	BUDGET	ACTUAL	OVER/UNDER
2009	79,042,787		
2008	77,809,865	74,608,866	3,200,999
2007	75,275,665	70,991,077	4,284,588
2006	70,861,807	66,430,189	4,431,618
2005	65,434,529	63,575,665	1,858,864

# Expenses – Operating - April 2009 Estimates

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- 2009 Operating - \$31,197,035
  - Less 1 time expenses - \$1,251,541
  - Less 3% reduction
  - 2010 Operating = \$29,009,583
  
- Does not include Capital requests

# Expenses Recap – April 2009 Estimates

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□ Payroll -	\$ 78,151,776
□ Operating -	\$ 29,009,583
□ Other -	\$ <u>47,275,826</u>
□ Total -	\$154,437,185
□ Revenue -	\$144,141,447
□ Expenses -	< <u>\$154,437,185</u> > < <b>\$10,295,738</b> >

Average Fund Balance - \$7,428,248

**Balance - <\$2,867,490>**

# Expenses – Other – April 2009 Estimates

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Debt Service -	\$ 22,161,968
Amtrak -	\$ 7,000,000
Grants -	\$ 3,646,263
County Match-	\$ <u>14,467,595</u>
<u>Total</u>	- \$ <u>47,275,826</u>

# Human Services Departments

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- Human Relations Commission
- Mental Health & Mental Retardation Services
- Office of Aging
- Lancaster Employment & Training (LETA)
- Children & Youth Agency (CYA)
- Youth Intervention Center (YIC)
- Drug & Alcohol Commission
- Veterans Affairs

# 2009 Lancaster County Human Relations Commission

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- **CONSULTATIONS:** Callers may want information on our complaint process or other services. Some callers have needs that cannot be met with the services that the Commission provides. In those situations staff makes every effort to refer caller to the appropriate community resource. We received a total of **2,473** consultations as of 10/31/09.
- **PRESENTATIONS & TRAININGS:** Provided to colleges, businesses, non-profits and community organizations – addressing LCHRC services, illegal discrimination and housing rights.
- **EDUCATIONAL/PARTNERSHIP OPPORTUNITIES:**

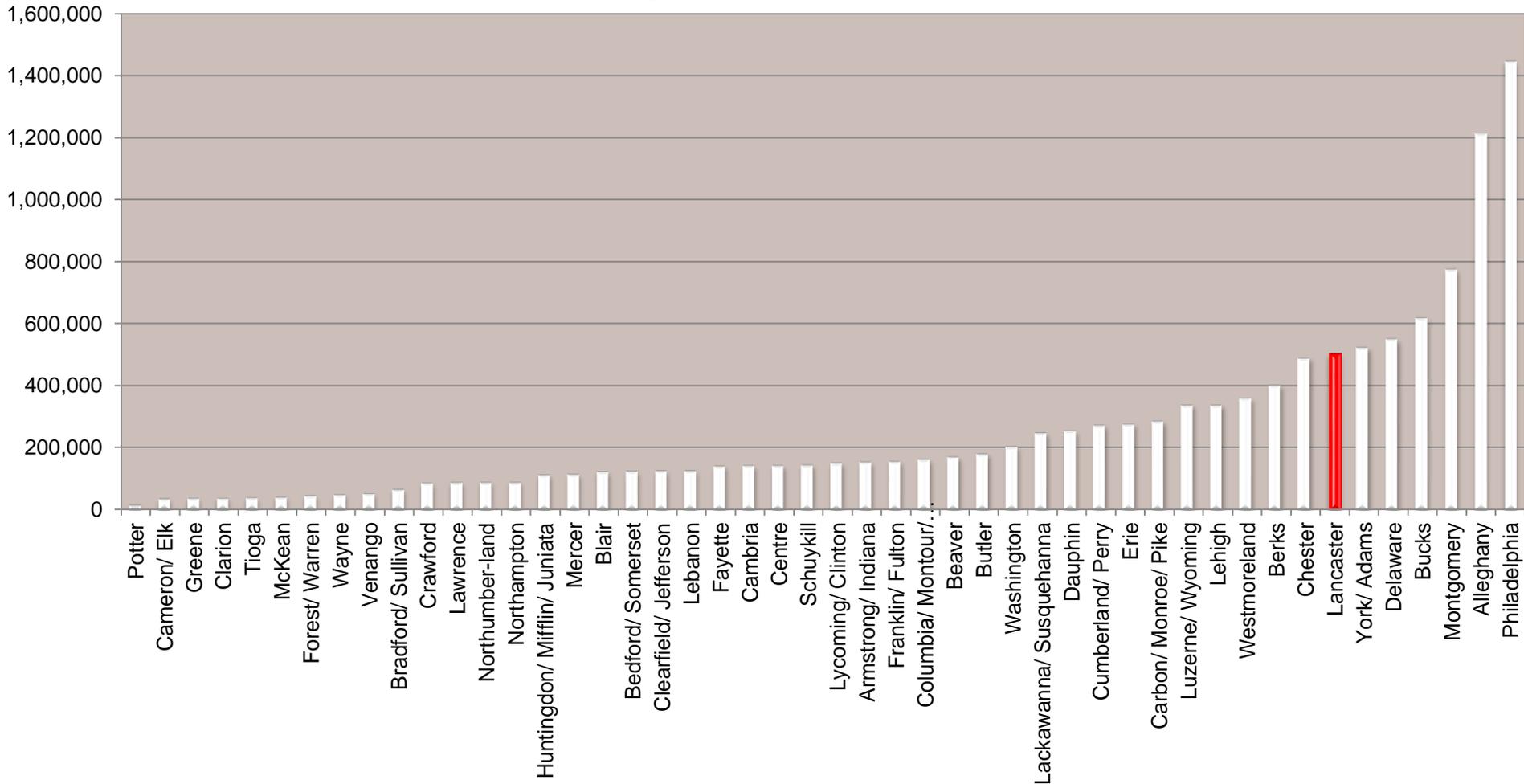
We estimate that in 2009 we had contact with 163,000 people.  
This number does not include the 122 complaints processed by  
staff.

# Mental Health Service

## July 2008 Population of County/Joinder

11

### July 2008 Population of County/ Joinder

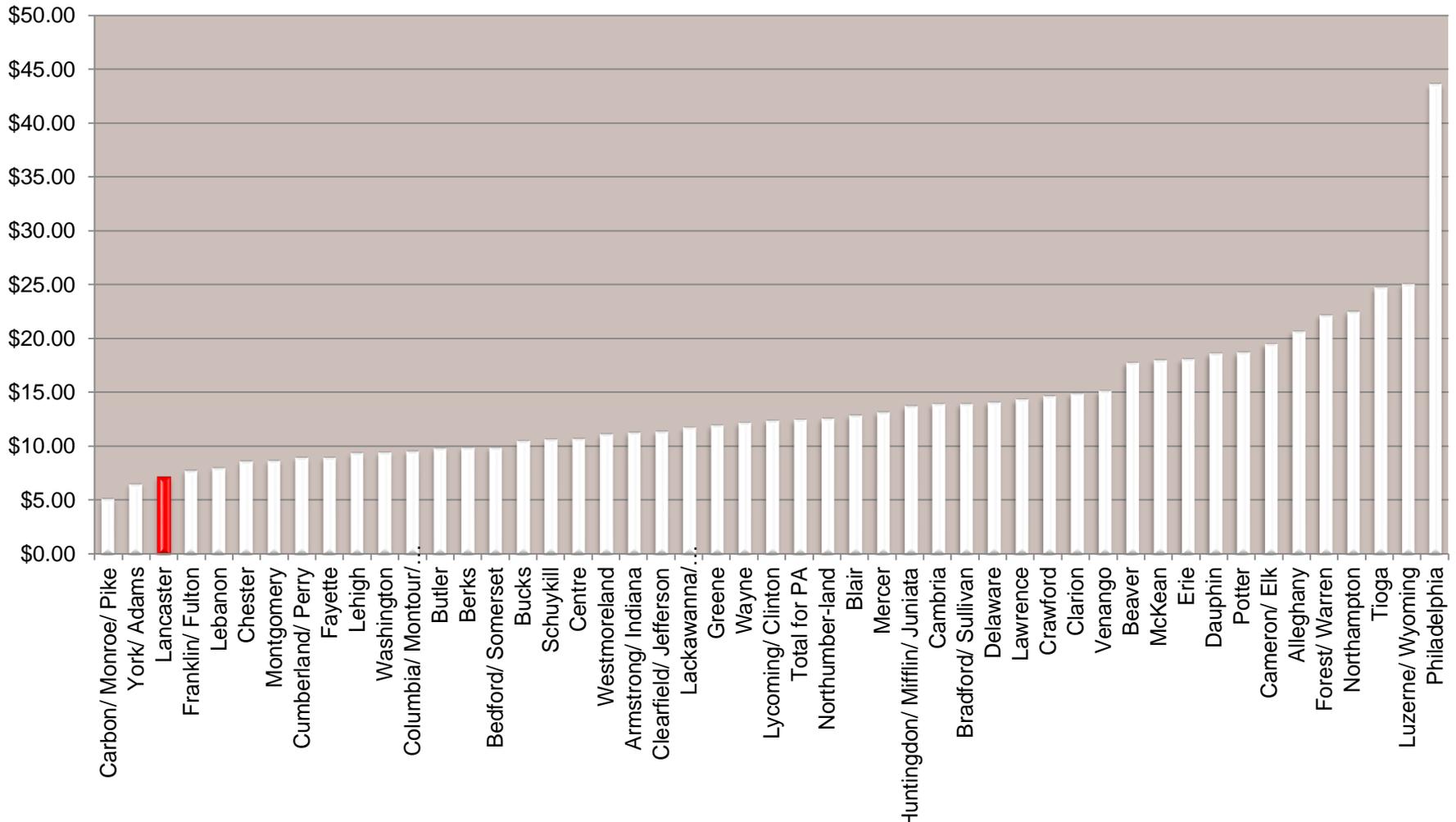


# Mental Health Service

## 08/09 Per Capita of Base 90%

12

### 08/09 Per Capita of Base 90%



# Mental Health Service

## Open Records

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*As of November 1, 2009 we have a total of 3,216 people with open records in our mental health component. Roughly 1/3 are children receiving mental health services.*

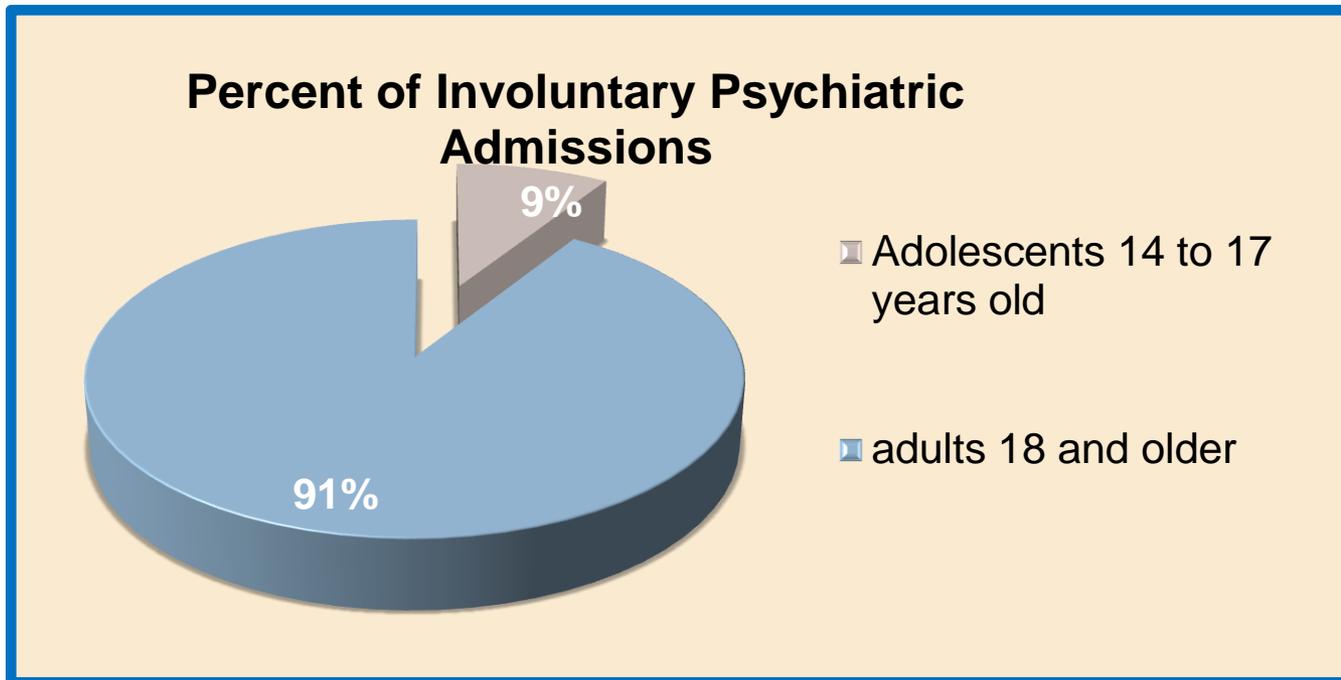
*Our Crisis Intervention Services received over 8600 calls in 2008.*

# Mental Health Service

## Percent of Involuntary Psychiatric Admissions

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*In a 12 month period, approximately 285 children from Lancaster County were hospitalized in out-of-county psychiatric units because Lancaster did not have the capacity to serve these children within their home communities.*



# Office of Aging

## 2008 Accomplishments

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- Received and investigated nearly 1000 reports of need for protective services involving physical or financial abuse, approximately one-third of which were substantiated cases.
- Worked to place several hundred older workers in subsidized and unsubsidized employment.
- Conducted dozens of public education, outreach and enrollment events re. federal Medicare D benefit, and counseled more than 800 persons re. required selection of a drug plan.
- Performed approximately 3500 level of care assessments to determine appropriate placement options and/or eligibility for public funds and services.

# Office of Aging

## 2008 Accomplishments – Cont.

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- Provided comprehensive services including care management, personal care, home delivered meals, adult day care to more than 600 individuals in their homes.
- Served approximately 60,000 meals in nine senior centers to low income, nutritionally high-risk consumers.
- Responded to nearly 450 residents' rights complaints in 115 long term care facilities countywide via the Ombudsman Program.
- Provided nearly 1000 flu and pneumonia vaccinations as part of Prime Time Health initiative.

# Office of Aging

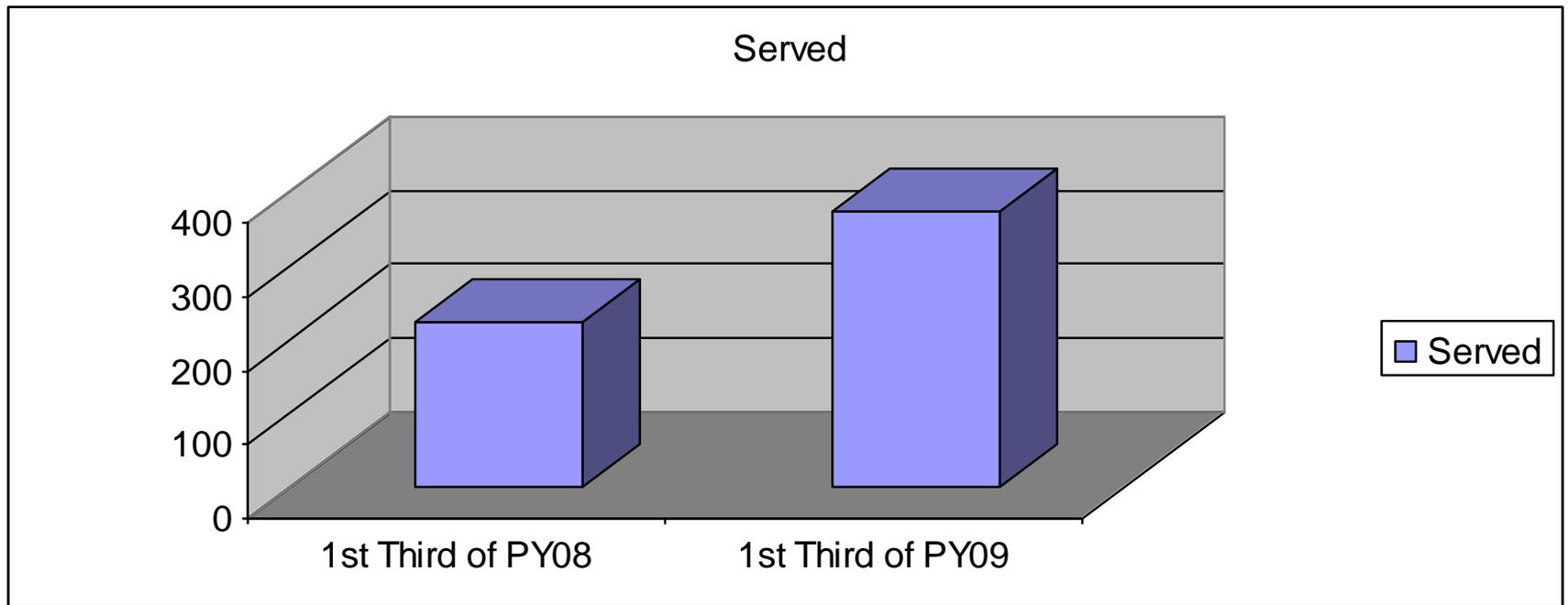
## 2008 Accomplishments – Cont.

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- Enabled more than 170 nursing-home-eligible consumers remain at home through services of the Aging Waiver program, stretching Medicaid funds twice as far compared with the cost of a day of nursing home care.
- Co-sponsored a most successful 20<sup>th</sup> annual Senior Games involving private/public collaborations for 800+ participants in 40+ weeklong events.
- Handled nearly 56,000 phone inquiries and 6000 walk-in consumers in our Information and Assistance department.

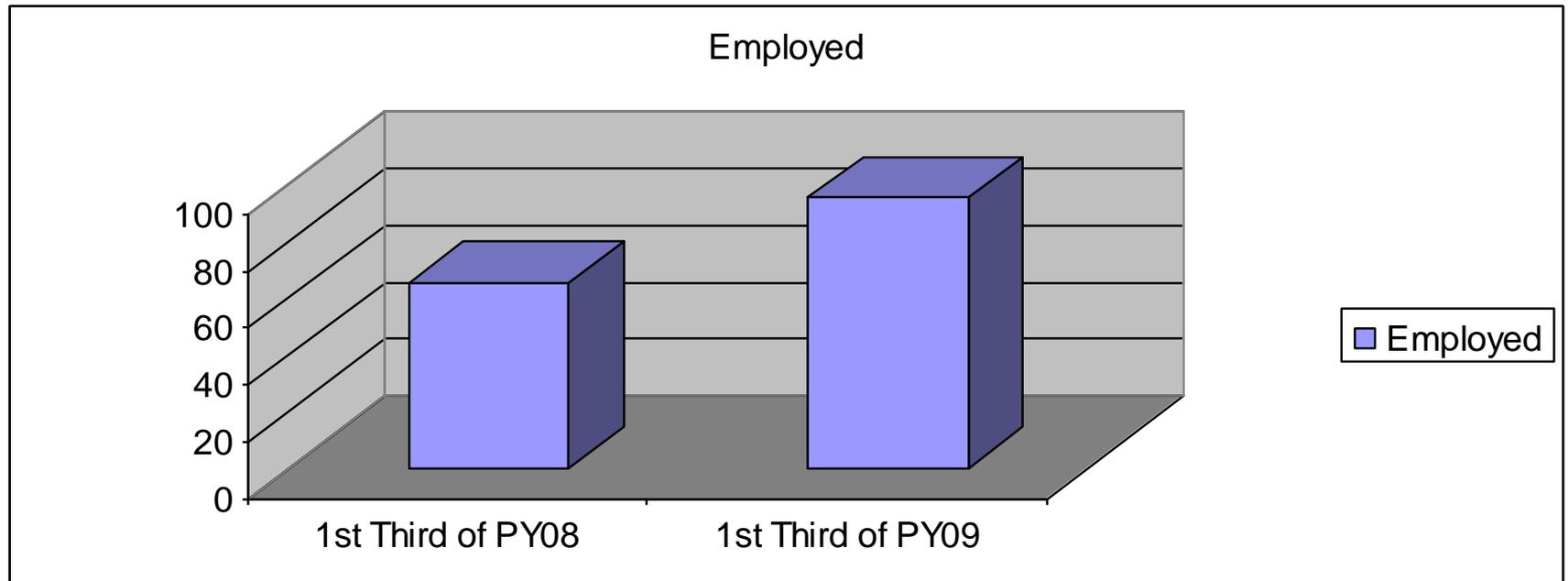
# LETA Total Customers Served – Job Club, Career Center, and ITA

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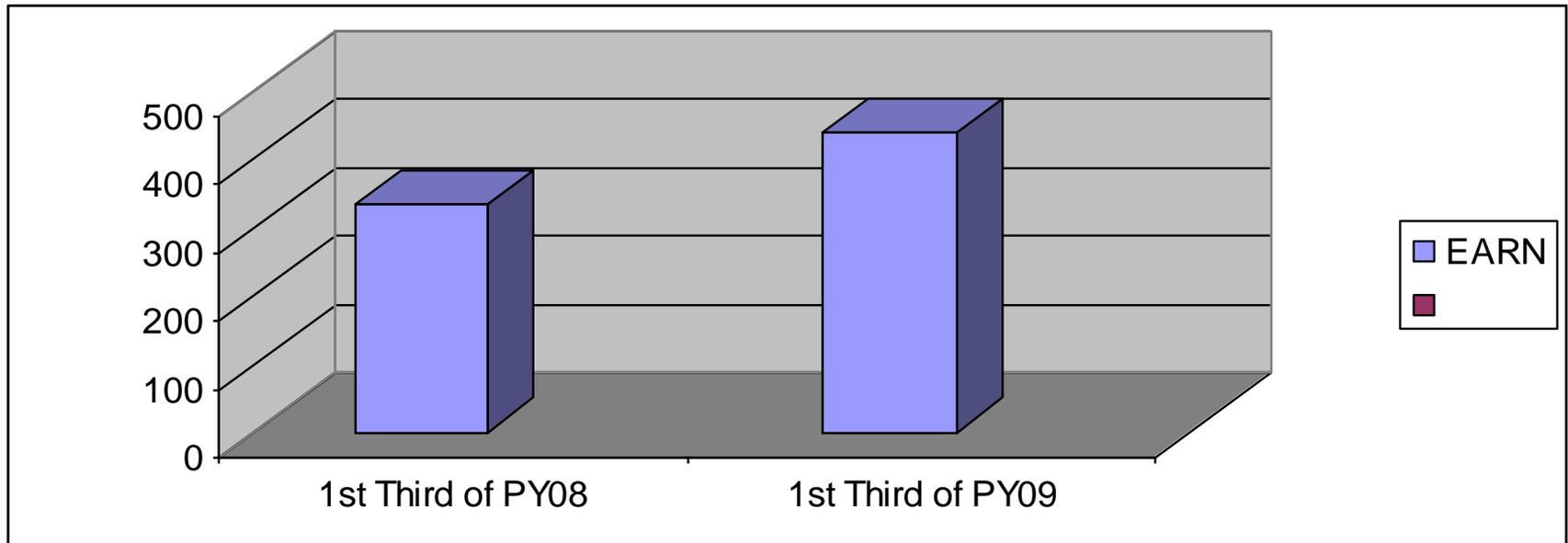
# LETA Customer Employed – Job Club, Career Center, and ITA

19



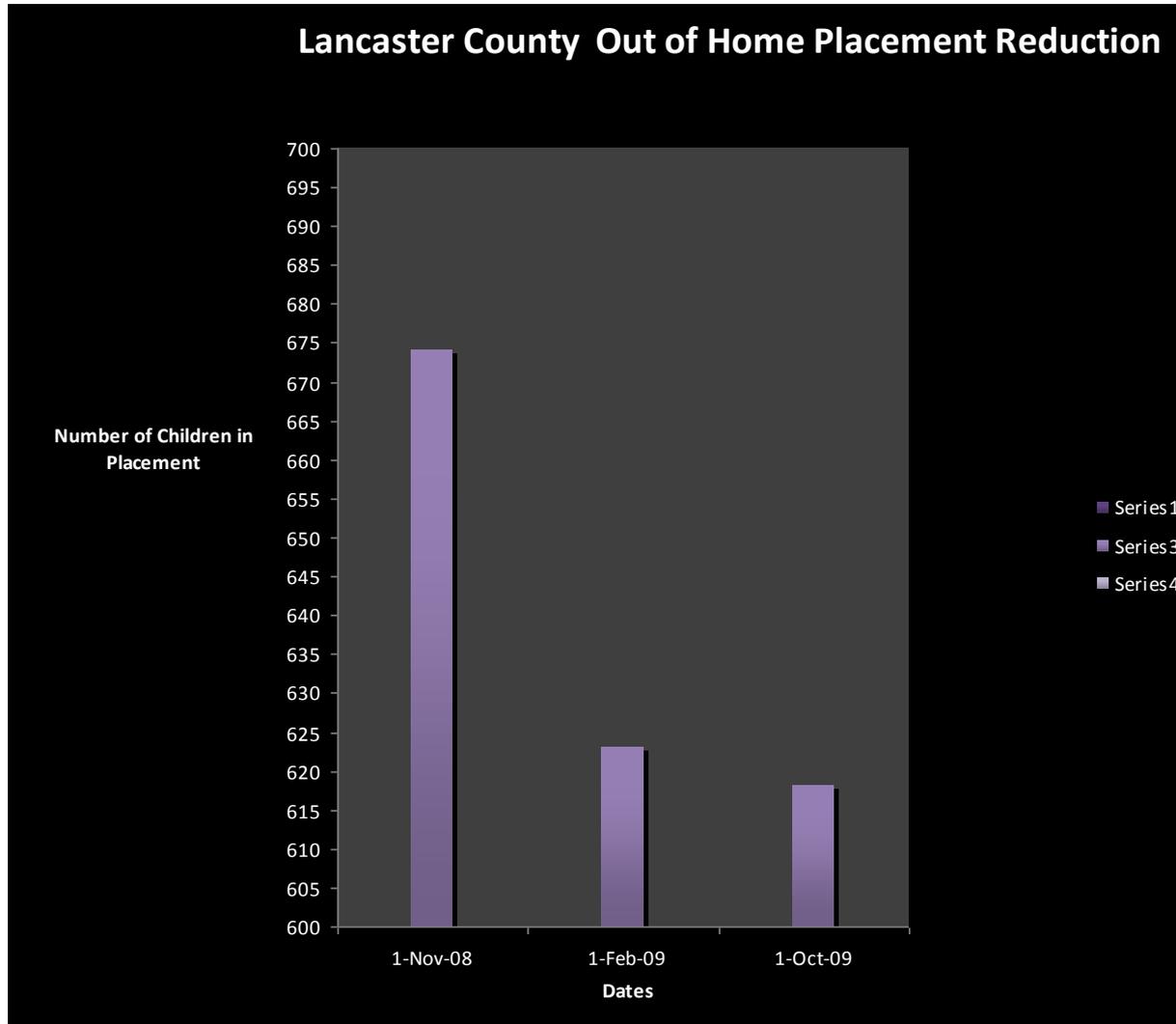
# LETA Total Customers Served – Employment and Retention Network (EARN)

20



# Lancaster County Out of Home Placement Reduction – Children & Youth

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# YIC – Streamlining

To create a County government department that serves the citizens of Lancaster County dependably, and with minimized liability, by implementing effective leadership, reducing wasteful spending, increasing employee morale, improving staff retention, and creating a more disciplined and structured Detention environment.

# YIC - Streamlining

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Total cost of previous Administrative salaries per  
pay:

**\$27,798.10**

Total cost of new Administrative salaries per  
pay, after budget cuts:

**\$15,456.52**

# YIC - Streamlining

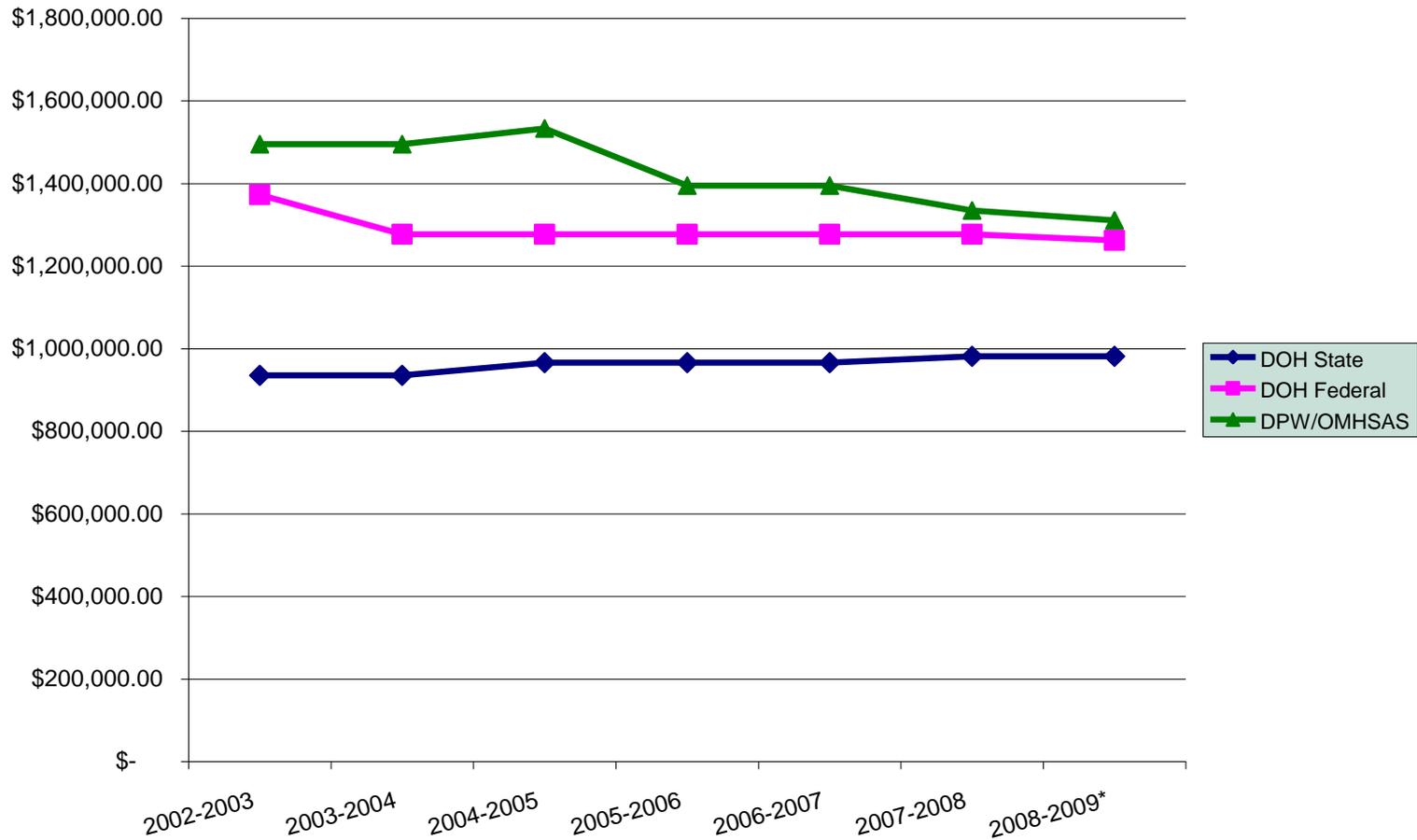
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Administrative savings annually:

**\$320,881.08**

# Lancaster County Drug and Alcohol Commission Seven Year Budget Review

## Lancaster County Drug and Alcohol Commission Seven Year Budget Review

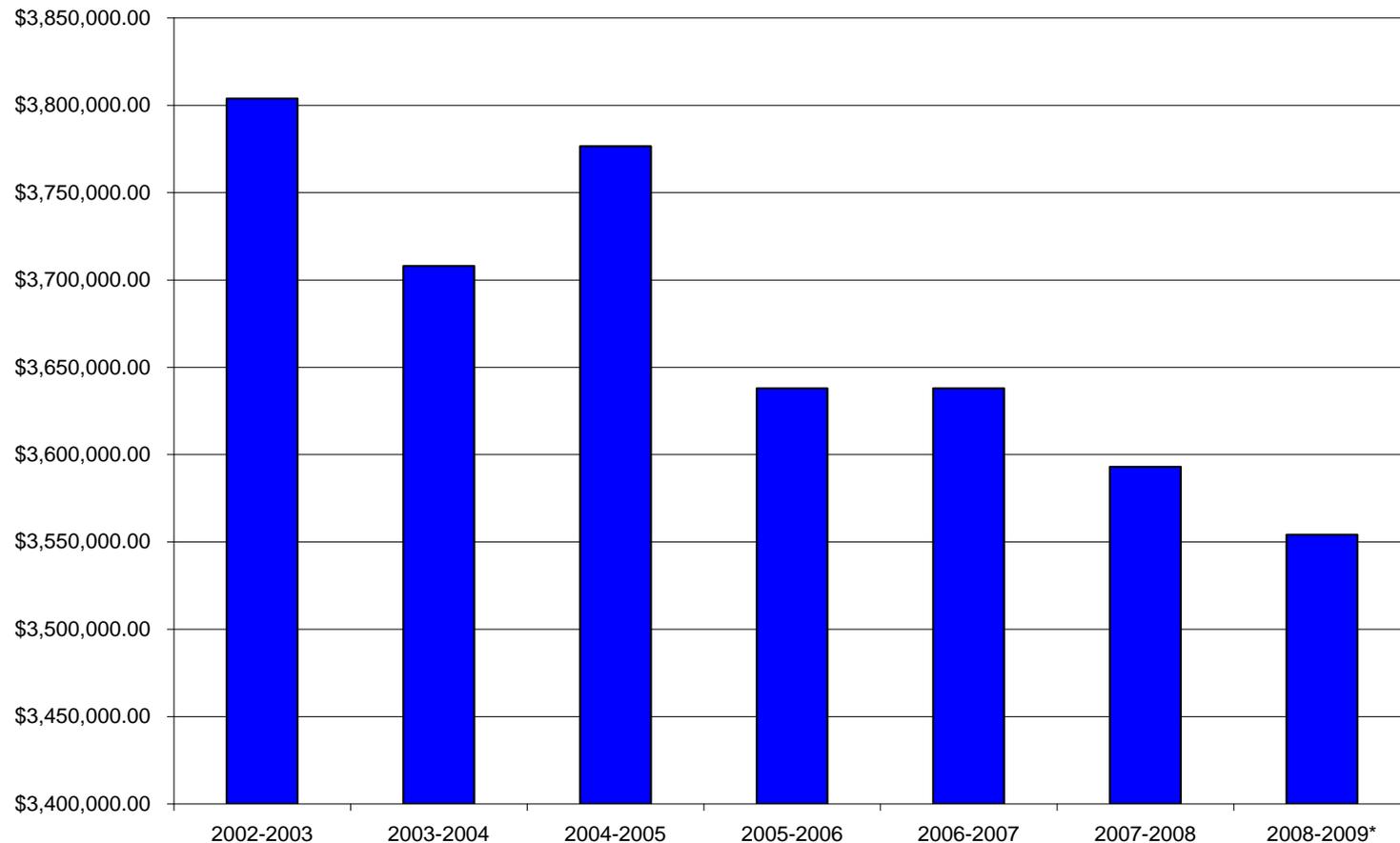


\* Indicates budgeted amount for 2008-2009

# Lancaster County Drug and Alcohol Total DOH/DPW Allocation

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Total DOH/DPW Allocation



\* Indicates budgeted amount for 2008-2009

# Veterans Affairs

## Monthly Claims Award Report for Veterans

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Monthly Claims Award Report for Veterans (From Office of Deputy Adjutant General { PADMVA})					
Rank	Office	Comp Yr End Total	Pen Yr End Total	Retro Yr End Total	Yr End Totals
1	Berks	1,153,462	196,396	414,231	1,764,089
<b>2</b>	<b>Lancaster</b>	<b>965,582</b>	<b>315,673</b>	<b>390,898</b>	<b>1,672,153</b>
3	Cumberland	814,738	370,510	355,439	1,540,687
4	Lehigh	431,193	503,426	356,426	1,291,045
5	York	652,914	289,781	343,623	1,286,318
10	Philadelphia AGO	657,327	30,677	255,415	943,419
11	Luzerne	340,077	343,779	191,113	874,969
22	Centre	344,002	96,280	107,328	547,610
35	Bucks	279,680	0	53,796	333,476
39	Dauphin	77,371	75,910	92,802	246,083
43	Allegheny	48,776	85,050	68,971	202,797

# Court of Common Pleas

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- Facilitated the first incident management tabletop exercise of Court Continuity of Operations Plan
- Processed 8,576 applications for free legal counsel
- Provide access to 1,044 Pro Se Protection from Abuse Petitioners
- Scheduled, approved and facilitated 1,570 interpreter requests for individuals lacking in English Proficiency
- Law Library finished the conversion of data from card catalog to networked version of catalog
- Modified Room 502, former County Commissioner's Meeting Room into a useable courtroom

# Court of Common Pleas – Cont.

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- Domestic Relations aided in the support collections of nearly \$65 million dollars
- Domestic Relations received national recognition for its collaboration with the Sheriff's Office and GIS Department
- Domestic Relations launched a job search initiative to assist defendants
- Domestic Relations pilots several state programs to enhance child support programs
- Adult Probation and Parole continues to work closely with Re-entry Management Organization
- Adult Probation and Parole supervised approximately 80,000 hours of community service work

# Court of Common Pleas – Cont.

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- In conjunction with the County Treasurer's office, the Court approved the transfer of the Bureau of Collections unit to Adult Probation and Parole Services
- Revived the "Victim Impact Panels" Over 80 individuals attended the first panel
- Mental Health Court planning and development continued toward a 2010 start date
- Juvenile Probation and Parole saw 100% of juveniles who paid full restitution and 97% completed all community service
- Video conferencing equipment installed at all 20 Magisterial Courts resulting in cost savings as arraignments are conducted with the County Prison

# 2009 Notable Achievements / Overall Summary of Achievements

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- Forensic Center Site Selected/Site Planning and Design Underway
- 40 E. King Renovation Project, Architect selected for final design/renovations expected to begin summer of 2010
- Lancaster County Government Administration Building, 150 N. Queen St. settlement of property sale appeal and major construction/renovations completed
- County Bonds Refinanced, conversion from variable rates to fixed rates providing greater financial stability
- Amtrak Station Groundbreaking, project under budget
- Electricity Cooperative Purchasing Agreement. Goal to reduce impact of the lifting of the rate cap in 2010

# 2009 Notable Achievements / Overall Summary of Achievements – Cont.

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- Parks/Facilities Maintenance Department Evaluation Completed. Implementation Underway
- Capital Planning for County Bridge Program
- Log Cabin Covered Bridge Completed. Bids awarded in 2009 for Middle Creek and Brenneman Road Bridge Projects
- Eby Chiques and Garfield Road Bridge Engineering Completed, Bid award in 2010
- Eshelman Road Bridge Engineering and Design Underway for an anticipated 2010 Bid Award
- Lancaster County joins a County Healthcare Insurance Consortium

# 2009 Notable Achievements / Overall Summary of Achievements – Cont.

33

- Regional Digester Grant Application to Study Chesapeake Bay Tributary Nutrient Compliance
- Human Services Shared Services Study Completed
- County Prescription Drug Discount Program Implemented/  
Over \$100,000 in savings to Residents
- American Recovery and Reinvestment Energy Grant  
Application resulting in 3.85 million for County Projects
- LCPC receives 2009 National Award for Smart Growth  
Achievement from E.P.A. for Implementation of the County  
Comprehensive Plan

# 2009 Notable Achievements / Overall Summary of Achievements – Cont.

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- LCPC receives National Community Impact Phoenix Award for Roberto Clemente Park
- City-County Shared Services Agreement for IT Services approved
- Task Force Appointed to Seek Library Efficiencies and Opportunities
- County Emergency Management Assisting State Health Department with Implementation of H1N1 Flu preparedness

# Budget Challenges

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- National Economic Trends
- Stagnant Growth in County Revenues and Investments
- State Budget Mandates and Funding Reductions
- Human Services Funding and Increasing Demands for Services

# Goals and Objectives for 2010

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- Implement the 2009 Departmental Service Evaluation and Efficiency Studies
- Continue to seek Department Efficiencies and In-Depth Studies of Additional Departments Proposed
- Dispose of 225 W.King St. Property
- Construction to commence on 40 E.King St. and Forensic Center Projects
- Complete new County Directory and Map to Aid Residents with Identification of County Services
- Issue Request for Proposals for a new County wide radio system

# Goals and Objectives for 2010 – Cont.

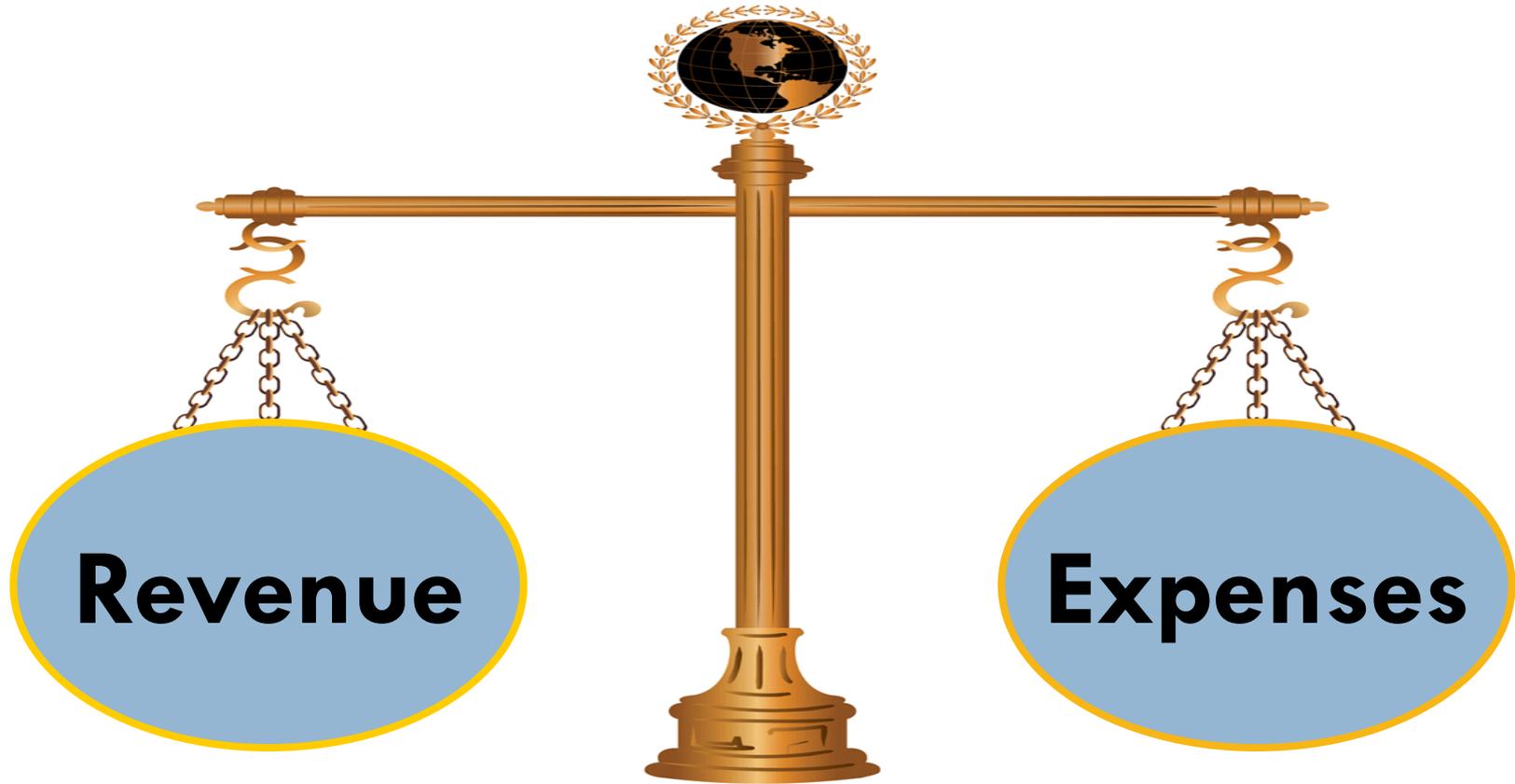
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- ❑ Officially adopt and implement County Bridge Capital Planning Program
- ❑ Adopt Lancaster County Economic Development Plan and Strategies as part of the County Comprehensive Plan
- ❑ Implement ARRA energy grants
- ❑ Continue to seek Opportunities to Partner with Local Municipalities and Non-Profit Agencies
- ❑ Finalize the second phase of County Government Continuity of Operations Plan
- ❑ Implement Regional Booking and Centralized Arraignment Center
- ❑ Complete Phase I construction of the Conestoga Greenway

2010

# Budget Resolution

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# 2010

## Budget Resolution - Revenue

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	GENERAL FUND	OTHER FUNDS	TOTAL
<b>REVENUE</b>			
County Tax Receipts--2010			
Real Estate (3.416 Mills)	\$102,312,801		\$102,312,801
Personal property (0 Mills)			0
Delinquent Taxes	2,100,395		2,100,395
Total County Tax Receipts--2010	104,413,196		104,413,196
State & Federal Grants--2010	14,024,679	80,260,781	94,285,460
Fees & Fines--2010	25,298,528	4,000,124	29,298,652
Interest Earnings--2010	553,700	175,000	728,700
County Match-2010		13,202,819	13,202,819
<b>TOTAL 2010 RECEIPTS</b>	<b>\$144,290,103</b>	<b>\$97,638,724</b>	<b>\$241,928,827</b>
Fund Balance Available 12/31/09	8,670,326	3,403,336	12,073,662
Reserve for Encumbrances	9,274,522	983,953	10,258,475
<b>Total Receipts &amp; Fund Balance</b>	<b>\$162,234,951</b>	<b>\$102,026,013</b>	<b>\$264,260,964</b>

# 2010

## Budget Resolution - Expenditures

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				OPERATING BUDGET		
				GENERAL FUND	OTHER FUNDS	TOTAL
<b>EXPENDITURES</b>						
Total 2010 Operating Expenditures						
Payroll & Fringe Benefits				\$78,910,223	\$36,858,873	\$115,769,096
Other Operating Expenditures				32,857,435	62,734,469	95,591,904
Debt Service				21,249,378		21,249,378
County Match				13,202,819		13,202,819
Affiliated Agency/Capital Project Grants				3,651,373		3,651,373
<b>TOTAL 2010 OPERATING EXPENDITURES</b>				<b>\$149,871,228</b>	<b>\$99,593,342</b>	<b>\$249,464,570</b>
2009 Commitments Expended in 2010				9,274,522	983,953	10,258,475
Fund Balance Remaining 12/31/10				3,089,201	1,448,718	4,537,919
Total 2010 Operating Expenditures And Fund Balance Remaining 12/31/10				\$162,234,951	\$102,026,013	\$264,260,964
<div style="border: 1px solid black; padding: 10px; margin: 10px auto; width: fit-content;">           TAX RATE ON ASSESSED VALUE OF REAL ESTATE = 3.416 MILLS            TAXABLE ASSESSED VALUE = \$30,789,855,996            TAX INCREASE OVER 2009 = 0%         </div>						

# 2010

## Budget Resolution – Capital Projects Needs

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### CAPITAL CONSTRUCTION

#### Revenue

12/31/09 Balance of Proceeds From:

Previously issued Bonds \$14,663,336

Anticipated 2010 Bond Proceeds 16,520,884

Total Capital/Construction Funds Available in 2010 \$31,184,220

EXPENDITURES	
150N. Queen St Project	\$3,250,000
Bridges	1,500,000
Forensic Center	1,000,000
40 E. King St. Renovations	2,000,000
Courthouse Renovations - Misc. Projects	1,440,000
Ag Preservation	3,500,000
Lancaster Farmland Trust Challenge Grant	800,000
County Ag Challenge Grant	400,000
Urban Enhancement Grants	2,000,000
Prison Renovations	1,250,000
Chickies Creek Bridge	620,000
Natural Lands (Conservancy)	475,000
Prior Year Bond Encumbrances	12,949,220
<b>Total Expenditures</b>	<b>\$31,184,220</b>
<b>Total Authorized 2010 Capital/Construction Expenditures and Remaining Balances at 12/31/10</b>	<b>\$31,184,220</b>

# “The Bottom Line”

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2009 General Fund Budget	2010 General Fund Proposed Budget
\$148,845,800	\$149,871,228
Millage Rate: 3.416	Millage Rate: 3.416 <b>0% Increase</b>

# Millage History

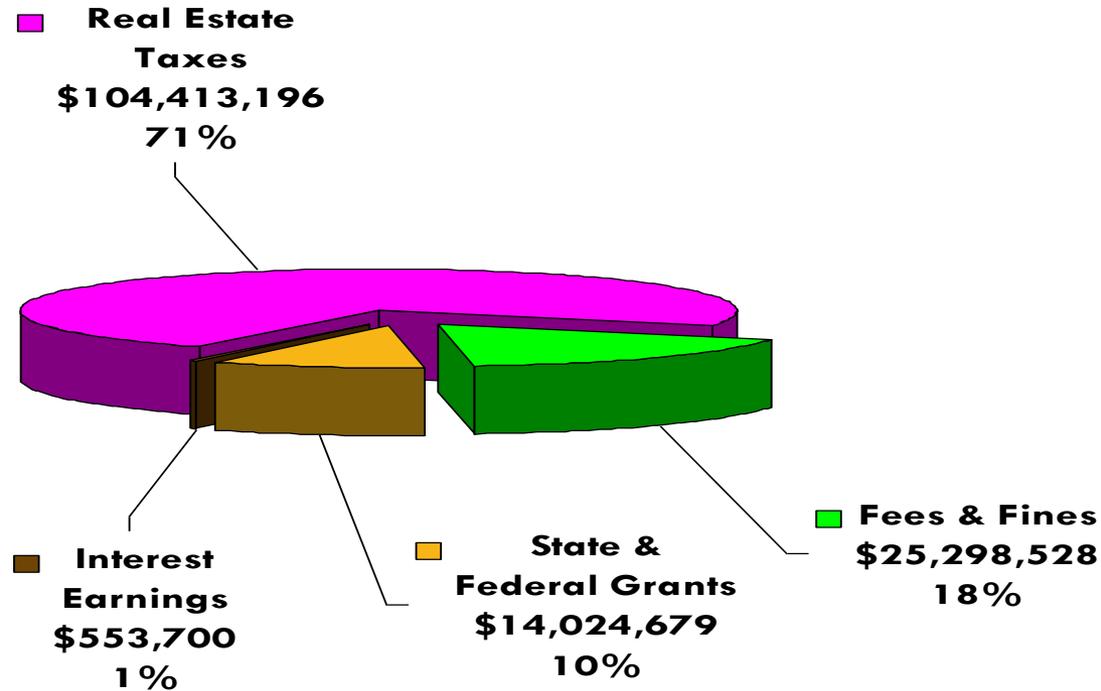
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- 2003 – 2.847 County millage (approximately 9% increase)
- 2004 – 3.205 County millage (approximately 12.5% increase)
- 2005 – 2.962 County millage (approximately 7.5% increase – reassessment year)
- 2006 – 2.962 County millage (0% increase)
- 2007 – 3.189 County millage (approximately 7.7% increase)
- 2008 – 3.416 County millage (approximately 7.1% increase)
- 2009 – 3.416 County millage (0% increase)
- **2010 – 3.416 County millage (projected 0% increase)**

# 2010

## General Fund Revenue Budget

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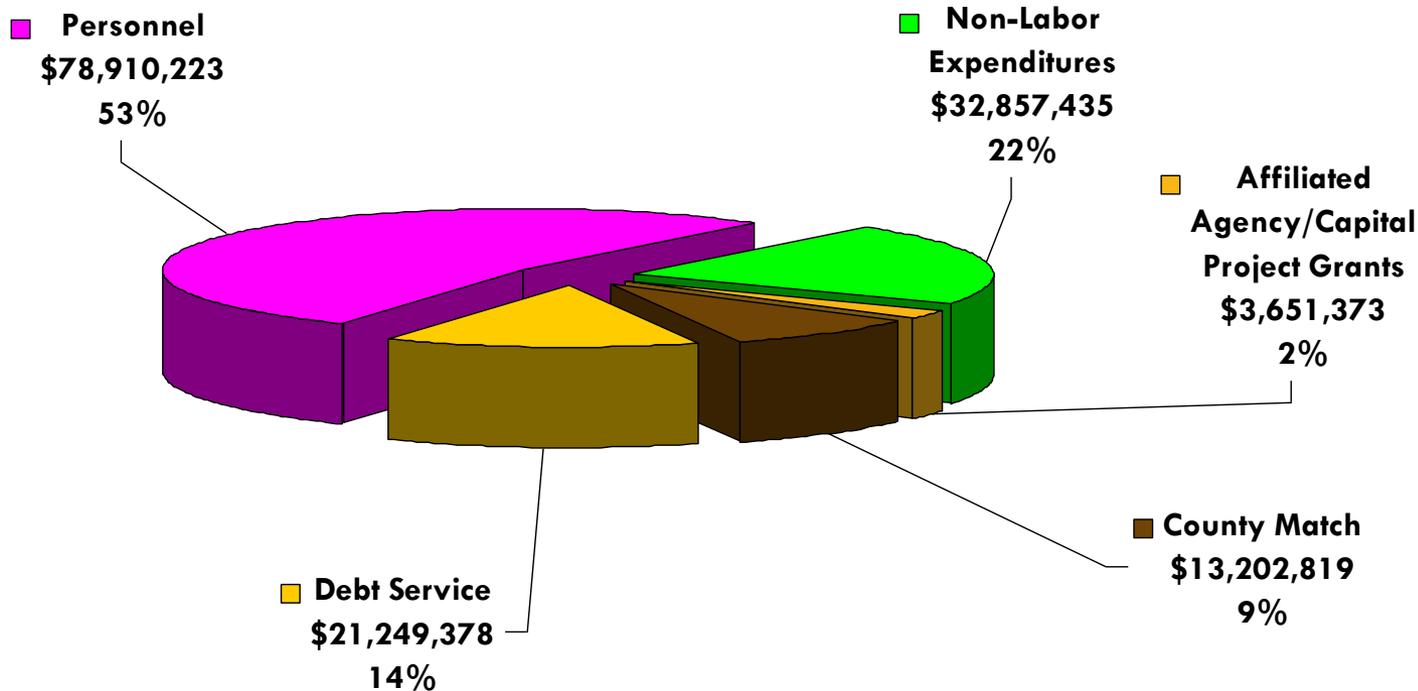


**Total = \$144,290,103**

# 2010

## General Fund Operating Expenditures

45

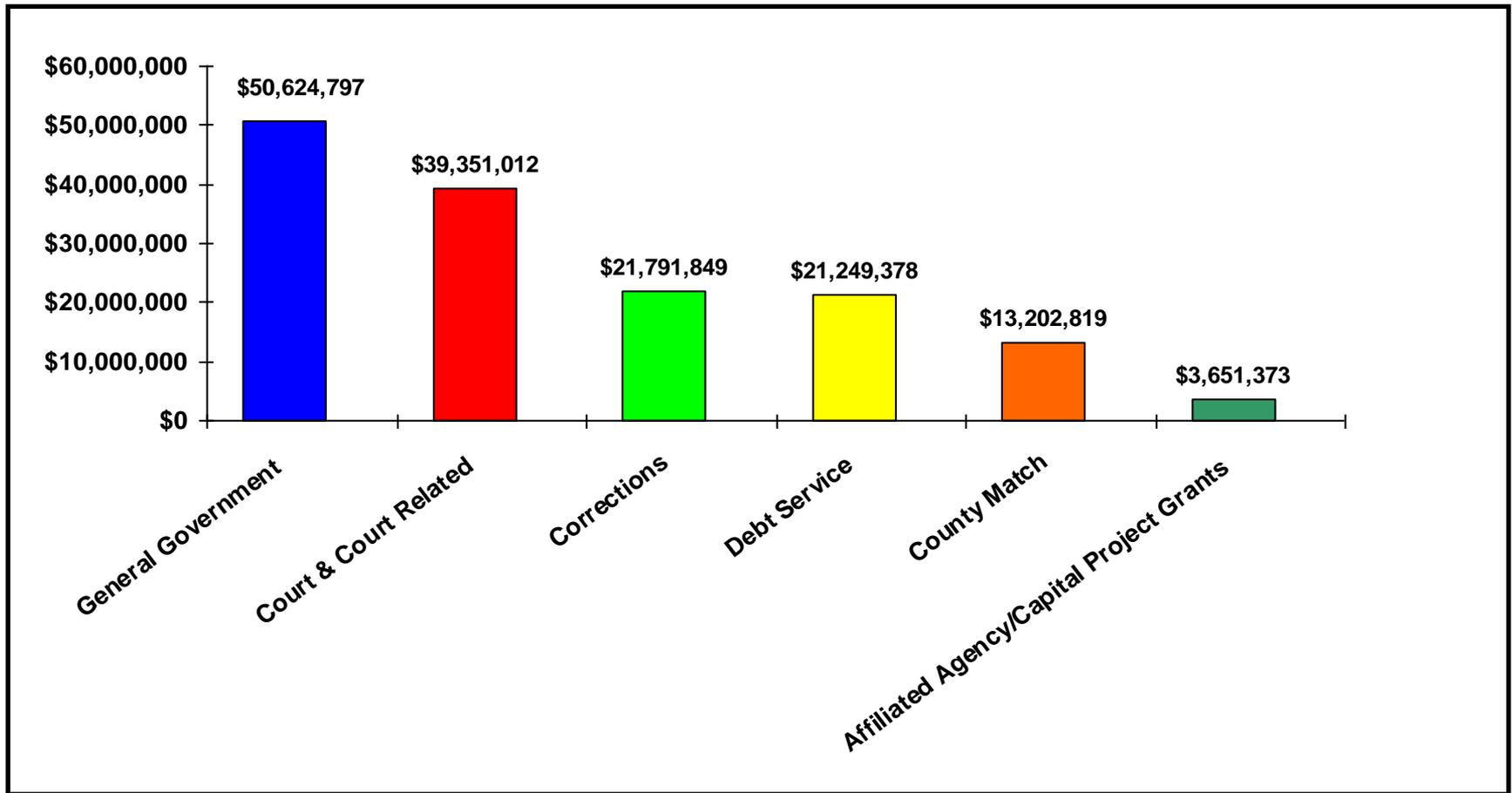


**Total = \$149,871,228**

# 2010

## General Fund Expenditures by Sector

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**Total = \$149,871,228**

# 2009 vs. 2010

## General Fund Comparison

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General Fund	2009 Budget	2010 Budget	% Variance
<b>Revenue:</b>	\$133,589,988	\$137,456,753	2.8%
Amtrak Project	\$4,833,350	\$6,833,350	29.3%
<b>Total Revenue</b>	<b>\$138,423,338</b>	<b>\$144,290,103</b>	<b>4.1%</b>
<b>Expenditures:</b>			
Payroll & Benefits	\$79,090,484	\$78,910,223	-0.2%
Other Expenses	\$31,197,035	\$30,857,435	-1.1%
Amtrak Project	\$0	\$2,000,000	100%
Debt Service	\$20,294,423	\$21,249,378	4.5%
County Match	\$14,467,595	\$13,202,819	-9.6%
Affiliated Agency & Capital Grants	\$3,796,263	\$3,651,373	-4.0%
<b>Total Expenditures</b>	<b>\$148,845,800</b>	<b>\$149,871,228</b>	<b>0.7%</b>

# Public Comments/Questions

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- Public Comments/Questions