



County of Lehigh 2015 Budget

PROPOSED

No Tax Rate Change--3.79 Mills

September 11, 2014

Agenda

- Executive Overview (Pages 1-6)
- 2014 Update/Year-End Projection (Pages 7-8)
- 2015 Proposed Budget Overview (Pages 9-12)
- 2015 Proposed Budget Details (Pages 13-28)
- Personnel / Wages / Benefits (Pages 29-39)
- Closing Perspectives (Pages 40-42)

Executive Overview



2015 Proposed Budget Headlines

- No Tax Increase
- Stabilization Fund Balance at year end (\$19.5 Million) is above the GFOA recommended level
- The budget deficit is reduced by 30% to \$5.6 Million

Numbers Worth Noting

- Total spending (\$369.2 Million) is up 2.5% versus 2014
- County tax dollar spending (\$111.0 Million) is down slightly versus 2014
- Personnel count is down by 50 positions
- Capital spending funded from the Operating Budget (\$4.1 Million) is the highest in 7 years

How Did We Do It?

- Total employee commitment to meeting needs with greater efficiency
 - \$2 Million better close out for 2013
 - Projected \$2 Million better close out for 2014
- Deferring non-critical capital spending
 - \$2 Million in 2015 Capital Plan spending deferred to future years
- Favorable Market Dynamics
 - \$4 Million in savings due to bond refinancing and reduced pension fund contribution requirements

How Did We Do It?

- Outsourcing
 - Closure of juvenile detention center
 - Outsourcing of delinquent tax claims
- Revenue increase due to Allentown NIZ
- Continued application of hiring “frost” aided by an unusually high number of retirements

Lehigh County Proposed 2015 Taxes in Context

	County <u>Taxes in Detail</u>	Cents / \$1 <u>Co. Taxes</u>
Law & Order		
Courts	28,538,245	25.71
Corrections	28,064,432	25.28
District Attorney	5,964,992	5.37
Sheriff	4,788,787	4.31
Public Defender	2,349,676	2.12
Coroner	1,893,344	1.71
Emergency Management	1,011,361	0.91
911 Center	783,814	0.71
	73,394,651	66.12
Other Elected Officials		
Controller	672,193	0.61
Commissioners	426,018	0.38
County Executive	176,464	0.16
	1,274,675	1.15
Debt Service	15,556,937	14.01
Quality of Life		
Voter's Registration	1,088,510	0.98
Parks & Trails	1,149,824	1.04
LANTA / Joint Planning	899,387	0.81
AG Extension	376,102	0.34
Conservation / AG Land	237,403	0.21
Community & Economic Dev.	319,501	0.29
Coca Cola Park	100,001	0.09
Veterans Affairs	347,583	0.31
	4,518,311	4.07
Human Services	5,440,065	4.90
Capital Projects	4,137,400	3.73
Nursing Homes	5,386,441	4.85
All Other Functions / Adjust	1,297,119	1.17
Subtotal	111,005,599	100.00
Stabilization Fund Transfer	(5,492,017)	
Totals	105,513,582	100.00

2014 Update/Year-End Projection



Operating Fund—2014 Opening Balance

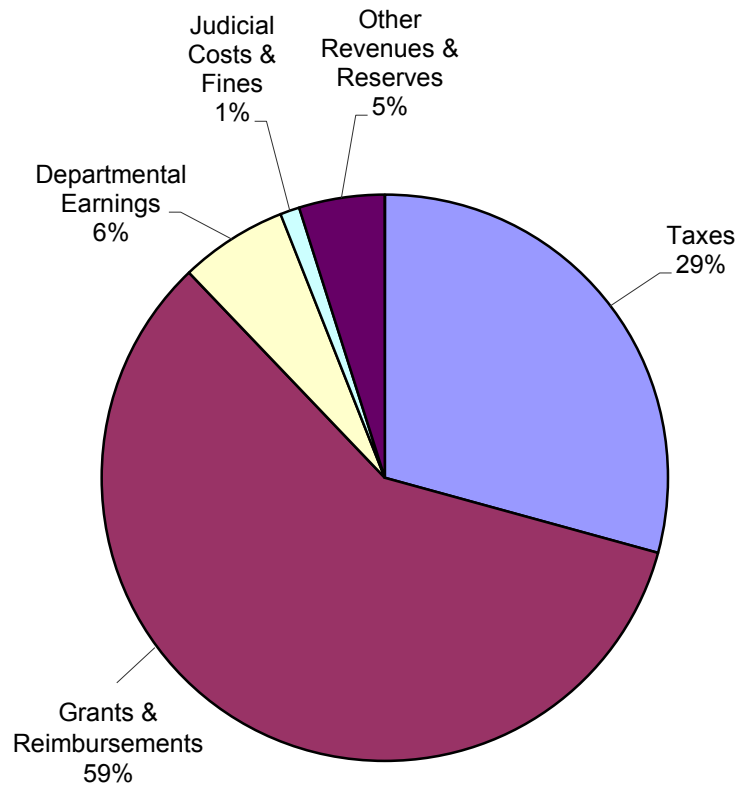
Actual Balance	\$5,807,138
Less: Encumbrances/Rollovers	<u>(3,671,116)</u>
Adjusted Balance	2,136,022
Committed to 2014 Budget	-0-
Net Favorable Balance	\$2,136,022

2015 Proposed Budget Overview



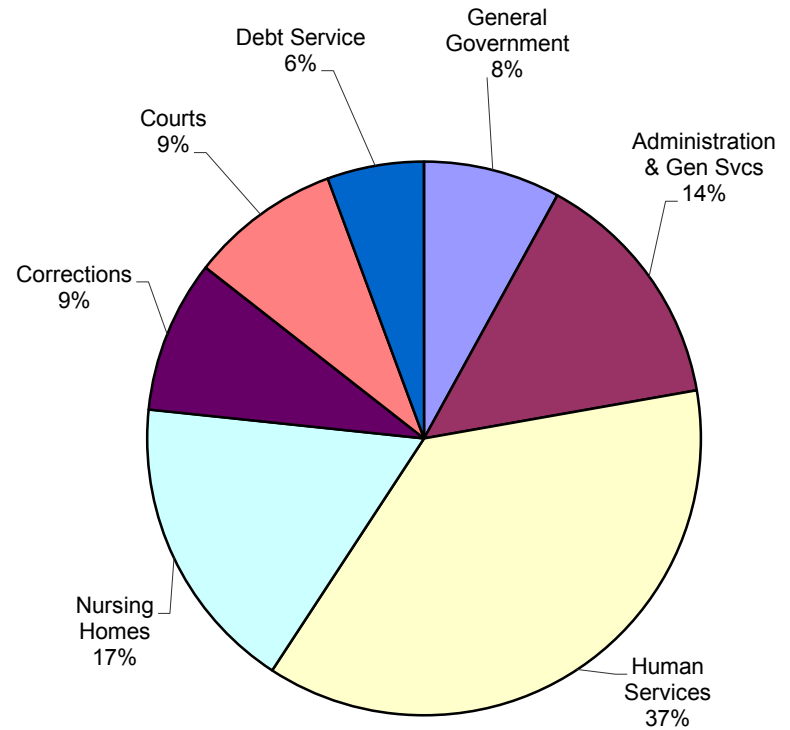
COUNTY OF LEHIGH

**2015 Proposed Budget
Revenues**



Total Revenues: \$369,096,198

**2015 Proposed Budget
Expenditures**



Total Expenditures: \$369,096,198

COUNTY OF LEHIGH - 2015 PROPOSED BUDGET
REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
SUMMARY ALL FUND TYPES

	2015 PROPOSED BUDGET					
GOVERNMENTAL.....				..PROPRIETARY..	
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	TOTAL (MEMORANDUM ONLY)
REVENUES:						
TAXES	108,013,582					108,013,582
GRANTS & REIMBURSEMENTS	5,943,936	209,789,399	65,153	500,000	1	216,298,489
DEPARTMENTAL EARNINGS	12,474,188	10,143,048			60,001	22,677,237
JUDICIAL COSTS & FINES	4,002,602	42,000				4,044,602
INVESTMENT INCOME	115,003	146,806	360	18,000	12,502	292,671
RENTS	435,758	2	1,290,000		3,763,739	5,489,499
PAYMENTS IN LIEU OF TAXES	214,450					214,450
OTHER REVENUES	980,667	130,240			501	1,111,408
TOTAL REVENUES	132,180,186	220,251,495	1,355,513	518,000	3,836,744	358,141,938
EXPENDITURES:						
ELECTED OFFICIALS	20,460,496	1,440,719		350,000		22,251,215
COUNTY EXECUTIVE	3,615,306			5,000		3,620,306
ADMINISTRATION	19,503,718	1,682,257		2,855,000		24,040,975
HUMAN SERVICES	206,003	135,358,574		166,600	838,469	136,569,646
GENERAL SERVICES	7,728,396	5,761,208		13,516,500	1,499,105	28,505,209
NURSING HOMES		63,713,948		674,501		64,388,449
CORRECTIONS	32,599,693			271,400		32,871,093
DEPARTMENT OF LAW	1,280,983					1,280,983
COURTS	27,099,385	5,342,041		15,000		32,456,426
COMMUNITY & ECONOMIC DEV	505,333	1,803,506				2,308,839
DEBT SERVICE			20,803,057			20,803,057
TOTAL EXPENDITURES	112,999,313	215,102,253	20,803,057	17,854,001	2,337,574	369,096,198
OTHER FINANCING SOURCES (USES):						
OTHER FINANCING SOURCES	21,835,430	19,263,255	19,431,920	16,899,501		77,430,106
OTHER FINANCING USES	(46,458,320)	(28,037,251)			(2,934,535)	(77,430,106)
TOTAL OTHER FINANCING SOURCES (USES)	(24,622,890)	(8,773,996)	19,431,920	16,899,501	(2,934,535)	
REVENUES AND OTHER SOURCES OVER/(UNDER) EXPENDITURES AND OTHER USES	(5,442,017)	(3,624,754)	(15,624)	(436,500)	(1,435,365)	(10,954,260)
FUND BALANCES AT BEGINNING OF YEAR	25,000,000	37,180,000	100,000	3,370,000	4,260,000	69,910,000
FUND BALANCES AT END OF YEAR	19,557,983	33,555,246	84,376	2,933,500	2,824,635	58,955,740
	=====	=====	=====	=====	=====	=====

Lehigh County Proposed 2015 Budget in Context

Area	Total Expenditures	County Taxes in Detail	County Taxes	Cents / \$1 Co. Taxes	Mills	Average Cost
Elected Officials	22,251,215		13,927,463	12.55	0.476	84.90
Commissioners		426,018		-	-	-
District Attorney		5,964,992		-	-	-
Coroner		1,893,344		-	-	-
Sheriff		4,788,787		-	-	-
Controller		672,193		-	-	-
Judicial Records		759,747		-	-	-
Judicial Records Deeds		(577,618)		-	-	-
Executive	3,620,306		3,614,650	3.26	0.124	22.12
County Executive		176,464		-	-	-
Voters Registration		1,088,510		-	-	-
Public Defender		2,349,676		-	-	-
Chief of Staff		-		-	-	-
Administration	24,040,975		(2,531,215)	(2.28)	(0.087)	(15.51)
Director Admin		135,013		-	-	-
Fiscal		1,260,699		-	-	-
Assessment		1,433,138		-	-	-
IT		3,425,017		-	-	-
Purchasing / HR		1,411,014		-	-	-
General Insurance		574,450		-	-	-
Retirement/Unallocated Benefits		7,187,388		-	-	-
Tax Claim/Collections		(3,702,169)		-	-	-
General County		3,539,665		-	-	-
Payroll Vacancy Factor		(1,560,000)		-	-	-
Indirect Cost Allocation		(14,347,045)		-	-	-
General County - Other Sources		(1,888,385)		-	-	-
Debt service	20,803,057		15,556,937	14.01	0.531	94.71
Capital projects			4,137,400	3.73	0.141	25.15
Human Services	136,569,646		5,829,148	5.25	0.199	35.49
General Services	28,505,209		7,660,769	6.90	0.262	46.73
General Services		(154,529)		-	-	-
Parks		1,149,824		-	-	-
Maintenance/Util Svcs.		2,185,422		-	-	-
Ag. Extension		376,102		-	-	-
Emerg. Mgt/ Public Safety		1,011,361		-	-	-
Work Program/Detox		302,426		-	-	-
Mailroom /Duplicating		685,837		-	-	-
911 Center		783,814		-	-	-
Transportation/Joint Plan		899,387		-	-	-
Conservation / Ag Land		237,403		-	-	-
Hamilton Financial Center		83,721		-	-	-
Minor League Ballpark		100,001		-	-	-
Nursing Homes	64,388,449		5,386,441	4.85	0.184	32.82
Corrections	32,871,093		27,720,506	24.97	0.946	168.73
Law	1,280,983		1,027,883	0.93	0.035	6.24
Courts	32,456,426		28,356,116	25.54	0.968	172.66
Comm. & Econ Dev	2,308,839		319,501	0.29	0.011	1.96
Subtotal	369,096,198		111,005,599	100.00	3.790	676.00
Stabilization Fund Transfer			(5,600,000)			
Ending Fund Balance			107,983			
Totals	369,096,198		105,513,582	100.00	3.790	676.00

2015 Proposed Budget Details



Notable Funding Decisions

- Planning Commission funding held at \$425,000
- LANTA funding increased to \$434,385
- “Quality of Life” grants decreased by 17% (to \$133,300)
- Historical Society funding held at \$8,000 per month
- Conservation District grant held at \$100,000
- Zoological Society funded for \$185,000 grant and \$92,500 for care of County animals

The Cost of “Law & Order”

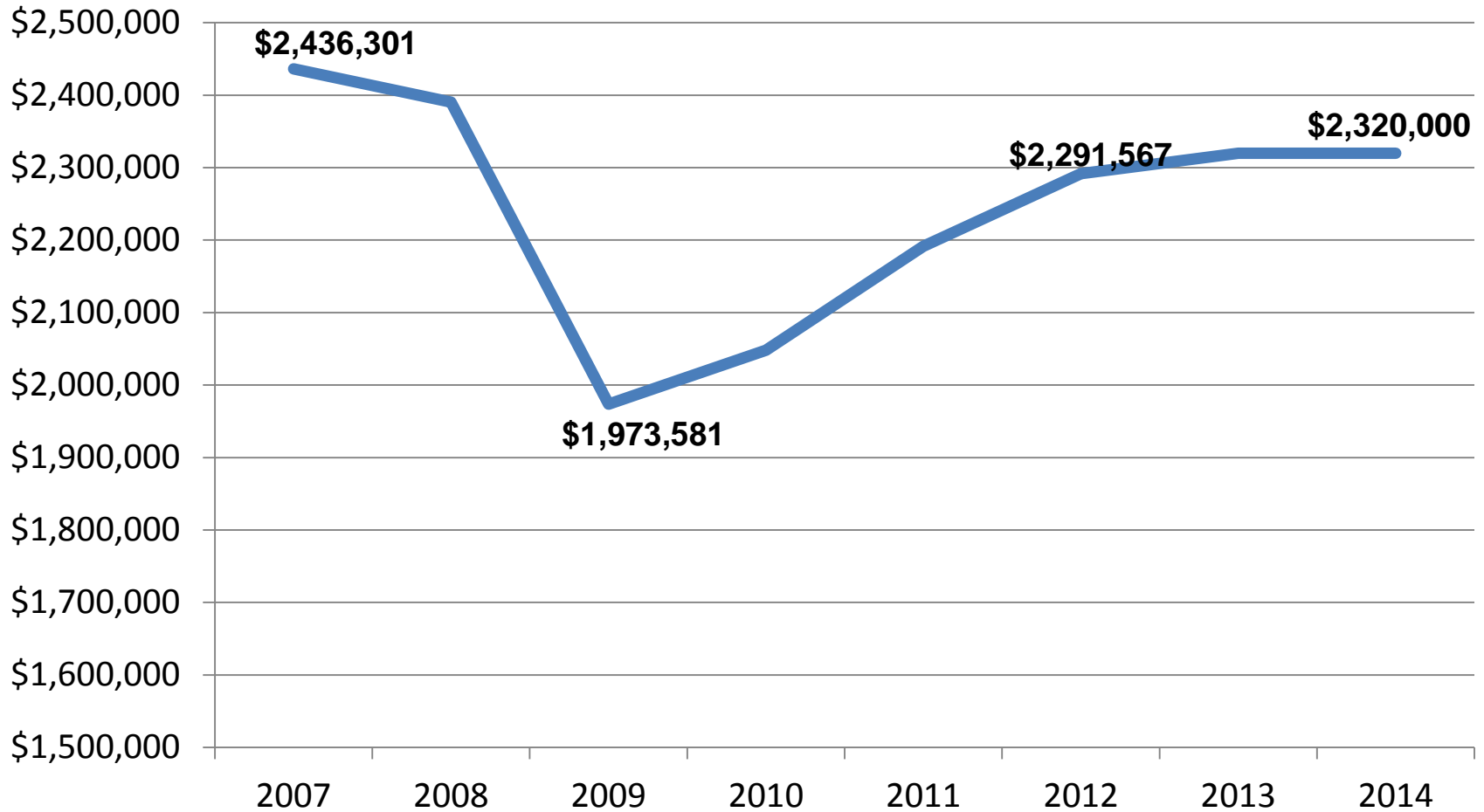
66¢ of 2015 tax dollar spending

	2015 Tax Dollars	Cost per Day
Corrections	\$28,064,432	\$76,889
Courts	28,538,245	78,187
District Attorney	5,964,992	16,342
Sheriff	4,788,787	13,120
911/EMS/Public Safety	1,795,175	4,918
Public Defender	2,349,676	6,437
Coroner	1,893,344	5,188
Total	\$73,394,651	\$201,081

Hotel Tax--Overview

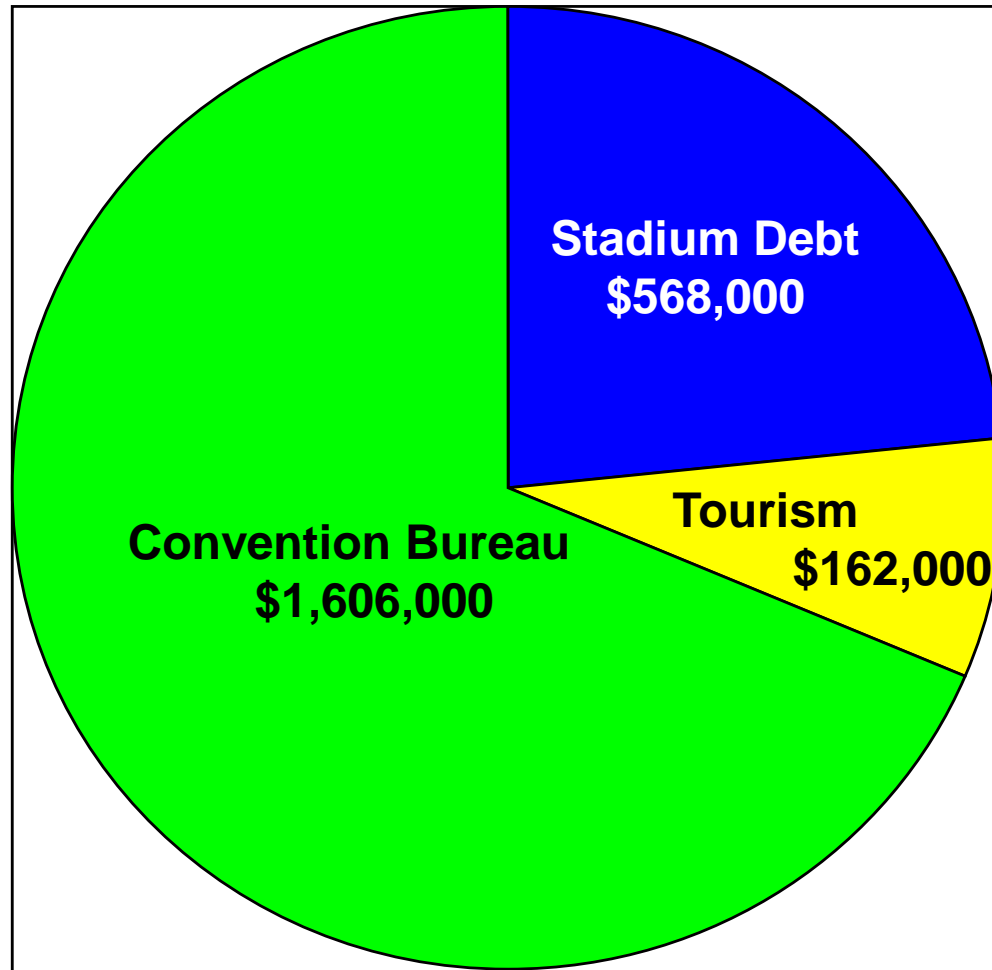
- Revenue derived from “hotels” within Lehigh County’s borders
- Raised from 3½% to 4% in September, 2005 with the increase to go to “County Facilities” (baseball stadium)
 - > Northampton County also got the ½% increase
- Per PA House Bill 157 of 2005
 - > 68.75% of revenue (**2.75%** in tax) goes to the Lehigh Valley Convention Bureau
 - > 18.75% of revenue (**0.75%** in tax) goes to “County Tourism” funding with specific recipients identified annually
 - > 12.5% of revenue (**0.5%** in tax) goes to “County Facilities”
- The 0.5% for “County Facilities” has been insufficient to cover ballpark debt service so “County Tourism” funds have been applied.

Hotel Tax



2014 Estimate = \$2,320,000

2015 Hotel Tax Allocations



2015 Estimate = \$2,336,000

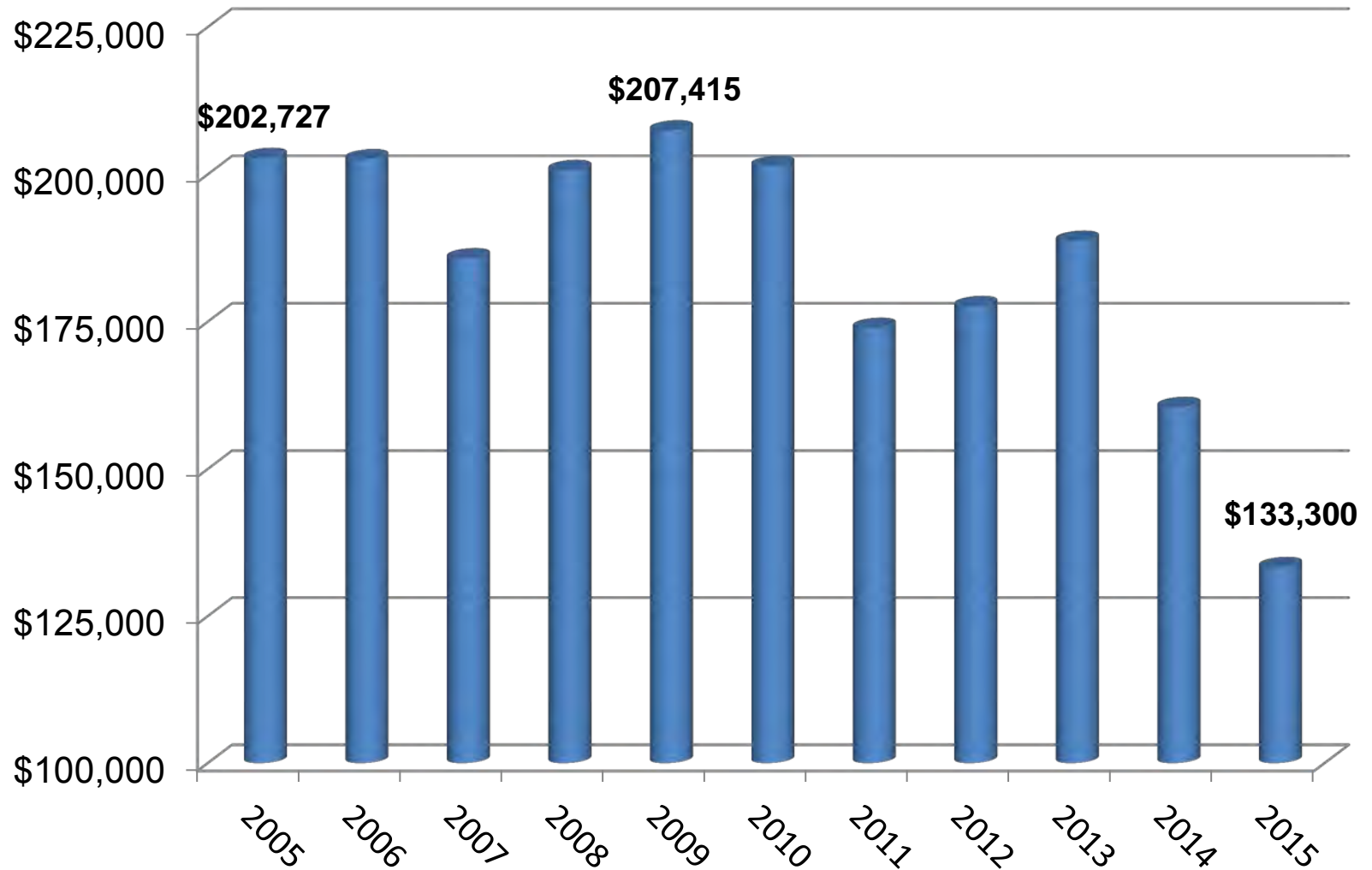
County Tourism Grants

Organization	Project	Grant
Lehigh Valley Zoo	Turtle Pond Exhibit	\$15,000
The DaVinci Discovery Center	National Geographic Earth Explorers Exhibition	\$15,000
Valley Preferred Cycling Center	USA Cycling Track National Championship 2015	\$15,000
Lehigh County Sports Fields	Chain link fence	\$12,500
Allentown Art Museum	This Light of Ours Exhibition 2016	\$10,000
Leaser Lake Heritage Foundation	Accessible Recreation Area	\$10,000
Borough of Catasauqua	Lehigh River Blues Jam 2015	\$6,500
America on Wheels Inc.	Hot Rod Exhibit	\$5,000
Lehigh County Historical Society	Kennedy Exhibit and Programs	\$4,000
Lehigh Valley Sportsfest Inc.	Scorekeeper clocks and other equipment	\$4,000
Lehigh Valley Arts Council - 1	Cultural List Exchange Database	\$3,000
Total		\$100,000

Note: 2014 funding was \$135,000

“Quality of Life” Grants

► Reduced by 17%



Quality of Life Grants

Organization	Amount		Organization	Amount
Allentown Art Museum	\$10,000		Leaser Lake Heritage Found.	\$2,000
Allentown Band / Municipal	\$3,000		Communities In Schools	\$2,000
Allentown Music Festivals	\$1,000		LC Historical Society	\$5,000
Allentown Public Library	\$5,000		LV Arts Council	\$3,000
Allentown Public Theatre	\$2,000		LV Broadcasters Assoc.	\$2,500
Allentown Symphony	\$8,000		Liberty Bell Shrine Museum	\$5,000
America on Wheels	\$2,000		Mayfair	\$5,000
American Fed. of Musicians	\$3,000		Minsi Trails Council	\$4,000
ArtsQuest (Musikfest)	\$5,000		Mock Turtle Theater	\$2,000
Bach Choir of Bethlehem	\$2,500		Muhlenberg Summer Theater	\$3,000
Baum School of Art	\$7,000		Salvation Army	\$1,500
Burnside Plantation	\$3,900		PA Shakespeare Festival	\$8,000
Celtic Fest	\$2,000		PA Sinfonia Orchestra	\$6,800
Civic Theatre of Allentown	\$5,000		Police Athletic League	\$2,000
Community Bike Works	\$1,600		Repertory Dance Theater	\$3,000
Community Music School	\$4,000		Satori / Literacy Center	\$2,000
DaVinci Discovery Center	\$5,000		Wildlife Information Center	\$4,000
Camelot For Children	\$2,500		Total	\$133,300

Gaming Revenue Distribution

Slots Revenue—0.8%

- 60% (Directly) to City of Allentown
- 35% to “County Impact Needs”
- 5% to “Other Municipalities”

Table Games Revenue—0.2%

- 50% to “County Impact Needs”
- 50% to “Other ***Contiguous*** Municipalities”
 - > Fountain Hill
 - > Salisbury
 - > Hanover

Evaluation Committee

Board Chairman

District 5 Commissioner

County Executive

Director of Community & Economic Development

Gaming Revenue

2015 Opening Balance	\$205,000
2015 Revenue (est.)	1,251,000
Available Funds	1,456,000
Transfer to Operations	(959,750)
Municipal Commitments	(291,250)
Est. 2015 Year-End Balance	205,000
County Funds	0
Municipal Funds	\$205,000

Green Future Fund

(Details in Appendix)

- May, 2002 (non-binding) referendum authorized \$30 million in debt
 - > County opted to proceed without borrowing
- Resolution 2004-06 established the “Green Future Fund Implementation Program”
- **Goal:** Invest \$30 million over 10 years
 - > \$10 million for agricultural easements
 - > \$10 million for preservation of parks/open space
 - > \$10 million for park improvements
- Committed to date: \$21.8 million
 - > Over 20,000 acres of farmland preserved
 - > \$0.9 million pending for committed municipality projects

Green Future Fund Balance

2015 Beginning Fund Balance	\$4,698,510
Revenues	
Gas Well Impact	340,000
Interest Earned	6,000
Commitments	
Jordan Greenway	(772,193)
Cedar Creek Parkway West	(580,469)
MLK Trail	(324,693)
Camp Olympic	(238,000)
Farmland Preservation	(173,016)
Lindberg Park Trail	(160,419)
Lehigh Mtn. Park Development	(89,500)
Other Various Projects	(374,720)
Unassigned Balance	\$2,331,500

Debt Service

- County bond rating is strong after two upgrades (Moody's = Aa1
S&P = AA)
- Interest rates on the County's bonds, excluding those for the stadium, average 2.97%
 - > Overall average interest rate is 3.30%
- 82.5% of total County debt goes out 8 years or less
 - > Stadium debt ties to the 30-year lease
 - > ESCO notes link to energy savings paybacks over 15 years
- Debt Service is 14¢ of tax dollar spending

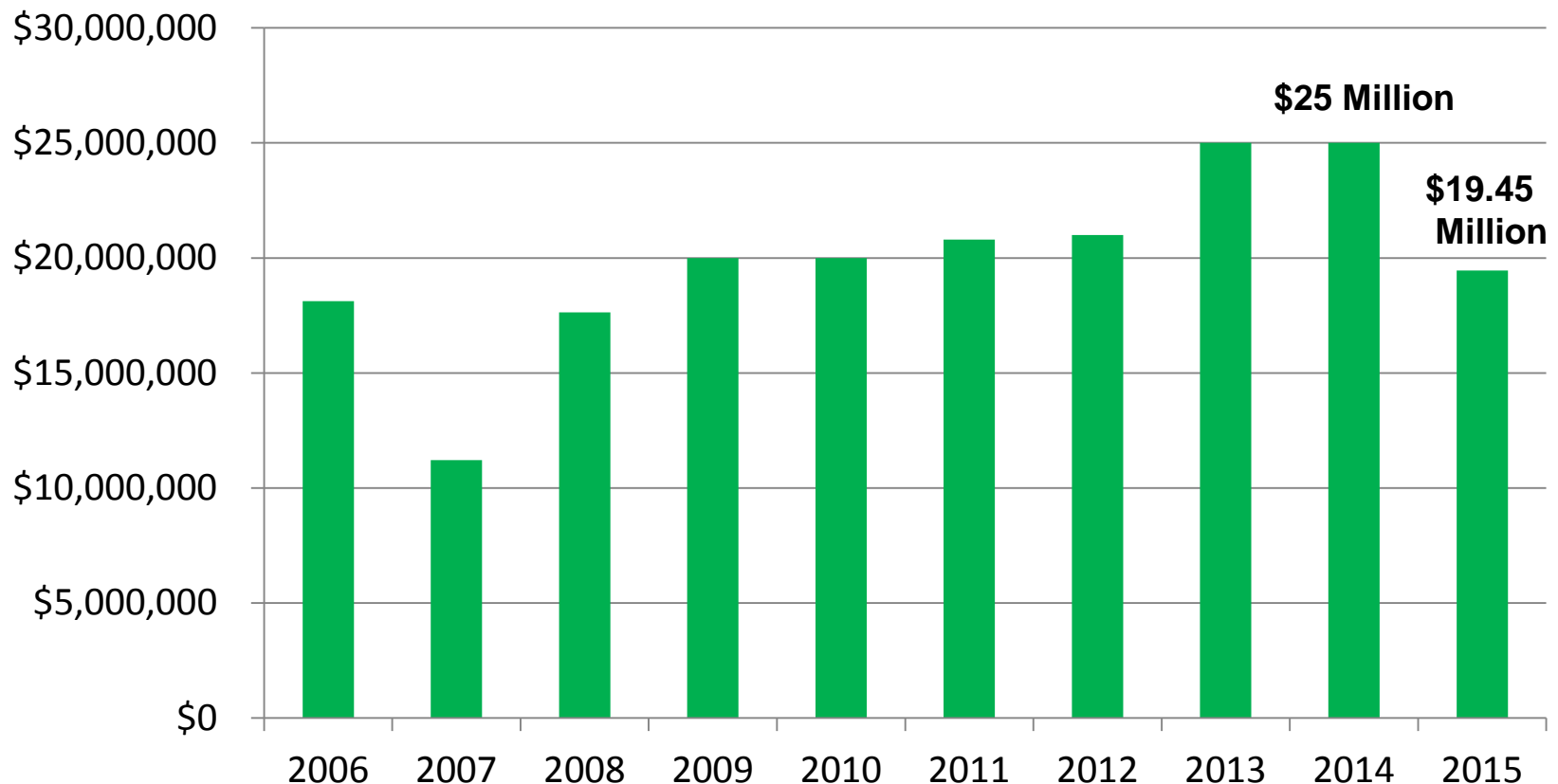
County Debt

(As of August 31, 2014)

Purpose	Date of Issue	Amount of Issue	Interest Rate	Date of Maturity	Amount Outstanding
Gen. Obligation Bonds/Notes					
	12/15/2007	\$76,895,000	4.30%	11/15/2022	\$76,870,000
	02/25/2010	\$17,085,000	1.46%	11/15/2015	\$7,210,000
	07/27/2011	\$32,925,000	1.00%	11/15/2016	\$21,625,000
	04/15/2014	\$11,685,000	0.83%	11/15/2017	\$11,685,000
Stadium Bonds					
Taxable	3/15/2007	\$18,120,000	5.89%	12/15/2037	\$16,425,000
Non-Taxable	3/15/2007	\$13,355,000	4.52%	12/15/2037	\$13,325,000
ESCO Notes					
	02/23/2009	\$4,975,756	3.73%	9/1/2024	\$3,735,000
	08/11/2010	\$4,768,538	2.04%	11/15/2025	\$3,962,675
Total Debt					\$154,837,675
Interest Rate (Average)					3.30%

Stabilization Fund

- No transfer required in 2014
- \$5.5 million applied to balance 2015 Budget



Personnel / Wages / Benefits



Personnel-Related Costs

- Personnel count reduced by 50 positions to 1,973
- 2% general increase for eligible non-union employees
 - > Impacts 767 employees
 - > Total cost = \$883,778
- Total payroll costs down 1.89%
- Healthcare costs +2.1% (+\$0.5 million)
- Healthcare coverage extended to same-sex couples married in a state where/when the marriage is legally recognized

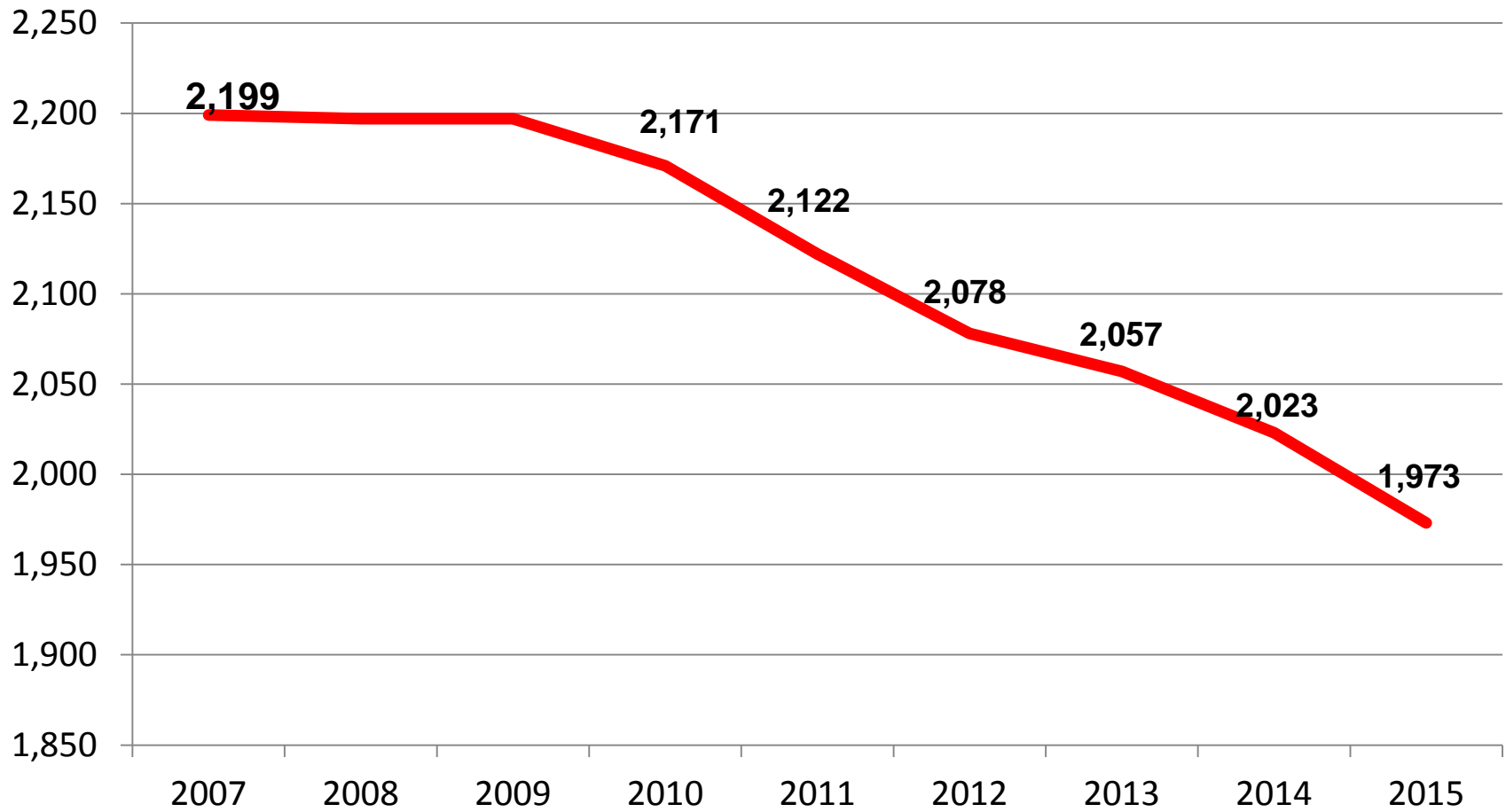
Personnel Count Deletions

Deletions (50)

- Child Care Worker – Juvenile Services (26)
- Administrator – Juvenile Detention Facility (1)
- Environmental Service Tech – Cedarbrook (8)
- Clerical Technicians – Cedarbrook (2)
- Laundry Services Worker – Cedarbrook (1)
- Tipstaff – Court Administration (6)
- Clerical Technician – Judicial Records (1)
- Clerical Technician/ Office Supervisor – Tax Claim Bureau (2)
- Paralegal – Law (1)
- Administrative Officer – C&Y (1)
- Fiscal Technician – Aging (1)

Total 2015 Staffing = 1,973

County Personnel Count



Personnel Counts

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Cedarbrook	653	634	623
Corrections	313	313	280
Human Services	282	281	276
Courts	302	302	296
Sheriff	59	59	61
Sub-Total	1,609	1,589	1,536
All Other	448	434	437
Total	2,057	2,023	1,973

Bargaining Units

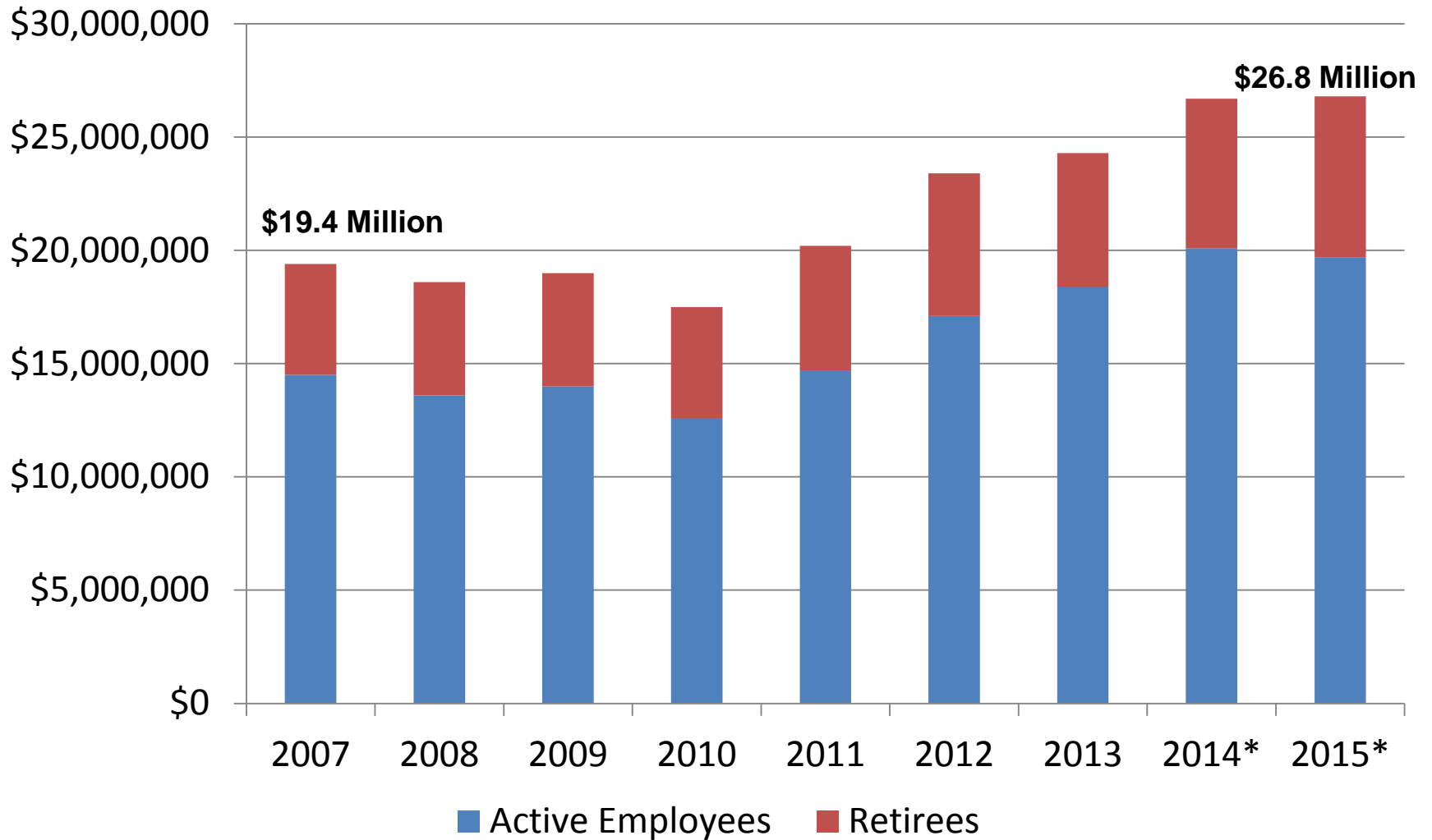
- Total union membership = 1,172 (59.4% of work force)
 - > Berks = 76%; Northampton = 77%
- Two major contracts expired at the end of 2013
 - > AFSCME--210 Court employees (eligible for binding arbitration) - Scheduled for October 31, 2014
 - > PSSU/SEIU--149 Human Services positions – Negotiations ongoing
 - > AFSCME – Corrections Officers – Negotiations ongoing (contract expires December 31, 2014)
- Bargaining units have partnered well with the County
 - > Decoupling of “step” and general increases
 - > Eliminating special healthcare plans and agreeing to higher contributions
 - > Significant reductions in eligible sick days
 - > Significant reduction in pay increases
 - > Longevity pay concessions
 - > Few contract arbitrations

Healthcare

- Total costs projected to increase to \$26.8 million (+2.1%)
 - > \$7.1 million (26.5%) of costs are for retirees
 - 712 of 1,562 retirees receive health care coverage
 - 118 current employees will be eligible
 - > High claim individuals (+\$50,000) are key drivers of the County's costs
- Employee contributions almost doubled vs. 2006 despite significant staffing reductions
 - > Affordable Health Care Act supplemental costs of \$46/covered person fully passed on to employees
- “Wellness” efforts will be encouraged further in 2015

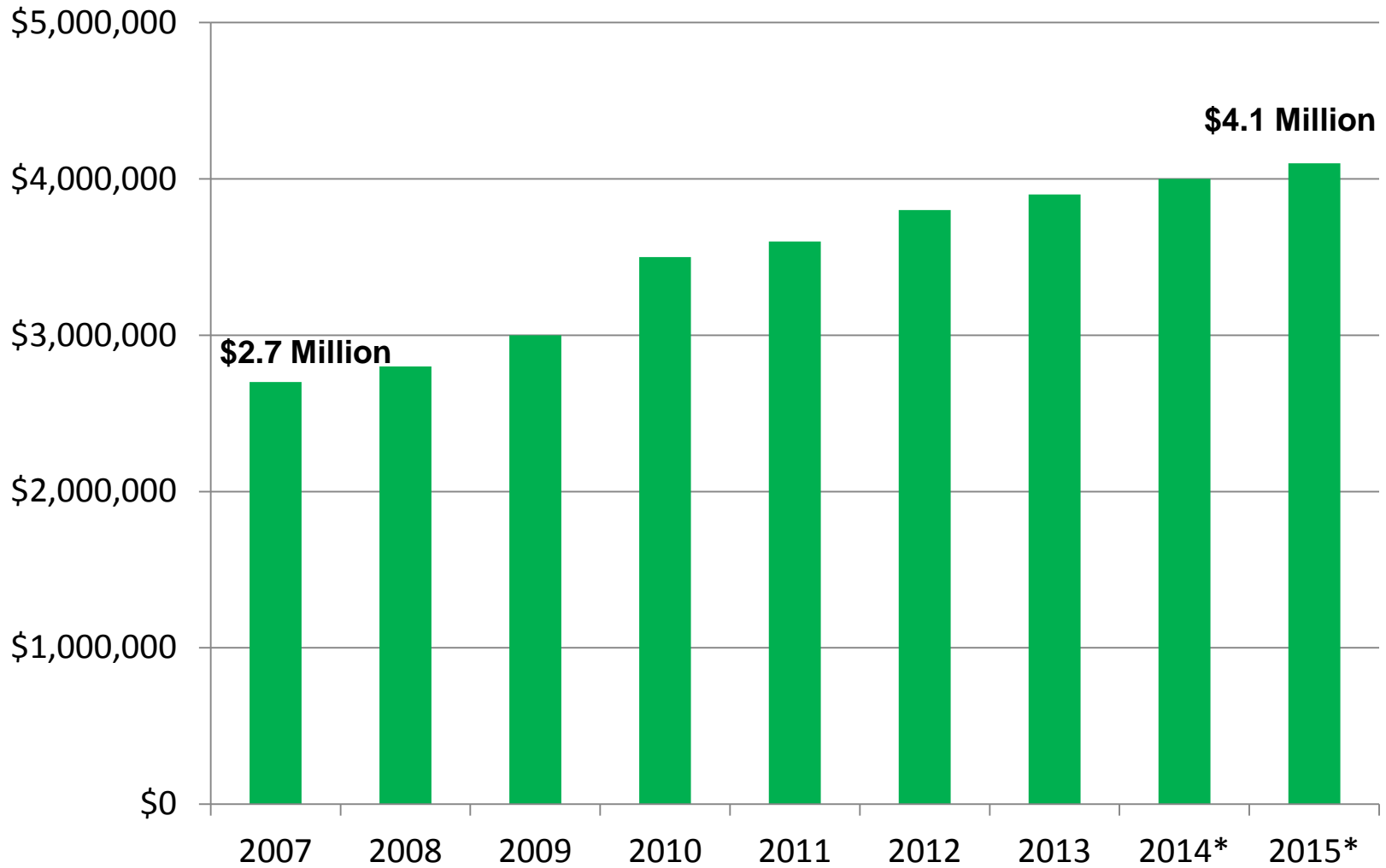
County-Paid Healthcare Costs

> 8-year annual growth rate = 3.8%



* Estimated

Employee Healthcare Payroll Deductions



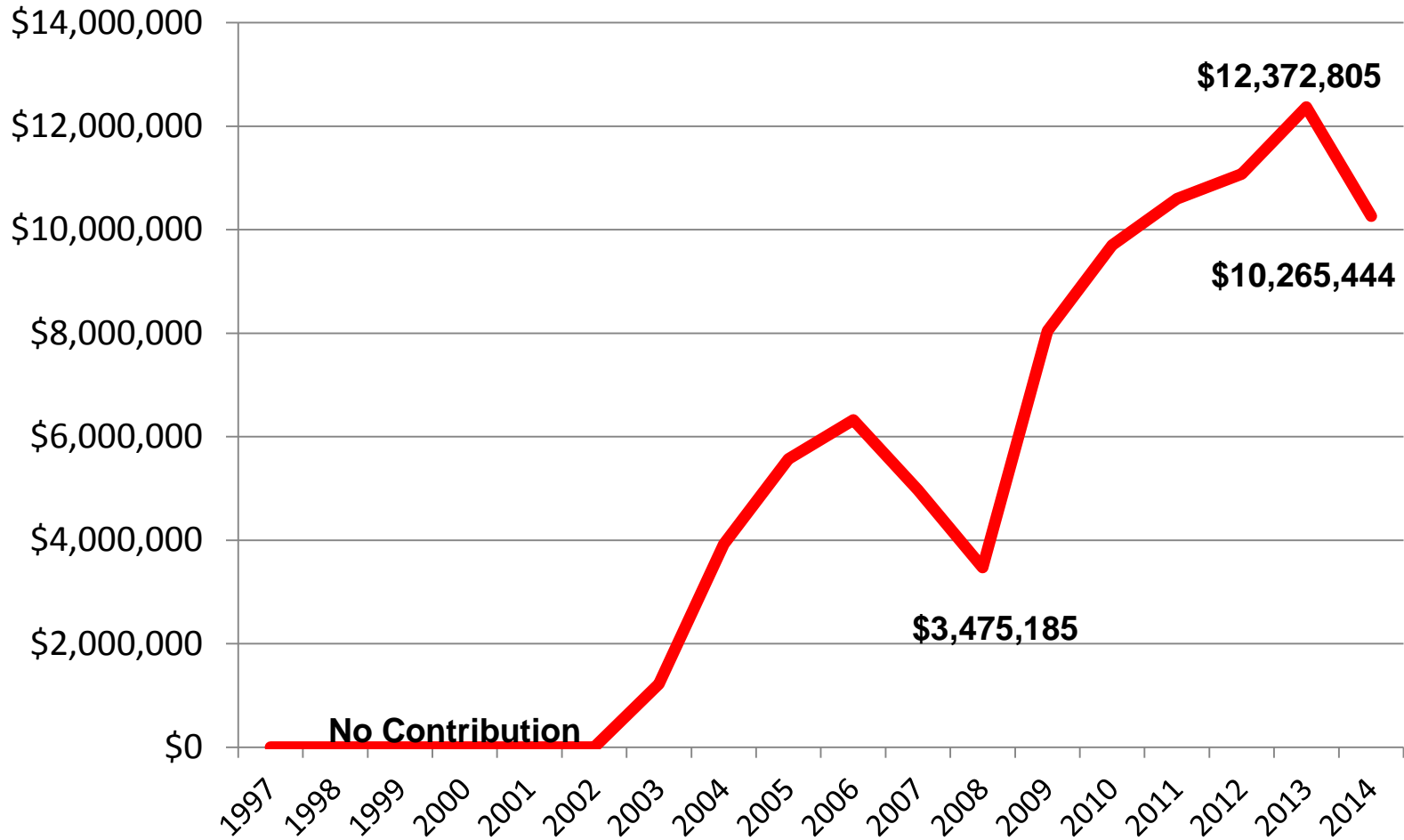
* Estimated

Pension Fund

- Fund is 89.2% funded (1/1/2014)
 - > Most government pension funds are considerably lower
 - > Full Annual Required Contribution (ARC) is contributed every year
 - > 2014 ARC = \$10.3 million
 - > 2015 ARC (est.) = \$10.5 million
 - Actuarial mortality table change resulted in \$635,000 ARC increase

- Defined Benefit Plan dictated by PA Act 96 of 1971
 - > Employees are required to contribute 5%
 - > For the past 22 years the employee contribution has averaged 5.76% and the County contribution has been 3.89%
 - > Average County retiree receives approximately \$980/month. (One third is directly from the employee's contribution.)
 - > Employee contributions credited with 5.5% interest
 - 5-year plan earnings rate = 11.00%
 - 10-year plan earnings rate = 6.56%

County Pension Fund Contribution



Closing Perspectives



External Evaluations of Lehigh County Finances

- **Moody's**
 - February 6, 2007: Upgrades Lehigh County to Aa2 rating
 - July 21, 2011: Upgrades Lehigh County to Aa1 rating
 - **March 31, 2014**: Confirms Lehigh County's Aa1 rating
- **Standard & Poor's**
 - **June 3, 2014**: Raised Lehigh County's rating from AA- to AA

Benchmarking County Taxes

County	Median Home Value*	Median HH Income*	County Tax	Tax % of HH Income
Lehigh	\$203,000	\$54,645	\$769.37	1.41%
Northampton	\$218,100	\$59,551	\$1,177.74	1.98%
Berks	\$173,400	\$55,021	\$1,277.96	2.32%

* Per US Census

Appendix

