

2020

2020 Board Approved Budget

V2 | December 9, 2019



RADNOR TOWNSHIP, PA

301 Iven Ave. Wayne, PA 19087 | www.radnor.com

Radnor Township, PA
2020 Board Approved Budget (Ord# 2019-12)
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Radnor Township, PA

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Stakeholders of Radnor Township:

The Radnor Township Board of Commissioners and Administration respectfully publishes the 2020 Board Approved Budget. This document includes an appropriation budget for all township funds for the 2020 calendar year and an updated 2020-2024 capital improvement plan. It is important to note that the legal requirement of adopting appropriations is limited to the 2020 figures only.

The financial information included in this document is presented on a **cash basis** of accounting which means that revenues and expenditures are recognized when they are received or spent (not necessarily when they are incurred). The primary benefits of presenting this information on a cash basis are that it is easier for the casual stakeholder to understand the information and that it can be directly reconciled back to the Township’s financial software system. Annually, the Township converts its cash books to the full accrual method of accounting and publishes a Comprehensive Annual Financial Report which complies with Generally Accepted Accounting Principles (GAAP).

Contents:

- Executive Summary
- Enacting Legislation
- Fund and Township Organizational Charts
- 2020 Fund Budget Tables with department narratives
- 2020-2024 Capital and Infrastructure Plan
- Supporting Documentation and Schedules

Executive Summary:

The 2020 budget was discussed and adopted with the following priorities: (1) maintain the excellent municipal programs and services offered by the Township, (2) maintain the Township’s overall financial position in spite of volatile business tax revenue, (3) continue to fund the Township’s Other Post-Employment Obligation (“OPEB”) funding plan, (4) act on permanent funding to ensure quality fire / ambulance services, and (5) continue to address the funding deficit in the Sanitary Sewer Fund. To address each of these priorities, this budget includes the following features:

Did you know? Financial Highlights



Radnor Township is a separate entity from the Radnor School District. The Township’s tax rate is 4.1582 while the School’s is 24.9181



Radnor has the second highest credit rating [Aa1] from Moody’s with a “stable” outlook



In 2010, Radnor had 34 audit comments; 12 of those were *material weaknesses*, 4 *significant* and 18 were “other”. Today, Radnor has **ZERO** audit comments



Since 2010, the Township has refinanced its debt five different times which generated net cash **savings of \$5,225,000** from 2011 to 2037



In 2019, the Township refunded the sewer improvement notes originally issued in 2018. In doing so, the Township will **save \$200,000** over the remaining 9 years of the debt.



In 2019, the Township borrowed \$7.3 million that will fund the installation of 20 improvement projects around town, without increasing the Township’s annual debt service expense



2020 BUDGET HIGHLIGHTS



Same Excellent Township Services

- Staffing levels are budgeted at the Board approved levels for all departments, which includes filling vacancies in Police, Public Works, and Community Development.
- This will allow the Administration to continue to deliver the same excellent services by all Township Departments in 2020.



Fire Funding

- The Township will continue to support the Radnor Fire Company, Bryn Mawr Fire Company and Broomall Fire Company as in prior years.
- 2020 Funding includes the same level as 2019, plus \$250,000 for the Radnor Fire Company to help support the expense of additional paid personnel (See the Fire Company Budget Narrative for more details on fire funding)
- This does NOT replace or lessen the need for Fire Volunteers and fundraising.



2020 to Use some Excess Fund Balance Earned in 2019

- Due to unexpected realty transfer tax and permitting revenue in 2019, the General Fund is forecasted to end the year with excess fund balance.
- The Board of Commissioners has elected to use some of those funds in 2020, and limit the millage increase needed to continue full operational funding.
- Given that the Township still doesn't have a long-term capital funding plan and given that the Township has existing OPEB and pension funding plans, the anticipated 2019 net revenue will serve as a one-year stop-gap with future adjustments needed to solve some of the larger funding issues not addressed in this budget.



OPEB Funding Plan enters 8th Year

- As such, the General Fund includes appropriations of \$2,009,209 that will direct cash to be deposited into the OPEB Trust Fund
- The OPEB funding plan is outlined in the supplementary information section of this budget
- The funding plan proposes continuing the “pay-as-you-go” approach while adding increments of \$200,000 per year, over ten years to build the annual funding up to the required annual contribution level



Sewer Fund in 3rd and Final Year of Rate Phase-In

- In 2017, the Board voted to phase in a three year rate adjustment plan aimed at providing needed revenue to the Sanitary Sewer Fund
- The plan called for a 10% rate adjustment in 2018, 2019 and 2020. Accordingly, the 2020 Sewer Fee will be \$7.85 per 1,000 gallons of water used (as reported by Aqua)
- This adjustment will cause the average residential bill to go from \$460 to \$500 and will provide an estimated \$650,000 to the fund
- These increased revenues are needed to pay the Township's obligation to downstream conveyance and capital projects



Items NOT Included in 2020 Budget

- The Township is still developing a long-term Capital Plan. As noted above, the Township borrowed \$7.3 million in 2019 to fund 20 projects, and it's expected that the Township will end 2019 with roughly \$1.0 million in positive net revenues, which will be used to fund another group of projects. The Board will continue to meet in 2020 to work on the development of a sustainable, long-term plan
- Various Township service enhancements were presented during the budget process. Similar to capital, the Board will meet to discuss these items in more detail in 2020

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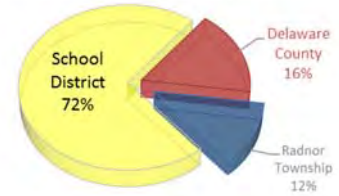


Significant revenue changes included in the 2020 Budget

Property Taxes

The 2020 Budget includes additional millage of 0.2500 for the purpose of funding the growing need of the various fire companies and to maintain current Township service levels offered to the Radnor Stakeholders.

TOTAL MILLAGE RATE DISTRIBUTION

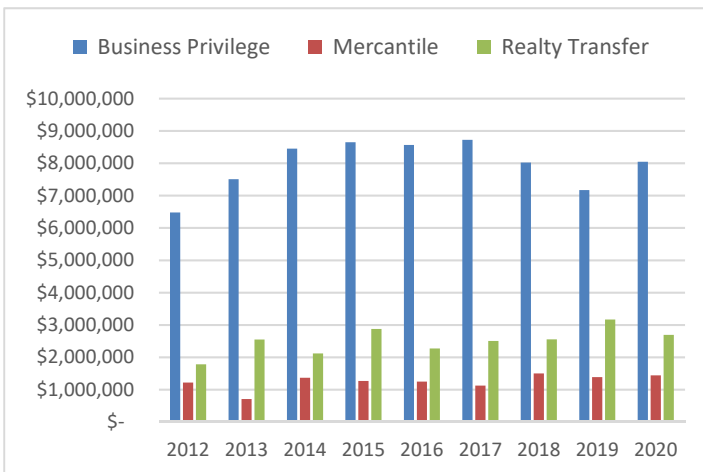


The table below reflects the Township’s millage rates since 2012 as well as what percentage the Township’s rate is to the overall millage that Radnor property owners pay:

Year	Operations	Debt Service	Total Rate	Reason
2012	3.7511	-	3.7511	n/a
2013	3.7511	-	3.7511	n/a
2014	3.7511	-	3.7511	n/a
2015	3.7511	-	3.7511	n/a
2016	3.7511	0.1717	3.9228	Park / Trail Bonds
2017	3.7511	0.1717	3.9228	n/a
2018	3.7511	0.1717	3.9228	n/a
2019	3.9865	0.1717	4.1582	OPEB Funding Plan
2020	4.2365	0.1717	4.4082	Fire Company Funding

Business (Act 511) Taxes

This revenue category makes up 39% of the General Fund’s revenue and includes the gross receipts taxes for business and mercantile groups, the local services tax paid by employees in Radnor, gaming and amusement taxes, and the real estate transfer tax paid on all real estate sales in the Township. The rates of taxation are not adjusted from year-to-year and are shown below. The Township relies heavily on the productivity of this revenue group and during the years 2012-2014, revenues ballooned, which allowed the Township to fund various priorities without needing to adjust real estate tax rates. However, since 2015, the largest revenue generators in this category, the Business Privilege tax, has steadily declined. Looking at 2020, the Township is expecting a slight increase in business privilege activity as well as normal revenues in all the other types in this category.



Category	Rate
Business Privilege	0.003
Mercantile	0.003
Local Services	\$52/Emp
Real Estate Transfer	1.0%

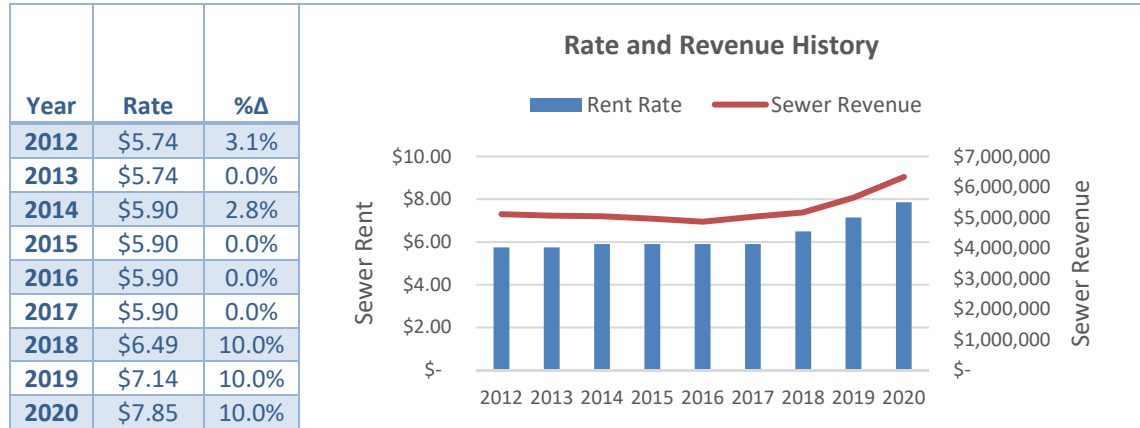
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Sanitary Sewer Rent

The 2020 Board Approved Budget incorporates a rate increase of 10%. The table below shows the sewer rent rate history going back to 2012. Please see the Sewer Fund #002 detail later in this budget report for more information on the fund, its activity and future rate considerations.

Sanitary Sewer Fund (#002)



Stormwater Fee Fund (#004)

The Board Approved Budget keeps the stormwater fee at the original amount of \$29.00 per unit. When adopted, the Township pledged to keep the fee at \$29.00 per unit for the first five years. 2018 marked the fifth year that the fee will be levied. The stormwater fee and associated expenses are accounted for in the Township’s Stormwater Management Fund #004.

Ardrossan / Open Space Acquisition

In December 2014, the Township executed the purchase agreement for 71 acres of open space at a purchase price of \$11,653,820. The funding plan to pay off the voted bond portion of the purchase includes utilizing the one quarter percent of the realty transfer tax, deposited into the Park and Open Space Fund (#022), to fund as much of the debt service as possible, with the funding gap closed with a real estate tax millage adjustment.

Sources:	
Voted OS Bonds	\$ 9,885,000
Bond Premium	114,289
Grant	1,000,000
Sale of Land	190,958
General Fund Loan	605,000
Total Sources	\$ 11,795,247

Park and Open Space Fund (#022)

The initial plan was to incorporate the millage increase beginning in 2015. However, due to higher than anticipated real estate transfer tax revenues and due to adequate fund balances in the Park and Open Space Fund, the tax increase was foregone in 2015 - 2020. For 2016 the Board voted to allocate \$400,000 of General Fund excess fund balances. Then, it’s anticipated that in 2019 and 2020, additional transfers of \$180,000 and \$150,000 will be needed, respectively. These amounts are included in the budgeted General Fund figures. Moving forward, as reported in prior year’s budgets, an alternative source of revenue will be necessary in years 2021 – 2026, unless realty transfer revenues are unexpectedly high enough to cover the debt on the land purchase.

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Significant expenditure changes included in the 2020 Budget

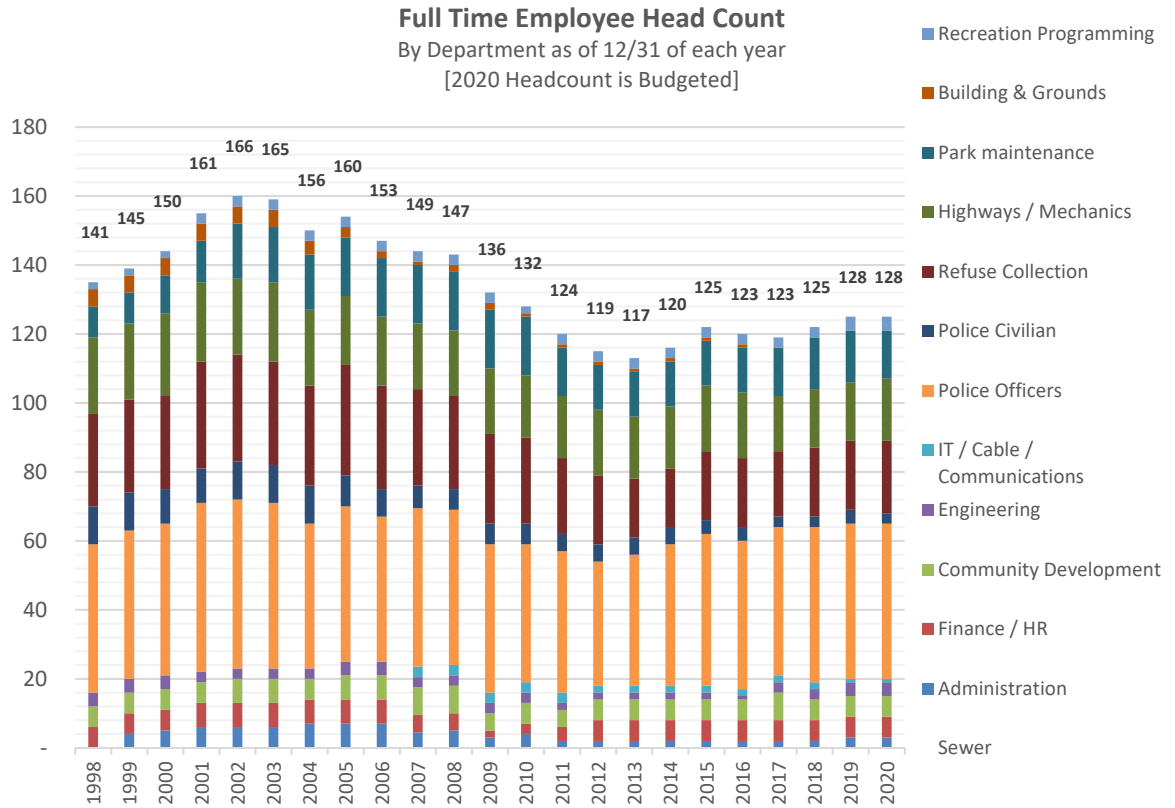
Employee Wages

The 2020 budget includes 2.75% wage increases for all employees except for the Township Manager and those employees who are still in their probationary period. The following rules exist regarding these increases:

- **Uniformed Police Officers:** The Fraternal Order of Police (FOP) of Delaware County collective bargaining agreement requires that members receive a 2.75% increase effective 1/1/2020.
- **Non-Uniform, Union Employees:** Pursuant to the collective bargaining agreement approved by the Board of Commissioners, effective 1/1/2020 all RATE members will receive a 2.75% wage increase.
- **Non-Union Full and Part-Time Employees:** The budget includes an assumed 2.75% increase except for the Township Manager. Any increase is limited to 2.75% and will be based on performance, as determined by the Township Manager, and will be subject to separate Board approval via' Wage & Salary Schedule

Staffing Assumption

The Board Approved Budget includes the following full-time headcount projections, in accordance with the Township's recently updated Organization Chart (Res#2018-53).



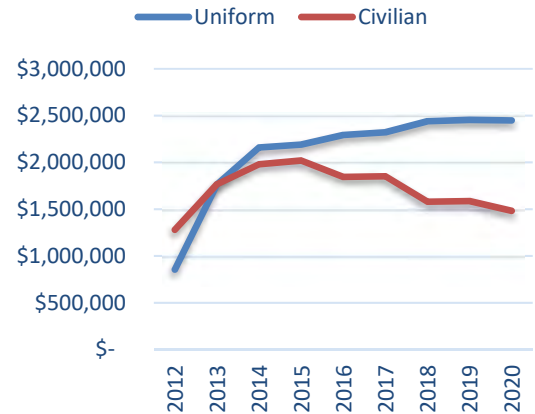
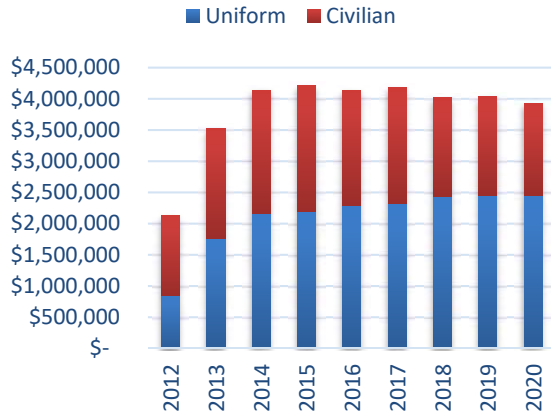
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Pension Obligations

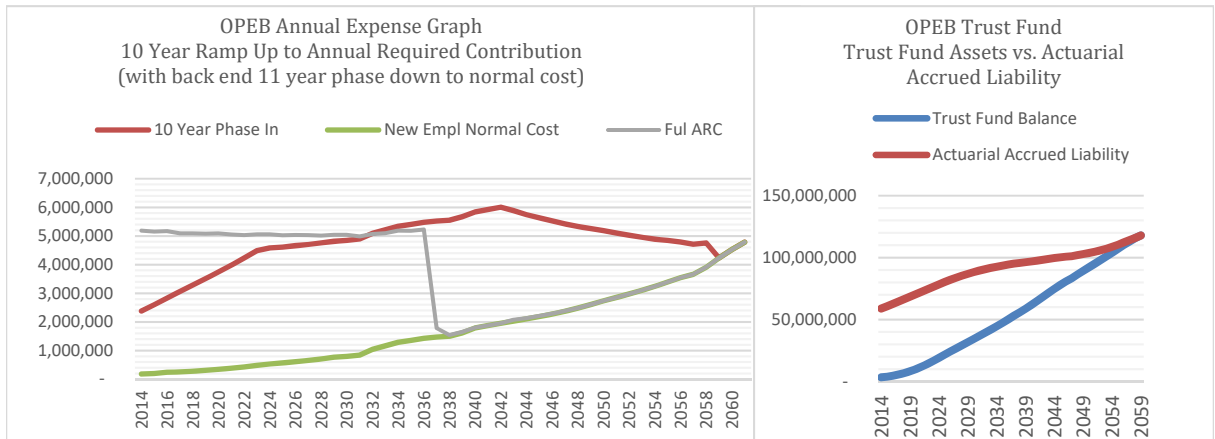
The 2020 Board Approved Budget includes funding the full amount of the Township’s Minimum Municipal Obligation (MMO) as adopted via Resolution 2019-94 on September 23, 2019. The table below shows the total Township share of the MMO since 2012:

Year	Uniform Plan	Civilian Plan	Gross MMO Obligation	Less: State Aid	Net Township Expense
2012	855,232	1,280,125	2,135,357	594,234	1,541,123
2013	1,765,384	1,767,162	3,532,546	610,444	2,922,102
2014	2,160,223	1,979,695	4,139,918	628,139	3,511,779
2015	2,190,860	2,020,524	4,211,384	627,334	3,588,784
2016	2,292,574	1,845,031	4,137,605	691,794	3,571,551
2017	2,322,459	1,852,440	4,174,899	738,709	3,436,190
2018	2,440,000	1,580,000	4,020,000	727,289	3,292,711
2019	2,455,000	1,587,000	4,042,000	750,000	3,292,000
2020	2,449,400	1,482,300	3,931,700	790,000	3,141,700



Other Post-Employment Benefits Funding Plan

The 2020 Board Approved Budget includes the annual required contribution ramp-up amount scheduled for 2020 (\$2,009,209). Additionally, in accordance with the payment plan, the budget also includes all the pay-as-you-go and Police prefunding portions of the plan. The plan, as approved by the Board in 2013, assumes that the Township will continue the “pay as you go” approach, while incrementally increasing OPEB funding by \$200,000 per year until the Township reaches the full ARC (in 10 years). The graphs below summarize the funding that will be needed to successfully fund the plan as well as the time frame estimated until enough plan assets exist to cover future obligations



(2060):

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Capital Funding

The Board Approved Budget includes capital funding needs totaling (net) \$1,420,851 covering the short-term portion of the capital plan with current resources as we have been doing for the past seven years. However, regarding the long-term capital assets, a determination on how best to fund that program is still needed. To help set the table for that discussion, here is a synopsis of the capital categories and their expense forecast, including the funding that would be needed if the Board were to approve them as proposed.

The Capital Plan has been divided into two broad categories:

- Pay-as-you-go:** As the name suggests, these capital items include short-term assets and are funded through current resources identified as “General Fund Transfers” below. Generally, the capital items included in this category are vehicles, department equipment, and information technology.

Sources:	2019 Budget
Sale of Property and Equipment	\$20,000
Interest Income	7,000
Contributions	260,000
General Fund Transfers Included in TMRCB	1,420,851
Total Sources	1,707,851

Uses:	
Police	237,000
Community Development	25,000
Public Works Solid Waste Division	292,139
Public Works Infrastructure / Highway Division	297,734
Public Works Park Maintenance Division	229,062
Information Technology / PEG	343,880
Fire Service Equipment Contributions	283,036
Total Uses	1,707,851

- Pay-as-you-use:** For 2020, the Township will be installing various projects throughout the Township using resources generated from the Series 2019 General Obligation Bonds since no additional capital funds are available through current revenues.

Sources:	Amount
General Obligation Bonds, Series 2019	\$7,303,317
Total Sources	7,303,317

Uses:	
Township Facilities	452,458
Infrastructure	1,928,200
Parks	150,000
Sidewalks	1,210,512
Signals	1,763,500
Trails	1,222,637
Wayne Business Association (work completed in 2019)	576,010
Total Uses	7,303,317

Please see the Capital Plan section for a complete list of known, but currently unfunded projects.

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Financial Summary Information:

Cost of Service Reporting: Radnor Township offers its residents and business a tremendous amount of life safety, infrastructure and quality of life programs and services. At times, it seems that these programs and services get lost in the analysis of the numbers. This section of the report will focus not only on the larger financial estimates included in the 2020 budget, but also a look at certain departments and a cost allocation by activity. The goal is to provide information to the reader that will allow them to have a full understanding of where their tax dollars are allocated, how much the rates of taxation are proposed to be for 2020, the importance of the Act 511 tax revenue, and a summary of the indebtedness of the Township.

How your Tax Dollars are allocated: At the highest level, the Township summarizes its expenditures into eight different categories. The table and graph below describe those eight categories and how the aggregate allocations are presented for 2020:

Category	Description
Protection of Persons and Property	<p>This category includes the Township’s <i>Police Department</i>, the Township’s <i>Community Development Department</i> (code enforcement) and the Township’s contributions to the three <i>fire companies</i> that provide service to Radnor properties (Radnor Fire Company, Bryn Mawr Fire Company and Broomall Fire Company).</p> <p>Effective in 2020, the Township will be allocating the newly adopted 0.3770 mills into a special Fire Service Fund and then distributing the money to the fire companies based on the Board’s allocation approval.</p>
Public Works	<p>This category includes all the departments that provide basic municipal and infrastructure services. Those include: <i>Garbage collection, recycling and yard waste collection, leaf collection, snow & ice removal, street cleaning, traffic signals / signage, curbs & sidewalks, road resurfacing / maintenance, fleet mechanics, street barricades</i> (used for community festivals, parades, etc.), <i>storm and sanitary sewer maintenance, and other general highway services.</i></p>
Parks & Recreation	<p>This category includes two very different departments: <i>Recreational Programming</i> and <i>Park Maintenance</i> (of Public Works). Recreational Programming provides a multitude of free community events throughout the year. They also work with various sports organizations to offer many quality-of-life recreational programs (usually at an additional fee). Included in those programs are the activities at the Sulpizio Gym. Then, the Park Maintenance Department (of Public Works) is responsible for the maintenance and up-keep of all the Township’s properties, parks, athletic fields and the Radnor Trail.</p>
General Government	<p>This category encompasses the administrative functions of the Township which include the <i>Administration, Finance, and Information Technology</i> Departments, <i>Office of the Treasurer</i> as well as the costs associated with insuring the Township’s facilities, fleet, and employee practices.</p>
Debt Service	<p>This category summarizes all the Township’s long-term debt obligations. It is treated separately to emphasize the importance of making sure the sufficient resources are available to pay the annual and on-going debt obligations.</p>

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Category	Description
Library Contributions	The Township provides annual contributions to the Radnor Memorial Library (a separate not-for-profit entity). Expenses accounted for in this category include the annual operating contributions and building maintenance costs. These contributions <i>do not</i> include the rent-free lease of a Township owned facility nor the cost of the debt that the Township incurred on behalf of the Library, for capital improvements, that was forgiven by the Board in 2010 (approximately \$35,000 per year over the next 14 years).
Community Organization Contributions	Similar to the Library, the Township also provides funding to various (not-for-profit) community organizations that also provide quality of life services to Radnor residents.
Retiree Benefits	This category accounts for the current year health care expenses for the Police and Civilian retirees as well as the costs incurred for retiree life insurance. The total number of retirees as of the date of this report is 117: 59 Police retirees and 58 Civilian retirees.
Transfers to Other Funds	The General Fund transfers resources to other funds to help support those activities. The amount included in this category includes general fund support of the capital program, shade tree, park & open space fund (Ardrossan debt), and OPEB Fund contributions.

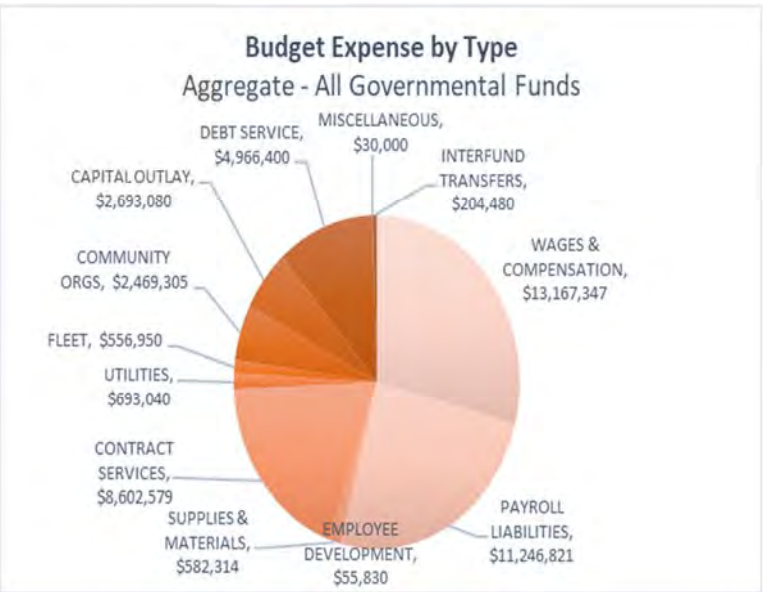
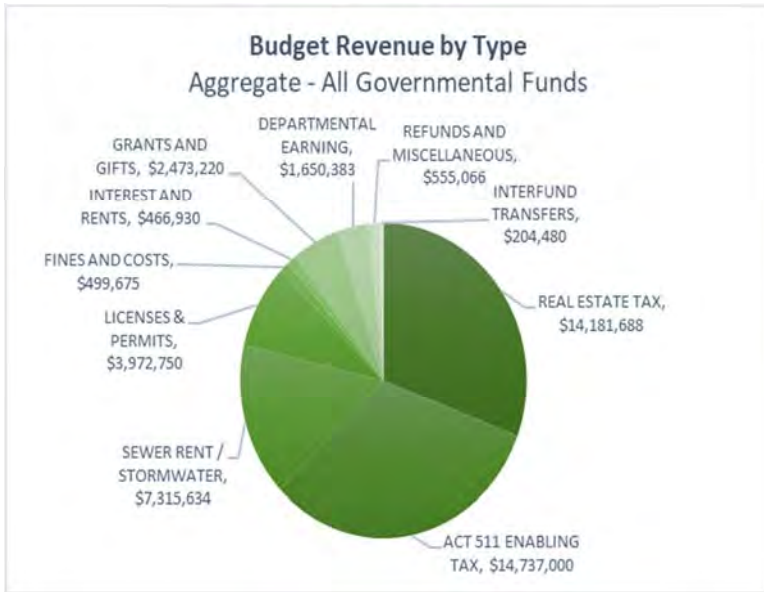
Where the Township Operating Revenues come from: The Township receives revenues from various sources that can be summarized in three large categories as follows:

Category	Description
Real Estate Taxes (31% of total revenues)	These revenues are generated from a millage rate placed on all properties in Radnor Township. The different property classifications are Residential, Commercial, Ground, Exempt (non-tax paying), and Public Utilities (non-tax paying).
Act 511 Taxes (32% of total revenues)	These revenues are generated from five sources: Real Estate Transfer taxes, Business Privilege taxes, Mercantile taxes, Local Services tax (LST), and Amusement tax. The business privilege, mercantile and amusement taxes are paid by qualifying businesses in Radnor Township and the LST is paid for by all the employees working in Radnor Township through payroll withholdings.
Other Revenues (37% of total revenues)	As the name suggests, this is all the other revenues which broadly include Intergovernmental revenues (from State and Federal sources), licenses, permits, fees, fines, interest, rentals, grants, donations, special assessments, departmental earnings (charges for services), and others.

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	MAJOR FUNDS							NON-MAJOR SPECIAL REVENUE FUNDS	ENTERPRISE FUND
	General	Sewer	Stormwater	Capital	Special Assessment	Park and Open Space	Debt Service	Non-Major Special Revenue Funds	Willows
REVENUE									
REAL ESTATE TAX	\$ 14,181,688	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ACT 511 ENABLING TAX	13,839,000	-	-	-	-	898,000	-	-	-
SEWER RENT / STORMWATER	-	6,230,634	1,085,000	-	-	-	-	-	-
LICENSES & PERMITS	3,947,750	-	-	-	-	-	25,000	-	-
FINES AND COSTS	496,000	-	-	-	-	-	3,675	-	-
INTEREST AND RENTS	350,000	67,650	20,000	7,000	4,500	2,500	500	8,280	6,500
GRANTS AND GIFTS	1,524,220	-	-	-	-	-	-	949,000	-
DEPARTMENTAL EARNING	1,562,000	-	-	-	2,820	-	70,063	15,500	-
REFUNDS AND MISCELLANEOUS	230,000	30,066	15,000	280,000	-	-	-	-	-
INTERFUND TRANSFERS	29,480	-	-	1,420,851	-	150,000	4,896,340	25,000	-
TOTAL REVENUES	36,160,138	6,328,351	1,120,000	1,707,851	7,320	1,050,500	4,966,902	1,026,455	6,500
EXPENDITURES									
WAGES & COMPENSATION	12,787,214	380,133	-	-	-	-	-	-	-
PAYROLL LIABILITIES	11,067,411	179,410	-	-	-	-	-	-	-
EMPLOYEE DEVELOPMENT	55,830	-	-	-	-	-	-	-	-
SUPPLIES & MATERIALS	452,714	27,100	2,500	-	-	-	-	100,000	-
CONTRACT SERVICES	3,733,138	4,715,411	7,500	-	-	-	-	125,530	21,000
UTILITIES	656,790	18,750	-	-	-	-	-	2,500	15,000
FLEET	530,350	26,600	-	-	-	-	-	-	-
COMMUNITY ORGS	2,469,305	-	-	-	-	-	-	-	-
CAPITAL OUTLAY	1,437,301	155,229	-	1,707,851	-	-	-	830,000	-
DEBT SERVICE	3,026,681	819,502	-	-	37,659	1,017,498	4,966,400	-	-
MISCELLANEOUS	30,000	-	-	-	-	-	-	-	-
INTERFUND TRANSFERS	175,000	-	-	-	-	29,480	-	-	-
TOTAL EXPENDITURES	36,421,734	6,322,135	10,000	1,707,851	37,659	1,046,978	4,966,400	1,058,030	36,000
NET REVENUE / (DEFICIT)	(261,596)	6,216	1,110,000	0	(30,339)	3,522	502	(31,575)	(29,500)
Beginning Fund Balance	\$ 9,622,234	\$ 2,614,201	\$ 2,114,417	\$ 1,026,765	\$ 128,209	\$ 272,511	\$ 574,928	\$ 665,818	\$ 1,339,520
Revenue	36,160,138	6,328,351	1,120,000	1,707,851	7,320	1,050,500	4,966,902	1,026,455	6,500
Expenditures	36,421,734	6,322,135	10,000	1,707,851	37,659	1,046,978	4,966,400	1,058,030	36,000
Ending Fund Balance	9,360,638	2,620,417	3,224,417	1,026,765	97,870	276,033	575,429	634,243	1,310,020
Fund Bal to Exp %	26%								



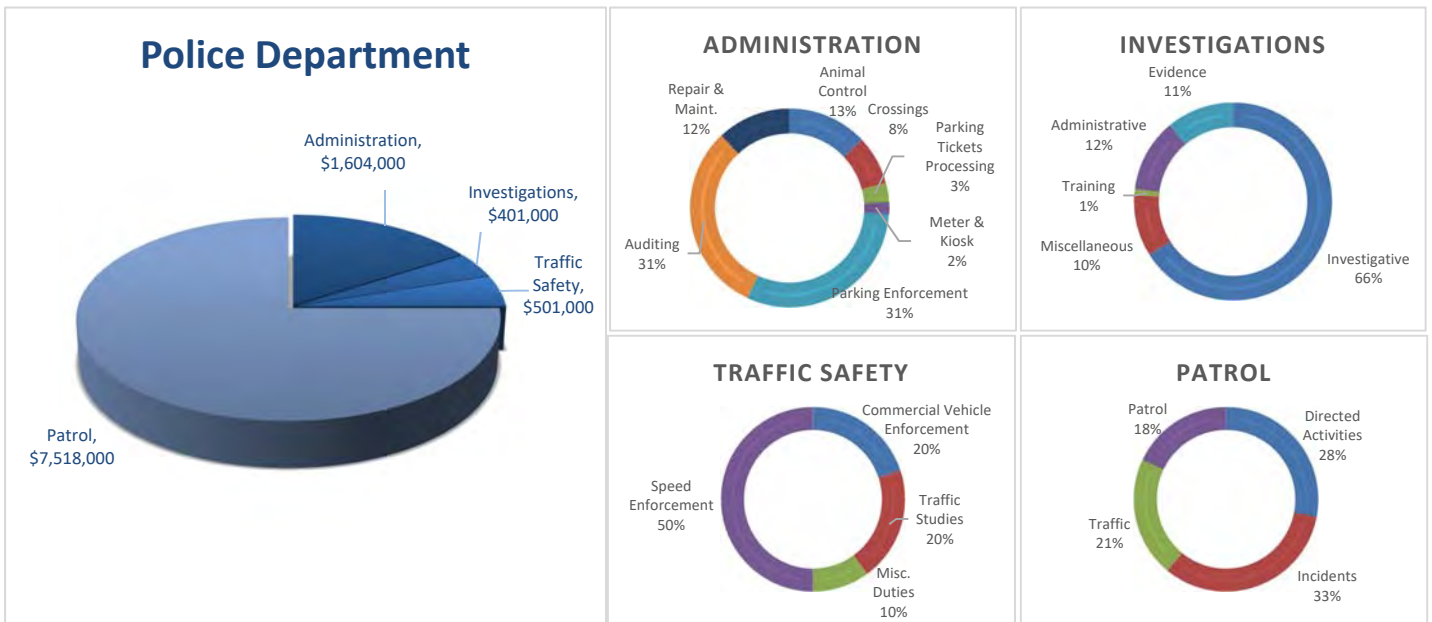
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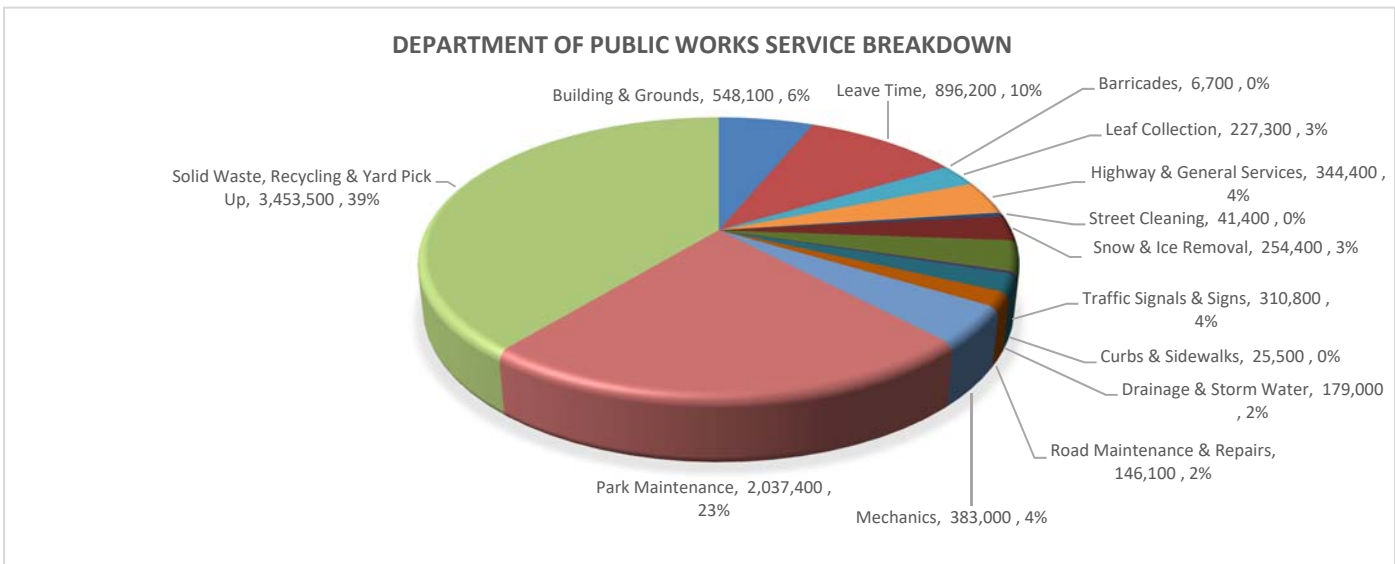
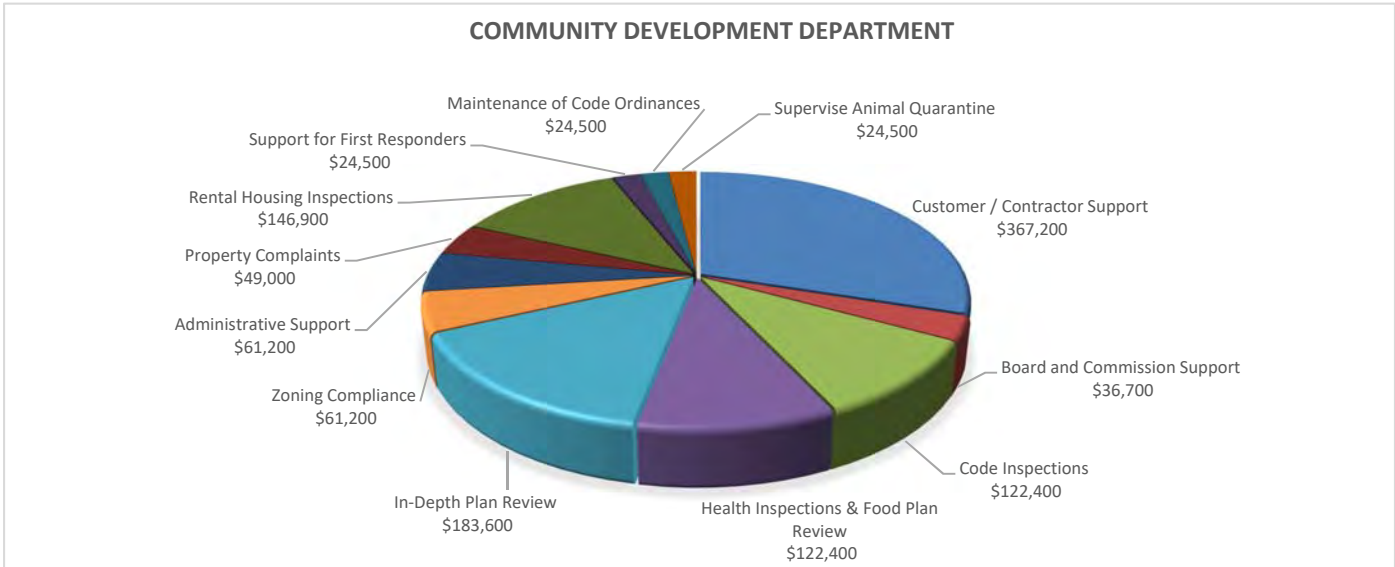
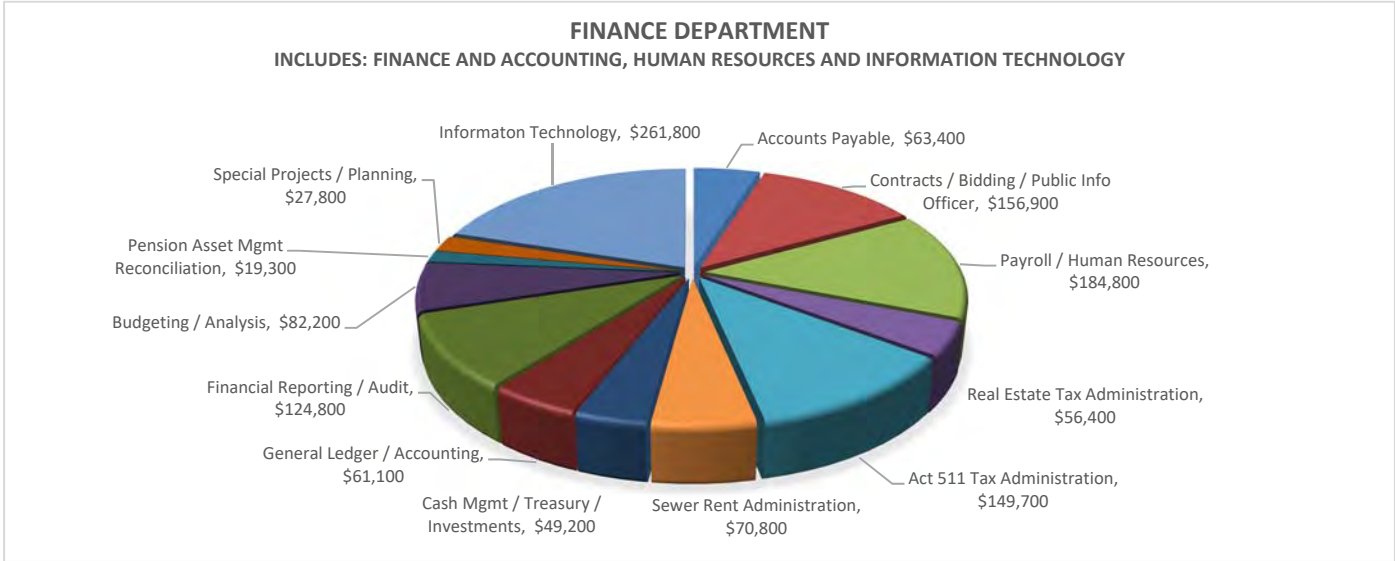
Radnor enjoys a diverse revenue base with about a quarter of all revenue coming from Real Estate Taxes, roughly 30% from business related taxes, about 14% from sewer and stormwater fees and the remainder from departmental activity, grants, fines, interest and others. On the expense side, Radnor spends about half of its total expenses on payroll and related costs, which is very typical of local governments since it's a service industry. Capital will most likely be higher if/when stormwater projects are identified and funded at some point in 2020. For now, the stormwater capital is unbudgeted. In total, debt service expense makes up 11% of the total expenses, which remains unchanged from prior years in spite of the new money borrowed in 2019 for capital projects. This was accomplished by only borrowing enough to refill a planned debt service reduction in 2020.

Departmental Budget Allocations by Program or Service:

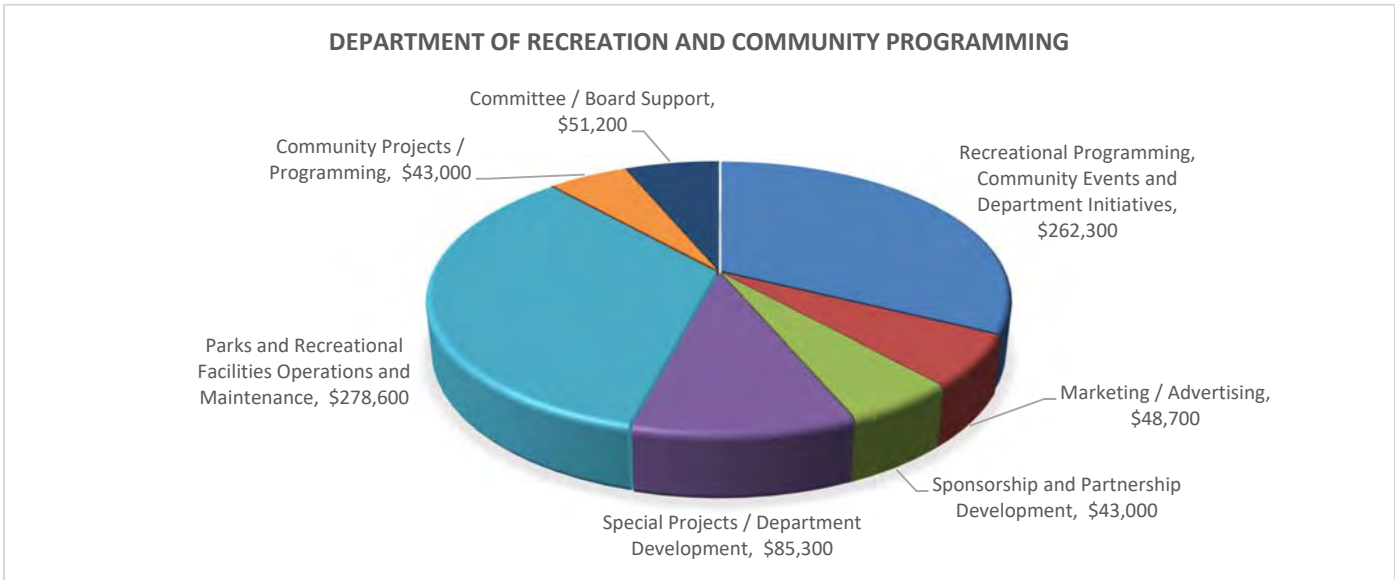
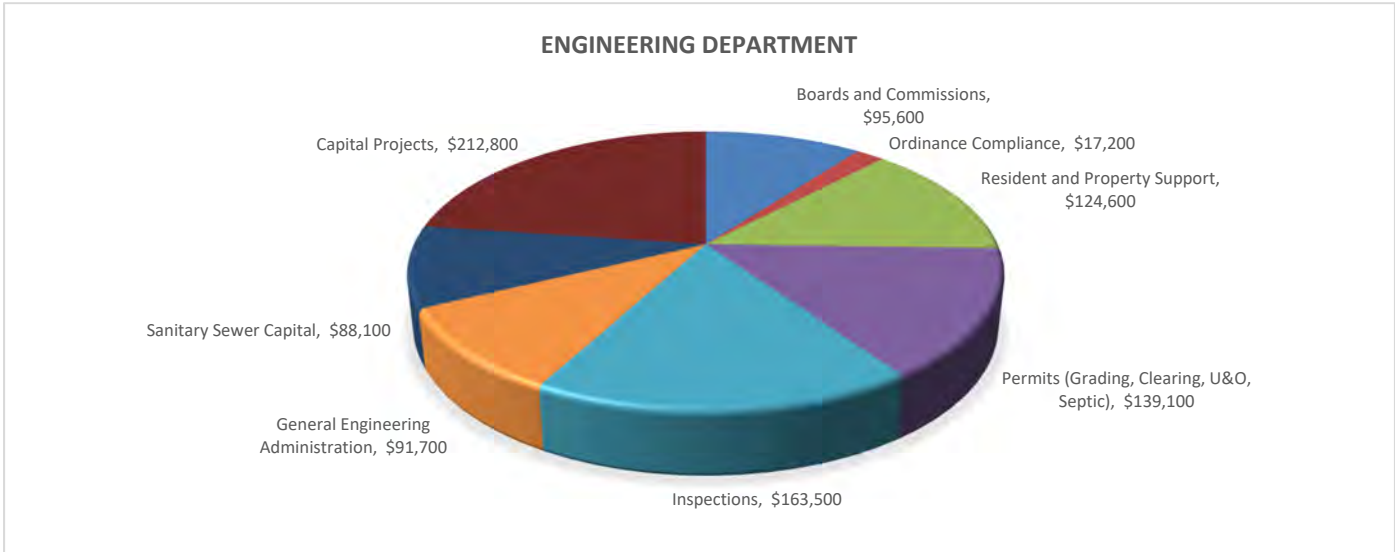
Departmental Cost of Service Breakdowns: This section of the report will take the Police Department, Community Development Department, Public Works Department, Recreational Programming Department and Finance Department and show the major services / areas of responsibility and how much they are budgeted to cost in 2020. The purpose behind breaking down these budget figures in this manner is to (a) show the vast number of activities, programs and services being performed by the various Township Departments, and (b) to allocate a cost to those activities. Another benefit to this breakdown of the budget is to allow Stakeholders to quickly estimate the per capita cost of these various services and programs. For example, the total budgeted amount for Solid Waste collection in 2020 is \$3,453,533 (including capital) which calculates to a per capita cost of approximately \$110 based on a population of 31,531. Additional information on the specific services provided by each of these departments and those departments not included in this section can be found in the *Departmental Narratives* section of this report.



2020 Board Approved Budget



2020 Board Approved Budget



Debt Service Summary

The Township’s outstanding principal debt balance at January 1, 2020 will be \$62,895,000, up from \$55,940,000 at January 1, 2019. The increase in 2019 was the result of the General Obligation Bonds, Series 2019 A in the amount of \$7,145,000 for various capital improvements throughout town. In 2020, the Township will pay down \$2,860,000 in principal, ending the year with an outstanding balance of \$60,035,000. The beginning outstanding balance is made up in non-voted general obligations of the Township and voted open space bonds. Currently the Township has eight notes/bonds outstanding, Series 2015 (refunded 2009 Bonds which were originally the 2002AA and 2004A bonds), Series 2010 (refunded 2002A), Series 2012 (refunded 2007), 2013 (refunded 2004 / eliminated the Swap Agreement), Series 2014 open space bonds (Ardrossan), Series 2015 library improvement bonds, Series 2016 park/trail improvement bonds, Series 2019 (refunded 2018 Sewer Notes) borrowed for emergency Sanitary Sewer projects, and the new Series A of 2019 for general capital projects. The table below reflects the summary of budgeted debt obligation transactions for 2020.

2020 Board Approved Budget



Issue	Final Year of Maturity	Original Principal Amount	Balance January 1, 2020	2020 Additions	2020 Reductions	Balance December 31, 2020	Interest Payments
Non-Voted General Obligation Bonds:							
2012 Series Refund	2037	16,360,000	16,125,000	-	35,000	16,090,000	619,063
2013 Series Refund	2034	18,210,000	14,350,000	-	735,000	13,615,000	519,350
2015 Series Refund/Libr.	2035	7,740,000	4,430,000	-	550,000	3,880,000	120,931
2016 Series Park/Trail	2035	5,765,000	4,800,000	-	250,000	4,550,000	120,945
2019 Series Sewer Refund	2039	4,800,000	4,165,000	-	390,000	3,775,000	144,742
2019 Series A Gen Capital	2039	7,145,000	7,145,000	-	245,000	6,900,000	218,872
Subtotal		60,020,000	51,015,000	-	2,205,000	48,810,000	1,743,903

Voted Open Space General Obligation Bonds							
2014 Series Ardrossan	2043	9,885,000	8,905,000	-	260,000	8,645,000	301,310
2015 Series Ref Various	2026	4,965,000	2,975,000	-	395,000	2,580,000	61,188
Subtotal		14,850,000	11,880,000	-	655,000	11,225,000	362,498
Grand Totals		74,870,000	62,895,000	-	2,860,000	60,035,000	2,106,401

The Township has utilized the bond issuances through the years to fund various activities. The following table reflects the sources of revenue being used to satisfy the 2020 debt service.

Fund	Amount
General Fund – General Revenues / Real Estate Taxes	\$3,021,681
Sewer Fund – Sewer Rent	819,502
Special Assessment Fund – Infrastructure Projects	37,659
Parks & Open Space Fund – Real Estate Transfer Tax and Voted Millage	1,017,498
Wayne Art Center Repayment	70,063
Library Repayment (eliminated in 2010)	-
Total	\$4,966,403

Please see the Debt Service Fund #24 for more details on the Township’s outstanding bonds, including their amortization timetables and amounts.

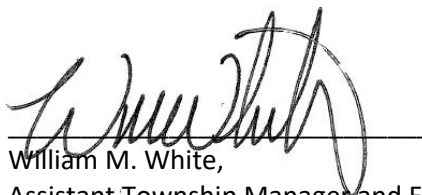
Summary:

The Township Administration will continue to put forth the efforts necessary to professionally and ethically manage Radnor Township by being fiscally responsible, transparent, and accountable to deliver the best services to our stakeholders. With the Board’s leadership, we are confident that Radnor Township will continue to always be *“The Best of the Main Line.”*

Respectfully Submitted,



Robert A. Zienkowski,
Township Manager/ Secretary



William M. White,
Assistant Township Manager and Finance Director



Radnor Township, PA

2020 Board Approved Budget

Enacting Legislation

- Ordinance 2019-12 | Adopting the Final Comprehensive Budget for 2020
- Ordinance 2019-13 | Adopting the 2020 Sanitary Sewer Rent Rate
- Ordinance 2019-14 | Adopting the 2020 Consolidated Fee Schedule
- Resolution 2019-130 | Adopting the 2020 Wage and Salary Schedule

**ORDINANCE NO. 2019-12
FISCAL YEAR 2020 TAX LEVY**

**AN ORDINANCE OF THE TOWNSHIP OF RADNOR, DELAWARE COUNTY,
COMMONWEALTH OF PENNSYLVANIA, ADOPTING A FINAL
COMPREHENSIVE BUDGET FOR FISCAL YEAR 2020, AND ESTABLISHING
THE TOWNSHIP MILLAGE RATE**

The Board of Commissioners of Radnor Township, Delaware County, Pennsylvania, hereby ENACTS and ORDAINS, as follows:

Section 1. That the Final 2020 Budget, referenced as the Board Approved Comprehensive Budget (version 2) attached hereto and incorporated herein, dated December 9, 2019, is hereby adopted setting forth all proposed revenues and appropriations for all Township funds for fiscal year 2020.

Section 2. The total tax millage rate for 2020 shall be 4.4082 mills and is allocated as follows:

Township Operational / Capital tax levy	4.2365 mills
Debt Service tax levy	0.1717 mills (established in 2016)
Total tax levy 2020	4.4082 mills

Section 4. That all other permit, service and user fees for fiscal year 2020 shall be set by Ordinance 2019-14 and shall be subject to further amendment by the Board of Commissioners.

Section 5. Repealer. All ordinance or parts of ordinances which are inconsistent herewith are hereby repealed.

Section 6. Severability. If any section, paragraph, sub-section, clause or provision of this Ordinance shall be declared invalid or unconstitutional by a court of competent jurisdiction, such decision shall not affect the validity of this Ordinance as a whole or any part thereof other than that portion specifically declared invalid.

Section 7. Effective Date. This Ordinance shall become effective in accordance with the Radnor Township Home Rule Charter.

ENACTED AND ORDAINED this 9th day of December, 2019

RADNOR TOWNSHIP

By: _____
Name: Lisa Borowski
Title: President

ATTEST: _____
Name: Robert A. Zienkowski
Title: Township Manager / Secretary

**ORDINANCE NO. 2019-13
FISCAL YEAR 2020 SEWER RENT RATE**

**AN ORDINANCE OF THE TOWNSHIP OF RADNOR, DELAWARE COUNTY,
COMMONWEALTH OF PENNSYLVANIA, ESTABLISHING THE TOWNSHIP
SANITARY SEWER RENT FOR 2020**

The Board of Commissioners of Radnor Township, Delaware County, Pennsylvania, hereby ENACTS and ORDAINS, as follows:

Section 1. That the Final 2020 Budget, referenced as the Board Approved Comprehensive Budget (version 1) incorporated in Ordinance 2019-12, dated November 25, 2019, sets forth all proposed revenues and appropriations for all Township funds for fiscal year 2020.

Section 2. The Sanitary Sewer Fund (#002) revenues included in the Final 2020 Budget are estimated based on the billing and collection of a sanitary sewer user fee calculated as a rate times water consumption, provided by Aqua, PA annually.

Section 3. The annual sewer service charges for all real property within the Township shall be set at the amount of \$7.85 per 1,000 gallons of water used in the year 2019 as certified by Aqua.

Section 4. Repealer. All ordinance or parts of ordinances which are inconsistent herewith are hereby repealed.

Section 5. Severability. If any section, paragraph, sub-section, clause or provision of this Ordinance shall be declared invalid or unconstitutional by a court of competent jurisdiction, such decision shall not affect the validity of this Ordinance as a whole or any part thereof other than that portion specifically declared invalid.

Section 6. Effective Date. This Ordinance shall become effective in accordance with the Radnor Township Home Rule Charter.

ENACTED AND ORDAINED this 9th day of December, 2019

RADNOR TOWNSHIP

By: _____
Name: Lisa Borowski
Title: President

ATTEST: _____
Name: Robert A. Zienkowski
Title: Township Manager / Secretary

ORDINANCE NO. 2019-14

AN ORDINANCE OF RADNOR TOWNSHIP, DELAWARE COUNTY, PENNSYLVANIA, AMENDING CHAPTER 162 BY ADOPTING THE CONSOLIDATED FEE SCHEDULE FOR CALENDAR YEAR 2020 AND AMENDING SECTION 270-38

Section 1. The Township of Radnor incurs costs and expenses in processing various permits and licenses through its various departments.

Section 2. Section §270-38, “Parking violations and penalties” will be removed in its entirety and be replaced as follows:

- A. Any person who violates any provision of this article shall, upon conviction, be sentenced to pay a fine of not more than that specified for violation in the most current Consolidated Fee Schedule, as enacted and ordained by the Radnor Township Board of Commissioners.

Section 3. The Pennsylvania Municipalities Planning Code authorizes reasonable and necessary charges by the Township’s professional consultants based upon its schedule established by ordinance or resolution.

NOW, THEREFORE, it is hereby *ENACTED* and *ORDAINED* that the Board of Commissioners of Radnor Township hereby adopts the attached 2020 Consolidated Fee Schedule effective January 1, 2020, that Section §270-38, “Parking violations and penalties” be updated as described herein, and all ordinances or resolutions which are inconsistent are hereby repealed.

BE IT FURTHER ENACTED and *ORDAINED* that any revisions to the 2020 Consolidated Fee Schedule may be amended or revised by subsequent resolution of the Board of Commissioners.

ENACTED AND ORDAINED this 9th day of December, A.D., 2019.

RADNOR TOWNSHIP

By: _____
Name: Lisa Borowski
Title: President

ATTEST: _____
Name: Robert A. Zienkowski,
Title: Township Manager / Secretary

RESOLUTION NO. 2019-130

A RESOLUTION OF RADNOR TOWNSHIP, DELAWARE COUNTY, PENNSYLVANIA, ADOPTING THE 2020 WAGE AND SALARY SCHEDULE PURSUANT TO THE RADNOR TOWNSHIP HOME RULE CHARTER

WHEREAS, Section 6.01 of the Radnor Township Home Rule Charter states that compensation of department heads and administrative officers shall be fixed by the Manager, subject to the approval of the Board; and

WHEREAS, the Administrative Code establishes pay-setting practices based upon applicable Federal, State and Township laws; and

WHEREAS, the Board of Commissioners and the Fraternal Order of Police (FOP) entered into a collective bargaining agreement with Resolution 2014-49 adopted on May 19, 2014 and subsequently agreed to extend that agreement with Resolution 2017-52 adopted on March 13, 2017 which sets forth base wage increases of 2.75% for all uniformed police officers effective January 1, 2020; and

WHEREAS, the Board of Commissioners and the Radnor Association of Township Employees (RATE) entered into a collective bargaining agreement with Resolution 2017-51 adopted on March 13, 2017 that sets forth base wage increases of 2.75% for all RATE employees effective January 1, 2020; and

WHEREAS, the 2020 Comprehensive Budget includes base wage increases for all non-union full and part time employees of up to 2.75% which will be based on certain effective dates and each employees' performance at the discretion of the Township Manager.

NOW, THEREFORE, be it hereby **RESOLVED** that the Board of Commissioners of Radnor Township does hereby adopt the attached Exhibit A - Wage and Salary Schedule for fiscal year 2020.

SO RESOLVED, this 9th day of December, A.D. 2019.

RADNOR TOWNSHIP

By:

Name: Lisa Borowski
Title: President

ATTEST:

Name: Robert A. Zienkowski
Title: Township Manager / Secretary

Radnor Township, PA

2020 Board Approved Budget

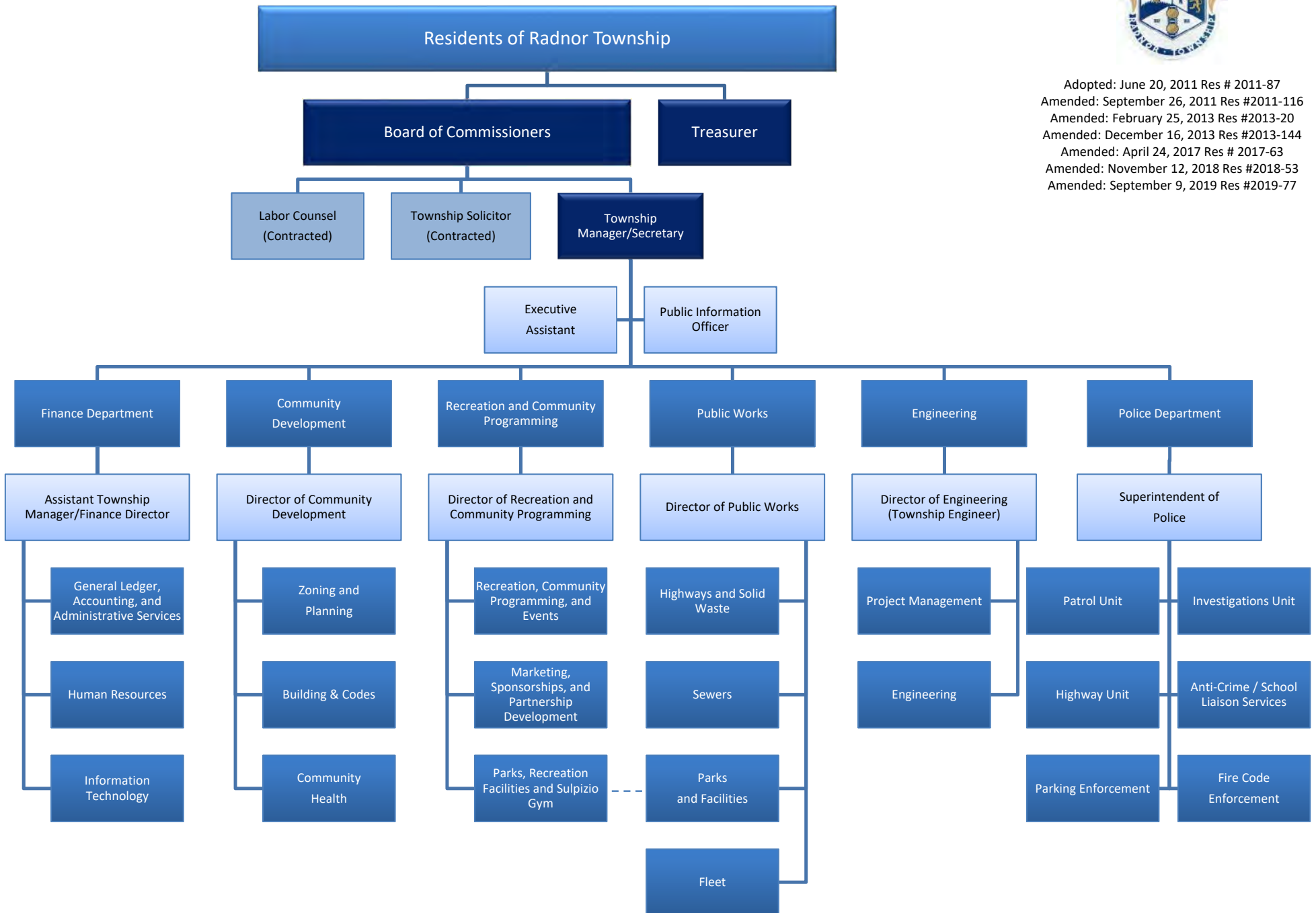
Organizational Charts

- Administrative Organizational Chart
- Fund Accounting Organizational Chart

RADNOR TOWNSHIP ORGANIZATIONAL CHART

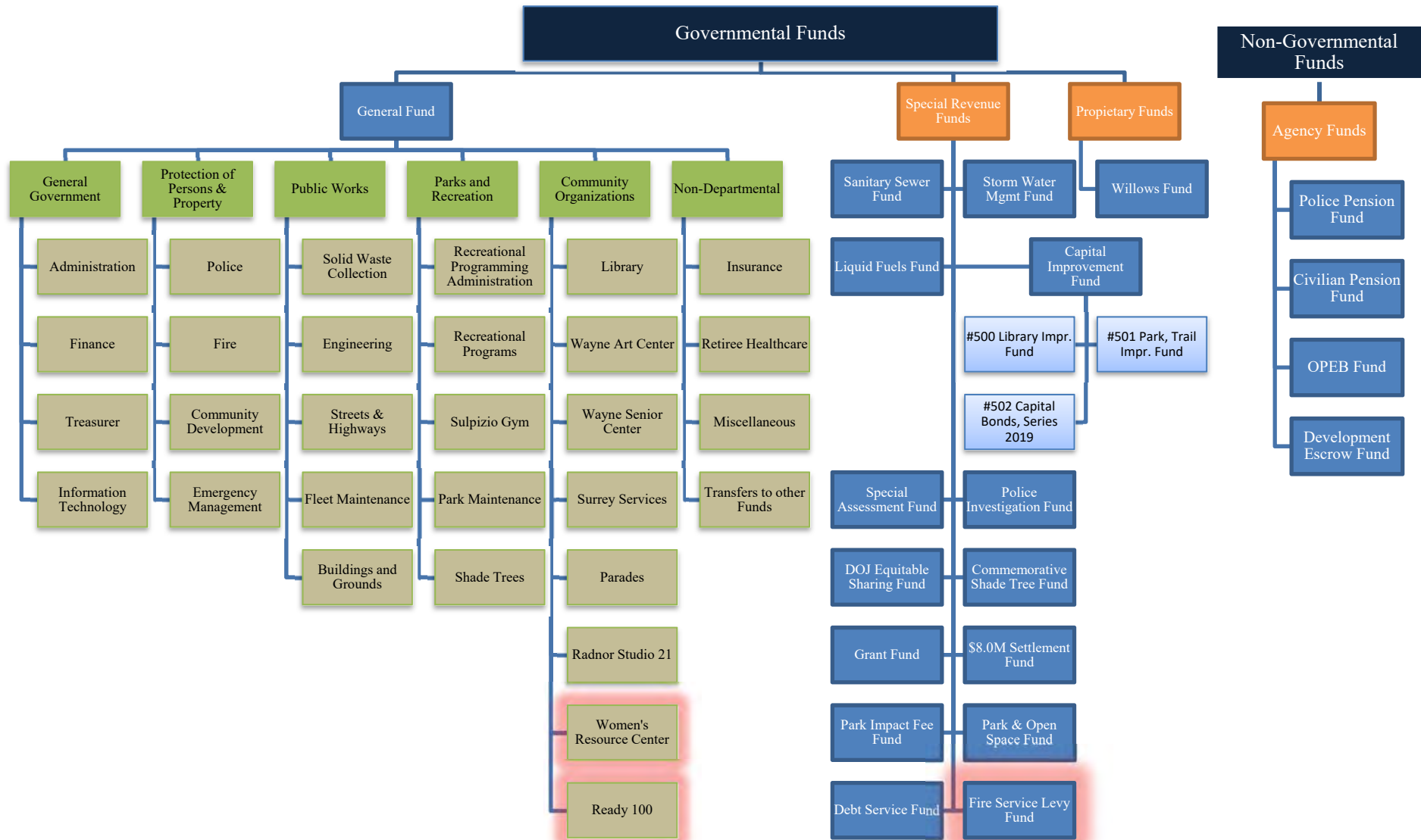


Adopted: June 20, 2011 Res # 2011-87
 Amended: September 26, 2011 Res #2011-116
 Amended: February 25, 2013 Res #2013-20
 Amended: December 16, 2013 Res #2013-144
 Amended: April 24, 2017 Res # 2017-63
 Amended: November 12, 2018 Res #2018-53
 Amended: September 9, 2019 Res #2019-77



Radnor Township, PA

Fund Accounting Organizational Chart



Radnor Township, PA
2020 Board Approved Budget

Departmental Budget Narratives

2020 Fund Budget Worksheets

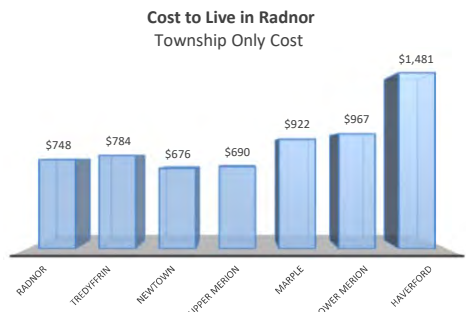
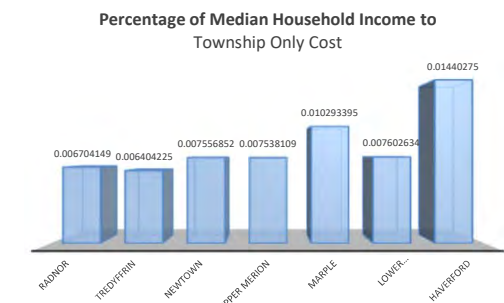
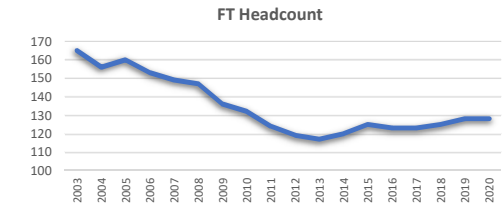
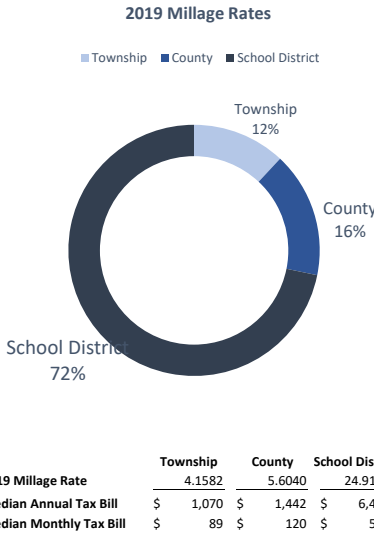
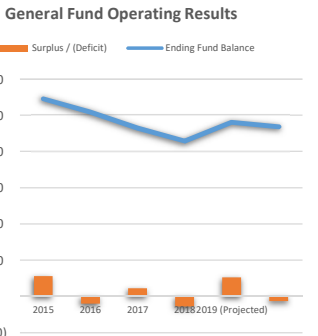
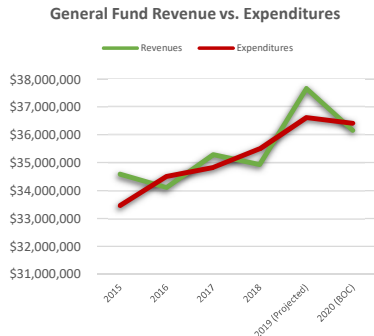
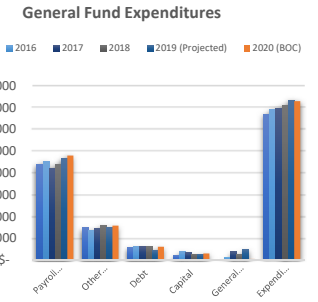
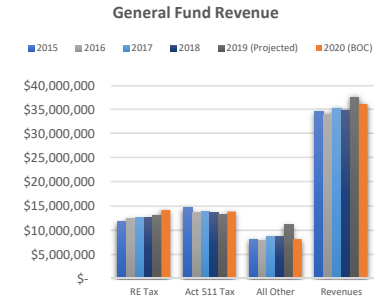
Capital and Infrastructure Project list and Memo to the
Board of Commissioners

Radnor Township, PA
2020 Board Approved Budget

General Fund #01

Radnor Township, PA
General Fund Operating Summary

	GENERAL FUND					
	2015	2016	2017	2018	2019 (Projected)	2020 (BOC)
REVENUES						
REAL ESTATE TAX	\$ 11,773,342	\$ 12,511,317	\$ 12,524,690	\$ 12,553,136	\$ 13,176,561	\$ 14,181,688
ACT 511 ENABLING TAX	\$ 14,654,627	\$ 13,748,575	\$ 13,972,237	\$ 13,642,007	\$ 13,324,649	\$ 13,839,000
LICENSES & PERMITS	\$ 3,943,356	\$ 3,426,111	\$ 4,725,028	\$ 4,324,613	\$ 5,756,496	\$ 3,947,750
FINES AND COSTS	\$ 553,718	\$ 511,443	\$ 448,585	\$ 394,627	\$ 395,591	\$ 496,000
INTEREST AND RENTS	\$ 245,934	\$ 315,314	\$ 321,739	\$ 332,584	\$ 340,091	\$ 350,000
GRANTS AND GIFTS	\$ 1,455,521	\$ 1,514,618	\$ 1,500,451	\$ 1,366,389	\$ 1,563,365	\$ 1,524,220
DEPARTMENTAL EARNING	\$ 1,530,155	\$ 1,709,887	\$ 1,579,849	\$ 1,427,946	\$ 1,571,203	\$ 1,562,000
REFUNDS AND MISCELLANEOUS	\$ 429,382	\$ 375,115	\$ 216,398	\$ 251,451	\$ 59,886	\$ 230,000
INTERFUND TRANSFERS	\$ -	\$ -	\$ -	\$ 640,019	\$ 1,479,480	\$ 29,480
TOTAL REVENUES	\$ 34,586,033	\$ 34,112,379	\$ 35,288,976	\$ 34,932,771	\$ 37,667,322	\$ 36,160,138
EXPENDITURES						
WAGES & COMPENSATION	\$ 11,200,381	\$ 11,558,995	\$ 11,752,011	\$ 12,533,468	\$ 12,592,101	\$ 12,787,214
PAYROLL LIABILITIES	\$ 10,764,771	\$ 10,897,744	\$ 9,308,496	\$ 9,393,912	\$ 10,629,165	\$ 11,067,411
EMPLOYEE DEVELOPMENT	\$ 32,150	\$ 52,369	\$ 42,533	\$ 51,168	\$ 48,017	\$ 55,830
SUPPLIES & MATERIALS	\$ 525,699	\$ 365,316	\$ 448,620	\$ 463,834	\$ 397,389	\$ 452,714
CONTRACT SERVICES	\$ 4,043,236	\$ 3,495,425	\$ 3,967,246	\$ 4,369,424	\$ 3,699,709	\$ 3,733,138
UTILITIES	\$ 661,163	\$ 635,616	\$ 581,083	\$ 617,883	\$ 600,856	\$ 656,790
FLEET	\$ 453,687	\$ 360,554	\$ 406,023	\$ 508,860	\$ 443,208	\$ 530,350
COMMUNITY ORGS	\$ 1,725,377	\$ 1,832,564	\$ 1,864,509	\$ 2,025,062	\$ 2,198,612	\$ 2,469,305
CAPITAL OUTLAY	\$ 1,028,349	\$ 1,860,985	\$ 1,623,660	\$ 1,282,538	\$ 1,365,114	\$ 1,437,301
DEBT SERVICE	\$ 2,927,424	\$ 3,001,101	\$ 2,995,274	\$ 3,004,083	\$ 2,218,291	\$ 3,026,681
MISCELLANEOUS	\$ 9,689	\$ 24,721	\$ 26,393	\$ 41,330	\$ 27,063	\$ 30,000
INTERFUND TRANSFERS	\$ 90,000	\$ 424,100	\$ 1,820,000	\$ 1,203,000	\$ 2,405,000	\$ 175,000
TOTAL EXPENDITURES	\$ 33,461,925	\$ 34,509,490	\$ 34,835,850	\$ 35,494,560	\$ 36,624,525	\$ 36,421,734
NET REVENUE / (DEFICIT)	\$ 1,124,108	\$ (397,111)	\$ 453,127	\$ (561,789)	\$ 1,042,797	\$ (261,596)
Beginning Fund Balance	10,131,210	10,911,073	10,188,601	9,289,688	8,579,437	9,622,234
Revenue	34,586,033	34,112,379	35,288,976	34,932,771	37,667,322	36,160,138
Expenditures	(33,461,925)	(34,509,490)	(34,835,850)	(35,494,560)	(36,624,525)	(36,421,734)
GAAP Adjustments	(344,245)	(325,361)	(1,352,040)	(148,462)	-	-
Ending Fund Balance	\$ 10,911,073	\$ 10,188,601	\$ 9,289,688	\$ 8,579,437	\$ 9,622,234	\$ 9,360,638
Fund Bal to Exp %	32.6%	29.5%	26.7%	24.2%	26.3%	25.7%



Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Administration Department

**Radnor Township, PA
Administration Department
2020 Operating Budget Narrative**



Department Summary:

The Administration Department consists of the Township Manager’s Office and the Public Information Office.

- **Township Manager’s Office:** The Township Manager is the Chief Administrative Officer of the Township. The Manager’s office coordinates the overall operations and functions of the entire Township. Administrative resources are provided to other departments when requested. The Manager is responsible to the Board of Commissioners for the execution of all policies established by it and for the administrative affairs of the Township placed in the Manager’s charge.
- **Public Information Office:** The Radnor Township Office of Public Information was created in 2019 with the mission to strive to create and maintain effective lines of communication between the government of Radnor, its employees, and the public it serves.

The PIO promotes awareness and understanding of the Township of Radnor by providing clear, timely and accurate information about its policies, programs and other activities to residents, business owners, employees and visitors. The office's main functions include:

- Public information dissemination
- Employee communications
- Community relations
- Special projects & events
- Media relations
- Crisis communications

Goal: To spread the good news of the Township as well as effectively communicate with multiple audiences in moments of need by utilizing various platforms when important events effect the community.

Objective: To know the audiences, target messaging to those audiences, and spark community pride. It is vital to be there when it matters most to prove inherent value to our community.

Township Manager Service / Program Descriptions:

Name	Description
Board of Commissioners Support	Staff works to prepare the agenda packets and other materials as needed by the Board. All subcommittee meetings are coordinated within the department. Research and documentation is provided to the Commissioners on various topics
Legal Support	The Township Solicitor works closely with the Manager, staff and Board to provide necessary legal advice and recommendation on various matters. Labor Counsel assists the department in contract negotiations, specialized personnel issues and other matters.

**Radnor Township, PA
Administration Department
2020 Operating Budget Narrative**



Public Information Office Service / Program Descriptions:

Name	Description
Oversight and operation of the township's website	The Township's website (www.radnor.com) provides information to residents and customers on a 24/7 basis. The website also offers options to pay online for open truck request, delinquent sewer payments, incident and accident police reports, and rear yard trash pickup while township offices are closed. A weekly newsletter is also distributed which includes information about upcoming events and timely news items.
Oversight and operation of the township's government access channel	RTV, the Township's government access channel, operates to keep residents informed of the township services, programs and activities through its electronic bulletin board and videos. In addition to videotaping and airing all township board meetings live, replaying videotaped meetings, RTV also produces original programming such as Radnor Health Matters and Radnor 411, which highlights each township department and their current operations. RTV will also be producing an end-of-the-year State of the Township program.

Line Item Descriptions:

Line Item	Description
Office Supplies	Items that are needed during the year such as paper, binders, clips, etc.
Postage	All postage for the Township mailings are reported on this line.
Advertising and Printing	All legal advertisement costs; Any special mailings that require printing services.
Professional Development	Training, conferences, and other needs to support and enhance staff education.
Dues & Subscriptions	Membership fees for ICMA.
Legal Services – General	Township Solicitor fees for legal services provided to the Township for the calendar year.
Legal Services – Special	Labor counsel services on various matters and continued costs related to the former Township Manager investigation as well as any special legal services on an as needed basis.
Minor Office Equipment	Replacement parts or small office equipment replacement parts.

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Finance Department

Radnor Township, PA
Finance Department
2020 Operating Budget Narrative



Department Summary:

The Finance Department is made up of three divisions: Accounting/Reporting, Human Resources and Information Technology. Accounting/Reporting and Human Resources are accounted for within this narrative / department. Accounting/Reporting is responsible for the accounting of, reporting of and daily management of all the financial affairs of the Township. These responsibilities include accounting for the Township’s assets, liabilities and net position as well as managing revenues, expenditures, the treasury of the Township. Finance’s responsibilities also include compliance with the regulations set forth in our Home Rule Charter regarding independent audits, internal controls, revenue collection, budgeting and spending compliance. Finance also manages the Township’s liability insurance, grant accounting, bid/contract program. Further, Finance oversees the Human Resource function for all active and retired employees.

Service / Program Descriptions:

Name	Description
Accounting	The Finance Department is required to maintain accurate and comprehensive accounting for all the Financial activity of the Township for all Township Departments.
Financial Reporting	The Finance Department serves as the sole resource for all the financial reporting requirements of the Township. Annually, the Department prepares and submits an annual report in compliance with GAAP.
Budgeting	The Finance Department oversees the annual budget process. Additionally, in conjunction with the other accounting related function of the department, the Finance Department is responsible for monitoring the annual budget for compliance.
Human Resources	The Township has one full-time HR Coordinator along in addition to oversight from the Assistant Finance Director. Human Resources is responsible for all of the benefit management for all active and retired personnel, as well as assisting departments with any personnel matters. Further, HR oversees the processing of the Township’s bi-weekly payroll for active employees and monthly benefit payrolls for retirees.
Switchboard	The Finance Department took over staffing and all responsibilities regarding the switchboard in 2018. Currently, we have two part-time employees that cover the switchboard during Township hours. During coverage gaps, the Finance employees cover the board.
Payroll	The Finance Department processes the Township’s bi-weekly payroll for all the active employees as well as the monthly payroll for the retirees (participating in the Township’s civilian or police pension plans).

**Radnor Township, PA
Finance Department
2020 Operating Budget Narrative**



Name	Description
Accounts Payable	The Finance Department processes all of the accounts payable transactions generated through the daily activities of all Township departments.
Debt Service Requirements	The Finance Department maintains all of the Township’s debt service responsibilities including payment, record keeping, assessments, future planning and required continuing disclosure.
Revenue Collection	The Finance Department oversees the billing and collection of the Real Estate Taxes (as directed by the Treasurer), Sewer Rent billing and parking permits as stipulated by the various agreements that exists.
Audit Compliance	As required by State Law, the Finance Department works with our independent auditors in the completion of an annual financial audit.
Insurance Management	The Finance Department is responsible for procuring the necessary insurance policies as they related to general liability, building, vehicle, employee practice, pension management, workers compensation and other insurance related items. In addition to purchasing the insurance, Finance oversees claim management with the various departments.
Grant Management	The Finance Department manages all of the grant activity that the Township is involved in. Specifically, we work with the various departments and/or civic organizations in coordinating grant requirements, reporting requirements, and accounting requirements.

Line Item Descriptions:

Line Item	Description
Professional Development	This accounts for the membership costs for the various organizations such as ICMA, GFOA, AICPA along with any required continuing education requirements.
Dues & Subscriptions	This will account for various publication subscriptions such as governing periodicals and relevant journals
Contractual Services	This will account for the Township’s Act 511 software, financial accounting software, ADP processing (Retiree Payroll), grant software, and other items.

**Radnor Township, PA
Finance Department
2020 Operating Budget Narrative**



Professional Services	This will account for engagements with the independent accounting firm, our annual DCED filing requirements, GFOA application fee, any non-pension specific actuarial work with Mockenhaupt, and any non-bond specific legal guidance from Cozen O'Connor (bond counsel).
Act 511 Legal / Audit Services	This accounts for the Township's related costs for legal / audit services relating to our administration of the Act 511 taxes.
Minor Office Equipment	This accounts for the various small items that are needed by the department such as calculators, staplers, keyboards, monitors, etc.

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Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Elected Treasurer

**Radnor Township, PA
Treasurer [Elected] Department
2020 Operating Budget Narrative**



Department Summary:

Office of the Treasurer and Township Real Estate Tax Collector

Service / Program Descriptions:

Name	Description
Office of the Treasurer	Primary responsibility is the collection of Real Estate Taxes. Receive all Township taxes, revenues, fines and fees- keep records of receipts. Disburse funds, surcharge any shortages or actions that cause a financial loss to the Township. Maintain communication with the BOC. The foregoing is assisted by one Township employee working in the Finance Department.

Line Item Descriptions:

Line Item	Description
Office Supplies	Obtain tax bills from County, supply envelopes to County
Postage	Mailing of tax bills, certifications to Title Companies
Dues & Subscriptions	State and County Tax Collector Assoc. and education requirement credits (6 Hours)
Bond Premium	Surety Bond equal to half of total Real Estate Tax bills
Contractual Services	Cost associated with Pentamation Computer services (as they relate to the Real Estate tax module)
Minor Office Equipment	Computer, printer and one regular office

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Information Technology

**Radnor Township, PA
Information Technology Department
2020 Operating Budget Narrative**



Department Summary:

The Information Technology is part of the Finance Department and is responsible for overseeing the Township's computer, network, security, telecommunications, and other information systems and technology-related operations. The Information Technology department also oversees all aspects of building maintenance and security for the township municipal building including fire, intrusion, video, and uninterruptible power supply systems.

Service / Program Descriptions:

Name	Description
Information Technology infrastructure	The Information Technology system consists of the entire network infrastructure including servers, PCs, telephone and voicemail, and fire, security (intrusion and video) systems. Desktop PCs are configured and repaired in-house with network and server management provided by Alura Business Solutions.
Support of the various departments' applications	The Information Technology department supports township application's developed in-house (using existing software applications) and contracted software. In-house applications include applications for the Finance, Business Tax, Engineering, Community Development, Police, Public Works Departments, and the Treasurer. The Information Technology Department also provides 24/7/365 support of the Police Records Management System (RMS).
Support of the external devices	The Information Technology department supports and maintains external devices including printers (user and networked), digital cameras, scanners, networked copiers, and fax machines.
Support of employee technology-related requests and training	Assist all township staff in their requests for help with technology-related issues, such as desktop applications or external devices.
Support of township issued cell phones	The Information Technology department supports and maintains all township-issued cell phones and other types of other mobile devices including laptops, tablets, and mobile data terminals in Police vehicles.
Support of the Police Department's communications system.	The Information Technology Department supports the Police Department's various communications components including all radio equipment and infrastructure, and the CLEAN system operated by the Pennsylvania State Police.
Provide building maintenance of the municipal building	The IT department oversees all Township building maintenance issues including HVAC, plumbing, lighting, door access system and other general building maintenance tasks. The department also provides building maintenance and support for its tenant(s).
Oversight of township's security systems	The Information Technology department also oversees all aspects of security for the township municipal building including fire and intrusion alarm systems, video monitoring for Township facilities, and the uninterruptible power supply system for the Township Building. The department also oversees the security for the Radnor Activity Center and other Township properties.

**Radnor Township, PA
Information Technology Department
2020 Operating Budget Narrative**



Line Item Descriptions:

Line Item	Description
Office Supplies	Miscellaneous office items such as copier/printer paper, printer toner, pens, envelopes, storage boxes, folders, and binders.
Professional Development	Information Technology related continuing education books, training classes, seminars/webinars, and conferences.
Dues & Subscriptions	Membership to professional organizations and professional magazine subscriptions.
Operating Supplies	PC and server hardware parts and accessories, such as memory, hard drives, DVD drives, fans, network cards, and switches. Security system accessories, such as key fobs and ID cards.
Contractual Services	Maintenance and support services for the email system, website and domains, electronic document management system, electronic messaging service, on-line Code Updates and financial software.
Minor Office Equipment	Office equipment such as printers, scanners, and digital cameras.
Contracted Maintenance and Repairs	Technical support services for network and PC equipment.

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Community Development

**Radnor Township, PA
Community Development Department
2020 Operating Budget Narrative**



Department Summary:

The Community Development Department serves the residents of Radnor Township through the administration and enforcement of regulatory Ordinances adopted by the Board of Commissioners to assure the health, safety, and welfare of everyone involved in the Radnor experience. The Community Development Department consists of the Director of Community Development, Two (2) full time Codes Officials, One (1) Health Officer and One (1) Health Inspector, One (1) Administrative Coordinator and One (1) Administrative Assistant, and One (1) part time Administrative Assistant. The Department also utilizes the services of a 3rd Party consulting firm for building code, property maintenance, and rental housing compliance. This department is responsible for the following:

- Issuance of Permits for: Building, Demolition, Mechanical, Plumbing, Electrical, Heating Ventilation & Air Conditioning, Signs, Banners, Accessory Structures, and fences;
- Routine inspections for: Building, Demolition, Mechanical, Plumbing, Electrical, Heating Ventilation & Air Conditioning, Signs, Banners, Accessory Structures, and fences;
- Licensing of contractors performing work within the Township.
- Licensing and inspections regarding the Township’s Commercial Swimming Pools and Food Facilities – including outdoor dining areas;
- Quality of life concerns and citizen complaints;
- Inspection of all Rental Housing units in the Township;
- Zoning issues related to commercial and residential properties within the Township;
- Planning issues that guide both developers and property owners in maintaining the desired character of the community and ensure that development is compatible with existing structures and surroundings;

Community Development is also responsible for the oversight of eight (8) volunteer boards/committees. These include the:

Board of Health	Zoning Hearing Board
Code Appeals Board	Historic & Architectural Review Board
Comprehensive Plan Implementation Committee	Open Space Committee
Design Review Board	Rental Housing Appeals Board

Service / Program Descriptions:

Name	Description
Customer/Contractor Support – 30%	Staff works closely with both residents and contractors regarding building permits, quality of life issues on private property, health code issues, Certificate of Occupancies, Right to Know Requests, and various other applications.
Board and Commission Support - 3%	Community Development staff work to prepare the agenda packets and other materials as needed by the many boards and commissions.

**Radnor Township, PA
Community Development Department
2020 Operating Budget Narrative**



Name	Description
Code Inspections - 10%	As part of a building permit submittal, inspections are a necessary and required function to ensure compliance with both the Uniformed Construction Code and the Pennsylvania Department of Labor and Industry. The administrative assistants schedule building and rental housing inspections for the Codes Officials Monday through Friday.
Health Inspections and Food Plan Review - 10%	The Health Officer works closely with restaurants and institutions to ensure food safety is adhered to and strictly followed.
In-Depth Plan Review - 15%	As part of a building permit submittal, plan review is a necessary and required function to ensure compliance with both the Uniformed Construction Code and the Pennsylvania Department of Labor and Industry.
Zoning Compliance - 5%	As part of a building and/or grading permit submittal, the Zoning Officer carefully reviews each permit to ensure compliance with the Township's zoning code regarding bulk, area, height, use, and parking requirements.
Administrative Support - 5%	Administrative assistants provide support to other departments in terms of check requisitions, monthly reports, check depositing, purchase orders, and front desk operator duties.
Property Complaints - 4%	Staff handles daily complaints to ensure quality of life issues are dealt with accordingly and in a timely manner.
Rental Housing Inspections - 12%	The code officials conduct inspections of student and non-student rentals for compliance with Municipal Regulations.
Support for First Responders - 2%	The code officials and the health officer respond to emergencies, natural disasters, and health related matters.
Maintenance of the Code of Ordinances - 2%	Community Department Staff consistently review the Municipal Codes and recommend changes to maintain consistency with other local, state, and federal regulations to ensure consistency and fairness to residents, businesses and developers.
Supervise Animal Quarantine - 2%	The Health Officer assists in the detainment, monitoring, and processing of animals suspected of carrying rabies to ensure the health and well-being of residents and their pets is being maintained.

Line Item Descriptions:

**Radnor Township, PA
Community Development Department
2020 Operating Budget Narrative**



Line Item	Description
Office Supplies 01416100-43040	This line item includes daily operating office supplies including but not limited to paper, pens, folders, business cards, ink cartridges, etc.
Advertising and Printing 01416100-44010	This line item includes costs associated with legal advertisement costs and any special mailings that require printing services.
Professional Development 01416100-42040	This line item includes required training, conferences, and other needs as required by state law to maintain certifications through the Department of Labor and Industry for the Code Officials. Health Officer training is included as required by the PA Department of Agriculture. Also included is additional training to add to or supplement skills of administrative staff.
Dues & Subscriptions 01416100-42041	This line item covers membership fees for professional organizations and affiliations of department staff as well as subscriptions to career related associations and publications such as code books.
Contractual Services 01416100-44110	This line item covers third-party contractual services on an as-needed basis for items such as the stenographer for the Zoning Hearing Board, building code review and inspection services, fire inspection, and rental housing inspection services.
Legal Services – General 01416100-44210	This line item covers the Township’s Solicitors’ fees for legal services provided to the Township for the calendar year for the Zoning Hearing Board, Code Appeals Board, and the Rental Housing Appeals Board.
Property Maintenance Contractual Services 01416100-44115	This line item covers property maintenance to address code violations and emergency responses such as lawn mowing, ground clearing, and board-up services related to fires and natural disasters.
Minor Office Equipment 01416100-48100	This line item covers replacement parts, computers, printers and other small office equipment items.
Clothing 01416100-44031	This line item covers clothing for Codes Officials for identification purposes. This helps convey the professional image the Township Staff pride themselves in showing.

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Police

**Radnor Township, PA
Police Department
2020 Operating Budget Narrative**



Department Summary:

Radnor Police Department provides twenty-four-hour police coverage within Radnor Township. The Radnor Police Department embraces community-oriented policing through many initiatives within our community. The current staffing of the police department consists of 43 officers and 1 Superintendent of Police. 30 of these officers are the makeup of the patrol division. 4 Detectives and 34 Highway Patrol/Traffic Safety Officers compliment the patrol division. The Police Department also consists of a Supervisor of Parking and Auxiliary Services, an Assistant Supervisor of Parking and Auxiliary Services, Two Administrative Assistants, five part-time Meter Enforcement Officers and nine school crossing guards. The Police Department maintains an integrity control officer an evidence technician who reports to the Special Operations Lieutenant. The Police Department is also fortunate to have the Radnor Community Police Organization, Radnor Townwatch, Youth Aid Panel, and the Radnor Police Chaplains program which are volunteer residents that augment many of the functions of the Police Department. This in turn expands our full service public safety organization to all residents and visitors of the Township of Radnor.

Service / Program Descriptions:

Name	Description
Administration	Police Administration personnel are responsible for the Command functions and fiscal management of the police department. There are also civilians responsible for various duties such as answering phone calls, processing of records and other paperwork, accepting monies for records and parking tickets, payroll, taking appointments, typing letters, Right-to-Know Act requests, Kiosk Card purchases, etc.
Animal Control and Deer Management	Animal complaints are handled through the patrol division and the Supervisor of Parking and Auxiliary Services. This includes dead deer removal, dangerous animal investigations, rabid animal investigations, and the Deer Management Program, which includes working with the USDA and the entire Community. In 2019, the township continued the sixth year of the deer culling. 132 deer were humanely culled thinning out a large herds of deer throughout the township. In 2020 as in 2019 a maintenance program is requested to retain the low number of deer in the township. Since the inception of this program deer incidents have been reduced by 85%.
Bike Patrol	Provides a mobile, efficient way to patrol the Wayne Business District and other targeted areas along with the Radnor Trail. The bike patrol officer integrates the officer into community oriented policing and community relations through high visibility and ease of contact with the officer.
Civilian Emergency Response Training (C.E.R.T)	The Department trains civilians with skills in basic first aid, CPR, traffic control, National Incident Management System (N.I.M.S), hazmat and other items which may be required in a community emergency. The Department maintains a list of the trained personnel in case of a wide spread disaster or need. The most recent CERT class was sponsored by Radnor Police in October

**Radnor Township, PA
Police Department
2020 Operating Budget Narrative**



	and November of 2016. Additional CERT classes will be held in 2020 as well. C.E.R.T. also works with Delaware County as well.
Crossing Guards	The crossing guards are assigned and supervised by the Supervisor of Parking and Auxiliary Services. There are ten school crossing posts staffed throughout the Township. Training is also incorporated in this program.
Detective Bureau	The Detective Bureau provides investigation, crime scene processing and possible prosecution for simple and complex criminal cases. Detectives will provide home and business security assessments if requested. Secondary functions include civilian fingerprinting criminal record expungements, computer and cell phone forensic extractions, evidence room management and vendor background investigations. The Detective Bureau participates in high profile community awareness meetings and seminars such as cyber-bullying, cyber-crimes and school related violence as examples throughout the year.
Emergency Alert System	The police department continues to provide crime alerts and information via electronic means such as e-mail, crime alerts, or phone text.
Major Incident Response Team (M.I.R.T.)	Established at the county level, there are five Radnor Officers who are mobile field force trained and are members of the Delaware County M.I.R.T. This team responds to large scale, critical incidents such as demonstrations, hazmat incidents, and dignitary protection. All equipment and training events are funded through Department of Homeland Security Grants. Member officers of this team are trained in the recognition of chemical, biological, radiological, and nuclear devices and agents. Past events that Radnor Mirt Officers participated in include activation at the Philadelphia International Airport to assist Philadelphia Police with immigration protests, at Villanova University due to an appearance of a controversial political science speaker, and assisted with Villanova University for the Final Four and NCAA Championship games.
Patrol Division	The majority of the Police Department is comprised of the Patrol Division. Over 30 individuals are responsible for providing basic police services twenty-four hours a day. The additional duties carried out by the patrol division which are above and beyond conventional police duties are: vacant house checks, school visits, bank checks, community talks, business checks in the business districts, and targeted enforcement activities.*-9-9-9-9-9-
S.W.A.T.	The Radnor Police Department operates as a member of the regional Delaware County S.W.A.T. team. There are currently five officers and two hostage negotiators assigned to this regional team.
Highway Patrol/Traffic Safety/ Motor Carrier Safety Patrol	A versatile unit within the Police Department assigned to address various issues within the Township. As the name implies, the unit is responsible primarily for the enforcement and education of traffic safety within the Township. Highway Patrol/Traffic Safety Officers investigate serious/fatal crashes within the Township. They perform other studies such as traffic

**Radnor Township, PA
Police Department
2020 Operating Budget Narrative**



	<p>control (speed limits, speed humps, stop signs, etc.), sight distance issues, fence (permit) placement for Community Development and dumpster placement (in the Right of Way) for Engineering. Various parking permit systems for residents and some institutions are administered by the Unit. They inspect commercial trucks that travel in the township and can remove them from service and issue citations if unsafe. They also assist with supervision of the crossing guards and handle abandoned vehicles. The unit also manages towing contracts for the township every three to four years.</p>
<p>DUI Checkpoints/Roving Patrol Enforcement</p>	<p>The Radnor Township Police Department is one of six municipalities that make up the Northern Delaware County DUI Task Force. This task force conducts DUI Checkpoints and DUI Roving Patrols, monthly, throughout the northern part of Delaware County. The object of the task force is to identify and remove the impaired driver from the highway. The funding for this program is allocated by The National Highway Transportation Safety Administration and The Pennsylvania Department of Transportation. All participating police departments are reimbursed for time and expenses through grant appropriations. This line item is entirely funded through grants received from The Commonwealth of Pennsylvania and the National Highway Traffic Safety Administration (NHTSA).</p>
<p>Buckle Up PA-Aggressive Driving Enforcement Grants</p>	<p>The Radnor Police Department is a participant of Buckle Up PA. Buckle Up PA is a project funded through PennDot dedicated to raising the seat belt usage level in Pennsylvania through increased enforcement, public awareness and education. The partnership is comprised of municipal police departments, state police, and the U.S. Department of Transportation. The Police Department is a member and participant of The Pennsylvania Aggressive Driving Enforcement and Education Project (PAADEEP). This program is a statewide initiative that utilizes crash data to identify aggressive driving locations. High visibility target enforcement, coordinated earned media, public awareness and training are conducted on these roadways to reduce the number of needless aggressive driving injuries and deaths. The partnership is comprised of municipal police departments, the Pennsylvania State Police, PennDot, the US Department of Transportation and community groups and organizations. The Radnor Police Department has been recognized as a leader of enforcement in both programs. These programs are grant funded in which there is no cost to the residents of Radnor. This program greatly assists with making Radnor Township a safer community.</p>
<p>eCitations</p>	<p>The eCitation process is a faster more accurate process that eliminates the traditional hand-written traffic citations. In 2017 and 2018 the police department purchased and implemented hand-held computer scanners integrated with a printer. Radnor Police Officers are issuing traffic citations with this latest technology. Benefits includes faster, more accurate citations with no need for administrative personnel to manually enter traffic citations into the data base. eCitations are almost instantaneously transmitted to the courts and the police department database. Officers spend less time with</p>

**Radnor Township, PA
Police Department
2020 Operating Budget Narrative**



	each violation. United Public Safety, currently providing the Police Department's parking ticket system, manages the eCitation system, the burglar alarm and fire alarm citation processes.
Video Camera Systems	In Car Video and Body Worn Camera systems for documentary and evidentiary purposes. The system software is fully integrated and stored in an onsite server. Each marked police vehicle is outfitted with an ICV system and each officer with a BWC. The police department has completed purchasing in-car camera and body-worn cameras through our capital budget process.

Line Item Descriptions:

Line Item	Description
Overtime	Includes pay for hours worked above and beyond 40/44 hours at time and ½ pay rate. Overtime is used to supplement shortages on shifts, compensate for extra hours after the shift due to extended calls, etc. This category also included grant overtime which is reimbursed through various programs such as the Aggressive Driving Grant, Seatbelt Grant, DUI Enforcement, Emergency Response training, Delaware County Drug Task Force, and large event protection, etc.
Extra Duty	Money paid to Officers working extra-duty on their off time. Most include traffic control at such events as Villanova football and basketball, private and parochial school graduations at Villanova, Community functions, private parties, etc. This money is reimbursed to the Township, plus 70% and is revenue positive.
Communications	Includes lease of police land lines, Verizon cell phones and Verizon Air Cards for computers in police vehicles. This enhancement creates more efficiency with the filing of traffic and non-traffic citations and allows the record management system (RMS) to be accessed in the patrol vehicles so incident reports may be completed more efficiently. This enhancement streamlines data entry and electronically file the citations with Delaware County District Courts. The electronic filing will require the tablets to have wireless internet connections.
Uniforms	Contains all items for police and parking uniforms to include shirts, trousers, (also Bike, SWAT, Highway and K-9 uniforms) hats, rain coats, badges, patches, winter hats, etc. Also includes ballistic vests, half of which is reimbursed by the Department of Justice grants. Small equipment items are also included such as holster, handcuffs, holders, etc. Detectives clothing allowance. In 2020 we expect general uniform maintenance for existing officers, detectives, parking and auxiliary services personnel and safety equipment for crossing guards.
Office Supplies	Paper, pencils, pens, folders, print cartridges, tape, staples, folders, notepads, etc. There are also annual printing needs.

**Radnor Township, PA
Police Department
2020 Operating Budget Narrative**



<p>Emergency Management/ Emergency Operation Center</p>	<p>The Township is required to maintain an Emergency Management Program and Coordinator. The emergency management coordinator is responsible for the emergency management planning, administration, and operations for the township. When a disaster strikes or an emergency occurs; the emergency management officials along with their elected officials, are responsible for the public safety of township residents. In conjunction with emergency management the Police Department is tasked with the communication components of the Emergency Operations Center. The police department applied for and received a dedicated radio frequency from the FCC for EOC operations. The Radnor Tactical Frequency was established and is an integral part of our emergency management system. All units and divisions of Radnor Township now have the ability to talk to each department on the new ""TAC"" frequency. This provides for better communication and quicker responses to the resident's needs in Radnor Township.</p>
<p>Operating Supplies</p>	<p>Supplies for the yearly operation of the police department. These supplies also sometimes include small equipment with a life span typically less than five years. Operating supplies listed encompass all the units in the Police Department to Include Patrol, Traffic Safety, Meter Enforcement, Animal Enforcement and Crossing Guards. General classifications are day to day Detective processing supplies, ammunition, first aid, flares, cleaning, forms, prisoner accommodations, traffic calming, batteries, car equipment, etc.</p>
<p>Professional Development</p>	<p>Training and courses for Officers. All aspects of training for officers are budgeted here. These training courses include training for in-house trainers for specific training such as control tactics, firearms, first aid, emergency vehicle operations, etc. Professional development also includes First and Second line management training such as Northwestern University's School of Police Staff and Command Course. Costs associated with the annual MPOETC annual training and recertification that every officer must attend each year to maintain their municipal police certification. In 2020 we plan to continue in-house training in use of force and de-escalation training In-house certified training officers substantially lower training costs.</p>
<p>Dues and Subscriptions</p>	<p>Funds for executive police association memberships.</p>
<p>Contractual Services</p>	<p>Items budgeted for police operations which are used more than once and provided for by businesses. Many are professional services. Items include: Accurint (detective investigations), animal disposal, car washing tickets, Civil service expenses/exams, ESP/Vascar calibration/speedometer calibration, financial investigations, Physician/new hires & promotions, polygraph test, psychological testing, police department copiers, towing abandoned vehicles/police</p>

**Radnor Township, PA
Police Department
2020 Operating Budget Narrative**



	vehicles, toxicology examination, uniform dry cleaning and Veterinarian services.
Minor Office Equipment	Repairs to minor office equipment to include Highway Patrol's speed timing devices and departmental computer replacements. This is also inclusive of the Radnor Parking Authority, hardware and software associated with the administration of parking tickets and township parking permits.
Maintenance and Repair: Communications Equipment	Repairs to Portable radios/car radios and mobile data terminals (MDTs) in patrol cars.
Gas, Oil and Lubricants/ Repair Parts	Used for daily operations of all vehicles used by the Department.
Contracted Maintenance and Repairs	Various out sourced repairs to cars, Traffic safety speed timing equipment, EVO, etc. Also includes accident damage deductibles.
Motor Cycle Unit	Annual repair and Maintenance of 4 Harley Davidson Motorcycles.
Canine Unit	In 2014 the Radnor Police Department's K-9 unit was established. The costs associated with this new unit include the annual contract for veterinary care, general care and maintenance of K-9. Includes food and other related items for K-9. Ongoing monthly training costs are also reflected in this budget item.
Radnor Township Citizens Police Academy and The Radnor Community Police Organization (RCPO)	Since its inception in 2015 The Radnor Township Police Department has sponsored two Citizens Police Academy. Over 40 township residents attended and graduated from this academy in. After the completion of the academy these residents formed the Radnor Community Police Organization to give back to their community. The RCPO assists the Police Department and Township with community events by staffing minor traffic posts, answering phones at the front reception desk during emergencies, assisting with filing and other tasks and duties as needed throughout the year. The funding for the Citizens' Police Academy is supported in the operating supplies of the operating budget. The Police Department will sponsor another citizens police academy in the first quarter of 2020.

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Fire Contributions

Radnor Township, PA Fire Company Contributions 2020 Operating Budget Narrative

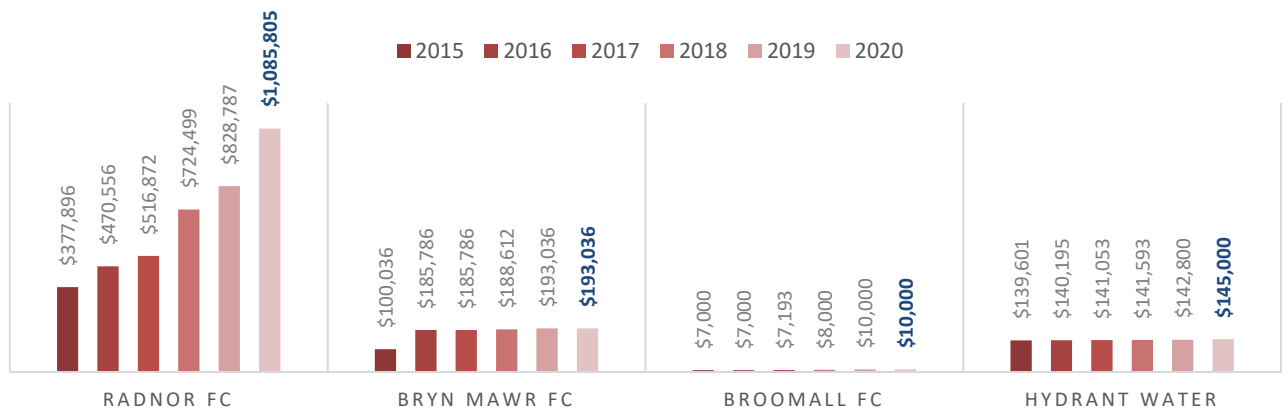


Department Summary:

This category of the budget accounts for the Township’s contributions to the fire companies that provide service to the Township. These amounts are requested by the fire companies and approved by the Board of Commissioners. Also, note that the Township also makes significant capital contributions on an annual basis. The amounts of the contributions are included in the table below, but are accounted for in the Capital Improvement Fund #005 (See the Five-Year Capital Plan)

Fire Company	2015	2016	2017	2018	2019	2020
Radnor						
Base Operating Contribution	98,107	100,805	100,805	100,805	100,805	100,805
Add: 2016 Subsidy ALS shortfall		50,000	50,000	50,000	50,000	50,000
Add: 2017 Subsidy Fire Ops shortfall			75,000	125,000	125,000	125,000
Add: 2018 Subsidy Fire Ops shortfall				150,000	150,000	150,000
Add: 2019 Subsidy Fire Ops shortfall					100,000	100,000
Add: 2020 Subsidy Fire Ops shortfall						250,000
Insurance: Workers Comp and Vehicle	66,741	112,112	83,406	83,838	89,497	95,000
Fuel	13,048	7,639	7,661	14,856	13,485	15,000
Capital Contributions	200,000	200,000	200,000	200,000	200,000	200,000
Total RFC Contributions	377,896	470,556	516,872	724,499	828,787	1,085,805
Bryn Mawr Fire Company						
Base Operating Contribution	100,000	102,750	102,750	105,576	110,000	110,000
Capital Contribution	83,036	83,036	83,036	83,036	83,036	83,036
Total Bryn Mawr FC Contributions	100,036	185,786	185,786	188,612	193,036	193,036
Broomall Fire Company						
Base Operating Contribution	7,000	7,000	7,193	8,000	10,000	10,000
Total Broomall Contributions	7,000	7,000	7,193	8,000	10,000	10,000
Hydrant Water Utility	139,601	140,195	141,053	141,593	142,459	145,000
Total Fire Company Township Exp.	524,533	703,537	850,904	1,062,704	1,174,282	1,433,841
Add: Vol. Fire Relief Pass-Through	356,587	352,921	317,067	289,912	312,004	290,000
Total Fire	981,120	1,156,458	1,167,971	1,352,616	1,486,286	1,723,841

FIRE COMPANY CONTRIBUTIONS



Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Emergency Operations Center

**Radnor Township, PA
Emergency Operations Center
2020 Operating Budget Narrative**



Department Summary:

This category of the budget accounts for the Township’s Emergency Operations Center costs. This accounting category is enabled whenever the Township issues a “State of Emergency” and incurs life safety or disaster mitigation costs. When active, the EOC is led by the Township’s Emergency Management Coordinator, and departments are notified to use this department code for all related expenses.

On an annual basis, we do not specifically budget for these costs given their unpredictability. Instead, we pull budgets from other areas when the EOC is activated. If no budgeted funds are available to be reallocated, fund balance is used. If the disaster is large enough so that the County, State and Federal governments all declare emergencies as well, the Township applies for FEMA reimbursement. Since the department’s creation in 2011, the only time federal reimbursement was received was for Hurricane Irene (2011).

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Engineering

**Radnor Township, PA
Engineering Department
2020 Operating Budget Narrative**



Department Summary:

The Engineering Department is the Township liaison to the Planning Commission, Shade Tree Commission, and Stormwater Management Advisory Committee. The Land Development process begins in the Engineering Department. The Engineering Department administers capital projects for traffic signals, pedestrian improvements, culverts, trails, sanitary sewer, stormwater, facilities, as well as manage parks capital projects. In 2019, an Engineering Project Manager was hired to administer the many capital projects underway. The Department of Environmental Protection’s MS4 program is administered by Engineering. Requests for Proposals, Scopes of Work, and contract review are provided by Engineering for other Township Departments as need, as well as technical expertise to those departments. The Engineering Department oversees all site inspections of Subdivision & Land Development, Grading Permits, and Capital Projects.

Service / Program Descriptions:

Name	Description
Subdivision and Land Development (SALDO) Review	The Engineering Department, using Gannett Fleming, Incorporated (appointed by the Board of Commissioners in 2019 for a two year term), reviews all subdivision and land development projects in the Township, for compliance with the Subdivision & Land Development Ordinance, Zoning Ordinance, and Stormwater Ordinance, and administers the projects through the process of the Planning Commission, Shade Tree Commission, and Board of Commissioners. The fees for these reviews are charged to the applicant and reimbursed to the Township. The Township Engineer and the Township’s appointed (for a two year term in 2019) Traffic Engineer, Gilmore & Associates, perform all SALDO reviews and provide technical assistance to other departments.
Grading Permit Review	All grading permits are reviewed for compliance with the Stormwater Ordinance, Zoning Ordinance, and other applicable regulations, through Gannett Fleming, Incorporated and staff. The permits are processed and administered by the Engineering Department.
Capital Projects	A large portion of the work performed by the Engineering Department is regarding Capital Projects. This work includes determining the scope of work for consultant’s proposals, preparing Requests for Proposals, budgeting, planning, forecasting, value engineering, contract administration, plan review, and inspection.
Shade Tree Commission	The Engineering Department processes all clearing permits in conjunction with the Shade Tree Commission. With the use of Rockewell Associates, an independent licensed arborist, the Township is able to assess, review, and mitigate concerns with the Townships canopy.

**Radnor Township, PA
Engineering Department
2020 Operating Budget Narrative**



Name	Description
Professional Escrows	The Finance Department manages professional services accounts and escrow accounts.
Resident Concerns	The Engineering Department responds to resident’s concerns regarding stormwater, grading, tree removal, permits, and stormwater.
Inspections	Inspections for grading permits, on site sanitary sewer systems, escrow releases, and utility work are performed by the Engineering Departments Staff Engineering Inspector, as well as by QCI, Incorporated (appointed in 2019 for a two year term).

Line Item Descriptions:

Line Item	Description
01-429-4340 Professional Development	Professional Engineering Continuing Education Units, Sewage Enforcement Officer Continuing Education Units, Seminars to keep abreast of the latest means, methods, and technology related to Engineering.
01-429-4345 Dues and Subscriptions	Sewage Enforcement Officer, American Society of Civil Engineers memberships (SEO, ASCE, APWA)
01-429-4240 Office Supplies	Plotter paper, plotter ink, pens, pencils – split with Community Development and Recreation (Office Basics)
01-429-4245 Postage	For SALDO mailings (USPS)
01-429-4360 Contractual Services (Consulting Engineer Retainer)	In the most recent Request For Proposals, this retainer service was eliminated, now that the Township has a full time Professional Engineer in place. The retainer is used for the appointed Traffic Engineer to attend the monthly Staff Traffic Meeting and provide input and follow up on the Staff Traffic issues and requests.
01-429-4365 Contractual Services (Consulting Engineer Reimbursable)	Engineering services for Subdivision and Land Development reviews, reimbursed by the applicant, and grading permits. (Gannett Fleming, Gilmore & Associates, Rockwell Associates)
01-429-4364 Contractual Services – Special (Consulting Engineer –Hourly)	Contracted Engineering services, determined by Requests for Proposals. Providing design services for Not-to-Exceed fees, for capital projects and other special projects. (Meliora, Gannett Fleming, Gilmore & Associates, T&M Associates)

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Public Works Building & Grounds

Radnor Township, PA
Public Works Department: Building & Grounds
2020 Operating Budget Narrative



Department Summary:

The Public Works Department is responsible for maintenance, repair, and capital projects for the Township’s infrastructure: streets, traffic signals, street lights, storm sewer, sanitary sewer, and bridges. In addition to infrastructure, the Public Works Department maintains the Township’s active and passive recreation facilities, the Radnor Trail, all Township owned facilities, as well as all Township owned vehicles.

Aside from the aforementioned maintenance and repair, the Public Works Department collects refuse, recycling, and yard waste from Township residents, as well leaf collection in the fall. The leaf collection program also includes the composting of the collected leaves at Skunk Hollow.

The Public Works Department is comprised of five divisions: Highway, Solid Waste, Parks Maintenance, Sewer, and Fleet Maintenance. Throughout the year, the men of the varying divisions work together to complete the tasks at hand, regardless of the division they are in. This is most noted in highway, sewer, and parks maintenance assisting in solid waste, leaf collection, and snow removal.

The mission of the Public Works Department is to provide the residents of Radnor Township with quality of life services regarding the proper maintenance and operation of the Township’s infrastructure, parks, facilities, solid waste and leaf collection activities.

Service / Program Descriptions: Building & Grounds

Name	Description
Buildings and Grounds	The Public Works staff maintains the Township Building, Public Works Facility, and the Radnor Activity Center at Sulpizio Gym.
Buildings and Grounds Maintenance and Repairs	This item involves repairs and maintenance of Township owned buildings: Radnor Memorial Library (exterior), the Senior Center (exterior), the Willows, the Willows Cottage, the Radnor Township Municipal Building, and the Public Works Facility.

Line Item Descriptions: Building & Grounds

Line Item	Description
Operating Supplies	This line item funds cleaning supplies (Home Depot, Contract Cleaners, Do It Best Hardware), light bulbs, and misc. supplies
Utilities	This item funds utilities; water and electric. (PECO, Aqua PA)
Communications	Internet, land lines, cell phones (Verizon, Sprint)

Radnor Township, PA
Public Works Department: Building & Grounds
2020 Operating Budget Narrative



Line Item	Description
Contractual Services	This line item funds items that include the postage meter, elevator inspection and maintenance, fuel management system, boiler certifications and fire extinguisher inspections, back- up annual inspection, etc. (TRAX)
Maintenance & Repair: Township Buildings	This line item funds any expense incurred for building maintenance plumbing, electrical, HVAC, roofing, generator, fencing. (Devon Plumbing, Fencoco, Slaughter Roofing, JJ White)
Minor Office Equipment	This line item funds fax machines, and other small items of office equipment.

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Public Works Solid Waste

Radnor Township, PA
Public Works Department: Solid Waste
2020 Operating Budget Narrative



Department Summary:

The Public Works Department collects refuse, recycling, and yard waste from Township residents, as well as leaf collection in the fall. The Solid Waste division collects solid waste and recycling from over 7,000 residents each week, along with brush collection on Wednesdays.

Public Works personnel often assist other divisions when manpower need dictate. The Solid Waste Division personnel are called in to assist in snow plowing during larger storms, and also assist with fall leaf collection.

The Public Works Department prides itself on the added value our Solid Waste Division provides our residents; storm clean up, flood debris clean up, and snow plowing.

Service / Program Descriptions: Solid Waste

Name	Description
Refuse Collection	The Sanitation Department is responsible for collecting refuse from over 7,000 residences each week.
Recycle Collection	The Sanitation Department is responsible for collecting recycling from over 7,000 residences each week. <u>The more we recycle, the less is spent on tipping fees at the Delaware County Solid Waste Authority.</u> Radnor Townships recycling rate since its inception has averaged over 49%, one of the highest in Delaware County.
Yard Waste Collection	The solid waste division collects brush and yard waste from residents once per week. All yard waste is recycled at Skunk Hollow. The yard waste ground in the Township's tub grinder is made available to residents in the form of wood chips. These wood chips are used as mulch at all Township facilities.
Bulk Collection/Open Truck Pick Up	The Sanitation Department is responsible for collecting bulk items from residents that register online (www.radnor.com) for this service once a week except for holiday weeks. This service is often referred to as "Open Stop Pick Up".

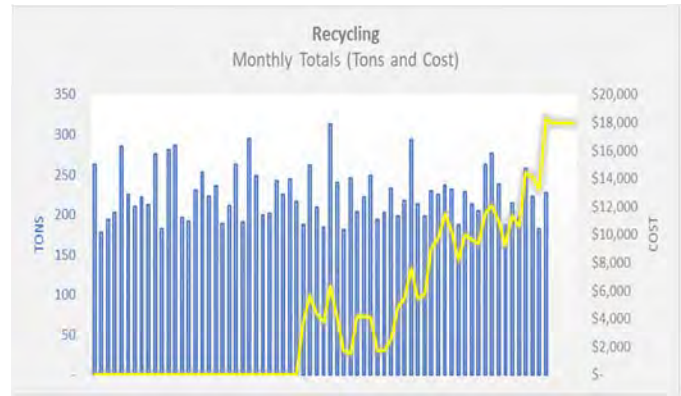
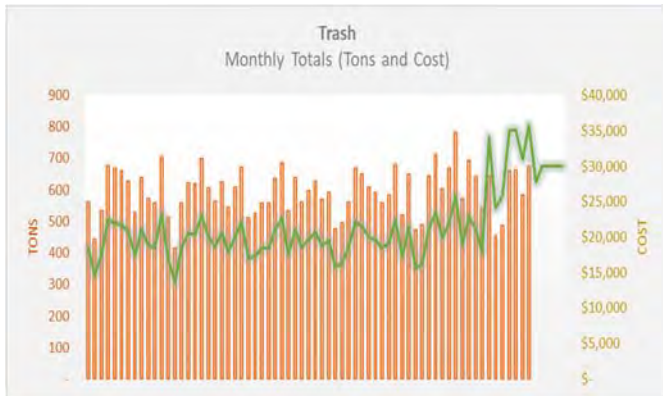
Line Item Descriptions: Solid Waste

Line Item	Description
Operating Supplies	This line item funds recycle containers, safety supplies, and first aid kits as well as miscellaneous supplies needed by the Solid Waste Division. (Home Depot, Do It Best Hardware, Contract Cleaners)

Radnor Township, PA
Public Works Department: Solid Waste
2020 Operating Budget Narrative



Gas, Oil, & Lubricants	This line item funds the cost of all hydraulic oil, engine oil, gasoline, and diesel fuel used in operating the Solid Waste Division’s fleet of 12 “packers” (trash trucks) and 2 pickup trucks. The suppliers are determined annually by sealed bid. (Riggins, Petro Choice)
Tires, Batteries & Accessories	This line item funds tires and batteries for the Solid Waste Division’s twelve packers and 2 pickup trucks. Trash trucks tires are large, costly, and must be replaced more frequently than a typical automobile's tires would be. (Ardmore Tires, NAPA, CCC)
Repair Parts	This line item funds all the repair parts needed for the Solid Waste vehicles, all of which are Internationals. (Gran Turk, G.L.Sayer, Giles and Ransome, NAPA)
Contracted Maintenance and Repair	This line item funds all costs associated with repairs to vehicles that cannot be completed in house, such as major engine repairs, major welding repairs, and leaf spring replacement. (Gran Turk, G.L. Sayer, Keil Welding, Giles and Ransome)
Disposal Fees	This line item funds tipping fees at Delaware County Solid Waste Authority. Actual billing is based on the weight of the trash delivered to the dump. The graphs below demonstrate the cost increase to dispose of recycling and trash. Through late 2019, the annual expense has grown by \$300,000 per year.



Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Public Works Highway

Radnor Township, PA
Public Works Department: Highway Maintenance
2020 Operating Budget Narrative



Department Summary:

The Public Works Department’s Highway Division is responsible for maintenance, and repair of the Township’s streets, inlets, and storm sewer, as well as traffic signals, street lights, and signs.

One of the largest single tasks the Highway Division has is the fall leaf collection program. Leaves are collected from over 7,000 properties in the Township, two times, each fall. Other Public Works Divisions assist in this task. The leaf collection program also includes the composting of the collected leaves at Skunk Hollow. One of the main tasks of the Highway Division is snow removal.

The Highway Division repairs potholes, sweeps streets, patches streets, installs street name signs as well as regulatory signs, installs pavement markings, as well as repairing inlets and storm sewer pipes.

Service / Program Descriptions: Streets & Highways – Highways General Services

Name	Description
Signalized Intersections	<p>The Township owns and maintains forty-six signalized intersections, twenty-three school flashers, and seventeen other flashing devices. Although maintenance and operations are funded by the Township, the timing of the traffic signal is controlled by the Pennsylvania Department of Transportation (Penn DOT).</p> <p>Annual inspection and repairs are performed by an outside contractor, awarded by sealed bid. The signs and pavement markings corresponding to the signalized intersections are maintained by Public Works personnel. (Higgins Electric)</p>
Sign Maintenance/Signage	<p>The Township is responsible for all regulatory signage, including speed limit signs up to and including 35 MPH signs. Aside from the aforementioned sign maintenance, the Public Works Department installs signs as determined by the Radnor Township Police Department and Staff Traffic Committee, as well metered spaces in the municipal lots. (H.A. Weigand, Municipal Supply)</p>
Street Lights	<p>The Township’s street lights are maintained by an outside firm, chosen through the sealed bidding process. (Higgins Electric)</p>
Road Repairs	<p>The Public Works Department (PWD) is responsible for pothole repair and patching, curb repair, as well as the Township’s annual street resurfacing project.</p>

Radnor Township, PA
Public Works Department: Highway Maintenance
2020 Operating Budget Narrative



Name	Description
Road Repairs - Continued	The street resurfacing project is a capital project funded by the Township’s State Liquid Fuels Fund. The Public Works Department maintains the Township’s 85.66 miles of streets. Streets such as Lancaster Avenue, Sproul Road, Bryn Mawr Avenue, Goshen Road, Darby Paoli Road and Conestoga Road are maintained by the Pennsylvania Department of Transportation (Penn DOT). There are 33.59 miles of State streets that traverse Radnor Township.
Street Sweeping	The Public Works Department (PWD) sweeps streets throughout the year, with the goal of sweeping all Township owned streets three times per year. Street sweeping is done in conjunction with our MS4 permit for stormwater quality, and is also performed after severe weather events.
Leaf Collection	Public Works provides the service of curbside pickup of all Township residents’ leaves. Each of the three service districts are provided two collection periods. All leaves are composted at Skunk Hollow. Leaf collection not only allows the residents an easy method for leaf removal, it also provides for clean streets and inlets. All divisions of the Public Works Department: highway, sewer, solid waste, and parks are used in this large endeavor.
Skunk Hollow Composting Site & Christmas Tree Recycling	All leaves collected from the leaf collection program are composted at Skunk Hollow. Composted leaves are made available for residents’ use at seven locations designated by the Environmental Advisory Committee. Leaf composting is a natural way to recycle. Residents Christmas trees are picked up curbside by Public Works personnel, approximately thirty tons of trees are recycled each year.
Storm Sewer Maintenance	<p>The PWD maintains the Township’s stormwater inlets (approximately one thousand five hundred) and storm sewer pipes (approximately fifty-seven miles).</p> <p>The Township aims to be proactive in cleaning inlets before and after large storms. This is an attempt to reduce flooding and street ponding, as well as follow MS4 requirements. The condition of our stormwater infrastructure, like in municipalities across the country, is in disrepair. The Township enacted a Stormwater Fee to provide a dedicated funding source for capital stormwater related projects. Certain maintenance projects, once fully evaluated, may become capital projects. If the project is approved, the Stormwater Fee funds these capital projects. Normal maintenance is funded through the “01” account, the Township’s general Fund.</p>

Radnor Township, PA
Public Works Department: Highway Maintenance
2020 Operating Budget Narrative



Name	Description
Snow Removal	The PWD performs snow removal on the Township’s 85.66 miles of streets, as well as all 33.59 miles of Penn DOT streets (Lancaster Avenue, Conestoga Road, etc.). All streets in Radnor Township are cleared by the PWD. This service utilizes all divisions of the PWD: highway, parks, solid waste, sewer, and vehicle maintenance.
Special Events & Other Services	The highway division provides assistance for many events such as the Fall Festival and Music Festival. The highway division also cleans the sidewalks and streets of the Wayne Business District twelve times per year, hangs holiday banners in Wayne, cleans traffic islands, provides barricades for block parties, and other tasks that may arise.

Line Item Descriptions: Streets & Highways – Highways General Services

Line Item	Description
Uniforms	Contractually required safety shirts and sweat shirts
Office Supplies	Computer printer paper, pens & pencils, printer ink (Office Basics)
Postage	Postage of mailings sent by the PWD (USPS)
Operating Supplies	Asphalt, stone, safety equipment, tools, restoration items (erosion control fabric), seed – Purchased from various vendors: (Knowlton Supply, Home Depot, Do It Best Hardware, Glasgow Quarries)
Rentals	Used for short term rental of equipment needed for specific projects that are not in the Township’s fleet
Dues and Subscriptions	Membership in the American Public Works Association, Arbor Day Foundation, and for training of highway division personnel (LTAP, APWA, DVIT)
Contractual Services	This funds employee drug testing mandated for all Commercial Driver’s License holders, as well as PA One Call, which all excavators are required to use by law, for the mark out of utilities (PA One Call)
Maintenance and Repair of Machinery and Equipment	This account funds repairs by outside firms, as well as parts for PWD vehicles and equipment: front end loaders, backhoes, dump trucks, pickup trucks, leaf vacuums, and other equipment (Volvo Service, Keil Welding, Gran Turk, Parts Service Inc., G.L.Sayer.

Radnor Township, PA
Public Works Department: Highway Maintenance
2020 Operating Budget Narrative



Maintenance and Repair of Communication Equipment	This account is used for repairs to the PWD's low band two way radios, which are in all trucks and equipment
Gas, Oil, and Lubricants	All purchased for fuel (gasoline & diesel – vendor determined by sealed bid), fluids, and grease are funded by this account. (currently Petro Choice, Riggins)
Tires, Batteries, and Accessories	Tires for all highway equipment, batteries, and replacement parts. (Ardmore tires, NAPA, CCC)
Repair Parts	All repair parts for the highway division are funded by this account. (NAPA Auto Parts, Gran Turk, Parts Service Inc., Mathews Ford, Del Chevrolet, Penn Jersey, Volvo, GL Sayre, Giles and Ransome)
Street Sweeping Contractual Services	The cost is for the removal of street sweeping debris. Other than leaves which are composted, street sweeping debris must be disposed of as solid waste. (trucking fees by sealed bid, Delaware County Solid Waste Authority)
Snow and Ice Removal Operating Services	This line item funds de-icing salt, magnesium chloride and snow meals. (Oceanport for 2018-2019, Minella's, Municipal Supply, HA DeHart,)
Snow and Ice Removal Contractual Services	This line item funds the trucking costs for hauling snow from all municipal parking areas. (Trucking firms vary, TBD.)
Traffic Signals and Signs Traffic Signal Electric	This account is for utilities (electric) for all signalized intersections, school flashers and miscellaneous flashing devices (parks, curve, etc.) (PECO)
Traffic Signals and Signs Operating Supplies	This line item funds all signs, posts, bulbs, and other miscellaneous supplies utilized for the maintenance, repair and installation of all traffic signals and signs. (H.A. Weigand, General Highway, Charles Higgins & Sons, Do It Best Hardware)
Traffic Signals and Signs Maintenance and Repair Traffic Signals	This line item funds the purchase of all signalized intersection repair parts, as well work done by our signal contractor. (General Highway, Charles Higgins & Sons, Armour & Sons, Electrical Supply)
Street Lighting	This line item funds the utility (electric) costs associated with operating all street lights on Township and state roads. (PECO)
Street Lighting Maintenance and Repair Street Lighting	This line item covers all repair and replacement parts for Township owned street lights, by our street light contractor, chosen via sealed bid. (Charles Higgins & Sons Electric)

Radnor Township, PA
Public Works Department: Highway Maintenance
2020 Operating Budget Narrative



<p>Curbs and Sidewalks Operating Supplies</p>	<p>This line item funds the cost of supplies associated with curb and sidewalk (on Township owned facilities) repair and maintenance, including restoration from the repair. (Marinelli Concrete, Glasgow, Do It Best Hardware, Home Depot, Knowlton Supplies)</p>
<p>Drainage Operating Supplies</p>	<p>This line item funds the cost of supplies used in storm sewer pipe repair, inlet repair, swales, headwalls, including restoration. The material used: bricks, mortar, pipe, asphalt, stone, seed, concrete. (Marinelli Concrete, Lane Pipe, Knowlton Supply, Glasgow Quarry)</p>
<p>Road Maintenance and Repair Operating Supplies</p>	<p>This line item funds the cost of supplies associated with road repairs, including asphalt, stone, sealer, asphalt saw blades. (Glasgow, Norris Sales, Do It Best Hardware, Home Depot)</p>
<p>Road Maintenance and Repair Rentals</p>	<p>This line item funds the cost of equipment rentals for road repairs, such as attachments to the skid steer, or equipment not in the Township fleet. (Norris Sales, New Holland Equipment, Knox Rentals, Norris Sales and Rentals)</p>
<p>Road Maintenance and Repair Contractual Services</p>	<p>This line item funds the cost of hauling and dumping of road repair debris at the landfill; the cost of the tipping fee and/or trucking. (Delaware County Solid Waste Authority, trucking TBD.)</p>

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Public Works Mechanics

Radnor Township, PA
Public Works Department: Mechanics
2020 Operating Budget Narrative



Department Summary:

The Public Works Department Fleet Maintenance Division is responsible for keeping over 130 pieces of vehicles, equipment and trailers inspected, maintained, and in good operating order. These are all Township rolling stock, servicing all departments: Police, Engineering, Public Works, Recreation and Community Programming, Community Development, and Administration.

The three-person division performs State inspections, performs repairs, and installs tires. The Fleet Maintenance Division is also an integral part of the Township’s winter operations; from repairing trucks to plowing streets.

Service / Program Descriptions: Mechanics

Name	Description
Vehicle Maintenance	The Fleet Maintenance Department is responsible for the maintenance and repair of 130 vehicles and equipment. The mechanics perform tasks such as welding, as well as minor and major equipment repair. In house repairs reduce down time and expenses.
Miscellaneous Responsibilities	The fleet Maintenance Department is responsible for the state inspections of all vehicles within the township fleet. The department maintains records of all state inspection stickers and regulations. The department must maintain up to date records regarding DEP in ground fuel storage tanks registrations, inspections and permit certificates. The department is also responsible to assist in composing bid specifications for vehicles, equipment, fuel and lubricants purchased by the township. This division also assists in snow removal operations.

Line Item Descriptions: Mechanics

Line Item	Description
Operating Supplies	Items such as degreaser, rags, nuts, bolts, tools, wire, cleaner, and other items used. (NAPA, Parts Service, GL Sayre, Giles and Ransome, HA DeHart, Truck Supply)
Communications	This fee is for the telephone (land line) service as well as the foreman’s cell phone. (Sprint, Verizon)
Uniforms	The three mechanics, due to the nature of their work, are provided uniforms via a uniform service. (Cintas)

Radnor Township, PA
Public Works Department: Mechanics
2020 Operating Budget Narrative



Line Item	Description
Gasoline, Oil & Lubricants	This line item funds the cost of all fuel and fluids used in operating the Fleet Maintenance Division, a utility truck with welding and tool carrying capabilities, and a pickup truck with a fuel tank. (Fuel and lubricants suppliers are determined by sealed bid)
Tires, Batteries & Accessories	This line item funds the tires, batteries, and for the two fleet maintenance vehicles. (Ardmore Tire, NAPA)
Repair Parts	Repair parts for the two fleet maintenance vehicles are funded by this line item. (Del Chevrolet, Videon, Matthews Ford)

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Public Works Park Maintenance

Radnor Township, PA
Public Works Department: Parks Maintenance
2020 Operating Budget Narrative



Department Summary:

The Public Works Department’s Parks Maintenance Division (PMD) maintains the Township’s twenty-five parks and recreational facilities, maintains the Radnor Trail as well as other trails in Skunk Hollow, Ithan Valley Park, and the Willows. This division also supports the Recreation and Community Programming Department for their events.

The Parks Maintenance Division also serves as the in-house tree division. The Parks Maintenance Division makes up half of our snow fighting group, as well as assists on leaf collection.

Service / Program Descriptions: Parks Maintenance

Name	Description
Grass Cutting, String Trimming, Flower Bed Maintenance, Shrubbery Trimming and Leaf Removal	The Parks Maintenance Division (PMD) is responsible for maintaining all Township owned parks, playgrounds and athletic fields. The Township’s parks are well maintained, and provide a great atmosphere for active and passive recreation, as well staging for many of the Recreation Department’s events and programs.
Athletic Field Maintenance	The Parks Maintenance Division of the Public Works Department strives to maintain the Township’s athletic fields at a high level. Weather permitting, ball fields are groomed three times per week, and athletic fields are cut two times per week.
Tree removal	The PMD performs our in-house tree work throughout the year. Township crews will remove trees within the township right-of-way and in our parks. For trees beyond our equipment’s capability, outside vendors are used. Parks Maintenance crews are also responsible to remove fallen trees on township roadways as a result of storm damage.
Miscellaneous	The Parks Department provides the following additional services: fence repairs and clearing, trash collection at playing fields and in the parks, cleaning and restocking all comfort stations, roadside mowing, maintenance of all picnic tables, grills and trash receptacles, cleaning of gutters on all township owned buildings, set up and clean up for the summer concert series and the maintenance of all gateway enhancement installations.

Radnor Township, PA
Public Works Department: Parks Maintenance
2020 Operating Budget Narrative



Line Item Descriptions: Parks Maintenance

Line Item	Description
Utilities	This line item funds the cost of all utilities associated with our parks, comfort stations and lighted ball fields. (Aqua Pa, PECO, Potty Queen)
Communications	This line item funds the cost of the Parks Maintenance Division's cell phones and truck radio maintenance and repairs. (Verizon)
Uniforms	This line item funds contractually obligated cost of tee shirts and sweatshirts, safety green. (Flocco's Discount Clothing)
Operating Supplies	This line item funds the cost of turf supplies, ball field clay (diamondtex), comfort station supplies, string trimmer line, safety supplies, fence repair parts, erosion blanket, wood carpet for tot lots, pitcher plates, bases, basketball nets and other miscellaneous landscape supplies. (Home Depot, Knowlton Supplies, Berwyn Lawn Mower, Main Line Mower, Cherry Valley Tractor)
Professional Development	This line item funds the cost of seminars on Playground Safety Inspections, required CEU's for pesticide and herbicide licensing, and other miscellaneous trade shows related to turf and playground maintenance.
Dues and Subscriptions	This line item funds memberships in the Pennsylvania Turf Council, Pesticide Licenses, and publications related to grounds maintenance.
Contractual Services	This line item funds the cost of maintenance contracts for the sprinkler system at Ditmar Park, and the fountains at the Willows. (Knox Rentals, Sharkey Sprinkler).
Maintenance and Repair Buildings and Fixtures	This line item funds repairs to comfort stations, playground equipment and other miscellaneous fixtures.
Maintenance and Repair Machinery and Equipment	This line item would fund the cost of repairs to tractors, mowers, blowers, brush chipper and other miscellaneous equipment. (Main Line Mower, New Holland Equipment, Berwyn Lawn Mower, Cherry Valley Tractor).

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Recreation and Community
Programming

**Radnor Township
Department Recreation & Community Programming
2020 Operating Budget Narrative**



Department of Recreation & Community Programming Responsibility:

The Radnor Township Department of Recreation & Community Programming is responsible for the administration of year-round recreational programming and community events for all ages and the operations, maintenance, and scheduling of Township parks and facilities that includes 26 parks (two are owned by Radnor Township School District), plus the Willows Cottage, the Radnor Trail, Radnor Skatepark, and Radnor Activity Center at Sulpizio Gymnasium (*currently under discussion to transition back to Radnor Township School District*). The Department works in cooperation with the Public Works Department, who directly conducts the maintenance of these facilities. The Department aims to serve the best interest of all residents by offering an array of recreational opportunities and maintaining a secure environment that enhances the quality of life for members of the Radnor Township community.

Department Programs and Services:

Name	Description
<p>Recreational Programming and Events</p>	<p>A cornerstone of the high quality of life enjoyed by Radnor residents is a fantastic array of more than 100 recreation programs and community events annually for all the Township’s residents. The recreational programming that is provided includes a wealth of activities, camps, community events, workshops, classes, initiatives, excursions, and discount tickets that are offered all year long and spans every age group. Annual participation totals an estimated 20,000 but varies from year to year. The Department’s creation and implementation of recreational programming is accomplished by using various facilities including Radnor Activity Center at Sulpizio Gymnasium (potentially under a different arrangement in the near future), Township parks, Radnor Township School District schools, and other local public and private schools. The Department works in cooperation with various community sports and civic organizations, local businesses and vendors. Conceptual development of programming is a top priority for the Department along with conducting ongoing needs assessments and formal evaluations to measure success. Staff members are responsible for the overall direction, on-site management, safety management, coordination of logistics and set-up, instruction of various programs, and leadership for the vast program offering that is delivered to the Radnor community. Other Township Departments, such as Public Works and Police, also play a vital role in supporting the success these activities.</p>
<p>Personnel and Vendor Management</p>	<p>The Director of the Department manages three full-time staff members; 45+ part-time, seasonal staff members; 50+ seasonal and contracted staff members and/or vendors; numerous program and event volunteers; and a summer internship program in cooperation with area colleges/universities. The Department is responsible for the soliciting, hiring, supervising, and evaluating of all staff and contracted services who provide leadership in the specific programming areas along with developing and managing the corresponding contractual agreements. It prepares <i>Requests for Proposals</i> for applicable programming projects as needed. The Department manages compliance with the PA Child Protective Services Laws and conducts annual background checks along with other professional assessments; compliance with professionally-guided policies on indemnification and insurance; devises structured trainings</p>

**Radnor Township
Department Recreation & Community Programming
2020 Operating Budget Narrative**



	and communications, safety measures, and leadership along with coordinating ongoing professional risk and legal assessments.
Inventory Management	The Department manages the procurement and organization for its operating equipment for program and activities such as sports supplies, arts and crafts supplies, first aid supplies, and apparel. It also prepares <i>Requests for Proposals</i> for applicable projects with detailed specifications.
Department Services, Daily Communications, and Customer Service	Serve as a vast resource by providing information to the community and attend to inquiries by phone, email, and walk-ins each day on an array of Department recreational areas, community events, and local organizations and institutions.
Department Services and General Administration	Process and record programming and event registrations and receipts; process income receipts and documentation for all parks and recreational facilities (permitted usage at the RAC (limited/future), park areas, and athletic fields); conduct corresponding financial deposits each day; process and develop purchase requisitions, purchase orders, process invoices, and check requests; provide financial and usage analyses for all areas of Department services. Continually conduct processes and policies for Department efficiency and success. Manage the administration of (currently) three online registration systems but working to transition those into one consolidated system.
Administrative Policies and Processes	The Department continually evaluates and develops its administrative policies and procedures along with reviewing risk for all its related services.
Marketing and Advertising	The Department has constructed a plan for the marketing of all areas of programming and for its facilities and parks in order to continually increase the presence within the community. Avenues for dissemination of information are continually evaluated for new ideas and implementation. It graphically designs many year-round publications and flyers for distribution that includes a seasonal activities brochure for the fall, winter/spring, and summer and provides information and input to the development of the Township Newsletter that is published throughout the year. The Department maintains distribution listings and relationships within the community that aide in distributing marketing materials. The Department maintains all of its related areas of the Township website and constructs and distributes its own electronic communications to subscribers on a monthly basis. The Department maintains all its related social media communications along with portions of the Township social media communications. The Department develops and films segments for the Radnor 411 Community Television Show along with Radnor Studio 21. It also oversees the Township's Advertising Policy & Plan, inclusive of many areas such as the Township website.
Sponsorships and Partnerships	Identification and management of sponsorship and partnership opportunities for Department/Township programming and projects that totals more than 150 organizations and businesses annually. Includes direct communications to businesses, organizations, and individuals regarding the available sponsorship opportunities for contributions that are monetary, in-kind, and service-

**Radnor Township
Department Recreation & Community Programming
2020 Operating Budget Narrative**



	<p>oriented along with the accompanying benefits, agreement development, coordination, and evaluation of each. Development of community-based relationships and partnerships that serve as a benefit to the Department and to the overall success of the Radnor community for local organizations, businesses, and individuals. These take the form of collaborations in event delivery, promotional synergies, and other strategic cooperative ventures. This area also includes the development of public-private partnership opportunities relative to Township programming and events as well as parks and recreation facilities, under the approval and direction of the Board of Commissioners.</p>
Special Projects and Department Development	<p>Management of current parks and recreation facility-related projects along with special programming and event projects. Research and evaluation of new and existing information relative to the Department's operations and practices. Exploring new methods that will enhance efficiency and advance the Department's service delivery such as online registration, facility management processes, health and wellness initiatives, public-private partnerships, and the capital planning for parks and recreation facilities.</p>
Planning and Goal Setting	<p>Work with supervisors to develop short- and long-term priorities and set goals towards achievement. Develop plans for maintenance and operation of parks and recreational facilities. Identify, develop, and maintain recreational interests and improvements in the community along with providing guidelines for quality control of programs. Work with residents to meet their recreational needs. Develop and implement year-round recreational pursuits for residents of all ages.</p>
Budgeting and Financial Monitoring	<p>Provide long- and short-term guidance and leadership in the preparation of the operating budget for <i>Recreation Administration, Recreational Programming, and the Sulpizio Gym</i> areas. Work with the Administration and Parks & Recreation Board under the guidance of the Board of Commissioners to provide capital budget recommendations relative to all parks and recreation facilities. Monitor revenues and expenditures throughout the year in order to keep the Department on track with achieving financial goals and overseeing cost containment. Track Department staff member time allocations relative to Department service areas.</p>
Reporting and Analyses	<p>Providing weekly, monthly, annual, and as needed summaries related to the performance of all areas of Department operations and services. Construct analysis of various Department performance areas.</p>
Research and Networking	<p>The Department works with other professionals within the municipal recreation field and other related recreational organizations in order to identify and evaluate new practices and ideas that could potentially be adapted by the Department. The Department utilizes the networking ability within the PEN (Programmer's Exchange Network), ACA (American Camp Association), PRPS (PA Recreation and Parks Society) and NRPA (National Recreation Parks & Recreation Association) professional organizations along with networking</p>

**Radnor Township
 Department Recreation & Community Programming
 2020 Operating Budget Narrative**



	<p>among other local recreation professionals. Independent research is also conducted for beneficial information integral to advancing the Department and Township.</p>
<p>Parks and Recreational Facilities - Operations and Maintenance</p>	<p>The Radnor Township park system includes 26 parks (two are owned by Radnor Township School District) and over 400 acres of space, including Township active recreational amenities such playgrounds and ballfields, passive recreational features such as scenic views and natural landscapes, and wooded open space, all for the recreational pleasure of Radnor Township residents. There is currently a total of 11 playgrounds 2 tennis courts, 5 basketball courts, 12 ballfields, 11 multipurpose athletic fields including 1 turf field, and 8 comfort stations. The Radnor Trail is a 2.4-mile-long fitness and walking trail with several access points. Radnor Skatepark is a public skatepark with several standard ramp/box features such as quarterpipes, handrails and a pyramid ramp. The Department is responsible for the operations and maintenance of these parks and facilities in cooperation with the Public Works Department. The two Departments, along with the Engineering Department, often work closely to identify and address general park maintenance needs, areas of improvement including major capital improvements, and modifications to meet the recreational needs of Township residents.</p>
<p>Parks and Recreational Facilities - Scheduling</p>	<p>The Department schedules all the activities and permitted usage that take place within Township parks and recreational facilities – these include group picnics at over 7 locations, pavilion rentals at 2 locations, tennis court rentals at 2 locations, basketball courts at 5 locations, 12 ballfields at 8 locations, 11 multipurpose fields at 9 locations including Radnor Memorial Turf field/lights, and other locations for various usages. The Department also reserves facilities for its programming usage at Radnor Township School District schools and at local private schools and facilities. More than 35 facilities are scheduled by the Department and it serves as the direct liaison to over 75 user groups/institutions throughout this year-long process. There is continued evaluation underway of the policies for usage and fee allocation/identification.</p>
<p>The Willows Park, Mansion, and Cottage</p>	<p>The Willows Property is a 47-acre estate owned by Radnor Township that includes the Willows Park, Mansion and Cottage. The Township approved a lease agreement with the Willows Park Preserve to restore, maintain, and operate the Willows Mansion. The Department currently coordinates park usage and projects with the Willows Park Preserve to determine scheduling conflicts, overlapping events, etc. to avoid conflicts. The Department oversees many components of park and Cottage including the permitted usage of the picnic areas and community events and programs each year. It also coordinates improvements and maintenance with the Public Works Department.</p>

**Radnor Township
Department Recreation & Community Programming
2020 Operating Budget Narrative**



<p>Radnor Activity Center at Sulpizio Gymnasium <i>(currently under discussions to transition back to Radnor Township School District)</i></p>	<p>The Radnor Activity Center (RAC) at Sulpizio Gym has been leased to the Township by Radnor Township School District for use by the Department for programming. Once part of the old Radnor Middle School, Sulpizio Gym was renovated in 2008 for use by community residents and organizations. The facility is a full size, multi-purpose gymnasium that is available to rent for various usages including birthday parties, special events, basketball leagues, soccer leagues, and exercise groups. It is used by the Recreation Department to offer an array of programming for all ages. The Department oversees the cleaning contract for the facility as well as the general maintenances and major capital improvements in cooperation with the Public Works Department.</p>
<p>Community Projects and Programming</p>	<p>The Department coordinates and supports a variety community programs and projects that have varying levels of involvement and development. This includes Eagle Scout projects, park and trail cleanups, service projects, fundraisers, community events, walks/runs, and programming delivered by the community sports and civic organizations and other recreational services that are available to the residents of Radnor Township.</p>
<p>Community Sports and Civic Organizations</p>	<p>The Department serves as a direct liaison to the Community Sports and Civic Organizations within the Township. Sports programs are available for several types of athletic interests - Radnor Soccer Club, Radnor Wayne Little League (including tee ball, baseball, and softball), Radnor Boys & Girls Lacrosse, Radnor Youth Basketball, and Radnor Aquatics Club. Components of each organization is operated by volunteers both independent and under the auspices of the Department, particularly for facility needs. Civic programs include Wayne Senior Center, Wayne Art Center and Radnor Memorial Library. The Department provides information on these organizations to the community, publishes and distributes promotional literature, and partners to offer various activities and special events.</p>
<p>Committees/Boards</p>	<p>The Department participates in several internal and external committees and governing boards. It works closely with both members of the Board of Commissioners and Parks and Recreation Board who advises and serves as a portal to the community by providing guidance and focus that helps achieve short- and long-term goals and objectives. Department staff members also serve on various boards and committees including the Wayne Senior Center Board, Township Safety Committee, Township Staff Ethics Committee, and the Radnor Run Committee.</p>

**Radnor Township
Department Recreation & Community Programming
2020 Operating Budget Narrative**



Department Line Item Descriptions:

Recreation Administration

Line Item	Description
Office Supplies	Covers items or products needed for completion of daily office work such as notepads, pens, tape, ink cartridges, labels, folders, binders, envelopes, copier machine paper supply, staff member business cards, board member nameplates, and the Department's expense portion for checks and the Township website.
Postage	Covers mailings done through the office.
Professional Development	Allocates funding for classes, conferences, expos and webinars that would expand staff knowledge and provide useful information applicable to vast areas of Department services. Vendors include, but are not limited to, the PA Recreation & Parks Society and the Main Line Chamber of Commerce.
Dues and Subscriptions	Allocates funding to provide membership in state and national recreation and parks associations; subscriptions to magazines and electronic newsletters that expand staff knowledge and provide useful information applicable to vast areas of Department services. Vendors include, but are not limited to, the Pennsylvania Recreation & Parks Society, National Recreation and Parks Association, Main Line Chamber of Commerce, and the Arbor Day Association.
Communications	Allocates funding for Department cellular services for Department Program Supervisor, Program Coordinator, and Day Camp Program along with the iPads/applicable data plans for the Director and Program Supervisor.
Gas, Oil & Lubricants	Allocates funding to cover gas and fluids for Department vehicle. <i>As of 2020 due to limited use by the Department, this line item will fall under the Engineering Department as the two Departments will share a Township vehicle.</i>
Tires, Batteries and Accessories	Allocates funding to cover tires, batteries and additional accessories for Department vehicle. <i>As of 2020 due to limited use by the Department, this line item will fall under the Engineering Department as the two Departments will share a Township vehicle.</i>
Repair Parts	Allocates funding to cover parts for Department vehicle. <i>As of 2020 due to limited use by the Department, this line item will fall under the Engineering Department as the two Departments will share a Township vehicle.</i>

**Radnor Township
Department Recreation & Community Programming
2020 Operating Budget Narrative**



Line Item	Description
Contracted Maintenance and Repairs	Allocates funding to cover maintenance and parts for Department vehicle. <i>As of 2020 due to limited use by the Department, this line item will fall under the Engineering Department as the two Departments will share a Township vehicle.</i>

Recreation Programs

Line Item	Description
Salaries: Part-Time/Seasonal	Includes summer staff needed to lead and supervise summer camps; part-time staff needed to coordinate and lead seasonal programs, special events and excursions, assist with operations and special projects, and offer programs that require specialized skills and qualifications in order to teach special classes, activities, camps, and programs. <i>The resources utilized in this area require the establishment of program/event proceeds or sponsorships to cover the costs; these expenditures vary based on the establishment of those proceeds.</i>
Recreation Supplies	Allocates funding for Department items necessary for operating programs and events such as sports equipment, first aid supplies, arts and crafts supplies, signage, apparel, brochures, park parts and hardware such as keys for storage and bathrooms and other miscellaneous recreation supplies. Since programming takes place on an ongoing basis for the Department, vendors and purchasing needs are subject to change based on the variables associated with development, planning, and participation. <i>Most of the items utilized in this area require the establishment of program/event proceeds or sponsorships to cover the full cost; these expenditures vary based on the establishment of those proceeds.</i>
Rentals	Allocates funding for Department rentals and items such as facility rental fees for seasonal programs that take place at local facilities, transportation for seasonal Department trips and Radnor Day Camp trips, and specialty vendors for community events such as entertainment, audio visual, portable toilettes, and lighting. Since programming takes place on an ongoing basis for the Department, vendors and purchasing needs are subject to change based on the variables associated with development, planning, and participation. <i>Most of the items utilized in this area require the establishment of program/event proceeds or sponsorships to cover the full cost; these expenditures vary based on the establishment of those proceeds.</i>
Contractual Services	Allocates funding for Department services that require outside support vendors or individuals with specialized skills such as instructors and vendors for programming and events - theatre, music, performance, entertainment, sports instruction; Pennsylvania Recreation & Parks Society discount ticket program fees or other discount ticket program fees; admission ticket fees for Department annual trip to the US Open Tennis Championships; licensing fees required by music agency; services for employee drug testing, background checks, and job advertising fees; and the Department's online registration services. Since programming takes place on an ongoing basis for the Department, vendors and

Radnor Township
Department Recreation & Community Programming
2020 Operating Budget Narrative



Line Item	Description
	<p>purchasing needs are subject to change based on the variables associated with development, planning, and participation. <i>Most of the items utilized in this area require the establishment of program/event proceeds or sponsorships to cover the full cost; these expenditures vary based on the establishment of those proceeds.</i></p>
Credit Card Fees	<p>Allocates credit card fees associated with Department payment credit card processing – applies to all forms of payments for programming/event registration, facility usage, supplies, and other miscellaneous items. <i>Most of the costs in this area require the establishment of program/event proceeds to cover the full cost.</i></p>

**Radnor Township
Department Recreation & Community Programming
2020 Operating Budget Narrative**



Sulpizio Gym (currently under discussions to transition back to Radnor Township School District)

Line Item	Description
Utilities	Allocates funding to cover building utility bills such as water, electric, and gas.
Communications	Allocates funding to cover internal phone lines that are needed for the fire/intrusion alarm system, internet that is needed for the remote electronic system for doors, and related expenses or repairs.
Operating Supplies	Covers funding for minor building operational parts, hardware and cleaning supplies; scoreboard supplies, and recreational programming equipment. Since programming takes place on an ongoing basis for the Recreation Department, vendors and purchasing needs are subject to change based on the variables associated with development, planning, and participation.
Contractual Services	Services that require outside services or vendors related to programming and the building such as instructors and vendors that have specialized skills and qualifications for the delivery of programming, performers and vendors for special events, referees, water filtration system and water testing for the water fountains, building fire alarm and security services, online registration for applicable programs. Since programming takes place on an ongoing basis for the Department, vendors and purchasing needs are subject to change based on the variables associated with development, planning, and participation.
Credit Card Fees	Allocates credit card fees associated with payment credit card processing – applies to all forms of payments for programming/event registration, facility usage, supplies, and other miscellaneous items – related specifically to Sulpizio Gym.
Maintenance and Repair: Buildings and Fixtures	Allocates funding to repair, replace, and maintain building items such as plumbing and bathroom fixtures, electrical needs, and equipment such as bleachers and baskets, doorway configurations by security company, supplies for floor refinishing and cleaning, hardware supplies such as keys.
Maintenance and Repair: Machines and Equipment	Allocates funding to repair, replace, and maintain building machines and equipment such as HVAC, etc.
Cleaning Contract	Allocates funding for Sulpizio Gym contracted cleaning company.

Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Community Organization
Contributions

Radnor Township, PA Community Organization Contributions 2020 Operating Budget Narrative

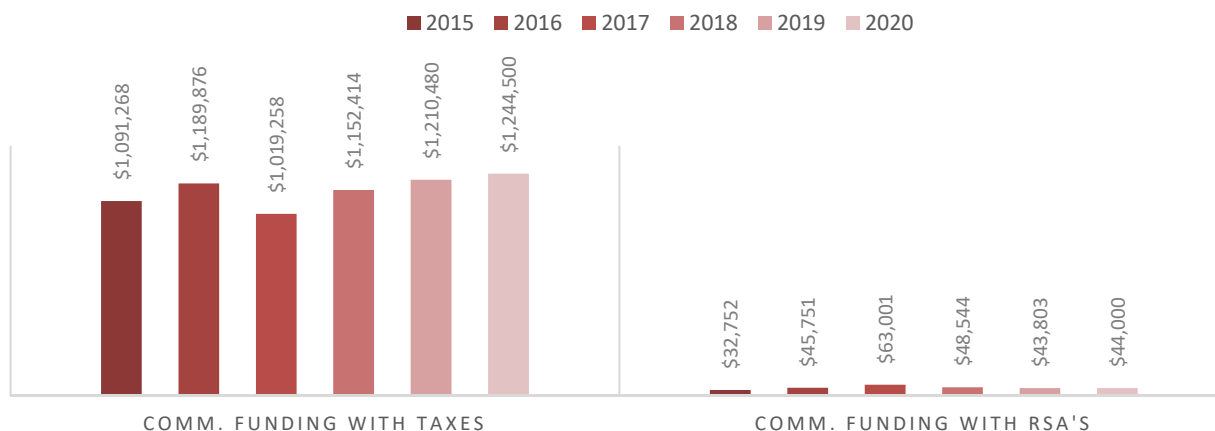


Department Summary:

This category of the budget accounts for the Township’s contributions to various Community Organizations as listed below. There are two categories of funding: (a) Funding from Taxes, and (b) Funding from Revenue Sharing Agreements (RSA’s). Those organizations funded from Taxes obtain their funding from decisions made by the Township’s Board of Commissioners based on several factors; the largest being *time* (that the decision was made by prior Board’s and continued perpetually). The level of funding for those paid from tax dollars is based largely on the same factor; *what was paid in the past*. There currently is no obligation of these organizations to provide support or subsequent financial reporting to the Township; nor is there any Board policy on setting future amounts.

	2016	2017	2018	2019	2020
Community Funding with Taxes					
Library	\$912,000	\$807,131	\$935,414	\$973,402	\$965,000
Base Operating Contribution	904,721	807,131	929,600	960,000	960,000
Add: Repair and Maintenance Costs	7,279	-	5,814	13,402	5,000
Wayne Senior Center	189,730	123,603	127,000	145,500	145,500
Surrey Services	48,671	49,049	50,000	50,000	50,000
Wayne Art Center	16,475	16,475	17,000	17,500	17,500
Radnor Historical Society	15,000	15,000	15,000	15,000	15,000
Women’s Resource Center	-	-	-	-	5,000
Ready 100 Consultant	-	-	-	-	38,500
Parades	8,000	8,000	8,000	8,000	8,000
Garrett Hill	4,000	4,000	4,000	4,000	4,000
Memorial Day Parade	4,000	4,000	4,000	4,000	4,000
Subtotal of Comm. Funding with Taxes	1,189,876	1,019,258	1,152,414	1,210,480	1,244,500
Community Funding with Revenue Sharing					
Wayne Business Association	13,799	14,516	11,919	16,474	14,000
Wayne Presbyterian Church	31,952	48,485	36,625	27,329	30,000
Subtotal of Comm. Funding with RSA’s	45,751	63,001	48,544	43,803	44,000
Grand Total of Community Funding	1,235,627	1,082,259	1,152,414	1,254,283	1,288,500

COMMUNITY FUNDING CONTRIBUTIONS



Radnor Township, PA
2020 Board Approved Budget

General Fund #01 | Complete Fund Line Item Detail

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg	2020	%Δ	2020	%Δ
REVENUES:												
Real Estate Taxes:												
Current Year - Discount	(215,658)	(227,552)	(232,129)	(231,313)	(231,000)	(231,000)	(244,046)	106%	(259,000)	n/a	(259,000)	n/a
Current Year - Face	11,679,700	12,317,994	12,480,013	12,498,062	13,394,070	13,394,070	13,060,334	98%	14,495,611	11%	14,089,688	8%
Current Year - Penalties	29,533	36,838	30,392	37,170	35,000	35,000	42,593	122%	41,000	-4%	41,000	-4%
Prior Year	71,684	118,417	128,581	67,025	104,000	104,000	89,709	86%	113,000	26%	113,000	26%
Delinquent	144,955	135,711	93,738	132,739	119,000	119,000	91,816	77%	132,000	44%	132,000	44%
Interim	63,128	129,910	24,096	49,453	66,000	66,000	16,200	25%	65,000	301%	65,000	301%
Total Real Estate Taxes	\$ 11,773,342	\$ 12,511,317	\$ 12,524,690	\$ 12,553,136	\$ 13,487,070	\$ 13,487,070	\$ 13,056,607	97%	\$ 14,587,611	12%	\$ 14,181,688	9%
Local Enabling Taxes												
Realty Transfer Tax	2,872,989	2,270,040	2,503,591	2,552,183	2,620,500	2,620,500	3,218,130	123%	2,694,000	-16%	2,694,000	-16%
Mercantile Tax	1,263,739	1,235,008	1,122,265	1,497,688	1,531,000	1,531,000	1,361,298	89%	1,441,000	6%	1,441,000	6%
Mercantile Tax: Discovery Firm	2,159	10,799	-	3,476	10,000	10,000	-	0%	1,000	n/a	1,000	n/a
Local Services Tax	1,019,034	1,050,285	1,033,643	1,018,904	1,090,000	1,090,000	981,890	90%	1,088,000	11%	1,088,000	11%
Amusement Tax	23,762	44,111	11,908	15,968	20,000	20,000	15,521	78%	20,000	29%	20,000	29%
Business Privilege Tax	8,578,831	8,459,212	8,669,941	7,998,232	8,348,000	8,348,000	7,091,957	85%	8,040,000	13%	8,040,000	13%
Business Privilege Tax: Discovery Firm	67,729	105,505	54,259	21,135	50,000	50,000	-	0%	5,000	n/a	5,000	n/a
Mercantile - Audit	63,000	89,378	-	71,906	175,250	175,250	79,925	46%	100,000	25%	100,000	25%
Business Privilege - Audit	763,385	484,237	576,630	462,515	450,000	450,000	448,507	100%	450,000	0%	450,000	0%
Total Local Enabling Taxes	\$ 14,654,627	\$ 13,748,575	\$ 13,972,237	\$ 13,642,007	\$ 14,294,750	\$ 14,294,750	\$ 13,197,227	92%	\$ 13,839,000	5%	\$ 13,839,000	5%
License and Permits												
HARB	1,000	1,100	1,150	450	1,200	1,200	850	71%	1,000	18%	1,000	18%
DRB	13,300	12,100	7,590	7,300	7,500	7,500	9,905	132%	7,500	-24%	7,500	-24%
ZHB - Residential	11,800	7,450	9,000	7,750	8,000	8,000	8,343	104%	8,000	-4%	8,000	-4%
ZHB - Non-Residential	8,900	10,550	11,300	6,900	8,000	8,000	8,932	112%	8,000	-10%	8,000	-10%
Right-of-Way Fees	5,808	511	6,038	8,574	8,000	8,000	8,861	111%	8,000	-10%	8,000	-10%
Contractor License Revenue	39,400	35,650	35,850	36,110	35,000	35,000	36,892	105%	30,000	-19%	30,000	-19%
Plan Review Fees	32,220	32,615	34,239	34,466	35,000	35,000	44,941	128%	35,000	-22%	35,000	-22%
Zoning	9,625	9,390	9,350	10,515	9,750	9,750	11,497	118%	9,000	-22%	9,000	-22%
Beverage	11,550	10,950	12,150	13,500	14,250	14,250	15,300	107%	14,000	-8%	14,000	-8%
UCC Act 45 Transfer	(3,192)	(280)	(2,899)	2,789	-	-	2,125	n/a	-	-100%	-	-100%
Building	1,426,187	1,345,687	2,487,980	2,047,985	1,287,000	1,287,000	2,629,108	204%	2,000,000	-24%	2,000,000	-24%
Mechanical	79,285	60,940	162,746	84,153	80,000	80,000	212,133	265%	85,000	-60%	85,000	-60%
Plumbing	68,636	69,093	82,786	130,353	80,000	80,000	89,240	112%	80,000	-10%	80,000	-10%
Electrical	249,586	195,388	582,329	261,972	150,000	150,000	774,176	516%	150,000	-81%	150,000	-81%
Rental Housing	176,885	191,190	174,506	171,190	175,000	175,000	173,137	99%	170,000	-2%	170,000	-2%
Health	93,430	81,229	85,755	87,080	90,000	90,000	95,624	106%	90,000	-6%	90,000	-6%
Burning	950	600	1,232	1,458	1,250	1,250	1,200	96%	1,250	4%	1,250	4%
Certificate of Occupancy Transfer Fee	63,110	74,200	71,350	71,790	75,000	75,000	67,699	90%	50,000	-26%	50,000	-26%
Street Opening	450	8,090	24,242	132,249	50,000	50,000	134,639	269%	66,000	-51%	66,000	-51%
Subdivision Fees	19,250	38,100	17,350	24,450	25,000	25,000	2,000	8%	17,000	750%	17,000	750%
Public Works & Engineering Fees	159,451	218,930	135,066	169,038	120,000	120,000	213,122	178%	125,000	-41%	125,000	-41%
Professional Services Reimbursement	785,250	320,763	77,134	279,242	356,000	356,000	721,474	203%	331,000	-54%	331,000	-54%
Sewage Enforcement Fees	4,500	6,785	7,050	4,950	10,000	10,000	800	8%	10,000	1150%	10,000	1150%
Cable TV Franchise Fees	684,975	693,831	688,734	728,650	750,000	750,000	636,144	85%	650,000	2%	650,000	2%
Film Permits	1,000	1,250	3,000	1,700	2,000	2,000	2,250	113%	2,000	-11%	2,000	-11%
Total License and Permits	\$ 3,943,356	\$ 3,426,111	\$ 4,725,028	\$ 4,324,613	\$ 3,377,950	\$ 3,377,950	\$ 5,900,394	175%	\$ 3,947,750	-33%	\$ 3,947,750	-33%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg.	2020	%Δ	2020	%Δ
Fines and Costs												
Police	347,229	318,528	278,895	258,924	325,000	325,000	201,405	62%	325,000	61%	325,000	61%
District Justice	206,489	192,916	169,690	126,688	165,000	165,000	196,905	119%	170,000	-14%	170,000	-14%
Code Violations	-	-	-	9,015	-	-	1,250	n/a	1,000	-20%	1,000	-20%
Total Fines and Costs	\$ 553,718	\$ 511,443	\$ 448,585	\$ 394,627	\$ 490,000	\$ 490,000	\$ 399,560	82%	\$ 496,000	24%	\$ 496,000	24%
Interest and Rents												
Interest Earnings	145,461	195,722	191,179	200,781	230,000	230,000	209,144	91%	210,000	0%	210,000	0%
Property & Equipment	100,473	119,593	130,560	131,803	140,000	140,000	117,867	84%	140,000	19%	140,000	19%
Total Interest and Rents	\$ 245,934	\$ 315,314	\$ 321,739	\$ 332,584	\$ 370,000	\$ 370,000	\$ 327,011	88%	\$ 350,000	7%	\$ 350,000	7%
Grants and Gifts												
Payments In Lieu of Taxes	45,453	55,594	83,419	46,611	62,000	62,000	28,030	45%	55,000	96%	55,000	96%
Public Utility Realty Tax	30,324	30,890	-	27,353	30,000	30,000	24,877	83%	30,000	21%	30,000	21%
Federal, State & County	158,497	168,252	169,157	81,959	170,000	170,000	220,517	130%	175,000	-21%	175,000	-21%
State Pension Aid	627,934	691,794	739,309	726,680	750,000	750,000	788,557	105%	790,000	0%	790,000	0%
Crossing Guard Contributions (RTSD)	-	-	49,668	53,813	55,000	55,000	59,914	109%	70,000	17%	70,000	17%
County Highway Aid	36,720	73,440	-	-	36,720	36,720	36,720	100%	36,720	0%	36,720	0%
State Snow Removal	132,999	67,193	83,414	136,029	60,000	60,000	38,264	64%	75,000	96%	75,000	96%
Public Access Grant	57,405	57,405	56,059	-	-	-	-	n/a	-	n/a	-	n/a
Volunteer Fire Relief Aid	356,587	352,921	317,067	289,912	290,000	290,000	312,004	108%	290,000	-7%	290,000	-7%
Police Drug Task Force Reimb.	9,602	17,129	2,359	4,033	17,500	17,500	5,339	31%	2,500	-53%	2,500	-53%
Total Grants and Gifts	\$ 1,455,521	\$ 1,514,618	\$ 1,500,451	\$ 1,366,389	\$ 1,471,220	\$ 1,471,220	\$ 1,514,223	103%	\$ 1,524,220	1%	\$ 1,524,220	1%
Departmental Earnings												
Parking Meters - Kiosks	413,735	464,505	437,553	399,200	450,000	450,000	441,564	98%	450,000	2%	450,000	2%
Parking Meters - Church	(7,327)	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Prepaid Parking	41,125	32,576	22,275	41,095	40,000	40,000	22,520	56%	30,000	33%	30,000	33%
Meter Bags	2,130	660	3,970	670	3,000	3,000	810	27%	3,000	270%	3,000	270%
Parking Permit	8,195	10,290	9,230	7,910	10,500	10,500	7,701	73%	10,500	36%	10,500	36%
Police Extra Duty	350,040	360,643	370,168	228,975	200,000	200,000	414,461	207%	346,000	-17%	346,000	-17%
Alarm System Fees	11,000	15,470	24,375	19,175	30,000	30,000	18,473	62%	30,000	62%	30,000	62%
Police Service Fees	32,472	38,570	39,252	49,008	43,000	43,000	38,293	89%	43,000	12%	43,000	12%
Police Live Scan Fees	11,205	23,530	13,065	8,094	15,000	15,000	7,059	47%	7,500	6%	7,500	6%
Police K9 Donations	-	-	6,507	8,589	8,000	8,000	7,723	97%	10,000	29%	10,000	29%
Police CPR Program Fees	-	-	-	-	-	-	2,385	n/a	2,000	-16%	2,000	-16%
Rear Door Trash Fee	105,755	93,240	95,490	93,930	95,000	95,000	104,540	110%	105,000	0%	105,000	0%
Refuse Collection Fee	32,135	36,605	38,290	38,515	70,000	70,000	53,626	77%	70,000	31%	70,000	31%
Recreation Fees	425,316	522,974	435,831	459,049	400,000	400,000	445,236	111%	375,000	-16%	375,000	-16%
Recreation Sponsorship/ Adv. Rev.	66,830	72,050	35,200	42,350	50,000	50,000	40,647	81%	40,000	-2%	40,000	-2%
Sulpizio Gym Fees	37,544	38,775	48,644	31,386	40,000	40,000	6,895	17%	40,000	480%	40,000	480%
Total Departmental Earnings	\$ 1,530,155	\$ 1,709,887	\$ 1,579,849	\$ 1,427,946	\$ 1,454,500	\$ 1,454,500	\$ 1,611,932	111%	\$ 1,562,000	-3%	\$ 1,562,000	-3%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg	2020	%Δ	2020	%Δ
Miscellaneous												
Sale of Property, Equipment	-	5,165	-	-	-	-	-	n/a	-	n/a	-	n/a
Miscellaneous	197,357	141,165	72,926	153,353	150,000	150,000	44,562	30%	150,000	237%	150,000	237%
Insurance Refunds	-	7,778	18,620	14,524	-	-	7,778	n/a	-	-100%	-	-100%
Premium Payments - Flex	6,259	2,340	(10,736)	5,560	-	-	1,237	n/a	-	-100%	-	-100%
Premium Payments	151,414	153,929	73,024	18,825	25,000	25,000	20,331	81%	25,000	23%	25,000	23%
Advertising & Sponsorship Fees	-	-	1,500	250	1,000	1,000	-	0%	1,000	n/a	1,000	n/a
Cash Over / Short	(55)	21	(82)	(5)	-	-	(66,263)	n/a	-	n/a	-	n/a
Sale of Recycled Materials	3,751	2,100	4,318	2,415	2,500	2,500	2,611	104%	2,500	-4%	2,500	-4%
Federal Medical Subsidy	70,656	62,617	56,827	56,529	56,000	56,000	51,419	92%	51,500	0%	51,500	0%
Tax Anticipation Revenue Notes	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Miscellaneous	\$ 429,382	\$ 375,115	\$ 216,398	\$ 251,451	\$ 234,500	\$ 234,500	\$ 61,676	26%	\$ 230,000	273%	\$ 230,000	273%
Transfers In												
Transfer In: Sewer Fund	-	-	-	610,539	-	-	1,450,000	n/a	-	-100%	-	-100%
Transfer In: Park & Open Space Fund	-	-	-	29,480	29,480	29,480	29,480	100%	29,480	0%	29,480	0%
Total Transfers In	\$ -	\$ -	\$ -	\$ 640,019	\$ 29,480	\$ 29,480	\$ 1,479,480	5019%	\$ 29,480	-98%	\$ 29,480	-98%
TOTAL GENERAL FUND REVENUE	\$ 34,586,033	\$ 34,112,379	\$ 35,288,976	\$ 34,932,771	\$ 35,209,470	\$ 35,209,470	\$ 37,548,110	107%	\$ 36,566,061	-3%	\$ 36,160,138	-4%
EXPENDITURES												
Administration												
Salaries	280,153	289,559	284,818	288,608	286,722	286,722	322,958	113%	369,306	14%	369,306	14%
Part-Time Wages	-	-	-	-	-	-	12,661	n/a	23,974	89%	23,974	89%
Overtime	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Longevity	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Sick Pay Bonus	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Medical Exp. Reimbursements	-	-	-	-	-	-	-	n/a	7,027	n/a	-	n/a
Social Security Taxes	20,030	20,622	18,382	18,883	17,630	17,630	22,476	127%	26,319	17%	26,319	17%
Workers' Compensation	2,491	2,615	1,913	1,881	2,246	2,246	1,860	83%	2,996	61%	2,996	61%
Pension Benefits	22,619	22,038	11,662	11,060	11,425	11,425	-	0%	7,382	n/a	7,382	n/a
Medical Insurance Premiums	35,289	34,984	32,289	17,767	15,277	15,277	16,788	110%	14,793	-12%	14,793	-12%
Life & Disability Insurance	2,289	2,325	2,035	2,047	2,371	2,371	2,165	91%	3,305	53%	3,305	53%
Professional Development	3,922	10,180	169	353	750	750	6,684	891%	1,500	-78%	1,500	-78%
Dues & Subscriptions	1,400	2,250	2,815	1,436	2,900	2,900	1,400	48%	3,000	114%	3,000	114%
Office Supplies	3,813	1,981	3,687	1,934	2,500	2,500	2,045	82%	2,500	22%	2,500	22%
Postage	6,723	2,301	806	1,421	2,000	2,000	4,867	243%	2,000	-59%	2,000	-59%
Advertising & Printing	21,567	20,257	11,465	28,211	20,000	20,000	30,392	152%	35,000	15%	35,000	15%
Contractual Services	25,919	37,498	25,081	31,113	75,000	75,000	18,583	25%	46,000	148%	46,000	148%
Legal Services - General (solicitor)	174,771	229,267	236,449	227,834	250,000	250,000	241,741	97%	250,000	3%	250,000	3%
Legal Services - Special (Labor + Other)	179,443	222,178	315,248	257,298	150,000	150,000	221,281	148%	150,000	-32%	150,000	-32%
Communications	-	-	508	688	700	700	1,097	157%	2,000	82%	2,000	82%
Minor Office Equipment	4,967	51	1,343	1,146	1,000	1,000	4,645	464%	1,000	-78%	1,000	-78%
Miscellaneous	9,689	24,721	26,393	41,330	30,000	30,000	26,140	87%	30,000	15%	30,000	15%
Total Administration	\$ 795,085	\$ 922,828	\$ 975,062	\$ 933,011	\$ 870,521	\$ 870,521	\$ 937,785	108%	\$ 978,102	4%	\$ 971,075	4%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg	2020	%Δ	2020	%Δ
Finance												
Salaries	528,532	537,810	569,937	595,060	535,347	535,347	626,220	117%	553,104	-12%	553,104	-12%
Part-Time Wages	-	-	-	772	82,102	82,102	16,253	20%	118,957	632%	118,957	632%
Longevity	9,007	9,805	12,149	14,057	14,011	14,011	15,475	110%	14,942	-3%	14,942	-3%
Sick Pay Bonus	746	711	734	792	734	734	840	114%	734	-13%	734	-13%
Medical Exp. Reimbursements	166	166	166	200	166	166	200	120%	166	-17%	166	-17%
Social Security Taxes	38,743	39,359	42,497	44,021	44,984	44,984	47,712	106%	48,803	2%	48,803	2%
Workers' Compensation	4,623	5,021	3,701	3,640	4,953	4,953	3,867	78%	5,148	33%	5,148	33%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	99,303	89,166	66,062	52,186	53,088	53,088	-	0%	43,786	n/a	43,786	n/a
Medical Insurance Premiums	141,289	142,843	136,015	130,168	124,748	124,748	108,270	87%	96,722	-11%	96,722	-11%
Group, Life & Disability Insurance	4,877	4,996	4,599	4,712	5,521	5,521	4,794	87%	5,913	23%	5,913	23%
Professional Development	1,215	4,005	3,484	4,640	500	500	263	53%	500	90%	500	90%
Dues & Subscriptions	2,367	1,539	1,070	1,644	2,200	2,200	1,926	88%	2,200	14%	2,000	4%
Office Supplies	3,736	3,903	3,247	2,899	3,500	3,500	6,685	191%	3,500	-48%	3,500	-48%
Postage	4,924	6,317	4,950	5,235	5,000	5,000	5,506	110%	5,000	-9%	5,000	-9%
Bond Premium	2,119	2,119	2,119	2,119	2,175	2,175	2,119	97%	2,200	4%	2,200	4%
Credit Card Fees	498	18	1,105	334	750	750	259	35%	750	190%	750	190%
Contractual Services	83,763	50,659	93,521	72,580	80,000	80,000	56,251	70%	50,000	-11%	50,000	-11%
Professional Services	39,043	34,997	27,279	41,425	37,150	37,150	33,747	91%	38,000	13%	38,000	13%
Act 511 - Legal Services	29,572	37,825	32,170	14,531	10,000	10,000	22,294	223%	10,000	-55%	10,000	-55%
Act 511 - Audit Services	85,504	182,085	139,169	100,168	40,000	40,000	50,003	125%	40,000	-20%	40,000	-20%
Act 511 - Discovery Service Contract	1,380	97,169	20,366	9,128	20,000	20,000	-	0%	5,000	n/a	5,000	n/a
Minor Office Equipment	410	846	173	803	1,000	1,000	1,070	107%	1,000	-7%	1,000	-7%
Total Finance	\$ 1,081,818	\$ 1,251,359	\$ 1,164,513	\$ 1,101,116	\$ 1,067,929	\$ 1,067,929	\$ 1,003,754	94%	\$ 1,046,425	4%	\$ 1,046,225	4%
Treasurer (Elected)												
Salaries	26,000	26,000	26,000	26,000	26,000	26,000	26,000	100%	26,000	0%	26,000	0%
Social Security Taxes	1,876	1,872	1,950	1,989	1,989	1,989	1,989	100%	1,989	0%	1,989	0%
Workers' Compensation	264	239	171	169	204	204	159	78%	195	22%	195	22%
Office Supplies	1,338	1,330	1,602	150	2,000	2,000	-	0%	1,200	n/a	1,200	n/a
Postage	143	4,331	4,321	4,225	4,400	4,400	3,894	89%	4,000	3%	4,000	3%
Bond Premium	-	-	-	-	2,500	2,500	208	8%	1,000	380%	1,000	380%
Dues & Subscriptions	308	(20)	70	274	100	100	35	35%	100	186%	100	186%
Contractual Services	2,777	2,828	2,783	4,599	2,800	2,800	2,673	95%	2,800	5%	2,800	5%
Minor Office Equipment	-	-	194	-	1,000	1,000	83	8%	1,000	1100%	250	200%
Total Treasurer	\$ 32,707	\$ 36,580	\$ 37,092	\$ 37,406	\$ 40,993	\$ 40,993	\$ 35,042	85%	\$ 38,284	9%	\$ 37,534	7%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg.	2020	%Δ	2020	%Δ
Building and Grounds												
Salaries	85,283	94,155	64,072	17,650	10,891	10,891	14,787	136%	11,191	-24%	11,191	-24%
Overtime	11,398	11,608	61,586	5,478	-	-	1,919	n/a	-	-100%	-	-100%
Longevity	4,450	4,750	2,350	4,218	800	800	-	0%	800	n/a	800	n/a
Sick Pay Bonus	266	186	105	-	-	-	-	n/a	-	n/a	-	n/a
Medical Exp. Reimbursements	110	110	100	-	-	-	-	n/a	-	n/a	-	n/a
Social Security Taxes	7,310	7,977	9,521	1,847	894	894	1,281	143%	857	-33%	857	-33%
Workers' Compensation	7,035	6,205	10,169	5,782	585	585	457	78%	635	39%	635	39%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	22,626	27,018	15,747	960	966	966	-	0%	1,001	n/a	1,001	n/a
Medical Insurance Premiums	40,970	40,616	34,985	1,590	3,279	3,279	657	20%	2,767	321%	2,767	321%
Group, Life & Disability Insurance	1,581	1,130	599	79	104	104	65	62%	106	64%	106	64%
Operating Supplies	11,326	14,077	10,664	13,783	12,500	12,500	11,018	88%	30,750	179%	30,750	179%
Boot Allowance	-	-	-	-	220	220	18	8%	-	-100%	-	-100%
Contractual Services	52,315	77,759	81,901	96,157	110,000	110,000	75,859	69%	110,000	45%	110,000	45%
Cleaning Contract	-	-	-	60,018	88,800	88,800	117,073	132%	115,800	-1%	115,800	-1%
Maint. & Repair: Township Buildings	85,915	82,711	89,414	74,721	60,600	60,600	62,977	104%	85,550	36%	85,550	36%
Utilities	150,610	131,160	132,266	142,481	150,210	150,210	140,178	93%	149,710	7%	149,710	7%
Stormwater Fee	20,242	20,677	20,387	20,387	20,700	20,700	20,010	97%	20,700	3%	20,700	3%
Communications	55,037	56,177	23,359	9,896	10,660	10,660	11,021	103%	15,660	42%	15,660	42%
Minor Office Equipment	679	-	-	18,471	-	-	(15,418)	n/a	2,600	n/a	2,600	n/a
Total Building and Grounds	\$ 557,153	\$ 576,316	\$ 557,224	\$ 473,518	\$ 471,209	\$ 471,209	\$ 441,902	94%	\$ 548,127	24%	\$ 548,127	24%
Information Technology												
Salaries	132,849	137,068	152,851	162,696	136,434	136,434	118,185	87%	71,304	-40%	71,304	-40%
Part-Time Wages	-	-	-	5,659	35,389	35,389	23,650	67%	12,388	-48%	12,388	-48%
Longevity	4,300	4,900	6,250	6,950	7,650	7,650	7,668	100%	2,775	-64%	2,775	-64%
Sick Pay Bonus	700	700	700	595	700	700	350	50%	350	0%	350	0%
Medical Exp. Reimbursements	100	100	100	100	200	200	100	50%	100	0%	100	0%
Social Security Taxes	9,950	10,281	11,964	13,284	13,799	13,799	10,755	78%	6,650	-38%	6,650	-38%
Workers' Compensation	1,201	1,290	996	980	1,413	1,413	1,103	78%	651	-41%	651	-41%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	25,824	23,098	16,313	13,495	13,710	13,710	-	0%	5,736	n/a	5,736	n/a
Medical Insurance Premiums	31,600	36,710	44,354	41,761	42,668	42,668	41,103	96%	9,676	-76%	9,676	-76%
Group, Life & Disability Insurance	1,238	1,280	1,119	1,160	1,666	1,666	1,186	71%	809	-32%	809	-32%
Professional Development	360	25	129	657	3,000	3,000	1,644	55%	3,000	83%	3,000	83%
Dues & Subscriptions	-	-	-	127	-	-	100	n/a	-	-100%	-	-100%
Office Supplies	329	392	542	2,523	750	750	1,252	167%	500	-60%	500	-60%
Postage	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Operating Supplies	8,238	6,174	9,292	8,264	12,500	12,500	8,217	66%	10,000	22%	10,000	22%
Contractual Services	92,547	108,178	128,988	120,458	123,109	123,109	181,686	148%	102,069	-44%	102,069	-44%
Contracted Maint. & Repairs	-	-	1,015	1,773	1,000	1,000	1,875	187%	1,500	-20%	1,500	-20%
Communications	-	-	1,431	36,051	28,000	28,000	33,377	119%	33,400	0%	33,400	0%
Minor Office Equipment	556	-	1,175	3,835	850	850	-	0%	850	n/a	850	n/a
Total Information Technology	\$ 309,791	\$ 330,196	\$ 377,218	\$ 420,370	\$ 422,838	\$ 422,838	\$ 432,250	102%	\$ 261,758	-39%	\$ 261,758	-39%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg.	2020	%Δ	2020	%Δ
Community Development												
Salaries	451,047	485,093	558,044	552,715	493,394	493,394	488,563	99%	507,310	4%	507,310	4%
Part-Time Wages	69,964	52,258	5,773	-	-	-	5,120	n/a	44,881	777%	44,881	777%
Overtime	32,008	38,984	46,490	16,209	16,000	16,000	14,960	93%	16,000	7%	16,000	7%
Longevity	14,750	15,650	19,475	16,210	12,875	12,875	11,394	88%	13,225	16%	13,225	16%
Sick Pay Bonus	420	560	560	350	245	245	-	0%	35	n/a	35	n/a
Medical Exp. Reimbursements	300	300	200	200	300	300	-	0%	200	n/a	200	n/a
Social Security Taxes	40,831	42,194	47,306	44,553	40,667	40,667	39,914	98%	43,691	9%	43,691	9%
Workers' Compensation	18,005	15,653	16,395	16,123	21,328	21,328	16,652	78%	28,139	69%	28,139	69%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	101,323	92,625	69,416	39,455	39,776	39,776	-	0%	30,784	n/a	30,784	n/a
Medical Insurance Premiums	104,763	38,109	41,836	33,963	9,882	9,882	10,122	102%	9,568	-5%	9,568	-5%
Group, Life & Disability Insurance	4,407	4,533	4,264	4,530	5,139	5,139	4,043	79%	5,167	28%	5,167	28%
Professional Development	2,474	3,521	3,034	2,954	5,000	5,000	2,569	51%	5,000	95%	5,000	95%
Dues & Subscriptions	557	552	2,949	2,457	2,500	2,500	1,187	47%	2,500	111%	2,500	111%
Office Supplies	5,230	3,500	6,878	4,766	6,000	6,000	3,969	66%	6,500	64%	6,500	64%
Postage	5,172	4,515	4,412	2,887	5,200	5,200	3,146	60%	7,000	123%	7,000	123%
Operating Supplies	871	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Advertising & Printing	5,956	5,744	6,607	5,865	6,000	6,000	6,409	107%	6,500	1%	6,500	1%
Uniforms	2,280	-	3,467	2,158	3,000	3,000	1,606	54%	3,000	87%	3,000	87%
Boot Allowance	388	-	418	367	1,000	1,000	415	42%	1,000	141%	1,000	141%
Credit Card Fees	1,761	2,734	4,624	7,730	6,500	6,500	8,601	132%	6,500	-24%	6,500	-24%
Contractual Services	174,080	140,475	173,641	243,473	347,500	347,500	256,253	74%	400,000	56%	400,000	56%
Contractual Services: Prop Maint.	29,492	47,238	53,309	36,459	20,000	20,000	16,686	83%	20,000	20%	20,000	20%
Legal Services - Zoning Hearing Board	10,400	5,000	15,000	10,709	16,000	16,000	19,389	121%	30,000	55%	20,000	3%
Communications	3,616	3,896	3,542	2,921	4,680	4,680	3,023	65%	4,320	43%	4,320	43%
Gas, Oil & Lubricants	2,031	1,715	2,363	3,724	3,500	3,500	4,427	126%	3,500	-21%	3,500	-21%
Tires, Batteries & Accessories	353	-	-	494	500	500	6	1%	500	8164%	500	8164%
Repair Parts	216	222	417	1,524	500	500	578	116%	500	-14%	500	-14%
Contracted Maint. & Repair	175	140	265	431	350	350	140	40%	350	150%	350	150%
Minor Office Equipment	445	114	453	245	9,550	9,550	9,862	103%	2,950	-70%	2,950	-70%
Total Community Development	\$ 1,083,316	\$ 1,005,323	\$ 1,091,138	\$ 1,053,473	\$ 1,077,386	\$ 1,077,386	\$ 929,033	86%	\$ 1,199,120	29%	\$ 1,189,120	28%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg.	2020	%Δ	2020	%Δ
Police												
Salaries	4,158,791	4,370,825	4,581,561	5,310,885	4,931,630	4,931,630	4,999,026	101%	5,056,010	1%	5,056,010	1%
Part-Time Wages	94,810	78,721	76,640	57,381	62,000	62,000	109,317	176%	70,000	-36%	70,000	-36%
Overtime	209,021	207,061	223,258	236,885	205,600	205,600	240,992	117%	205,602	-15%	205,602	-15%
Longevity	346,176	369,411	416,291	400,283	373,461	373,461	356,182	95%	405,230	14%	405,230	14%
Sick Pay Bonus	210	-	105	-	105	105	9	8%	105	1100%	105	1100%
Medical Exp. Reimbursements	2,700	2,600	5,200	2,600	4,800	4,800	2,100	44%	4,800	129%	4,800	129%
Extra Duty	207,720	215,061	171,559	147,133	200,000	200,000	225,271	113%	200,000	-11%	200,000	-11%
Court Time	16,224	17,211	27,094	24,342	19,999	19,999	23,561	118%	20,000	-15%	20,000	-15%
Crossing Guard	89,362	90,161	96,192	115,571	120,000	120,000	114,283	95%	120,000	5%	120,000	5%
Social Security Taxes	370,043	382,977	403,524	436,037	455,475	455,475	441,289	97%	439,332	0%	439,332	0%
Workers' Compensation	228,553	237,399	182,095	221,324	266,604	266,604	249,870	94%	286,938	15%	286,938	15%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	1,359,361	1,508,526	879,871	840,427	840,796	840,796	840,796	100%	838,172	0%	838,172	0%
Medical Insurance Premiums	984,514	986,567	976,868	1,012,566	1,068,053	1,068,053	1,041,053	97%	971,006	-7%	971,006	-7%
Group, Life & Disability Insurance	44,673	38,402	34,141	39,305	54,789	54,789	40,816	74%	54,942	35%	54,942	35%
OPEB Allocation	312,888	374,550	350,000	375,000	550,000	550,000	300,000	55%	550,000	83%	550,000	83%
Professional Development	16,996	19,640	23,037	21,355	13,500	13,500	24,555	182%	23,000	-6%	23,000	-6%
Dues & Subscriptions	1,370	3,662	3,493	6,291	1,000	1,000	4,875	488%	3,500	-28%	3,500	-28%
Training Supplies	-	5,097	572	1,061	2,600	2,600	-	0%	2,600	n/a	2,600	n/a
Office Supplies	7,948	6,336	4,361	5,102	6,000	6,000	4,821	80%	10,000	107%	10,000	107%
Emergency Management Materials	-	-	1,596	-	-	-	1,581	n/a	500	-68%	500	-68%
Postage	3,675	8,203	2,596	1,844	2,700	2,700	2,059	76%	3,500	70%	3,500	70%
Operating Supplies	38,885	34,180	43,044	30,447	40,000	40,000	33,993	85%	42,264	24%	42,264	24%
P.A.L. Programming	534	-	311	2,173	-	-	150	n/a	-	-100%	-	-100%
Uniforms	40,428	52,319	65,352	76,115	65,000	65,000	48,379	74%	55,000	14%	55,000	14%
Credit Card Fees	17,846	36,015	42,724	45,005	43,000	43,000	48,288	112%	40,000	-17%	40,000	-17%
Contractual Services	220,177	135,806	144,720	151,439	138,700	138,700	199,455	144%	176,111	-12%	176,111	-12%
Contractual Services - Animal Control	7,838	3,645	13,271	41,973	42,000	42,000	38,612	92%	42,000	9%	42,000	9%
Contractual Services - Special	-	-	9,976	15,538	3,300	3,300	3,638	110%	3,500	-4%	3,500	-4%
Legal Services - General	235,043	110,000	7,500	482	-	-	15,000	n/a	15,000	0%	15,000	0%
Maint. & Repair: Parking Meters	3,852	6,459	-	-	1,000	1,000	9,578	958%	-	-100%	-	-100%
Maint. & Repair: Comm. Equip.	5,064	544	4,834	3,483	1,000	1,000	3,711	371%	2,500	-33%	2,500	-33%
Communications	13,774	18,143	14,398	14,942	17,000	17,000	14,949	88%	17,000	14%	17,000	14%
Gas, Oil & Lubricants	66,565	46,333	55,075	69,609	70,000	70,000	56,977	81%	70,000	23%	70,000	23%
Tires, Batteries & Accessories	5,787	6,350	7,792	7,566	8,200	8,200	7,241	88%	10,000	38%	10,000	38%
Repair Parts	13,388	13,041	19,788	22,292	20,000	20,000	17,202	86%	20,000	16%	20,000	16%
Contracted Maint. & Repairs	25,359	30,027	13,081	22,592	13,000	13,000	28,529	219%	24,900	-13%	24,900	-13%
Minor Office Equipment	5,923	1,240	1,902	2,220	3,000	3,000	9,015	301%	3,000	-67%	3,000	-67%
Total Police	\$ 9,155,495	\$ 9,416,510	\$ 8,903,819	\$ 9,761,266	\$ 9,644,312	\$ 9,644,312	\$ 9,557,174	99%	\$ 9,786,512	2%	\$ 9,786,512	2%
Fire Companies												
Radnor Fire: Workers Comp Insurance	66,741	112,112	83,406	79,294	70,000	70,000	76,390	109%	70,000	-8%	70,000	-8%
Radnor Fire: Liability Insurance	-	-	-	-	15,000	15,000	19,729	132%	25,000	27%	25,000	27%
Radnor Fire: Gas, Oil & Lubricants	13,048	7,639	7,661	12,969	15,000	15,000	14,723	98%	15,000	2%	15,000	2%
Radnor Fire: Contrib. (Operations)	98,107	100,805	100,805	101,430	100,805	100,805	100,805	100%	100,805	0%	100,805	0%
RFC: Add'l ALS Subsidy (2016, 2017)	-	50,000	125,000	175,000	175,000	175,000	175,000	100%	175,000	0%	175,000	0%
RFC: Add'l Staffing Subsidy (2018)	-	-	-	150,000	150,000	150,000	150,000	100%	150,000	0%	150,000	0%
RFC: Add'l Staffing Subsidy (2019)	-	-	-	-	100,000	100,000	100,000	100%	100,000	0%	100,000	0%
RFC: Add'l Staffing Subsidy (2020)	-	-	-	-	-	-	-	n/a	250,000	n/a	250,000	n/a
Volunteer Fire Relief Aid (State)	356,587	352,921	317,067	289,912	290,000	290,000	312,004	108%	290,000	-7%	290,000	-7%
Bryn Mawr Fire Co. Contrib. (Operations)	100,000	102,750	102,750	105,576	110,000	110,000	110,000	100%	110,000	0%	110,000	0%
Broomall Fire Co. Contrib. (Operations)	7,000	7,000	7,193	8,000	10,000	10,000	10,000	100%	10,000	0%	10,000	0%
Township: Rentals (Hydrant Water)	139,601	140,195	141,053	140,297	142,800	142,800	142,459	100%	145,000	2%	145,000	2%
Total Fire Companies	\$ 781,083	\$ 873,421	\$ 884,935	\$ 1,062,478	\$ 1,178,605	\$ 1,178,605	\$ 1,211,109	103%	\$ 1,440,805	19%	\$ 1,440,805	19%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
Emergency Management												
Salaries - Regular	788	6,136	-	609	-	-	-	n/a	-	n/a	-	n/a
Salaries - Overtime	81,723	131,595	-	53,859	-	-	-	n/a	-	n/a	-	n/a
Sick Pay Bonus	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Medical Exp. Reimbursements	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Social Security Taxes	5,887	10,292	-	4,119	-	-	-	n/a	-	n/a	-	n/a
Workers' Compensation	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Medical Insurance Premiums	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Group, Life & Disability Insurance	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Operating Supplies	18,593	86,115	-	6,037	-	-	884	n/a	-	-100%	-	-100%
Contractual Services	1,623	45,518	-	81,956	-	-	1,890	n/a	-	-100%	-	-100%
Legal Services - Special	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Gas, Oil, Lubricants	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Tires, Batteries & Acc.	2,216	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Repair Parts	2,920	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Contracted Maint. & Repairs	513	-	-	200	-	-	-	n/a	-	n/a	-	n/a
Minor Equipment	-	1,079	-	4,896	-	-	-	n/a	-	n/a	-	n/a
Total Emergency Management	\$ 114,263	\$ 280,735	\$ -	\$ 151,676	\$ -	\$ -	\$ 2,774	n/a	\$ -	-100%	\$ -	-100%
Engineering												
Salaries	165,947	169,739	135,870	280,633	372,969	372,969	334,504	90%	368,194	10%	368,194	10%
Overtime	8,288	2,509	9,366	6,932	8,500	8,500	4,516	53%	8,500	88%	8,500	88%
Longevity	10,600	10,897	7,925	8,000	8,000	8,000	8,000	100%	8,000	0%	8,000	0%
Sick Pay Bonus	70	210	-	70	-	-	140	n/a	-	-100%	-	-100%
Medical Exp. Reimbursements	200	200	100	100	100	100	100	100%	100	0%	100	0%
Social Security Taxes	13,363	13,224	11,338	21,383	28,421	28,421	25,138	88%	27,161	8%	27,161	8%
Workers' Compensation	7,352	6,653	9,481	9,323	17,192	17,192	13,423	78%	17,823	33%	17,823	33%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	46,494	43,969	24,451	22,472	22,808	22,808	-	0%	19,339	n/a	19,339	n/a
Medical Insurance Premiums	61,793	61,259	42,174	59,819	86,312	86,312	59,708	69%	52,030	-13%	52,030	-13%
Group, Life & Disability Insurance	2,866	2,087	856	1,265	4,326	4,326	2,576	60%	4,247	65%	4,247	65%
Professional Development	616	475	870	3,659	2,800	2,800	868	31%	2,800	223%	2,800	223%
Dues & Subscriptions	85	85	190	1,044	900	900	848	94%	900	6%	900	6%
Office Supplies	2,335	1,316	1,560	2,159	2,000	2,000	1,967	98%	2,400	22%	2,000	2%
Postage	488	219	345	378	600	600	694	116%	600	-14%	600	-14%
Advertising & Printing	-	-	-	-	400	400	103	26%	400	287%	400	287%
Uniforms	-	-	-	-	230	230	243	106%	350	44%	350	44%
Boot Allowance	129	-	140	138	150	150	138	92%	300	117%	300	117%
Credit Card Fees	120	143	530	462	500	500	776	155%	500	-36%	500	-36%
Contractual Services: Retainer	45,073	30,087	81,396	6,800	13,200	13,200	-	0%	-	n/a	-	n/a
Contractual Services: Special Proj.	160,496	101,739	187,314	171,088	75,000	75,000	52,006	69%	54,900	6%	54,900	6%
Contractual Services: Reimbursable	751,281	366,080	612,899	774,337	310,000	310,000	398,608	129%	300,000	-25%	300,000	-25%
Contractual Services: Grading Permit Review	52,012	45,953	96,891	57,798	46,000	46,000	1,315	3%	50,000	3702%	50,000	3702%
Communications	-	-	813	1,829	2,200	2,200	2,099	95%	2,500	19%	2,500	19%
Gasoline, Oil, Lubricants	1,103	555	804	973	1,200	1,200	1,453	121%	1,800	24%	1,800	24%
Tires, Batteries & Accessories	-	-	-	101	400	400	6	2%	1,800	29652%	1,800	29652%
Repair Parts	-	-	-	388	3,900	3,900	1,513	39%	5,000	230%	2,000	32%
Minor Office Equipment	127	462	-	921	1,200	1,200	3,543	295%	2,800	-21%	2,000	-44%
Total Engineering	\$ 1,330,839	\$ 857,861	\$ 1,225,313	\$ 1,432,073	\$ 1,009,308	\$ 1,009,308	\$ 914,288	91%	\$ 932,444	2%	\$ 928,244	2%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg.	2020	%Δ	2020	%Δ
Public Works Infrastructure												
Salaries	889,214	886,543	890,956	812,641	845,218	845,218	854,135	101%	873,636	2%	873,636	2%
Part-Time Wages	-	-	54	105	-	-	402	n/a	-	-100%	-	-100%
Overtime	279,694	144,714	139,698	125,380	137,745	137,745	126,129	92%	137,745	9%	137,745	9%
Longevity	64,260	66,420	78,160	72,960	79,450	79,450	77,458	97%	81,200	5%	81,200	5%
Sick Pay Bonus	868	847	595	1,001	595	595	1,400	235%	595	-58%	595	-58%
Medical Exp. Reimbursements	1,210	1,210	1,170	1,100	1,090	1,090	1,100	101%	1,090	-1%	1,090	-1%
Social Security Taxes	89,033	78,385	82,795	75,682	91,929	91,929	80,751	88%	83,347	3%	83,347	3%
Workers' Compensation	55,540	49,284	88,594	50,377	54,872	54,872	42,842	78%	59,591	39%	59,591	39%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	243,678	212,269	115,367	89,373	89,595	89,595	-	0%	84,215	n/a	84,215	n/a
Medical Insurance Premiums	334,514	337,203	307,040	315,460	281,025	281,025	262,872	94%	229,370	-13%	229,370	-13%
Group, Life & Disability Insurance	16,297	15,568	13,794	14,293	14,042	14,042	13,767	98%	14,239	3%	14,239	3%
Professional Development	-	-	-	2,200	3,400	3,400	300	9%	3,400	1034%	3,400	1034%
Dues & Subscriptions	225	209	25	-	250	250	46	18%	250	445%	250	445%
Infrastructure: Office Supplies	310	1,090	592	748	750	750	626	83%	750	20%	750	20%
Infrastructure: Postage	408	486	301	-	300	300	25	8%	300	1100%	300	1100%
Infrastructure: Operating Supplies	15,245	10,250	8,436	13,562	10,500	10,500	11,154	106%	15,000	34%	12,000	8%
Infrastructure: Rentals	-	5,580	-	-	-	-	-	n/a	-	n/a	-	n/a
Infrastructure: Uniforms	3,949	2,996	5,001	2,352	3,200	3,200	3,574	112%	3,500	-2%	3,500	-2%
Infrastructure: Boot Allowance	1,566	-	1,745	1,514	3,451	3,451	1,800	52%	5,000	178%	5,000	178%
Infrastructure: Credit Card Fees	26	5	-	36	50	50	-	0%	50	n/a	50	n/a
Infrastructure: Contractual Services	9,989	9,944	8,185	7,024	6,000	6,000	3,353	56%	21,000	526%	21,000	526%
Infrastructure: Cntr Svcs: Storm Sewer	13,039	3,938	-	-	-	-	-	n/a	-	n/a	-	n/a
Infrastructure: M&R: Mach. & Equip	17,385	14,512	20,719	6,531	7,500	7,500	634	8%	12,000	1794%	12,000	1794%
Infrastructure: M&R: Comm. Equip	-	-	228	-	1,000	1,000	83	8%	1,000	1100%	1,000	1100%
Infrastructure: Communications	5,281	5,775	4,432	4,019	5,500	5,500	4,145	75%	5,500	33%	5,500	33%
Infrastructure: Gas, Oil & Lubricants	46,902	27,014	27,671	51,516	55,000	55,000	46,478	85%	55,000	18%	50,000	8%
Infrastructure: Tires, Batteries & Access.	7,931	6,379	5,403	19,484	15,000	15,000	8,564	57%	15,000	75%	15,000	75%
Infrastructure: Repair Parts	40,093	28,019	22,289	36,658	30,000	30,000	18,336	61%	39,000	113%	39,000	113%
Infrastructure: Cntr Maint. & Repairs	12,993	14,917	13,527	5,953	8,000	8,000	6,734	84%	8,000	19%	8,000	19%
Infrastructure: Minor Office Equipment	735	-	-	-	300	300	25	8%	300	1100%	300	1100%
Snow & Ice: Operating Supplies	195,888	20,845	184,554	192,695	200,000	200,000	146,998	73%	200,000	36%	150,000	2%
Snow & Ice: Contractual Services	23,157	3,106	75	6,597	8,000	8,000	4,038	50%	8,000	98%	8,000	98%
Snow & Ice: Maint. & Repair	21,880	32,692	2,854	5,031	4,500	4,500	-	0%	4,500	n/a	4,500	n/a
Snow & Ice: Repair Parts	-	-	-	6,641	4,500	4,500	5,111	114%	4,500	-12%	4,500	-12%
Street Cleaning: Contractual Services	3,150	1,500	310	2,573	3,500	3,500	3,495	100%	3,500	0%	3,500	0%
Street Cleaning: Repair Parts	-	-	-	6,665	4,000	4,000	10,433	261%	10,000	-4%	10,000	-4%
Traffic Signal: Operating Supplies	22,300	21,716	14,549	16,002	15,000	15,000	11,318	75%	15,000	33%	15,000	33%
Traffic Signal: Maint. & Repair	66,259	52,962	60,824	67,117	50,000	50,000	31,265	63%	50,000	60%	35,000	12%
Traffic Signal: Lighting	12,554	11,484	7,835	11,634	11,500	11,500	10,410	91%	12,300	18%	12,300	18%
Street Lighting: Maint. & Repairs	95,920	70,121	47,539	59,838	50,000	50,000	31,307	63%	50,000	60%	50,000	60%
Street Lighting	185,469	183,619	165,095	153,998	170,000	170,000	146,893	86%	170,000	16%	170,000	16%
Curb & Sidewalks: Operating Supplies	3,014	2,703	1,805	18,090	5,000	5,000	9,633	193%	5,000	-48%	5,000	-48%
Curb & Sidewalks: Contracted Svcs	-	-	7,500	-	-	-	-	n/a	-	n/a	-	n/a
Drainage: Operating Supplies	7,503	5,277	8,813	8,215	5,000	5,000	7,150	143%	7,000	-2%	7,000	-2%
Road Maintenance: Operating Supplies	14,021	8,877	6,453	10,140	10,000	10,000	12,006	120%	-	-100%	-	-100%
Road Maintenance: Contractual Services	-	-	-	7,495	5,023	5,023	-	0%	5,023	n/a	5,023	n/a
County Aid: Liquid Fuels	110,160	73,440	-	36,720	36,720	36,720	53,600	146%	36,720	-31%	36,720	-31%
Total Public Works Infrastructure	\$ 2,911,658	\$ 2,411,898	\$ 2,344,981	\$ 2,319,418	\$ 2,328,505	\$ 2,328,505	\$ 2,050,387	88%	\$ 2,331,621	14%	\$ 2,258,621	10%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg.	2020	%Δ	2020	%Δ
Public Works Solid Waste												
Salaries	1,361,824	1,437,314	1,368,868	1,474,745	1,466,077	1,466,077	1,551,847	106%	1,522,165	-2%	1,522,165	-2%
Part Time Wages	46,655	49,879	30,775	12,673	63,180	63,180	21,651	34%	63,180	192%	63,180	192%
Overtime	2,236	3,828	16,826	37,078	15,255	15,255	30,622	201%	19,590	-36%	19,590	-36%
Longevity	72,170	76,790	83,320	96,570	86,875	86,875	94,406	109%	91,425	-3%	91,425	-3%
Sick Pay Bonus	2,471	2,867	2,170	1,862	1,663	1,663	1,575	95%	1,663	6%	1,663	6%
Medical Exp. Reimbursements	1,260	1,260	1,130	1,000	2,180	2,180	1,200	55%	2,180	82%	2,180	82%
Social Security Taxes	106,886	112,530	112,168	121,611	126,240	126,240	128,685	102%	130,038	1%	130,038	1%
Workers' Compensation	72,149	71,924	68,522	67,386	85,583	85,583	66,820	78%	93,847	40%	93,847	40%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	340,033	302,995	186,905	126,483	129,045	129,045	129,045	100%	101,399	-21%	101,399	-21%
Medical Insurance Premiums	497,276	543,542	495,871	410,373	429,154	429,154	372,084	87%	347,841	-7%	347,841	-7%
Group, Life & Disability Insurance	32,581	24,139	21,489	20,522	28,180	28,180	20,044	71%	28,506	42%	28,506	42%
Operating Supplies	10,576	10,934	8,113	6,759	10,000	10,000	7,707	77%	12,000	56%	12,000	56%
Uniforms	2,031	1,365	733	3,827	1,350	1,350	5,238	388%	1,500	-71%	1,500	-71%
Boot Allowance	2,665	-	2,821	3,025	3,060	3,060	3,046	100%	3,060	0%	3,060	0%
Disposal Fees	234,893	230,764	297,033	366,720	511,300	511,300	534,846	105%	550,000	3%	550,000	3%
Credit Card Fees	1,588	1,634	2,093	1,679	1,500	1,500	1,863	124%	1,500	-20%	1,500	-20%
Contractual Services	-	-	155	350	-	-	12,000	n/a	-	-100%	-	-100%
Communications	-	-	398	1,405	1,500	1,500	1,086	72%	1,500	38%	1,500	38%
Gas, Oil & Lubricants	47,120	47,150	58,948	90,268	75,000	75,000	77,150	103%	75,000	-3%	75,000	-3%
Tires, Batteries & Accessories	27,305	19,750	28,490	27,279	25,000	25,000	20,203	81%	30,000	48%	30,000	48%
Repair Parts	38,502	29,759	30,146	40,540	35,000	35,000	34,270	98%	35,000	2%	35,000	2%
Contracted Maint. & Repairs	28,869	40,503	70,908	30,093	40,000	40,000	34,369	86%	50,000	45%	50,000	45%
Total Public Works Solid Waste	\$ 2,929,091	\$ 3,008,927	\$ 2,887,881.8	\$ 2,942,247.7	\$ 3,137,142	\$ 3,137,142	\$ 3,149,758	100%	\$ 3,161,394	0%	\$ 3,161,394	0%
Public Works Mechanics												
Salaries	235,142	243,025	248,706	230,694	233,186	233,186	236,163	101%	240,308	2%	240,308	2%
Overtime	189	1,623	4,487	9,693	700	700	14,246	2035%	700	-95%	700	-95%
Longevity	7,950	8,850	11,125	8,855	8,350	8,350	7,772	93%	9,050	16%	9,050	16%
Sick Pay Bonus	350	525	455	560	105	105	70	67%	105	50%	105	50%
Medical Exp. Reimbursements	200	200	200	200	300	300	100	33%	300	200%	300	200%
Social Security Taxes	17,422	18,090	19,866	18,844	18,616	18,616	19,538	105%	19,161	-2%	19,161	-2%
Workers' Compensation	13,012	11,892	10,398	10,225	12,145	12,145	9,482	78%	13,259	40%	13,259	40%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	58,259	51,186	32,513	16,232	16,461	16,461	-	0%	14,239	n/a	14,239	n/a
Medical Insurance Premiums	47,904	47,490	44,326	58,326	61,152	61,152	60,483	99%	55,132	-9%	55,132	-9%
Group, Life & Disability Insurance	3,274	2,582	2,430	2,429	3,013	3,013	2,396	80%	3,062	28%	3,062	28%
Operating Supplies	13,195	13,994	12,464	10,133	13,000	13,000	7,592	58%	13,000	71%	13,000	71%
Uniforms	7,994	6,102	6,056	6,587	6,250	6,250	9,265	148%	10,000	8%	10,000	8%
Boot Allowance	388	-	389	776	450	450	415	92%	450	8%	450	8%
Communications	392	398	601	642	650	650	1,579	243%	1,200	-24%	1,200	-24%
Gas, Oil, Lubricants	1,633	1,375	2,971	2,497	3,000	3,000	1,863	62%	3,000	61%	3,000	61%
Total Public Works Mechanics	\$ 407,303	\$ 407,333	\$ 396,987	\$ 376,694	\$ 377,378	\$ 377,378	\$ 370,966	98%	\$ 382,966	3%	\$ 382,966	3%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg.	2020	%Δ	2020	%Δ
Public Works Park Maintenance												
Salaries	840,648	869,795	884,628	831,913	693,290	693,290	809,305	117%	1,023,236	26%	1,023,236	26%
Part-Time Wages	-	5,514	-	273	-	-	-	n/a	-	n/a	-	n/a
Overtime	12,683	8,167	33,682	55,395	6,100	6,100	55,262	906%	6,561	-88%	6,561	-88%
Longevity	45,020	47,189	50,015	48,485	48,625	48,625	44,765	92%	52,475	17%	52,475	17%
Sick Pay Bonus	1,505	1,411	-	1,001	1,243	1,243	980	79%	1,138	16%	1,138	16%
Medical Exp. Reimbursements	970	970	760	700	1,410	1,410	600	43%	1,410	135%	1,410	135%
Social Security Taxes	65,608	67,532	72,431	70,161	56,491	56,491	67,768	120%	82,855	22%	82,855	22%
Workers' Compensation	56,730	48,600	45,223	44,473	41,269	41,269	32,221	78%	62,358	94%	62,358	94%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	251,920	224,704	127,819	91,792	95,557	95,557	-	0%	68,387	n/a	68,387	n/a
Medical Insurance Premiums	312,929	300,820	253,436	312,304	212,173	212,173	282,089	133%	277,701	-2%	277,701	-2%
Group, Life & Disability Insurance	21,429	14,340	11,995	12,977	14,428	14,428	12,749	88%	17,320	36%	17,320	36%
Professional Development	-	525	-	300	2,000	2,000	812	41%	2,000	146%	500	-38%
Dues & Subscriptions	-	45	70	-	60	60	5	8%	60	1100%	60	1100%
Operating Supplies	49,853	48,185	50,284	54,683	50,000	50,000	59,723	119%	64,950	9%	64,950	9%
Uniforms	2,031	1,646	947	2,465	1,700	1,700	3,979	234%	2,000	-50%	2,000	-50%
Boot Allowance	1,773	-	1,717	1,513	2,055	2,055	1,523	74%	2,055	35%	2,055	35%
Contractual Services	12,622	8,041	17,586	28,801	15,000	15,000	14,523	97%	15,000	3%	15,000	3%
Maint. & Repairs: Bldgs & Fixtures	15,110	6,845	5,243	3,261	5,000	5,000	7,175	144%	5,000	-30%	5,000	-30%
Maint. & Repairs: Mach. & Equip.	10,210	8,382	17,479	9,860	11,500	11,500	4,263	37%	11,500	170%	11,500	170%
Utilities	44,328	44,273	41,303	45,515	47,300	47,300	43,571	92%	47,300	9%	47,300	9%
Communications	2,085	1,981	1,868	2,245	2,000	2,000	2,107	105%	2,000	-5%	2,000	-5%
Gas, Oil & Lubricants	26,255	15,361	19,244	26,191	29,500	29,500	27,663	94%	29,500	7%	29,500	7%
Tires, Batteries & Accessories	3,194	630	7,432	5,269	6,500	6,500	2,619	40%	6,500	148%	6,500	148%
Repair Parts	17,261	13,169	4,169	12,652	15,000	15,000	8,833	59%	14,500	64%	14,500	64%
Contracted Maint. & Repairs	21,536	9,936	7,397	3,562	10,000	10,000	5,190	52%	10,000	93%	10,000	93%
Minor Equipment	1,659	5,292	684	-	2,500	2,500	208	8%	2,500	1100%	2,500	1100%
Mier-Machinery & Equipment	724	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Public Works Park Maintenance	\$ 1,818,082	\$ 1,753,351	\$ 1,655,411	\$ 1,665,790	\$ 1,370,701	\$ 1,370,701	\$ 1,487,933	109%	\$ 1,808,306	22%	\$ 1,806,806	21%
Public Works Tree Management												
Operating Supplies	22,830	2,655	-	324	-	-	863	n/a	1,000	16%	1,000	16%
Contractual Services	90,100	91,155	167,325	288,694	150,000	150,000	265,745	177%	150,000	-44%	150,000	-44%
Public Works Tree Management	\$ 112,930	\$ 93,810	\$ 167,325	\$ 289,018	\$ 150,000	\$ 150,000	\$ 266,607	178%	\$ 151,000	-43%	\$ 151,000	-43%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
Recreational Programming Administration												
Salaries	198,634	199,444	206,969	239,815	260,647	260,647	266,597	102%	283,179	6%	283,179	6%
Part-Time Wages	4,136	16,390	9,410	-	-	-	-	n/a	-	n/a	-	n/a
Overtime	-	1,435	-	-	-	-	497	n/a	-	-100%	-	-100%
Sick Pay Bonus	-	-	1,190	-	-	-	-	n/a	-	n/a	-	n/a
Medical Exp. Reimbursements	100	100	100	100	-	-	100	n/a	-	-100%	-	-100%
Social Security Taxes	14,026	15,648	16,157	17,676	19,939	19,939	19,777	99%	21,604	9%	21,604	9%
Workers' Compensation	10,791	8,936	8,904	8,756	13,047	13,047	10,187	78%	14,991	47%	14,991	47%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	40,973	36,324	29,147	10,094	10,258	10,258	10,258	100%	8,547	-17%	8,547	-17%
Medical Insurance Premiums	56,712	49,173	54,017	52,820	59,699	59,699	58,111	97%	49,893	-14%	49,893	-14%
Group, Life & Disability Insurance	1,940	1,837	1,732	1,727	2,596	2,596	2,051	79%	2,649	29%	2,649	29%
Professional Development	-	445	57	-	1,000	1,000	83	8%	1,000	1100%	500	500%
Dues & Subscriptions	254	135	500	715	775	775	720	93%	720	0%	720	0%
Office Supplies	1,312	1,123	1,960	1,084	2,500	2,500	1,592	64%	2,400	51%	1,400	-12%
Postage	1,215	758	623	225	1,000	1,000	546	55%	1,000	83%	900	65%
Communications	-	-	1,480	2,547	1,000	1,000	2,194	219%	2,500	14%	2,500	14%
Gas, Oil & Lubricants	62	37	66	729	104	104	71	68%	100	41%	100	41%
Tires, Batteries & Accessories	-	-	117	-	125	125	10	8%	-	-100%	-	-100%
Repair Parts	360	533	-	-	400	400	33	8%	-	-100%	-	-100%
Contracted Maint. & Repairs	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Minor Equipment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Recreational Prog. Amin.	\$ 330,513	\$ 332,318	\$ 332,428	\$ 336,288	\$ 373,090	\$ 373,090	\$ 372,827	100%	\$ 388,583	4%	\$ 386,983	4%
Recreational Programming Programs												
Salaries: Part-Time	85,815	86,504	97,633	96,987	115,000	115,000	104,252	91%	120,000	15%	120,000	15%
Social Security Taxes	6,405	6,447	7,277	7,420	8,798	8,798	7,975	91%	9,180	15%	9,180	15%
Workers' Compensation	1,005	783	3,277	3,223	5,756	5,756	4,494	78%	6,353	41%	6,353	41%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Recreation Supplies	43,069	29,396	45,114	33,689	35,000	35,000	22,457	64%	35,000	56%	35,000	56%
Advertising & Printing	-	-	-	680	-	-	2,506	n/a	2,500	0%	2,500	0%
Rentals	115,530	116,453	28,677	57,829	85,000	85,000	28,627	34%	85,000	197%	85,000	197%
Credit Card Fees	5,094	5,696	6,511	6,637	5,000	5,000	7,158	143%	7,500	5%	7,500	5%
Contractual Services	118,309	82,496	121,170	114,042	85,000	85,000	111,291	131%	85,000	-24%	85,000	-24%
Total Rec Programming Programs	\$ 375,227	\$ 327,776	\$ 309,659	\$ 320,505	\$ 339,554	\$ 339,554	\$ 288,760	85%	\$ 350,533	21%	\$ 350,533	21%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
Recreational Programming RAC												
Salaries: Part-Time / Programming	-	-	740	322	-	-	265	n/a	-	-100%	-	-100%
Overtime	-	13,375	24,571	11,557	-	-	1,185	n/a	-	-100%	-	-100%
Social Security Taxes	-	896	1,895	900	-	-	110	n/a	-	-100%	-	-100%
Office Supplies	40	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Operating Supplies	620	1,838	348	1,257	2,500	2,500	700	28%	2,500	257%	2,500	257%
Credit Card Fees	970	150	202	528	750	750	233	31%	750	222%	750	222%
Contractual Services	2,748	1,140	840	5,903	10,000	10,000	3,392	34%	10,000	195%	10,000	195%
Cleaning Contract	-	-	-	10,669	27,000	27,000	4,356	16%	27,000	520%	27,000	520%
Maint. & Repair: Bldgs & Fixtures	4,135	3,375	17,223	12,413	5,550	5,550	4,169	75%	5,550	33%	5,550	33%
Maint. & Repair: Mach & Equip.	3,045	330	750	1,050	3,000	3,000	650	22%	3,000	362%	3,000	362%
Utilities	27,315	16,930	18,553	24,644	22,000	22,000	15,902	72%	22,000	38%	22,000	38%
Communications	859	908	1,762	1,741	2,200	2,200	2,149	98%	2,200	2%	2,200	2%
Total Rec Programming RAC	\$ 39,732	\$ 38,942	\$ 66,884	\$ 70,984	\$ 73,000	\$ 73,000	\$ 33,110	45%	\$ 73,000	120%	\$ 73,000	120%
Library												
Maint. & Repair: Buildings & Fixtures	4,989	(7,951)	2,230	5,814	5,000	5,000	12,914	258%	5,000	-61%	5,000	-61%
Contributions	880,507	904,721	880,507	929,600	960,000	960,000	960,000	100%	960,000	0%	960,000	0%
Total Library	\$ 885,496	\$ 896,770	\$ 882,737	\$ 935,414	\$ 965,000	\$ 965,000	\$ 972,914	101%	\$ 965,000	-1%	\$ 965,000	-1%
Community Organizations												
Radnor Studio 21 (PEG Pass-through)	57,405	57,405	56,059	-	-	-	-	n/a	-	n/a	-	n/a
Wayne Art Center	16,034	16,475	16,475	17,000	17,500	17,500	17,500	100%	17,500	0%	17,500	0%
Surrey Services	47,369	48,671	49,049	50,000	50,000	50,000	50,000	100%	50,000	0%	50,000	0%
Wayne Senior Services	119,369	122,652	123,603	127,000	145,500	145,500	145,500	100%	145,500	0%	145,500	0%
Parades	8,000	8,000	8,000	8,000	8,000	8,000	8,000	100%	8,000	0%	8,000	0%
Radnor Historical Society	15,000	15,413	15,000	15,000	15,000	15,000	15,000	100%	15,000	0%	15,000	0%
Other	20,000	-	-	-	-	-	1,000	n/a	43,500	4250%	43,500	4250%
WBA-Parking Rev Share	-	13,799	14,516	11,919	14,000	14,000	16,474	118%	14,000	-15%	14,000	-15%
WPC-Parking Rev Share	-	31,952	48,485	36,625	40,000	40,000	27,329	68%	30,000	10%	30,000	10%
Total Community Organizations	\$ 283,177	\$ 314,367	\$ 331,188	\$ 265,544	\$ 290,000	\$ 290,000	\$ 280,803	97%	\$ 323,500	15%	\$ 323,500	15%
Insurances												
Liability, Auto, Prop, Etc Insurance	398,058	345,963	382,401	357,633	370,000	370,000	285,992	77%	310,000	8%	310,000	8%
Unemployment	9,346	512	14,561	1,727	10,000	10,000	11,789	118%	5,000	-58%	5,000	-58%
Total Insurances	\$ 407,404	\$ 346,475	\$ 396,962	\$ 359,361	\$ 380,000	\$ 380,000	\$ 297,780	78%	\$ 315,000	6%	\$ 315,000	6%
Retiree Benefits												
Group Life & Disability	66,875	787	-	-	-	-	-	n/a	-	n/a	-	n/a
Health Benefits: Retirees	1,651,773	1,663,948	2,507	(47)	1,656,397	1,656,397	1,156,397	70%	1,273,587	10%	1,273,587	10%
Retiree Pension: Amort of UAAL	1,512,357	1,425,349	2,552,368	2,670,666	2,682,204	2,682,204	2,682,204	100%	2,682,204	0%	2,682,204	0%
Total Retiree Benefits	\$ 3,231,005	\$ 3,090,084	\$ 2,554,875	\$ 2,670,619	\$ 4,338,601	\$ 4,338,601	\$ 3,838,601	88%	\$ 3,955,792	3%	\$ 3,955,792	3%

Radnor Township, PA
General Fund (#01) Budget Worksheet

	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
Debt Service												
Service Charges	3,424	4,101	4,129	3,771	5,000	5,000	3,299	66%	5,000	52%	5,000	52%
Total Debt Service	\$ 3,424	\$ 4,101	\$ 4,129	\$ 3,771	\$ 5,000	\$ 5,000	\$ 3,299	66%	\$ 5,000	52%	\$ 5,000	52%
Transfer to Other Funds												
Sewer Fund	-	-	1,750,000	1,153,000	-	-	1,450,000	n/a	-	-100%	-	-100%
Capital Improvement	325,000	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Capital Improvement (Prog. Funding)	687,125	-	1,617,736	1,250,000	1,351,577	1,351,577	1,501,577	111%	1,420,851	-5%	1,420,851	-5%
Capital Improvement (Excess FB)	-	1,851,900	-	-	-	-	-	n/a	-	n/a	-	n/a
OPEB Liability	459,209	659,209	859,209	1,059,209	1,259,209	1,259,209	1,259,209	100%	1,459,209	16%	1,459,209	16%
Park & Open Space Fund	-	400,000	-	-	180,000	180,000	180,000	100%	150,000	-17%	150,000	-17%
Willows	65,000	15,000	70,000	50,000	750,702	750,702	750,000	100%	-	-100%	-	-100%
Shade Tree Fund	25,000	-	-	-	25,000	25,000	25,000	100%	25,000	0%	25,000	0%
K9 Fund	-	9,100	-	-	-	-	-	n/a	-	n/a	-	n/a
Debt Service	2,924,000	2,997,000	2,991,145	3,000,312	3,014,992	3,014,992	2,214,992	73%	3,021,681	36%	3,021,681	36%
Total Transfers to Other Funds	\$ 4,485,334	\$ 5,932,209	\$ 7,288,090	\$ 6,512,521	\$ 6,581,480	\$ 6,581,480	\$ 7,380,778	112%	\$ 6,076,741	-18%	\$ 6,076,741	-18%
TOTAL GENERAL FUND EXPENDITURES	\$ 33,461,925	\$ 34,509,490	\$ 34,835,850	\$ 35,494,560	\$ 36,492,551	\$ 36,492,551	\$ 36,259,637	99%	\$ 36,520,012	1%	\$ 36,421,735	0%

	2015	2016	2017	2018	2019	2019	2019	2020	2020
Fund Balance									
Beginning Fund Balance, January 1	\$ 10,131,210	\$ 10,911,073	\$ 10,188,601	\$ 9,289,688	\$ 8,579,437	\$ 8,579,437	\$ 8,579,437	\$ 9,867,909	\$ 9,867,909
Revenues	34,586,033	34,112,379	35,288,976	34,932,771	35,209,470	35,209,470	37,548,110	36,566,061	36,160,138
Expenditures	33,461,925	34,509,490	34,835,850	35,494,560	36,492,551	36,492,551	36,259,637	36,520,012	36,421,735
Accrual Adjustments	(344,245)	(325,361)	(1,352,040)	(148,462)	-	-	-	-	-
Ending Fund Balance	\$ 10,911,073	\$ 10,188,601	\$ 9,289,688	\$ 8,579,437	\$ 7,296,355	\$ 7,296,355	\$ 9,867,909	\$ 9,913,958	\$ 9,606,312
Increase / (Decrease) In Fund Balance	\$ 779,863	\$ (722,472)	\$ (898,913)	\$ (710,251)	\$ (1,283,081)	\$ (1,283,081)	\$ 1,288,472	\$ 46,048	\$ (261,598)

Radnor Township, PA
2020 Board Approved Budget

Sanitary Sewer Fund #02

Radnor Township, PA
Public Works – Sanitary Sewer Fund
2020 Operating Budget Narrative



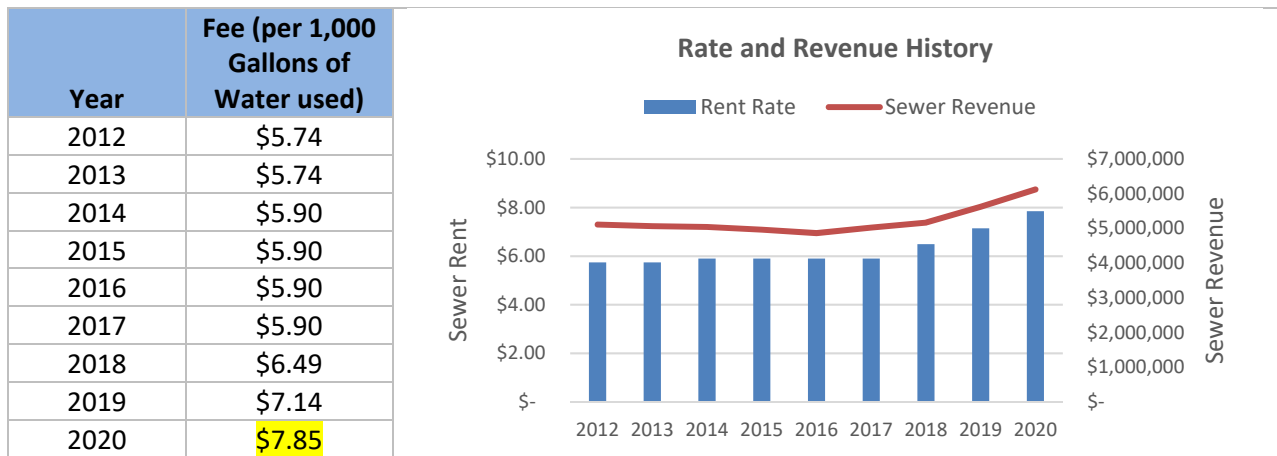
Department Summary:

The mission of the Public Works Department is to enhance the quality of life in the Township by maintaining the Township’s roads, storm and sanitary sewers, parks and other infrastructure; to enhance public health through the collection and disposal of household solid wastes; to promote environmentally sound living by collecting leaves and recyclable materials; to maximize operations by maintaining the Township’s fleet of vehicles and equipment.

The Sewer Division operates and maintains the Township’s pumping stations, sanitary sewer lines, manholes, and performs PA One Call Mark outs, as well as assists with snow plowing, leaf collection, and solid waste collection.

The Sewer Division of the Public Works Department is funded by the Sewer Fund, separate of the General Fund. The funding for the Sewer Account is provided by residents’ sewer rental fees as opposed to the property tax.

Sewer Rent Fee History: Each property in Radnor pays a sewer rent fee based on the water consumption from the prior year. The Township pays Aqua for the usage data, which is then applied to a rental fee set by the Board of Commissioners based a unit of 1,000 gallons of water used. At the November 27, 2017 Board meeting, a motion was approved increasing the Sewer Rent by 10% for the years 2018, 2019 and 2020. The Board passed Ordinance 2018-18, ratifying the 2019 increase.



***2020 Rate** to be vetted and approved specifically by the Board during the budget process. The amount reflected in the table above simply shows what the increase would be, given the Board’s vote back in 2017 to increase the rate annually by 10% through 2020.

Radnor Township, PA
Public Works – Sanitary Sewer Fund
2020 Operating Budget Narrative



Service / Program Descriptions:

Name	Description
Sanitary Sewer Mains and laterals	The Sewer Department maintains over one hundred and twenty-five miles (125) of Sanitary sewer mains, over fifteen hundred (1,500) manholes and five (5) sewer pumping stations.
Inflow and Infiltration	The Sewer Department works in conjunction with the RHM Sewer Authority, Engineering and the Community Development Departments, to locate and eliminate any I&I entering our sanitary sewer system. The elimination of the I&I allowing our mains to have more capacity for flow and make available new connections for future planning modules.
Map Information	The Sewer Department works in conjunction with the Engineering Department to update all sanitary and storm sewer lines on the township map.

Line Item Descriptions:

Line Item	Description
Operating Supplies	This line item funds the cost of items utilized for sewer operations. This list includes root treatment chemicals, safety equipment, degreaser, manhole casting and lids, manhole risers, pipe, pumping station parts and supplies and other miscellaneous items.
Utilities	This line item funds the utilities (electric and water) needed to operate the sewer pumping stations. (PECO, Aqua PA)
Rentals	This line item funds the cost of rents paid to other municipalities for transporting sewage and treatment. These municipalities would include Tredyffrin Township, Upper Merion Township, Lower Merion Township and Haverford Township, and the Radnor Haverford Sewer Authority (RHM). The largest single fee being that of RHM.
Contractual Services	This line item funds the cost of maintenance contracts for the backup power systems at the sanitary sewer pumping stations.
Maintenance and Repairs Machinery & Equipment	This line item funds the repairs to the sewer cleaning (jet) truck, pickup truck, dump truck, and utility truck of the sewer division. (G.L. Sayre, H.A. DeHart, Gran Turk. NAPA)
Maintenance and Repairs Sewers	This line item funds the cost of repairs to the sanitary sewer mains and pumping stations. (Horn Plumbing, K.A. Seifert, PlyMar)
Contracted Maintenance and Repairs	This line item funds all costs associated with repairs to vehicles that cannot be completed in house. (G.L. Sayre, H.A. DeHart, Gran Turk)

Radnor Township, PA
Sewer Fund (#02) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
Revenue												
Interest and Rents												
Interest & Rents	25,178	40,294	13,302	29,275	29,501	29,501	66,650	226%	67,650	2%	67,650	2%
Total Interest and Rents	\$ 25,178	\$ 40,294	\$ 13,302	\$ 29,275	\$ 29,501	\$ 29,501	\$ 66,650	226%	\$ 67,650	2%	\$ 67,650	2%
Departmental Earnings												
Current Year Face	4,808,700	4,645,693	4,829,840	4,975,439	5,478,556	5,478,556	5,441,742	99%	6,090,229	12%	6,090,229	12%
Rent - Current Year Penalties	36,349	37,248	39,740	37,313	44,759	44,759	52,040	116%	42,124	-19%	42,124	-19%
Rent - Prior Years	56,674	88,479	94,112	52,931	89,060	89,060	30,066	34%	55,229	84%	55,229	84%
Connection Fees	10,150	20,016	9,350	15,140	9,710	9,710	29,681	306%	12,643	-57%	12,643	-57%
Sewer Charges	5,685	(439)	8,548	30,557	4,878	4,878	5,335	109%	30,409	470%	30,409	470%
Total Departmental Earnings	\$ 4,917,558	\$ 4,790,997	\$ 4,981,591	\$ 5,111,379	\$ 5,626,963	\$ 5,626,963	\$ 5,558,862	99%	\$ 6,230,634	12%	\$ 6,230,634	12%
Miscellaneous												
Miscellaneous	21,325	32,046	29,964	25,751	34,972	34,972	22,593	65%	30,066	33%	30,066	33%
Cash Over / Short	(0)	-	0	(0)	-	-	20	n/a	-	-100%	-	-100%
Tax Anticipation Note	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Miscellaneous	\$ 21,325	\$ 32,046	\$ 29,964	\$ 25,751	\$ 34,972	\$ 34,972	\$ 22,613	65%	\$ 30,066	33%	\$ 30,066	33%
Financing Proceeds												
Financing Proceeds	-	-	-	1,000,000	3,535,250	3,535,250	3,545,000	100%	-	-100%	-	-100%
Total Financing Proceeds	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 3,535,250	\$ 3,535,250	\$ 3,545,000	100%	\$ -	-100%	\$ -	-100%
Transfers In												
From General Fund	-	-	1,750,000	1,153,000	1,450,000	1,450,000	1,450,000	100%	-	-100%	-	-100%
Total Transfers In	\$ -	\$ -	\$ 1,750,000	\$ 1,153,000	\$ 1,450,000	\$ 1,450,000	\$ 1,450,000	100%	\$ -	-100%	\$ -	-100%
Total Revenue	\$ 4,964,061	\$ 4,863,337	\$ 6,774,857	\$ 7,319,406	\$ 10,676,686	\$ 10,676,686	\$ 10,643,125	100%	\$ 6,328,351	-41%	\$ 6,328,351	-41%

Radnor Township, PA
Sewer Fund (#02) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
Expenditures												
Sewer Operations												
Salaries	262,089	285,930	275,871	296,065	240,498	240,498	293,941	122%	283,829	-3%	283,829	-3%
Overtime	19,798	21,721	50,737	21,751	10,100	10,100	14,719	146%	10,100	-31%	10,100	-31%
Longevity	18,500	19,220	22,805	25,185	21,900	21,900	25,136	115%	22,600	-10%	22,600	-10%
Sick Pay Bonus	805	816	980	546	490	490	700	143%	490	-30%	490	-30%
Medical Exp. Reimbursements	350	350	340	300	320	320	400	125%	320	-20%	320	-20%
Social Security Taxes	23,307	25,093	26,673	25,724	21,638	21,638	28,443	131%	24,217	-15%	24,217	-15%
Workers' Compensation	17,455	15,198	16,285	16,015	18,196	18,196	11,450	63%	21,635	89%	21,635	89%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	75,270	68,355	39,977	29,740	30,523	30,523	30,523	100%	21,677	-29%	21,677	-29%
Medical Insurance Premiums	99,344	98,486	94,464	84,059	80,239	80,239	75,038	94%	85,487	14%	85,487	14%
Group, Life & Disability Insurance	5,384	4,337	4,100	4,158	4,470	4,470	4,493	101%	4,856	8%	4,856	8%
Uniforms	739	830	428	1,743	500	500	1,079	216%	-	-100%	-	-100%
Boot Allowance	479	-	427	550	555	555	-	0%	450	n/a	450	n/a
Operating Supplies	20,950	10,660	8,980	15,819	20,000	20,000	21,299	106%	22,000	3%	22,000	3%
Rentals	115,242	181,702	188,831	402,774	215,000	215,000	590,554	275%	590,000	0%	590,000	0%
Contractual Services	72,732	15,352	40,597	44,173	50,000	50,000	163,967	328%	50,000	-70%	50,000	-70%
Maint. & Repair: Mach. & Equipment	10,716	12,538	1,974	4,771	10,000	10,000	10,461	105%	10,000	-4%	10,000	-4%
Maint. & Repair: Sewers	25,088	29,900	9,613	26,023	25,000	25,000	18,580	74%	25,000	35%	25,000	35%
Utilities	15,873	15,463	12,544	15,249	15,500	15,500	13,795	89%	15,500	12%	15,500	12%
Communications	3,241	2,951	3,068	2,880	3,250	3,250	2,155	66%	3,250	51%	3,250	51%
Gas, Oil & Lubricants	11,162	6,072	9,085	13,621	12,000	12,000	14,965	125%	15,000	0%	15,000	0%
Tires, Batteries & Accessories	1,078	631	-	914	750	750	118	16%	1,600	1257%	1,600	1257%
Repair Parts	722	1,209	2,179	2,464	3,000	3,000	1,964	65%	3,000	53%	3,000	53%
Contracted Maint. & Repairs	8,438	11,431	20,388	1,069	7,000	7,000	3,633	52%	7,000	93%	7,000	93%
Capital Improvements	126,748	313,754	1,582,121	1,040,516	3,494,734	3,494,734	1,472,770	42%	-	-100%	-	-100%
Capital: Vehicles & Equipment	-	-	-	-	74,229	74,229	12,372	17%	155,229	1155%	155,229	1155%
Total Sewer Operations	\$ 935,509	\$ 1,141,999	\$ 2,412,465	\$ 2,076,108	\$ 4,359,892	\$ 4,359,892	\$ 2,812,555	65%	\$ 1,373,240	-51%	\$ 1,373,240	-51%
Sewer Administration												
Salaries	53,661	54,332	55,720	57,722	58,968	58,968	61,543	104%	60,590	-2%	60,590	-2%
Longevity	1,343	1,445	1,777	918	2,015	2,015	-	0%	2,134	n/a	2,134	n/a
Sick Pay Bonus	60	60	36	48	36	36	-	0%	36	n/a	36	n/a
Medical Exp. Reimbursements	34	34	34	-	34	34	6	17%	34	500%	34	500%
Social Security Taxes	4,223	4,278	4,147	4,081	4,080	4,080	4,437	109%	4,158	-6%	4,158	-6%
Workers' Compensation	635	521	385	378	478	478	373	78%	470	26%	470	26%
Unemployment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	11,172	9,984	7,281	5,696	5,788	5,788	5,788	100%	4,832	-17%	4,832	-17%
Medical Insurance Premiums	17,689	18,965	16,421	14,861	16,820	16,820	12,022	71%	11,521	-4%	11,521	-4%
Group, Life & Disability Insurance	-	-	-	-	554	554	92	17%	556	502%	556	502%
Office Supplies	2,657	2,725	2,621	-	2,600	2,600	1,085	42%	1,100	1%	1,100	1%
Postage	4,159	3,609	4,140	5,564	4,500	4,500	3,788	84%	4,000	6%	4,000	6%
Credit Card Fees	14,813	17,329	18,784	20,592	20,000	20,000	10,137	51%	15,000	48%	15,000	48%
Advertising & Printing	-	-	-	-	200	200	33	17%	100	200%	100	200%
Dues & Subscriptions	100	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Contractual Services	28,456	6,392	54,854	43,724	50,000	50,000	7,552	15%	10,000	32%	10,000	32%
Legal Services - General	13,605	14,226	12,404	3,138	12,000	12,000	5,748	48%	5,000	-13%	5,000	-13%
Total Sewer Administration	\$ 152,605	\$ 133,891	\$ 178,603	\$ 156,721	\$ 178,073	\$ 178,073	\$ 112,605	63%	\$ 119,532	6%	\$ 119,532	6%

Radnor Township, PA
Sewer Fund (#02) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg	2020	%Δ	2020	%Δ
Insurance												
Liability, Auto, Prop, Etc Insurance	20,015	18,088	19,047	18,646	23,000	23,000	18,291	80%	25,000	37%	25,000	37%
Total Insurance	\$ 20,015	\$ 18,088	\$ 19,047	\$ 18,646	\$ 23,000	\$ 23,000	\$ 18,291	80%	\$ 25,000	37%	\$ 25,000	37%
RHM Sewer Authority												
Rentals	3,704,185	3,865,876	3,910,878	3,908,841	4,146,418	4,146,418	3,906,727	94%	3,984,861	2%	3,984,861	2%
Total RHM Sewer Authority	\$ 3,704,185	\$ 3,865,876	\$ 3,910,878	\$ 3,908,841	\$ 4,146,418	\$ 4,146,418	\$ 3,906,727	94%	\$ 3,984,861	2%	\$ 3,984,861	2%
Transfers Out												
General Fund (repay '17 Emerg Trans)	-	-	-	610,539	-	-	1,450,000	n/a	-	-100%	-	-100%
Debt Service Fund	368,550	369,147	344,356	346,125	648,230	648,230	648,230	100%	819,502	26%	819,502	26%
Total Transfers Out	\$ 368,550	\$ 369,147	\$ 344,356	\$ 956,663	\$ 648,230	\$ 648,230	\$ 2,098,230	324%	\$ 819,502	-61%	\$ 819,502	-61%
Total Expenditures	\$ 5,180,864	\$ 5,529,000	\$ 6,865,349	\$ 7,152,230	\$ 9,355,613	\$ 9,355,613	\$ 8,948,407	96%	\$ 6,322,135	-29%	\$ 6,322,135	-29%
Fund Balance												
Beginning Fund Balance, January 1	\$ 1,751,186	\$ 1,505,897	\$ 711,919	\$ 654,653	\$ 919,482	\$ 919,482	\$ 919,482	40%	\$ 2,614,201		\$ 2,614,201	
Revenues	4,964,061	4,863,337	6,774,857	7,319,406	10,676,686	10,676,686	10,643,125	45%	6,328,351		6,328,351	
Expenditures	5,180,864	5,529,000	6,865,349	7,152,230	9,355,613	9,355,613	8,948,407	25%	6,322,135		6,322,135	
Accrual Adjustments	(28,486)	(128,315)	33,226	97,654	-	-	-		-		-	
Ending Fund Balance	\$ 1,505,897	\$ 711,919	\$ 654,653	\$ 919,482	\$ 2,240,555	\$ 2,240,555	\$ 2,614,201	184%	\$ 2,620,417		\$ 2,620,417	
Increase / (Decrease) In Fund Balance	\$ (245,289)	\$ (793,979)	\$ (57,266)	\$ 264,830	\$ 1,321,073	\$ 1,321,073	\$ 1,694,718		\$ 6,216		\$ 6,216	
Increase / (Decrease) In Fund Balance (net of)	\$ (585,353)	\$ (1,034,811)	\$ (2,184,848)	\$ (1,331,949)	\$ (777,157)	\$ (777,157)	\$ (403,512)		\$ (813,286)		\$ (813,286)	

Radnor Township, PA
Sewer Rent Analysis: Water Usage (Actual) / Billing Statistics
For the Year Budgeted, 2020

	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Projection 2019	Budget 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
Revenue															
Interest Earnings	\$ 5,531	\$ 13,407	\$ 14,336	\$ 29,092	\$ 25,178	\$ 40,294	\$ 13,302	\$ 29,275	\$ 66,650	\$ 67,650	\$ 68,665	\$ 69,695	\$ 70,740	\$ 71,801	\$ 72,878
Rent-Current Year Face	4,942,308	4,949,494	4,884,536	4,829,184	4,808,700	4,645,693	4,829,840	4,975,439	5,441,742	6,090,229	10,122,357	10,509,060	10,483,920	10,696,432	10,276,676
Rent-Current Year Penalty	33,963	31,193	42,132	32,021	36,349	37,248	39,740	37,313	52,040	42,224	43,522	44,920	46,317	47,715	49,112
Rent-Prior Year	57,928	84,550	86,989	100,883	56,674	88,479	94,112	52,931	30,066	55,229	49,383	43,536	37,689	31,843	25,996
Connection Fees	9,067	2,568	11,092	16,800	10,150	20,016	9,350	15,140	29,681	12,643	12,231	11,819	11,407	10,995	10,583
Sewer Charges	6,741	7,963	7,478	6,754	5,685	(439)	8,548	30,557	5,335	30,409	35,455	40,502	45,549	50,596	55,643
Miscellaneous	23,296	19,519	16,210	26,345	21,325	32,046	29,964	25,751	22,613	30,066	30,811	31,556	32,301	33,046	33,791
Financing Proceeds	-	-	-	-	-	-	-	1,000,000	3,545,000	-	-	-	-	-	-
Transfers from General Fund	-	-	-	-	-	-	-	1,153,000	1,450,000	-	-	-	-	-	-
Revenue Total	5,078,835	5,108,694	5,062,773	5,041,079	4,964,061	4,863,337	6,774,857	7,319,406	10,643,125	6,328,351	10,362,424	10,751,088	10,727,924	10,942,428	10,524,679
Expenditures															
Operations	1,198,628	1,078,328	916,311	953,317	981,381	980,223	1,027,995	1,246,210	1,458,309	1,362,543	1,389,793	1,417,589	1,445,941	1,474,860	1,504,357
Current Ops	1,198,628	1,078,328	916,311	953,317	981,381	980,223	1,027,995	1,246,210	1,458,309	1,362,543	1,389,793	1,417,589	1,445,941	1,474,860	1,504,357
New Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Equip.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital	-	-	621,724	295,236	126,748	313,754	1,582,121	1,040,516	1,485,141	155,229	4,000,000	4,386,000	4,266,000	3,780,000	3,780,000
Debt Service	210,000	390,664	376,995	368,550	368,550	369,147	344,256	346,125	648,230	819,502	825,378	820,606	818,614	820,158	798,359
RHM	3,187,345	3,456,973	3,340,685	3,658,572	3,704,185	3,865,876	3,910,878	3,908,841	3,906,727	3,984,861	4,064,559	4,145,850	4,228,767	4,313,342	4,399,609
Transfers to General Fund	-	-	-	-	-	-	-	610,539	1,450,000	-	-	-	-	-	-
Expenditure Total	4,595,973	4,925,965	5,255,715	5,275,675	5,180,864	5,529,000	6,865,349	7,152,230	8,948,407	6,322,135	10,279,730	10,770,045	10,759,322	10,388,360	10,482,325
Net Revenue	482,862	182,729	(192,942)	(234,596)	(216,803)	(665,664)	(90,492)	167,176	1,694,718	6,216	82,694	(18,957)	(31,398)	554,068	42,355
Beginning Fund Balance	1,823,985	2,288,628	2,458,811	2,264,508	1,751,186	1,505,897	711,919	654,653	919,482	2,614,200	2,620,416	2,703,110	2,684,152	2,652,755	3,206,822
Net Revenue (from above)	482,862	182,729	(192,942)	(234,596)	(216,803)	(665,664)	(90,492)	167,176	1,694,718	6,216	82,694	(18,957)	(31,398)	554,068	42,355
GAAP Adjustments	(18,219)	(12,546)	(1,361)	(278,725)	(28,487)	(128,314)	33,226	97,653	-	-	-	-	-	-	-
Ending Fund Balance	2,288,628	2,458,811	2,264,508	1,751,186	1,505,897	711,919	654,653	919,482	2,614,200	2,620,416	2,703,110	2,684,152	2,652,755	3,206,822	3,249,177
FB as a % of Exp (excl xfrs)	50%	50%	43%	33%	29%	13%	10%	14%	35%	41%	26%	25%	25%	31%	31%

Water Usage | Provided by Aqua, PA

	Actual 2010 Usage	Actual 2011 Usage	Actual 2012 Usage	Actual 2013 Usage	Actual 2014 Usage	Actual 2015 Usage	Actual 2016 Usage	Actual 2017 Usage	Actual 2018 Usage	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025
1st Quarter	172,503.8	170,738.3	165,549.1	171,436.8	162,346.4	156,384.7	160,334.6	157,909.7	143,757.6	148,492.4	145,803.3	143,114.2	140,425.2	140,425.2	135,047.0	
2nd Quarter	189,002.3	196,464.7	185,182.1	181,945.8	181,892.6	185,898.7	168,816.3	169,947.7	176,732.6	170,483.5	168,360.8	166,238.1	164,115.4	164,115.4	159,870.0	
3rd Quarter	241,911.8	233,098.4	223,918.3	195,000.8	200,920.0	200,920.0	223,196.0	187,360.1	194,386.9	193,023.9	190,038.0	187,052.0	184,066.1	178,094.2	171,726.5	
4th Quarter	194,758.4	166,049.8	185,595.2	182,752.9	179,873.0	178,445.4	185,681.4	181,595.9	169,501.6	176,022.0	175,162.9	174,303.8	173,444.7	171,444.7	171,726.5	
Total Regular Meter Usage	798,176.3	766,351.2	760,244.7	731,136.3	725,032.0	721,322.0	738,028.7	696,815.4	684,378.7	688,021.9	679,365.9	670,708.2	662,051.3	662,051.3	644,737.6	
Big Meters Usage	157,507.9	151,487.3	150,892.3	155,332.3	134,793.5	121,026.2	121,981.1	126,297.6	121,058.5	115,719.1	111,591.6	107,464.1	103,336.6	95,081.6	95,081.6	
2nd Meter-Subtract	(51,135.0)	(46,310.0)	(64,714.0)	(47,228.0)	(46,223.0)	(51,197.3)	(41,018.0)	(58,984.0)	(48,911.0)	(54,416.2)	(55,533.9)	(56,651.6)	(57,769.4)	(57,769.4)	(60,004.8)	
2nd Meter-Charges	815.0	807.0	757.0	713.0	647.0	665.0	787.0	564.0	921.0	745.8	748.7	754.4	754.4	754.4	760.2	
Total Usage	905,364.2	872,335.5	847,183.9	839,953.6	814,249.5	791,815.9	819,778.4	764,691.0	757,447.2	750,070.6	736,171.4	722,272.2	708,373.0	708,373.0	680,574.6	
Change in Total Usage +/-	6.22%	-3.65%	-2.88%	-0.85%	-3.06%	-2.76%	3.53%	-6.72%	-0.95%	-0.97%	-1.82%	-1.89%	0.00%	0.00%	-3.92%	
Change in Regular Meter Usage +/-	8.62%	-3.99%	-0.80%	-3.83%	-0.83%	-0.51%	2.32%	-5.98%	-1.78%	0.53%	-1.26%	-1.27%	-1.29%	0.00%	-2.62%	

Sewer Rent Rates and Billing Data

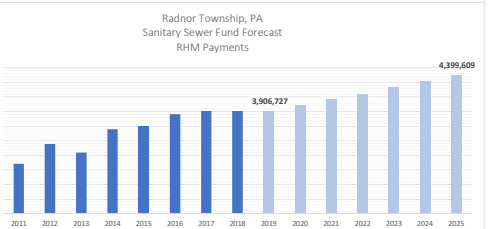
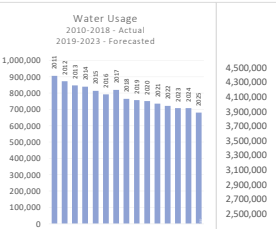
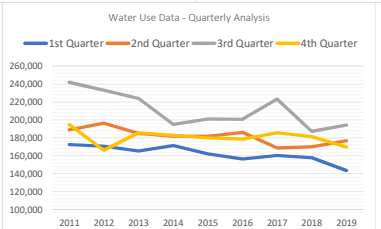
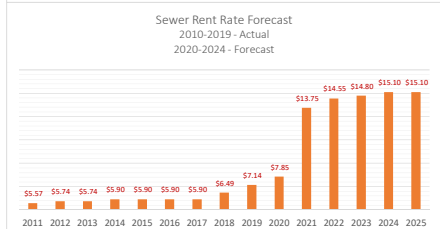
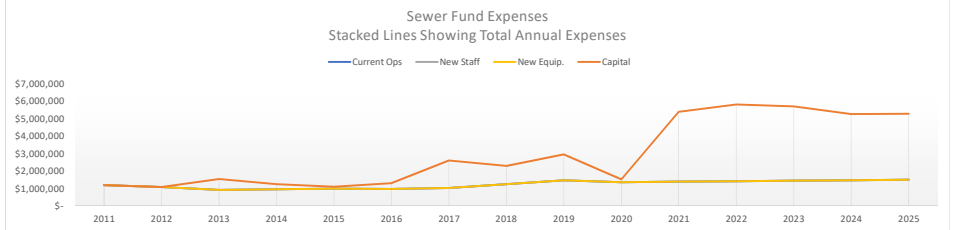
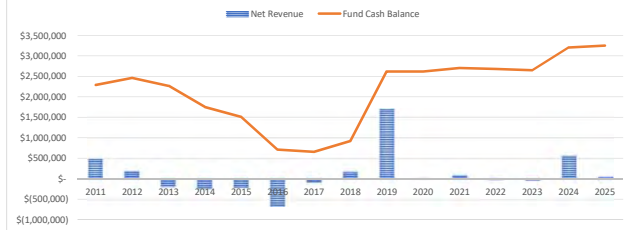
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Sewer Rent Rate	\$ 5.57	\$ 5.74	\$ 5.74	\$ 5.90	\$ 5.90	\$ 5.90	\$ 5.90	\$ 6.49	\$ 7.14	\$ 7.85	\$ 13.75	\$ 14.55	\$ 14.80	\$ 15.10	\$ 15.10
Change in rate +/-	2.60%	3.05%	0.00%	2.79%	0.00%	0.00%	0.00%	10.00%	10.00%	10.00%	25.00%	5.82%	1.72%	2.03%	0.00%
Avg. Res. Sewer Bill	Not Avail.	Not Avail.	\$394.21	\$405.20	\$391.02	\$418.31	\$413.59	\$418.00	\$459.80	\$505.78	\$885.59	\$937.12	\$953.22	\$972.54	\$972.54
\$ Δ Annual			n/a	\$10.99	(\$14.18)	\$27.29	(\$4.72)	\$41.00	\$41.80	\$45.98	\$379.81	\$51.53	\$16.10	\$19.32	\$0.00
\$ Δ Monthly			n/a	\$0.92	(\$1.18)	\$2.27	(\$0.39)	\$3.42	\$3.48	\$3.83	\$31.65	\$4.29	\$1.34	\$1.61	\$0.00

Billing Coverage Amounts / Ratio

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Billing Amount	\$ 5,042,879	\$ 5,007,206	\$ 4,862,836	\$ 4,955,726	\$ 4,804,072	\$ 4,671,714	\$ 4,836,693	\$ 4,962,845	\$ 5,407,416	\$ 5,890,229	\$ 10,122,357	\$ 10,509,060	\$ 10,483,920	\$ 10,696,432	\$ 10,276,676
Total Expenditures	4,595,973	4,925,965	5,255,715	5,275,675	5,180,864	5,529,000	6,865,349	7,152,230	8,948,407	6,322,135	10,279,730	10,770,045	10,759,322	10,388,360	10,482,325
Net Revenue / (Deficit)	446,906	81,241	(392,879)	(319,949)	(376,792)	(857,286)	(2,028,656)	(2,189,385)	(3,540,991)	(431,906)	(157,373)	(260,985)	(275,402)	308,072	(205,649)
Revenue to Expenditure Ratio	110%	102%	93%	94%	93%	84%	70%	69%	60%	98%	98%	98%	97%	103%	98%

Precipitation (Inches)

Precip. As a % of Water Usage



Radnor Township, PA
2020 Board Approved Budget

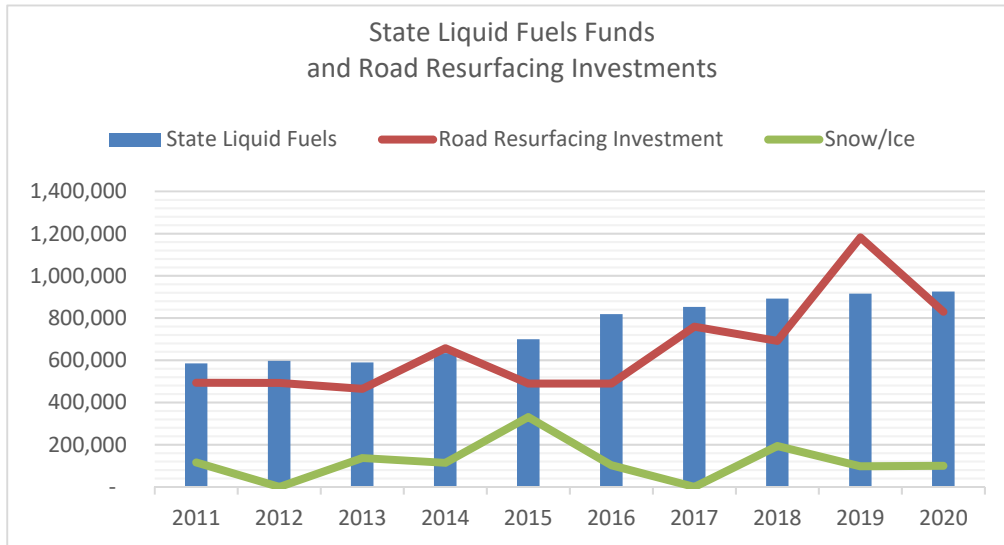
Liquid Fuels Fund #03

**Radnor Township, PA
Liquid Fuels Fund
2020 Operating Budget Narrative**



Department Summary:

This fund is mandated by Pennsylvania law and is required to account for the State and County contributions to Radnor Township for road and related improvements.



Service / Program Descriptions:

Name	Description
Snow & Ice Removal	The Public Works department contracts with the State to plow and remove snow and ice from certain state routes within Radnor Township. Therefore, a portion of the Township’s expense associated with the purchase of salt is charged against this fund.
Road Construction	The Township contracts annually for various road resurfacing projects and utilizes these funds to accomplish that.
Traffic Lighting	Similar to the snow and ice removal, the Township incurs certain costs associated with traffic signals on State routes.

Radnor Township, PA
Liquid Fuels Fund (#03) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES:												
Interest and Rents												
Interest & Rents	880	1,937	4,691	10,490	8,000	8,000	10,742	66%	5,000	-53%	5,000	-53%
Total Interest and Rents	\$ 880	\$ 1,937	\$ 4,691	\$ 10,490	\$ 8,000	\$ 8,000	\$ 10,742	66%	\$ 5,000	-53%	\$ 5,000	-53%
Grants and Gifts												
County Highway Aid	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
State Liquid Fuels Allocation	699,158	812,899	852,900	891,999	900,000	900,000	915,148	98%	925,000	1%	925,000	1%
Total Grants and Gifts	\$ 699,158	\$ 812,899	\$ 852,900	\$ 891,999	\$ 900,000	\$ 900,000	\$ 915,148	98%	\$ 925,000	1%	\$ 925,000	1%
Miscellaneous												
Refund & Miscellaneous	85,158	48,718	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Miscellaneous	\$ 85,158	\$ 48,718	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
Transfers In												
Transfer In: General Fund	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
TOTAL LIQUID FUELS REVENUES	\$ 785,195	\$ 863,554	\$ 857,590	\$ 902,489	\$ 908,000	\$ 908,000	\$ 925,889	98%	\$ 930,000	0%	\$ 930,000	0%
EXPENDITURES:												
Snow and Ice Removal												
Operating Supplies (Salt)	331,065	102,626	7,547	193,604	100,000	100,000	97,583	102%	100,000	2%	100,000	2%
Total Snow and Ice Removal	\$ 331,065	\$ 102,626	\$ 7,547	\$ 193,604	\$ 100,000	\$ 100,000	\$ 97,583	102%	\$ 100,000	2%	\$ 100,000	2%
Highway Construction and Rebuilding												
Traffic Signal Contracted Svcs.	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Resurfacing & Rebuilding	656,889	1,185,187	41,447	691,637	808,000	808,000	1,182,048	54%	830,000	-30%	830,000	-30%
Total Highway Construction	\$ 656,889	\$ 1,185,187	\$ 41,447	\$ 691,637	\$ 808,000	\$ 808,000	\$ 1,182,048	54%	\$ 830,000	-30%	\$ 830,000	-30%
Transfers Out												
General Fund	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
TOTAL LIQUID FUELS EXPENDITURES	\$ 987,954	\$ 1,287,812	\$ 48,994	\$ 885,241	\$ 908,000	\$ 908,000	\$ 1,279,631	59%	\$ 930,000	-27%	\$ 930,000	-27%
Fund Balance												
Beginning Fund Balance, January 1	\$ 742,673	\$ 539,915	\$ 100,928	\$ 588,179	\$ 941,500	\$ 941,500	\$ 941,500	60%	\$ 587,758		\$ 587,758	
Revenues	785,195	863,554	857,590	902,489	908,000	908,000	925,889	3%	930,000		930,000	
Expenditures	987,954	1,287,812	48,994	885,241	908,000	908,000	1,279,631	45%	930,000		930,000	
Accrual / Misc Adjustments	1	(14,728)	(321,346)	336,073	-	-	-		-		-	
Ending Fund Balance	\$ 539,915	\$ 100,928	\$ 588,179	\$ 941,500	\$ 941,500	\$ 941,500	\$ 587,758	-38%	\$ 587,758		\$ 587,758	
Increase / (Decrease) In Fund Balance	\$ (202,758)	\$ (438,987)	\$ 487,251	\$ 353,322	\$ -	\$ -	\$ (353,742)		\$ -		\$ -	
	\$ (202,759)	\$ (424,259)	\$ 808,597	\$ 17,249	\$ -	\$ -	\$ (353,742)		\$ -		\$ -	

Radnor Township, PA
2020 Board Approved Budget

Storm Water Management Fund #04

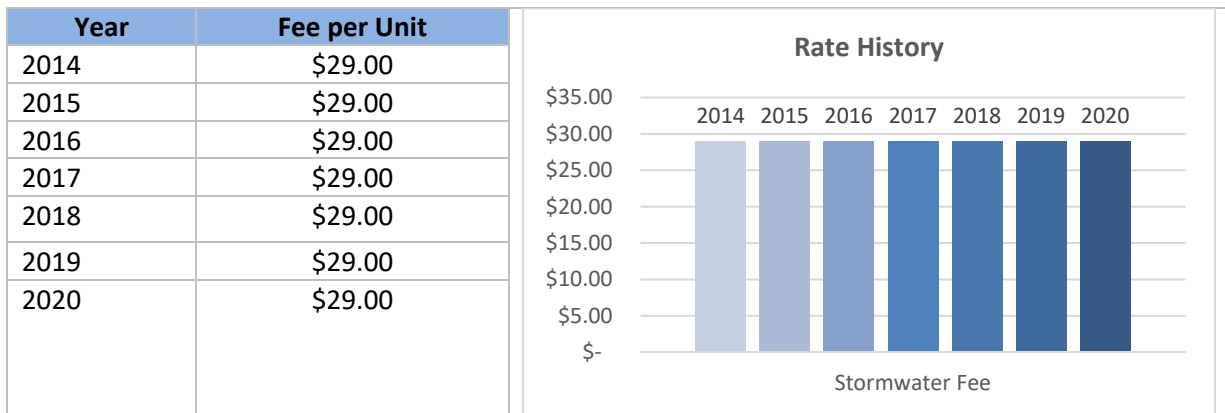
**Radnor Township, PA
Public Works – Stormwater Fund
2020 Operating Budget Narrative**



Department Summary:

The Board of Commissioners created this fund in 2012, solely to deal with items regarding stormwater: flood mitigation, infrastructure repair/replacement, and regulatory requirements. The Stormwater Fee Ordinance established a \$29.00 per unit fee which is applied based on the (a) the type of property and (b) the amount of impervious coverage or size of the lot.

The purpose of this fund is to account for all the expenditures relating to stormwater management throughout the Township. Activities include compliance with Federal mandates (MS4, Pollution Reduction Plan), maintenance and repair of storm water infrastructure as well as capital improvements, installation, replacement of storm sewer infrastructure and all other activities as it relates to the management of storm water throughout the Township.



Service / Program Descriptions:

Name	Description
Stormwater Fund	Currently, there are many projects being considered to comply with the MS4 regulations, the cleaning and repairing of the North Wayne Field Basin, stormwater management projects upstream of the North Wayne Field basin, the Wayne Train Station SW Management project, and a failing culvert end wall and associated storm sewer on Roberts Road. (Meliora, Gannett Fleming, T&M Associates)

Radnor Township, PA
Public Works – Stormwater Fund
2020 Operating Budget Narrative



Line Item Descriptions:

Line Item	Description
Operations: Professional Services	These estimates are to cover the engineering of projects such as MS4 regulations, the cleaning and repairing of the North Wayne Field Basin, stormwater management projects upstream of the North Wayne Field basin, the Wayne Train Station SW Management project, and a failing culvert end wall and associated storm sewer on Roberts Road. (Meliora, Gannett Fleming, T&M Associates)
Administration: Credit Card Fees	These costs are for the customers who pay their stormwater bill via credit card.
Administration: Contractual Services	These costs are for the billing software (\$2,650) and billing costs, billing database update.
Administration: Professional Services	Engineering services for stormwater related items. (CH2M, Gannett Fleming, etc.)

Radnor Township, PA
Stormwater Management Fund (#04) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES:												
Interest & Rents												
Interest & Rents	9,844	23,523	37,460	62,260	20,000	20,000	55,585	278%	20,000	-64%	20,000	-64%
Total Interest & Rents	\$ 9,844	\$ 23,523	\$ 37,460	\$ 62,260	\$ 20,000	\$ 20,000	\$ 55,585	278%	\$ 20,000	-64%	\$ 20,000	-64%
Departmental Earnings												
Current Year Face	1,058,104	1,065,643	1,060,628	1,062,484	1,060,000	1,060,000	1,036,327	98%	1,060,000	2%	1,060,000	2%
Rent - Current Year Penalties	8,630	10,010	7,304	9,121	10,000	10,000	9,672	97%	10,000	3%	10,000	3%
Rent - Prior Years	8,285	20,613	13,124	15,385	30,000	30,000	8,514	28%	15,000	76%	15,000	76%
Total Departmental Earnings	\$ 1,075,018	\$ 1,096,265	\$ 1,081,056	\$ 1,086,991	\$ 1,100,000	\$ 1,100,000	\$ 1,054,513	96%	\$ 1,085,000	3%	\$ 1,085,000	3%
Miscellaneous												
Miscellaneous	6,783	18,824	20,336	17,571	15,000	15,000	3,931	26%	15,000	282%	15,000	282%
Cash Over / Short	0	(0)	-	0	-	-	-	n/a	-	n/a	-	n/a
Total Miscellaneous	\$ 6,783	\$ 18,824	\$ 20,336	\$ 17,571	\$ 15,000	\$ 15,000	\$ 3,931	26%	\$ 15,000	282%	\$ 15,000	282%
TOTAL STORMWATER REVENUE	\$ 1,091,645	\$ 1,138,612	\$ 1,138,851	\$ 1,166,822	\$ 1,135,000	\$ 1,135,000	\$ 1,114,028	98%	\$ 1,120,000	1%	\$ 1,120,000	1%

EXPENDITURES:												
Stormwater Operations												
Contractual Services	29,184	109,027	162,317	260,110	499,640	1,414,126	1,005,798	71%	-	-100%	-	-100%
Professional Services	58,724	97,774	60,562	12,634	-	-	105,459	n/a	-	-100%	-	-100%
Rebate Payments	100	200	300	8,795	-	-	-	n/a	-	n/a	-	n/a
Maint. & Repair: Sewers	-	-	-	7,500	-	-	-	n/a	-	n/a	-	n/a
Capital Improvements	194,292	625,563	93,070	150,420	1,758,398	2,598,389	1,435,052	55%	-	-100%	-	-100%
Total Stormwater Operations	\$ 282,301	\$ 832,564	\$ 316,249	\$ 439,459	\$ 2,258,038	\$ 4,012,514	\$ 2,546,309	63%	\$ -	-100%	\$ -	-100%
Stormwater Administration												
Postage	4,128	4,300	4,440	60	2,100	2,100	2,168	103%	2,500	15%	2,500	15%
Credit Card Fees	3,993	4,676	4,948	5,848	6,500	6,500	2,346	36%	2,500	7%	2,500	7%
Contractual Services	-	-	-	-	7,150	7,150	-	0%	-	n/a	-	n/a
Contractual Services - Legal	-	-	312	-	1,000	1,000	8,001	800%	5,000	-38%	5,000	-38%
Professional Services	-	-	33,631	-	32,450	32,450	-	0%	-	n/a	-	n/a
Total Stormwater Administration	\$ 8,121	\$ 8,976	\$ 43,330	\$ 5,908	\$ 49,200	\$ 49,200	\$ 12,515	25%	\$ 10,000	-20%	\$ 10,000	-20%
TOTAL STORMWATER EXPENDITURES	\$ 290,421	\$ 841,540	\$ 359,579	\$ 445,367	\$ 2,307,238	\$ 4,061,714	\$ 2,558,823	63%	\$ 10,000	-100%	\$ 10,000	-100%

Fund Balance	2015	2016	2017	2018	2019	2019	2019	2020	2020
Beginning Fund Balance, January 1	\$ 1,615,852	\$ 2,479,358	\$ 2,711,190	\$ 3,559,212	\$ 3,559,212	\$ 3,559,212	\$ 3,559,212	\$ 2,114,417	\$ 2,114,417
Revenues	1,091,645	1,138,612	1,138,851	1,166,822	1,135,000	1,135,000	1,114,028	1,120,000	1,120,000
Expenditures	290,421	841,540	359,579	445,367	2,307,238	4,061,714	2,558,823	10,000	10,000
Accrual / Misc Adjustments	62,282	(65,240)	68,750	(78,360)	-	-	-	-	-
Ending Fund Balance	\$ 2,479,358	\$ 2,711,190	\$ 3,559,212	\$ 4,202,307	\$ 2,386,974	\$ 2,386,974	\$ 2,114,417	\$ 3,224,417	\$ 3,224,417
Increase / (Decrease) In Fund Balance	\$ 863,506	\$ 231,832	\$ 848,023	\$ 643,095	\$ (1,172,238)	\$ (1,172,238)	\$ (1,444,795)	\$ 1,110,000	\$ 1,110,000
	\$ 801,224	\$ 297,072	\$ 779,273	\$ 721,455	\$ (1,172,238)	\$ (2,926,714)	\$ (1,444,795)	\$ 1,110,000	\$ 1,110,000

Radnor Township, PA
2020 Board Approved Budget

Capital Improvement Fund #05

Capital and Infrastructure Project listing Memo to the
Board of Commissioners

Radnor Township, PA
Capital Improvement Fund (#05) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES:												
Interest & Rents												
Interest & Rents	6,568	7,127	9,497	7,240	7,000	7,000	5,811	83%	7,000	20%	7,000	20%
Total Interest & Rents	\$ 6,568	\$ 7,127	\$ 9,497	\$ 7,240	\$ 7,000	\$ 7,000	\$ 5,811	83%	\$ 7,000	20%	\$ 7,000	20%
Grants & Gifts												
Grants & Gifts	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Grants & Gifts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
Miscellaneous												
Insurance Refunds	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Sale of Property & Equipment	46,436	7,496	18,432	12,528	20,000	20,000	37,680	188%	20,000	-47%	20,000	-47%
Contributions	176,599	205,244	177,145	221,626	260,000	260,000	256,296	99%	260,000	1%	260,000	1%
Total Miscellaneous	\$ 223,035	\$ 212,740	\$ 195,577	\$ 234,154	\$ 280,000	\$ 280,000	\$ 293,976	105%	\$ 280,000	-5%	\$ 280,000	-5%
Transfers In												
From General Fund (Tax Proceeds)	687,125	-	1,617,736	1,250,000	1,351,577	1,351,577	2,108,460	156%	1,420,851	-33%	1,420,851	-33%
From Sewer Fund	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
From General Ops (Excess GF FB))	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
From General Fund (\$44.12))	325,000	-	-	-	-	-	-	n/a	-	n/a	-	n/a
From \$8M Settlement Fund	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Transfer In	\$ 1,012,125	\$ -	\$ 1,617,736	\$ 1,250,000	\$ 1,351,577	\$ 1,351,577	\$ 2,108,460	156%	\$ 1,420,851	-33%	\$ 1,420,851	-33%
Debt Proceeds												
GO Bond Proceeds	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
GO Bonds / Library Loan	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
TOTAL CAPITAL FUND REVENUES	\$ 1,241,729	\$ 219,867	\$ 1,822,810	\$ 1,491,395	\$ 1,638,577	\$ 1,638,577	\$ 2,408,246	147%	\$ 1,707,851	-29%	\$ 1,707,851	-29%

Radnor Township, PA
Capital Improvement Fund (#05) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg	2020	%Δ	2020	%Δ
EXPENDITURES:												
Administration												
Vehicles & Equipment	39,303	38,910	11,023	-	-	-	-	n/a	-	n/a	-	n/a
Information Technology	50,817	53,178	20,901	62,448	42,280	42,280	37,807	89%	48,130	27%	48,130	27%
Radnor TV / PEG Grant	151,844	149,805	152,362	188,513	188,360	188,360	198,652	105%	295,750	49%	295,750	49%
Total Administration	\$ 241,964	\$ 241,892	\$ 184,286	\$ 250,961	\$ 230,640	\$ 230,640	\$ 236,459	103%	\$ 343,880	45%	\$ 343,880	45%
Building & Grounds												
Building & Grounds	49,891	85,778	1,159	48,902	-	-	14,741	n/a	-	-100%	-	-100%
Library Facility Improvements	-	(38,316)	-	-	-	-	-	n/a	-	n/a	-	n/a
Municipal Parking Lots	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Building & Grounds	\$ 49,891	\$ 47,462	\$ 1,159	\$ 48,902	\$ -	\$ -	\$ 14,741	n/a	\$ -	-100%	\$ -	-100%
Police												
Vehicles & Equipment	278,755	64,085	189,063	378,141	458,600	458,600	378,990	83%	237,000	-37%	237,000	-37%
Total Police	\$ 278,755	\$ 64,085	\$ 189,063	\$ 378,141	\$ 458,600	\$ 458,600	\$ 378,990	83%	\$ 237,000	-37%	\$ 237,000	-37%
Fire												
Vehicles & Equipment	283,036	283,036	283,036	283,036	326,286	326,286	283,036	87%	283,036	0%	283,036	0%
Total Fire	\$ 283,036	\$ 283,036	\$ 283,036	\$ 283,036	\$ 326,286	\$ 326,286	\$ 283,036	87%	\$ 283,036	0%	\$ 283,036	0%
Community Development												
Contractual Services	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Vehicles & Equipment	34,440	2,844	29,345	-	-	-	-	n/a	25,000	n/a	25,000	n/a
Total Community Development	\$ 34,440	\$ 2,844	\$ 29,345	\$ -	\$ -	\$ -	\$ -	n/a	\$ 25,000	n/a	\$ 25,000	n/a
Public Works: Stormwater Capital												
Vehicles & Equipment	-	-	273	-	-	-	-	n/a	-	n/a	-	n/a
Engineering Vehicles & Equipment	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Flood Control	86,210	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Stormwater Cap	\$ 86,210	\$ -	\$ 273	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
Public Works: Solid Waste												
Vehicles & Equipment	73,253	138,581	105,726	149,101	235,629	235,629	175,526	74%	292,139	66%	292,139	66%
Total Solid Waste	\$ 73,253	\$ 138,581	\$ 105,726	\$ 149,101	\$ 235,629	\$ 235,629	\$ 175,526	74%	\$ 292,139	66%	\$ 292,139	66%
Public Works: Highway												
Vehicles & Equipment	103,816	250,947	159,305	357,863	287,860	287,860	296,175	103%	-	-100%	-	-100%
Total Highway	\$ 103,816	\$ 250,947	\$ 159,305	\$ 357,863	\$ 287,860	\$ 287,860	\$ 296,175	103%	\$ -	-100%	\$ -	-100%

Radnor Township, PA
Capital Improvement Fund (#05) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdg't	2020	%Δ	2020	%Δ
Traffic Signals & Signs												
Traffic Signals & Signs	221,971	37,063	49,790	23,522	-	-	55,762	n/a	-	-100%	-	-100%
Traffic Calming Measures	10,966	-	34,340	-	-	-	-	n/a	-	n/a	-	n/a
Total Traffic Signals & Signs	\$ 232,937	\$ 37,063	\$ 84,131	\$ 23,522	\$ -	\$ -	\$ 55,762	n/a	\$ -	-100%	\$ -	-100%
Highway Construction & Rebuilding												
Construction & Rebuilding	134,132	88,362	130,230	359,424	-	-	586,890	n/a	297,734	-49%	297,734	-49%
Total Highway Construction	\$ 134,132	\$ 88,362	\$ 130,230	\$ 359,424	\$ -	\$ -	\$ 586,890	n/a	\$ 297,734	-49%	\$ 297,734	-49%
Parks and Facilities												
Vehicles & Equipment	154,489	136,519	59,685	181,742	99,562	99,562	110,513	111%	229,062	107%	229,062	107%
Park Improvements	580,006	236,609	143,172	11,682	-	-	26,718	n/a	-	-100%	-	-100%
Willows Improvements	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Other Recreational Improvements	4,243	8,818	54,931	252,942	-	-	135,414	n/a	-	-100%	-	-100%
Total Parks and Facilities	\$ 738,737	\$ 381,946	\$ 257,788	\$ 446,365	\$ 99,562	\$ 99,562	\$ 272,645	274%	\$ 229,062	-16%	\$ 229,062	-16%
Transfers Out												
To: General Fund	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
To: Special Assessment Fund	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
To: Library Impr Fund	500,000	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Transfers Out	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
Total Capital Fund Expenditures	\$ 2,757,171	\$ 1,536,218	\$ 1,424,342	\$ 2,297,315	\$ 1,638,577	\$ 1,638,577	\$ 2,300,225	140%	\$ 1,707,851	-26%	\$ 1,707,851	-26%

Fund Balance	2015	2016	2017	2018	2019	2019	2019	2020	2020
Beginning Fund Balance, January 1	\$ 3,352,068	\$ 1,836,625	\$ 520,275	\$ 918,744	\$ 918,744	\$ 918,744	\$ 918,744	\$ 257,095	\$ 257,095
Revenues	1,241,729	219,867	1,822,810	1,491,395	1,638,577	1,638,577	2,408,246	1,707,851	1,707,851
Expenditures	2,757,171	1,536,218	1,424,342	2,297,315	1,638,577	1,638,577	2,300,225	1,707,851	1,707,851
Accrual / Misc Adjustments	-	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 1,836,625	\$ 520,275	\$ 918,744	\$ 112,823	\$ 918,744	\$ 918,744	\$ 1,026,765	\$ 257,096	\$ 257,096
Increase / (Decrease) In Fund Balance	\$ (1,515,443)	\$ (1,316,350)	\$ 398,469	\$ (805,920)	\$ -	\$ -	\$ 108,021	\$ 0	\$ 0

INTEROFFICE MEMORANDUM

TO: BOARD OF COMMISSIONERS
FROM: WILLIAM WHITE, ASSISTANT TOWNSHIP MANAGER AND FINANCE DIRECTOR
SUBJECT: CAPITAL PROJECT LISTING
DATE: OCTOBER 30, 2019
CC: ROBERT ZIENKOWSKI, TOWNSHIP MANAGER
STEVE NORCINI, TOWNSHIP ENGINEER



Finance
Department

Attached to this memorandum are three capital project reports, which represent updates to what was reported earlier in 2019 at the special Board meetings: A General Capital project list, a Sanitary Sewer project list, and a Stormwater project list. These are broken into these categories based on their funding sources with General being funded through general taxes of the Township, sanitary being funded with sewer rent, and stormwater being funded with the stormwater fee. The Township Manager, Engineer and Director of Parks and Recreational Programming all met to review the various projects listed. As the Board is aware, these reports are living documents and the costs are constantly changing due to time, scope and other elements. Consequently, until final design / engineering is complete on each project, the actual cost may differ. We tried to mitigate these variances by estimating on the higher side but remained reasonable at the same time. As you review each list, please consider the following notes:

- **General Capital:** These projects are completely unfunded at this time. Projects are identified based on condition of an existing asset, through constituent / Commissioner endorsement, or both. As discussed at the April special meeting, the solution to long-term capital funding is to begin with the Board establishing strategic goals for the Township. From there, priorities can be established aimed at meeting the strategic goals. Finally, capital projects will be identified. Given that most of the project list consists of replacing existing assets, perhaps the development of annual allotments per category might help get the ball rolling. For example, fund \$Xxx,xxx annually for Parks, and \$Xxx,xxx for signals / traffic improvements, and \$Xxx,xxx for Township Facilities, and so on. Then the Board could compliment the annual funding with occasional debt issuances to fund larger replacement / new asset installations. In any event, funded projects would be geared towards achieving strategic goals.
- **Sanitary Sewer Capital:** The current fee level is insufficient to fund these projects. As discussed at the May special meeting, the recommended approach is to establish an annual capital funding amount first. Then, after a detailed system-wide engineering evaluation, specific projects will be identified and prioritized based on condition. This approach was chosen with the understanding that (a) almost the entire system is beyond its useful life and needs upgrading, (b) that no system-wide evaluation has been completed to-date (unlike stormwater where many studies have been completed), and (c) the annual amount of funding can be adjusted which would serve to lengthen or shorten the amount of time before the entire system will be upgraded; understanding that under any reasonable scenario, it will take decades.
- **Stormwater:** The current fee level is insufficient to fund many of the larger projects. At our special meeting back in June, the Board asked the Township to rank each of the stormwater projects identified. Administratively, we developed a scoring system and included that with the report as Attachment A. The report itself lists the projects by type (Stormwater Management, MS4 and Infrastructure) and is sorted alphabetically. Then, across the top you'll see the project's ranking, sorted from highest to lowest (left to right). From here, the Board and Administration should evaluate the ranking system, agree to the scoring, adjust accordingly and then fund the projects, over [some agreed upon] time.

Thank you for your time and attention to these reports and their importance on the sustainability of Radnor Township. As always, we'll be available for discussion at whatever upcoming meeting the Board would like to begin moving on these projects.

General Capital Projects

Radnor Township, PA
 UNFUNDED Capital Project List
 General Capital Items (non-sewer, non-stormwater)

Printed: 10/29/2019

	2020	2021	2022	2023	2024	Grand Total
Funded	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 1,020,000
Infrastructure	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 1,020,000
Road Resurfacing	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 1,020,000
Annual Road Resurfacing Program	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 1,020,000
Future Project	\$ 6,667,905	\$ 3,438,565	\$ 601,000	\$ 5,205,500	\$ 6,931,400	\$ 22,844,370
Facilities	\$ 834,000	\$ 1,553,325	\$ 275,000	\$ 50,000		\$ 2,712,325
Library	\$ 10,000	\$ 83,725				\$ 93,725
Replace Patio, Point Masonry, Sidewalk	\$ 10,000	\$ 83,725				\$ 93,725
Public Works Garage	\$ 90,000	\$ 236,000	\$ 50,000	\$ 50,000		\$ 426,000
LED Lighting		\$ 50,000				\$ 50,000
Modernize Facility Gate	\$ 40,000					\$ 40,000
Parking Lot Resurfacing	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		\$ 200,000
Roof Repairs / Replacement		\$ 136,000				\$ 136,000
Township Building	\$ 670,000	\$ 733,600	\$ 225,000			\$ 1,628,600
HVAC Replacement			\$ 225,000			\$ 225,000
LED Lighting		\$ 50,000				\$ 50,000
Roof Repairs / Replacement	\$ 30,000	\$ 500,000				\$ 530,000
Twp. Building Pedestrian Improvements		\$ 183,600				\$ 183,600
Range Improvement: Air Filtering System	\$ 580,000					\$ 580,000
Building Security Upgrades (Windows, Fencing)	\$ 60,000					\$ 60,000
Willows		\$ 500,000				\$ 500,000
Public Safety Communications Antenna		\$ 500,000				\$ 500,000
Creutzburg Center	\$ 64,000					\$ 64,000
Facade Repairs (as presented by MLSN)	\$ 64,000					\$ 64,000
Infrastructure	\$ 513,725			\$ 240,000	\$ 1,943,500	\$ 2,697,225
Askin Road	\$ 70,495					\$ 70,495
Askin Road Turnback	\$ 70,495					\$ 70,495
Briarwood Road				\$ 240,000	\$ 1,943,500	\$ 2,183,500
Bridge per PennDOT Inspection Reports (one of many)				\$ 240,000	\$ 1,943,500	\$ 2,183,500
Lancaster Ave	\$ 109,250					\$ 109,250
Pedestrian Impr Lancaster / County Line (RT Share Only)	\$ 109,250					\$ 109,250
Roberts Road	\$ 55,660					\$ 55,660
Intersection Impr Roberts / County Line	\$ 55,660					\$ 55,660
Street Lights on Rt30	\$ 26,160					\$ 26,160
Street Light Replacement in front of TJ Max	\$ 26,160					\$ 26,160
Devonwood	\$ 67,160					\$ 67,160
Crosswalk at Devonwood / South Devon	\$ 67,160					\$ 67,160
Lowrys / Garret Bridge	\$ 185,000					\$ 185,000
Bridge Repairs	\$ 185,000					\$ 185,000

Radnor Township, PA
 UNFUNDED Capital Project List
 General Capital Items (non-sewer, non-stormwater)

Printed: 10/29/2019

	2020	2021	2022	2023	2024	Grand Total
Parks	\$ 2,380,000	\$ 520,000	\$ 46,000	\$ 70,000		\$ 3,016,000
Bishop Richard Allen Park			\$ 16,000	\$ 10,000		\$ 26,000
Replace park sign				\$ 10,000		\$ 10,000
Resurface basketball court			\$ 16,000			\$ 16,000
Bo Connor Park	\$ 55,000	\$ 450,000				\$ 505,000
Playground replacement		\$ 450,000				\$ 450,000
Bo Connor Ballfield Restoration Project (x2)	\$ 55,000					\$ 55,000
Cappelli Golf Range		\$ 10,000				\$ 10,000
Signage replacement		\$ 10,000				\$ 10,000
Clem Macrone Park				\$ 60,000		\$ 60,000
Playground Sun shade				\$ 60,000		\$ 60,000
Cowan Park	\$ 250,000					\$ 250,000
Playground equipment replacement	\$ 250,000					\$ 250,000
Parking lot repairs/fencing (STORMWATER FUND)	\$ -					\$ -
Dittmar Park	\$ 100,000					\$ 100,000
Walking path repairs	\$ 100,000					\$ 100,000
Encke Park	\$ 55,000	\$ 45,000				\$ 100,000
Playground Sun shade		\$ 45,000				\$ 45,000
Encke Park Ballfield Restoration Project (x2)	\$ 55,000					\$ 55,000
Harford Park	\$ 150,000		\$ 10,000			\$ 160,000
Parking lot repairs	\$ 150,000					\$ 150,000
Signage replacement			\$ 10,000			\$ 10,000
Nature Park			\$ 20,000			\$ 20,000
Resurface walking path			\$ 20,000			\$ 20,000
Odorisio Park	\$ 1,715,000					\$ 1,715,000
Parking lot repairs/drainage corrections	\$ 400,000					\$ 400,000
Playground replacement	\$ 400,000					\$ 400,000
Site Furnishing / Fencing / Hazardous Tree Removal	\$ 150,000					\$ 150,000
Comfort station replacement / Pavilion	\$ 275,000					\$ 275,000
Project Design / Engineering	\$ 183,750					\$ 183,750
Project Inspections	\$ 122,500					\$ 122,500
Project Contingency	\$ 183,750					\$ 183,750
Veterans Park		\$ 15,000				\$ 15,000
Benches/tables		\$ 15,000				\$ 15,000
Park Improvement						\$ -
Warren Fillipone	\$ 55,000					\$ 55,000
Warren Fillipone Ballfield Restoration Project (x2)	\$ 55,000					\$ 55,000

Radnor Township, PA
 UNFUNDED Capital Project List
 General Capital Items (non-sewer, non-stormwater)

Printed: 10/29/2019

	2020	2021	2022	2023	2024	Grand Total
Sidewalk	\$ 377,440	\$ 1,055,240	\$ 30,000	\$ 61,500		\$ 1,524,180
County Line Road			\$ 30,000	\$ 61,500		\$ 91,500
County Line Road [Arthur to Montrose]			\$ 30,000	\$ 61,500		\$ 91,500
Roberts Road	\$ 7,500					\$ 7,500
Roberts Road						\$ -
Roberts Road (feasibility study only)	\$ 7,500					\$ 7,500
S. Ithan Avenue	\$ 369,940	\$ 1,055,240				\$ 1,425,180
Sidewalk Installation on S. Ithan (Full Project)		\$ 1,055,240				\$ 1,055,240
Sidewalk Installation on S. Ithan (Small Scale Project)	\$ 369,940					\$ 369,940
Signals	\$ 245,500				\$ 277,500	\$ 523,000
Montrose	\$ 218,500					\$ 218,500
Montrose / County Line Signal Installation	\$ 218,500					\$ 218,500
Traffic Signals					\$ 277,500	\$ 277,500
Roberts Road / County Line					\$ 277,500	\$ 277,500
30/Conestoga/Eagle	\$ 11,000					\$ 11,000
Signal Replacement and Upgrade	\$ 11,000					\$ 11,000
320/30	\$ 16,000					\$ 16,000
Camera Replacement	\$ 16,000					\$ 16,000
Trails	\$ 2,216,000	\$ 60,000			\$ 4,710,400	\$ 6,986,400
Darby Paoli Road	\$ -	\$ -			\$ 4,710,400	\$ 4,710,400
Darby Paoli [Ardrossan] Multiuse Trail	\$ -	\$ -			\$ 4,710,400	\$ 4,710,400
Radnor Trail	\$ 790,000	\$ 60,000				\$ 850,000
Brookside parking lot resurfacing		\$ 60,000				\$ 60,000
Resurface Stone Abutments along Trail	\$ 790,000					\$ 790,000
Radnor Trail Extension	\$ 925,750					\$ 925,750
Radnor Trail Extension (Encke Trail Head)	\$ 925,750					\$ 925,750
Saw Mill	\$ 500,250					\$ 500,250
Saw Mill Road Parking Lot	\$ 500,250					\$ 500,250
WBA		\$ 250,000	\$ 250,000	\$ 4,784,000		\$ 5,284,000
WBOD		\$ 250,000	\$ 250,000	\$ 4,784,000		\$ 5,284,000
WBOD Streetscape Master Plan & Construction		\$ 250,000	\$ 250,000	\$ 4,784,000		\$ 5,284,000
Street Lighting	\$ 101,240					\$ 101,240
Inveraray Neighborhood	\$ 101,240					\$ 101,240
Replace Street Lights (x14)	\$ 101,240					\$ 101,240

Radnor Township, PA
 UNFUNDED Capital Project List
 General Capital Items (non-sewer, non-stormwater)

Printed: 10/29/2019

	2020	2021	2022	2023	2024	Grand Total
Operations	\$ 58,000	\$ 148,000				\$ 206,000
Facilities		\$ 60,000				\$ 60,000
Township Building		\$ 60,000				\$ 60,000
Carpet, ceiling tiles		\$ 10,000				\$ 10,000
Curbing and Concrete Repointing		\$ 50,000				\$ 50,000
Parks	\$ 58,000	\$ 88,000				\$ 146,000
AEDs		\$ 30,000				\$ 30,000
Install AEDs in various Township Parks		\$ 30,000				\$ 30,000
Warren Fillipone	\$ 58,000	\$ 58,000				\$ 116,000
Hazardous Tree and Invasive Species Removal	\$ 58,000	\$ 58,000				\$ 116,000
Sell or Turnback	\$ 350,000	\$ 322,500	\$ 4,020,000			\$ 4,692,500
Facilities	\$ 150,000	\$ 322,500	\$ 4,020,000			\$ 4,492,500
RAC at Sulpizio Gym	\$ 150,000	\$ 322,500	\$ 4,020,000			\$ 4,492,500
Building Reno. (Roof, walls, windows, accessibility, lighting, masonry, waterline, stmwtr)		\$ 322,500	\$ 3,870,000			\$ 4,192,500
Building Evaluation Study	\$ 150,000		\$ 150,000			\$ 300,000
Parks	\$ 200,000					\$ 200,000
Emlen Tunnell Park	\$ 200,000					\$ 200,000
Parking lot repairs	\$ 100,000					\$ 100,000
Walking path resurfacing/repairs	\$ 100,000					\$ 100,000
Grand Total	\$ 7,245,905	\$ 4,079,065	\$ 4,791,000	\$ 5,375,500	\$ 7,101,400	\$ 28,762,870

Sanitary Sewer Projects

Radnor Township, PA

Printed: 10/29/2019

Sanitary Sewer Fund Capital Forecast
Assuming CASH Funded

	2020	2021	2022	2023	2024
Future Project	\$ 1,697,000	\$ 3,880,000	\$ 4,386,000	\$ 4,356,000	\$ 4,868,750
Administrative	\$ 50,000	\$ 50,000	\$ 50,000	\$ 30,000	\$ 50,000
GIS Mapping	\$ 50,000	\$ 50,000	\$ 50,000	\$ 30,000	\$ 50,000
Annual scanning of plans, maint. Rpts, etc.	\$ 50,000	\$ 50,000	\$ 50,000	\$ 30,000	\$ 50,000
Pumping Station	\$ 562,000	\$ 100,000	\$ 606,000	\$ 506,000	
Hermitage		\$ 100,000	\$ 506,000		
Replace antiquated pumping station		\$ 100,000	\$ 506,000		
Ithan Mills			\$ 100,000	\$ 506,000	
Replace antiquated pumping station			\$ 100,000	\$ 506,000	
Woods Lane	\$ 562,000				
Replace antiquated pumping station	\$ 562,000				
Sewer	\$ 1,085,000	\$ 3,730,000	\$ 3,730,000	\$ 3,820,000	\$ 4,818,750
Township-Wide	\$ 1,000,000	\$ 3,730,000	\$ 3,730,000	\$ 3,730,000	\$ 3,730,000
Emergency Repairs as needed	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Systematic Replacement of VCP (annually)		\$ 2,730,000	\$ 2,730,000	\$ 2,730,000	\$ 2,730,000
Pennsylvania Ave	\$ 85,000				
Replace deep manhole [22 Vertical Feet]	\$ 85,000				
Lancaster Ave				\$ 90,000	\$ 1,088,750
Lancaster Ave Sanitary Sewer				\$ 90,000	\$ 1,088,750
Grand Total	\$ 1,697,000	\$ 3,880,000	\$ 4,386,000	\$ 4,356,000	\$ 4,868,750

Stormwater Projects

Radnor Township, PA
 Stormwater Project Cost Report
 by Project Type and Project Ranking

Project Estimate	95	90	85	80	75	70	65	60	55	50	45	40	35	Grand Total
SWM/FLOOD REDUCTION	\$ 8,005,556		\$ 2,695,000	\$ 7,302,500	\$ 2,575,000	\$ 1,387,591	\$ 6,886,675	\$ 1,468,000	\$ 354,200	\$ 125,225		\$ 75,000	\$ 64,975	\$ 30,939,722
Beechtree and Chestnut						\$ 150,766								\$ 150,766
North Wayne Area Tree Trench						\$ 150,766								\$ 150,766
Beechtree and Oak East						\$ 129,790								\$ 129,790
North Wayne Area Tree Trench						\$ 129,790								\$ 129,790
Beechtree and Oak North						\$ 151,916								\$ 151,916
North Wayne Area Tree Trench						\$ 151,916								\$ 151,916
Boxwood													\$ 64,975	\$ 64,975
Sewer Install to capture underground spring runoff													\$ 64,975	\$ 64,975
Cowan Park							\$ 4,019,250							\$ 4,019,250
North Wayne Area Stormwater Management							\$ 4,019,250							\$ 4,019,250
Cowan Park Parking Lot										\$ 125,225				\$ 125,225
North Wayne Area Stormwater Management										\$ 125,225				\$ 125,225
Cumberland Place									\$ 354,200					\$ 354,200
Cumbriand and Arbor Places									\$ 354,200					\$ 354,200
Gulph Creek Flood Project	\$ 2,705,000													\$ 2,705,000
North Wayne Area Stormwater Management	\$ 2,705,000													\$ 2,705,000
North Wayne								\$ 1,468,000						\$ 1,468,000
SEPTA Lot SWM								\$ 1,468,000						\$ 1,468,000
North Wayne Field Parking Lot							\$ 137,425							\$ 137,425
North Wayne Area Stormwater Management							\$ 137,425							\$ 137,425
Poplar and Woodland						\$ 118,330								\$ 118,330
North Wayne Area Tree Trench						\$ 118,330								\$ 118,330
Poplar Bypass			\$ 7,302,500											\$ 7,302,500
North Wayne Area Stormwater Management			\$ 7,302,500											\$ 7,302,500
Poplar East						\$ 126,966								\$ 126,966
North Wayne Area Tree Trench						\$ 126,966								\$ 126,966
Poplar West						\$ 118,330								\$ 118,330
North Wayne Area Tree Trench						\$ 118,330								\$ 118,330
Radnor and Willow						\$ 151,916								\$ 151,916
North Wayne Area Tree Trench						\$ 151,916								\$ 151,916
South Devon Avenue					\$ 2,575,000									\$ 2,575,000
West Wayne Preserve & Darby Creek FR					\$ 2,575,000									\$ 2,575,000
South Wayne	\$ 2,951,750													\$ 2,951,750
S. Wayne Parking Lot	\$ 2,951,750													\$ 2,951,750
SR 320												\$ 75,000		\$ 75,000
Ramsey Run Flood Reduction Feasibility Study												\$ 75,000		\$ 75,000
Walnut and Woodland East						\$ 129,803								\$ 129,803
North Wayne Area Tree Trench						\$ 129,803								\$ 129,803
Walnut and Woodland North						\$ 129,803								\$ 129,803
North Wayne Area Tree Trench						\$ 129,803								\$ 129,803
Wayne (Parking Lot)			\$ 2,695,000				\$ 2,730,000							\$ 5,425,000
North Wayne Parking Lot SWM			\$ 2,695,000											\$ 2,695,000
Waynewood/Louella Parking Lots SWM							\$ 2,730,000							\$ 2,730,000
West Wayne Preserve	\$ 2,348,806													\$ 2,348,806
West Wayne Preserve & Darby Creek FR	\$ 2,348,806													\$ 2,348,806
Woodland and Beechtree						\$ 179,971								\$ 179,971
North Wayne Area Tree Trench						\$ 179,971								\$ 179,971

Radnor Township, PA
 Stormwater Project Cost Report
 by Project Type and Project Ranking

Project Estimate	95	90	85	80	75	70	65	60	55	50	45	40	35	Grand Total
MS4							\$ 1,566,650			\$ 1,716,171	\$ 11,210,933			\$ 14,493,754
Conerstone										\$ 199,226				\$ 199,226
Basin Retrofit										\$ 199,226				\$ 199,226
Devon Square										\$ 72,956				\$ 72,956
Basin Retrofit										\$ 72,956				\$ 72,956
Eastern University West Campus Overflow Lot											\$ 1,716,375			\$ 1,716,375
Parking Lot to Porous Pavement											\$ 1,716,375			\$ 1,716,375
Haviland										\$ 47,702				\$ 47,702
Basin Retrofit										\$ 47,702				\$ 47,702
Haymarket										\$ 23,851				\$ 23,851
Basin Retrofit										\$ 23,851				\$ 23,851
Ithan Creek							\$ 1,566,650							\$ 1,566,650
MS4 PRP Streambank Restoartion							\$ 1,566,650							\$ 1,566,650
Ithan Valley Creek Park											\$ 897,000			\$ 897,000
Parking Lot to Porous Pavement											\$ 897,000			\$ 897,000
KTMC										\$ 48,635				\$ 48,635
Basin Retrofit										\$ 48,635				\$ 48,635
Montrose Condomimiums										\$ 65,941				\$ 65,941
Basin Retrofit										\$ 65,941				\$ 65,941
Portledge										\$ 42,090				\$ 42,090
Basin Retrofit										\$ 42,090				\$ 42,090
Radnor Financial Center											\$ 2,921,000			\$ 2,921,000
Parking Lot to Porous Pavement											\$ 2,921,000			\$ 2,921,000
Radnor House											\$ 3,505,200			\$ 3,505,200
Parking Lot to Porous Pavement											\$ 3,505,200			\$ 3,505,200
Radnor Trail										\$ 1,045,500				\$ 1,045,500
MS4 PRP Underground (under trail) System										\$ 1,045,500				\$ 1,045,500
Radwyn Aparatments											\$ 1,109,575			\$ 1,109,575
Parking Lot to Porous Pavement											\$ 1,109,575			\$ 1,109,575
Trianon										\$ 75,510				\$ 75,510
Basin Retrofit										\$ 75,510				\$ 75,510
Valley Forge Military											\$ 1,061,783			\$ 1,061,783
Parking Lot to Porous Pavement											\$ 1,061,783			\$ 1,061,783
Woods Lane Basin 1										\$ 28,060				\$ 28,060
Basin Retrofit										\$ 28,060				\$ 28,060
Woods Lane Basin 2										\$ 66,700				\$ 66,700
Basin Retrofit										\$ 66,700				\$ 66,700

Radnor Township, PA
Stormwater Project Cost Report
by Project Type and Project Ranking

Project Estimate	95	90	85	80	75	70	65	60	55	50	45	40	35	Grand Total
INFRASTRUCTURE	\$ 1,454,750	\$ 759,000	\$ 1,086,000	\$ 232,530		\$ 3,873,625	\$ 565,860							\$ 7,971,765
Arthur Road							\$ 265,560							\$ 265,560
Arthur Road Stormsewer Project							\$ 265,560							\$ 265,560
Brookside Road						\$ 328,900								\$ 328,900
Brookside Road Stormsewer Replacement						\$ 328,900								\$ 328,900
Chamounix & Eagle						\$ 3,336,000								\$ 3,336,000
Culvert replacements (2)						\$ 3,336,000								\$ 3,336,000
Highview Road			\$ 836,000											\$ 836,000
Highview Outfall			\$ 836,000											\$ 836,000
Malin Road	\$ 1,454,750													\$ 1,454,750
Malin Road Culvert Replacment	\$ 1,454,750													\$ 1,454,750
Mill Road			\$ 250,000											\$ 250,000
Mill Road Wall Replacement			\$ 250,000											\$ 250,000
Plant				\$ 114,540										\$ 114,540
Repair Storm Sewer under Resident House				\$ 114,540										\$ 114,540
Roberts Road		\$ 759,000												\$ 759,000
Roberts Road Culvert Repair		\$ 759,000												\$ 759,000
South Devon				\$ 117,990										\$ 117,990
Replace Storm Sewer under sidewalk and driveway				\$ 117,990										\$ 117,990
Villanova							\$ 300,300							\$ 300,300
Wistar Road Outfall							\$ 300,300							\$ 300,300
Wooton Road						\$ 208,725								\$ 208,725
Wooton Road Stormsewer Replacement						\$ 208,725								\$ 208,725
Grand Total	\$ 9,460,306	\$ 759,000	\$ 3,781,000	\$ 7,535,030	\$ 2,575,000	\$ 5,261,216	\$ 9,019,185	\$ 1,468,000	\$ 354,200	\$ 1,841,396	\$ 11,210,933	\$ 75,000	\$ 64,975	\$ 53,405,241

Radnor Township, PA
Stormwater Project Ranking Scoring

Scoring Methodology for Stormwater Management Projects			
Scoring Criteria	Criteria Description	Explanation/Example	Total Possible Points Per Category
Threat to Person and Property	Encompasses flooding events that may cause physical harm to residents, and/or damage property. Includes depth of floodwater, which affects both items.	Areas where floodwaters could cause harm to a resident, or real property is damaged by floodwaters. A lower depth floodwater height may be more damaging to one area, than higher depth of floodwaters in another.	30
Delay of Emergency Response	Flooded streets cause delay in emergency responders (Police, Fire, Ambulance) accessing a residence or business. Includes depth of flood waters, which may hinder the emergency responders.	Threat to residents due the fact that an ambulance may not be able to reach a dwelling for a time, that would endanger that resident. Flooding that occurs at a Police Station or Fire House, and hinders access/egress of emergency vehicles, may affect the entire service area.	15
Cost/Benefit	The ratio of total cost: design, construction, possible easements to the frequency of storm managed.	The cost of the project versus the benefit provided. For instance, a high cost of design, construction, and possible easements for a SWM project that only manages a very small frequency storm would score on the lower end of the scale.	25
MS4	Projects that include pollution load reduction, water quality, BMPs.	The DEP MS4 program requires pollution load reductions, and water quality BMPs. The Township is required to design a PRP (Pollution Reduction Plan) to comply with MS4; these projects should include some aspect of Pollution Reduction or Water Quality. Those that do would rank higher than those that do not.	15
Ownership	To be addressed on a site by site basis	Township owned property would rank highest. Partnership with other landowners (government, transportation, school districts, private property) ranks favorably in obtaining grants, but the possible cost may negate that, hence the case by case basis.	10
Maintenance Costs	The annual and lifetime costs to ensure proper operation of the SWM system.	A SWM system that requires frequent maintenance to keep the system operating as designed would rank lower than one that perhaps needs only annual maintenance. The accessibility of maintenance crews must also be considered.	5
Maximum Possible Points - Aggregate of all categories.			100

Radnor Township, PA
2020 Board Approved Budget

Special Assessment Fund #06

Radnor Township, PA
Special Assessment Fund (#006)
2020 Operating Budget Narrative



Department Summary:

This fund was established to account for the various sanitary sewer assessment projects that the Township has entered into with residents. These assessment projects included the installation of sanitary sewer lines to benefit very specific properties. The Township financed these projects through larger General Obligation Bond issuances. Then, each benefiting property is assessed their share of the principal and interest, payable over the twenty-year term of the bonds. The Finance Department is charged with the administration and collection of these assessment agreements and payments. All payments are deposited into this fund; and the proceeds are then transferred to the Debt Service Fund (#024) to be used to pay down the GO Bonds issued to finance the project.

The last assessment project installed by the Township was back in 2007. The

Radnor Township, PA
Special Assessment Fund (#06) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES:												
Interest and Rents:												
Interest & Rents	119	432	931	1,663	500	500	1,251	250%	500	-60%	500	-60%
Interest on Pay Plans	71,984	16,566	2,319	2,071	4,000	4,000	3,599	90%	4,000	11%	4,000	11%
Total Interest and Rents	\$ 72,103	\$ 16,998	\$ 3,250	\$ 3,734	\$ 4,500	\$ 4,500	\$ 4,851	108%	\$ 4,500	-7%	\$ 4,500	-7%
Grants and Gifts:												
Miscellaneous	2,206	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Cash Over / Short	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Grants and Gifts	\$ 2,206	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
Sewer Assessment Revenues:												
Atlee Road	8,177	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Belrose Lane	-	2,608	-	-	-	-	-	n/a	-	n/a	-	n/a
Quaker Lane	-	-	-	2,221	-	-	-	n/a	-	n/a	-	n/a
Radnor Way	42,224	1,457	1,627	2,238	2,820	2,820	2,547	90%	2,820	11%	2,820	11%
Hillside Circle	1,987	1,913	-	-	-	-	-	n/a	-	n/a	-	n/a
Gulph Creek Road	36,374	26,957	3,483	1,786	-	-	1,786	n/a	-	-100%	-	-100%
Total Sewer Assessment Revenue:	\$ 88,762	\$ 32,935	\$ 5,111	\$ 6,245	\$ 2,820	\$ 2,820	\$ 4,333	154%	\$ 2,820	-35%	\$ 2,820	-35%
TOTAL SP.ASSMNT REVENUES	\$ 163,071	\$ 49,933	\$ 8,361	\$ 9,978	\$ 7,320	\$ 7,320	\$ 9,184	125%	\$ 7,320	-20%	\$ 7,320	-20%
EXPENTITURES:												
Transfers Out (to other funds):												
To Debt Service Fund	49,819	49,899	45,539	46,787	44,664	44,664	45,856	103%	37,659	-18%	37,659	-18%
Total Transfers Out	\$ 49,819	\$ 49,899	\$ 45,539	\$ 46,787	\$ 44,664	\$ 44,664	\$ 45,856	103%	\$ 37,659	-18%	\$ 37,659	-18%
TOTAL SP. ASSMNT EXPENDITURES	\$ 49,819	\$ 49,899	\$ 45,539	\$ 46,787	\$ 44,664	\$ 44,664	\$ 45,856	103%	\$ 37,659	-18%	\$ 37,659	-18%
FUND BALANCE												
Beginning Fund Balance, January 1	\$ 85,943	\$ 199,195	\$ 199,228	\$ 164,881	\$ 164,881	\$ 164,881	\$ 164,881	0%	\$ 128,729		\$ 128,729	
Revenues	163,071	49,933	8,361	9,978	7,320	7,320	9,184	-8%	7,320		7,320	
Expenditures	49,819	49,899	45,539	46,787	44,664	44,664	45,856	-2%	37,659		37,659	
Accrual / Misc Adjustments	-	-	2,831	2,169	-	-	-		-		-	
Ending Fund Balance, December 1	\$ 199,195	\$ 199,228	\$ 164,881	\$ 130,241	\$ 127,537	\$ 127,537	\$ 128,209	-2%	\$ 98,390		\$ 98,390	
Increase / (Decrease) In Fund Balance	\$ 113,252	\$ 34	\$ (34,347)	\$ (34,640)	\$ (37,344)	\$ (37,344)	\$ (36,672)		\$ (30,339)		\$ (30,339)	

Radnor Township, PA
2020 Board Approved Budget

Police Investigation Fund #12

**Radnor Township, PA
Investigation Fund
2020 Operating Budget Narrative**



Department Summary:

This fund was created under Pennsylvania law for certain proceeds generated through police seizures and confiscations. The state dictates what these funds can be used for and the amount of activity is extremely limited.

Service / Program Descriptions:

Name	Description
Police Department	In the Police Department's role in drug and related enforcement, certain activity generates proceeds which are deposited into this fund.

Line Item Descriptions:

Line Item	Description
Equipment	The Police Department has used these funds in the past to fund the purchase of small equipment.
Training / Education	These funds can be used for drug task force and related expenditures.

Radnor Township, PA
Investigation Fund (#12) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES:												
Interest and Rents:												
Interest & Rents	6	5	16	41	40	40	30	76%	30	-1%	30	-1%
Total Interest and Rents	\$ 6	\$ 5	\$ 16	\$ 41	\$ 40	\$ 40	\$ 30	76%	\$ 30	-1%	\$ 30	-1%
Miscellaneous:												
Police Drug Task Force	7,697	4,463	3,253	7,540	6,200	6,200	7,506	121%	5,500	-27%	5,500	-27%
Contributions	-	1,791	-	-	-	-	-	n/a	-	n/a	-	n/a
Forfeitures	-	8,880	22,047	12,282	10,000	10,000	6,623	66%	10,000	51%	10,000	51%
Total Miscellaneous	\$ 7,697	\$ 15,134	\$ 25,300	\$ 19,822	\$ 16,200	\$ 16,200	\$ 14,129	87%	\$ 15,500	10%	\$ 15,500	10%
TOTAL INVESTIGATION FUND REVENUE	\$ 7,703	\$ 15,138	\$ 25,316	\$ 19,863	\$ 16,240	\$ 16,240	\$ 14,160	87%	\$ 15,530	10%	\$ 15,530	10%
EXPENDITURES:												
Investigation Fund Activity:												
Communications	2,431	2,566	2,935	2,854	3,250	3,250	1,937	60%	2,500	29%	2,500	29%
Police Department Activity	4,774	2,160	450	-	2,950	2,950	-	0%	1,000	n/a	1,000	n/a
DTF-Operating Supplies	-	-	-	125	40	40	4,959	12398%	2,030	-59%	2,030	-59%
DTF-Training	80	270	-	975	-	-	-	n/a	-	n/a	-	n/a
Forfeitures	-	8,887	22,047	11,106	10,000	10,000	6,623	66%	10,000	51%	10,000	51%
Total Investigation Fund Activity	\$ 7,285	\$ 13,883	\$ 25,432	\$ 15,060	\$ 16,240	\$ 16,240	\$ 13,520	83%	\$ 15,530	15%	\$ 15,530	15%
TOTAL INV. FUND EXPENDITURES	\$ 7,285	\$ 13,883	\$ 25,432	\$ 15,060	\$ 16,240	\$ 16,240	\$ 13,520	83%	\$ 15,530	15%	\$ 15,530	15%
FUND BALANCE												
Beginning Fund Balance, January 1	\$ 1,324	\$ 1,741	\$ 2,997	\$ 2,881	\$ 2,881	\$ 2,881	\$ 2,881	0%	\$ 3,520		\$ 3,520	
Revenues	7,703	15,138	25,316	19,863	16,240	16,240	14,160	-29%	15,530		15,530	
Expenditures	7,285	13,883	25,432	15,060	16,240	16,240	13,520	-10%	15,530		15,530	
Accrual / Misc Adjustments	-	-	-	-	-	-	-		-		-	
Ending Fund Balance, December 1	\$ 1,741	\$ 2,997	\$ 2,881	\$ 7,684	\$ 2,881	\$ 2,881	\$ 3,520	-54%	\$ 3,520		\$ 3,520	
Increase / (Decrease) In Fund Balance	\$ 417	\$ 1,255	\$ (116)	\$ 4,803	\$ -	\$ -	\$ 639		\$ -		\$ -	

Radnor Township, PA
2020 Board Approved Budget

Department of Justice Equitable Sharing Fund #14

Radnor Township, PA
US Department of Justice Equitable Sharing Fund (#14)
2020 Operating Budget Narrative



Department Summary:

The Radnor Police Department is enrolled in the US Department of Justice Equitable Sharing Program (the Program). The Program is an enforcement partnership which will allow the US Department of Justice to share forfeited property and proceeds with the Township. Consequently, the Board of Commissioners approved the creation of this fund on February 27, 2012 with Resolution 2012-29.

In order for the Township to participate, the Program Agreement requires that the Township establish a new special revenue fund to account for the proceeds and expenditure of the funds. Further, the Program Agreement goes into detail on exactly how the funds will be distributed and how they can be spent. Adoption of this Resolution, along with the Township’s enrollment in the Program, will serve as direction to comply with the Agreement’s stipulations. Without the proposed new fund, the Township will not be authorized to receive any forfeited property or proceeds resulting from partnered efforts with the US Department of Justice.

Service / Program Descriptions:

Name	Description
DOJ Equitable Sharing	The Police Department works with the United States Department of Justice from time to time on special assignments. The details of the assignments are specific to each circumstance.

Line Item Descriptions:

Line Item	Description
Operating Supplies	Police supplies to be purchased from the proceeds of shared forfeited property.
Minor Equipment	Police equipment to be purchased from the proceeds of shared forfeited property.

Radnor Township, PA

Department of Justice Equitable Sharing Program Fund (#14) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget		
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ	
REVENUES:													
Interest and Rents:													
Interest & Rents	-	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Interest and Rents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
Grants and Gifts:													
DOJ Equitable Sharing Proceeds	-	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Grants and Gifts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
TOTAL DOJ EQUITABLE SHARING REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
EXPENDITURES:													
DOJ Equitable Sharing Fund Activity:													
Police Department Activity	-	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total DOJ Equitable Sharing Fund Activity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
TOTAL DOJ EQ.SHARING FUND EXPENDITURE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
FUND BALANCE													
Beginning Fund Balance, January 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	-	\$ -	-
Revenues	-	-	-	-	-	-	-	-	n/a	-	-	-	-
Expenditures	-	-	-	-	-	-	-	-	n/a	-	-	-	-
Accrual / Misc Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Ending Fund Balance, December 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	-	\$ -	-
Increase / (Decrease) In Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-	\$ -	-

Radnor Township, PA
2020 Board Approved Budget

Commemorative Shade Tree Fund #15

**Radnor Township, PA
Commemorative Shade Tree Fund (#015)
2020 Operating Budget Narrative**



Fund Summary:

This fund was created in 2013 to account for the fees and donations generated under Chapter §263 of the Radnor Township Code. As stipulated under the Code, these funds should be used for certain activity. Annually, the Township budgets for the following programs associated with the Tree Program.

Service / Program Descriptions:

Name	Description
Big Tree, Spring Tree, and Fall Tree Programs	These appropriations use the donated funds from Chanticleer along with the residential contribution of \$35 to fund the purchase of trees which are planted on participating residents' property. As indicated by the name, the trees planted are meant to help replace the tree canopy in Radnor. The Shade Tree Commission, Engineering Department, Public Works Department, and the Radnor Conservancy all contribute to these projects to increase the tree canopy in Radnor Township.
Street Tree Program	These appropriations use the donated funds from Chanticleer along with fines raised through the Shade Tree Ordinance to replace trees along Township trees for decorative purposes.
Park Tree Program	These appropriations use the fees generated from the Shade Tree Ordinance to replace trees in various Township parks as recommended by the contracted Arborist, Parks and Rec Committee and Board of Commissioners.
Contractual Services: Arborist	These appropriations use the fees generated from the Shade Tree Ordinance to account for the contracted arborist's time for the programs funded by this Fund. (Rockwell Urban Forestry)

Radnor Township, PA
Commemorative Shade Tree Fund (#15) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES:												
Interest and Rents:												
Interest & Rents	91	364	855	1,691	1,000	1,000	1,735	173%	1,000	-42%	1,000	-42%
Total Interest and Rents	\$ 91	\$ 364	\$ 855	\$ 1,691	\$ 1,000	\$ 1,000	\$ 1,735	173%	\$ 1,000	-42%	\$ 1,000	-42%
Fines & Costs												
Shade Tree Fines	60,250	250	850	11,500	-	-	-	n/a	3,675	n/a	3,675	n/a
Total Fines and Costs	\$ 60,250	\$ 250	\$ 850	\$ 11,500	\$ -	\$ -	\$ -	n/a	\$ 3,675	n/a	\$ 3,675	n/a
Grants & Gifts												
Donations	20,550	18,215	15,000	16,260	15,000	15,000	4,382	29%	24,000	448%	24,000	448%
Total Grants and Gifts	\$ 20,550	\$ 18,215	\$ 15,000	\$ 16,260	\$ 15,000	\$ 15,000	\$ 4,382	29%	\$ 24,000	448%	\$ 24,000	448%
Transfers In												
Transfer In: From General Fund	25,000	-	-	-	25,000	25,000	4,167	17%	25,000	500%	25,000	500%
Total Transfers In	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 4,167	17%	\$ 25,000	500%	\$ 25,000	500%
TOTAL COMMEMORATIVE SHADE TREE RE	\$ 105,891	\$ 18,829	\$ 16,705	\$ 29,451	\$ 41,000	\$ 41,000	\$ 10,284	25%	\$ 53,675	422%	\$ 53,675	422%
EXPENDITURES:												
Shade Tree Cost Center												
Big Tree Planting Program	1,928	20,800	24,800	24,800	50,000	50,000	63,500	127%	84,000	32%	84,000	32%
Street Tree Program	5,277	-	3,475	-	32,446	32,446	2,704	8%	-	-100%	-	-100%
Park Tree Replacement Program	-	-	-	1,920	-	-	-	n/a	-	n/a	-	n/a
Contractual Services: Arborist	-	3,340	4,895	4,539	20,000	20,000	12,615	63%	28,500	126%	28,500	126%
Total Shade Tree Cost Center	\$ 7,204	\$ 24,140	\$ 33,170	\$ 31,259	\$ 102,446	\$ 102,446	\$ 78,819	77%	\$ 112,500	43%	\$ 112,500	43%
TOTAL COMMEMORATIVE SHADE TREE EXI	\$ 7,204	\$ 24,140	\$ 33,170	\$ 31,259	\$ 102,446	\$ 102,446	\$ 78,819	77%	\$ 112,500	43%	\$ 112,500	43%
FUND BALANCE												
Beginning Fund Balance, January 1	\$ 73,166	\$ 151,052	\$ 166,543	\$ 146,578	\$ 148,269	\$ 148,269	\$ 148,269	1%	\$ 79,734		\$ 79,734	
Revenues	105,891	18,829	16,705	29,451	41,000	41,000	10,284	-65%	53,675		53,675	
Expenditures	7,204	24,140	33,170	31,259	102,446	102,446	78,819	152%	112,500		112,500	
Accrual / Misc Adjustments	(20,801)	20,802	(3,500)	3,499	-	-	-		-		-	
Ending Fund Balance, December 1	\$ 151,052	\$ 166,543	\$ 146,578	\$ 148,269	\$ 86,823	\$ 86,823	\$ 79,734	-46%	\$ 20,909		\$ 20,909	
Increase / (Decrease) In Fund Balance	\$ 77,886	\$ 15,491	\$ (19,965)	\$ 1,691	\$ (61,446)	\$ (61,446)	\$ (68,535)		\$ (58,825)		\$ (58,825)	

Radnor Township, PA
2020 Board Approved Budget

Grant Fund #16

Radnor Township, PA
Grant Fund (#016)
2020 Operating Budget Narrative



Fund Summary:

This fund was created in 2014 to account for various grants that required the Township to establish an interest-bearing account during the project period. The grants accounted for in this fund are typically paid-in-full at the start of the project; rather than reimbursed during / after the project. It's important to note that the accounting for the project expenses exists in the Capital Improvement Fund, or Bond Improvement Fund. Then, as the Township completes segments, the grant proceeds are transferred from this Grant Fund to the Fund in which the project expenses are being recorded in.

Most Township grants are reimbursable, therefore the activity in this fund has been diminishing in recent years. The only activity anticipated for 2018 is the run out of the remaining grants.

Radnor Township, PA
Grant Fund (#16) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES:												
Interest and Rents:												
Interest & Rents	416	59	184	359	250	250	694	278%	250	-64%	250	-64%
Total Interest and Rents	\$ 416	\$ 59	\$ 184	\$ 359	\$ 250	\$ 250	\$ 694	278%	\$ 250	-64%	\$ 250	-64%
Grants and Gifts												
State Grants	28,763	12,210	-	-	-	-	-	n/a	-	n/a	-	n/a
DCNR TAP Trail	-	-	-	-	-	-	250,000	n/a	-	-100%	-	-100%
WREN Raingarden Grant	2,250	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Ardrossan State Grant	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
DCED Clem Macrone Park Grant	9,978	3,377	9,043	-	-	-	(35,387)	n/a	-	n/a	-	n/a
Total Grants and Gifts	\$ 40,991	\$ 15,587	\$ 9,043	\$ -	\$ -	\$ -	\$ 214,613	n/a	\$ -	-100%	\$ -	-100%
Transfers In												
From General Fund	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
TOTAL REVENUES	\$ 41,406	\$ 15,646	\$ 9,227	\$ 359	\$ 250	\$ 250	\$ 215,308	86123%	\$ 250	-100%	\$ 250	-100%
EXPENDITURES:												
Transfers Out												
To Capital Fund	-	-	-	-	-	-	250,000	n/a	-	-100%	-	-100%
Total Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	n/a	\$ -	-100%	\$ -	-100%
Grants												
Contractual Services	8,435	15,420	-	-	-	-	-	n/a	-	n/a	-	n/a
Contractual Services: Greenways	19	22,902	-	-	-	-	-	n/a	-	n/a	-	n/a
Contractual Services: Wren Raingarden	2,477	777	-	-	-	-	-	n/a	-	n/a	-	n/a
Contractual Services: Ardrossan	371	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Contractual Services: DCED Macrone	10,190	38	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Grants	\$ 21,493	\$ 39,137	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
TOTAL EXPENDITURES	\$ 21,493	\$ 39,137	\$ -	\$ -	\$ -	\$ -	\$ 250,000	n/a	\$ -	-100%	\$ -	-100%
FUND BALANCE												
Beginning Fund Balance, January 1	\$ 6,798	\$ 26,715	\$ 3,223	\$ 12,450	\$ 12,450	\$ 12,450	\$ 12,450	0%	\$ (22,242)		\$ (22,242)	
Revenues	41,406	15,646	9,227	359	250	250	215,308	59856%	250		250	
Expenditures	21,493	39,137	-	-	-	-	250,000	n/a	-		-	
Accrual / Misc Adjustments	4	(1)	-	-	-	-	-		-		-	
Ending Fund Balance, December 1	\$ 26,715	\$ 3,223	\$ 12,450	\$ 12,809	\$ 12,700	\$ 12,700	\$ (22,242)	-274%	\$ (21,992)		\$ (21,992)	
Increase / (Decrease) In Fund Balance	\$ 19,917	\$ (23,492)	\$ 9,227	\$ 359	\$ 250	\$ 250	\$ (34,692)		\$ 250		\$ 250	

Radnor Township, PA
2020 Board Approved Budget

\$8.0 Million Settlement Fund #18

Radnor Township, PA
\$8.0 Million Tax Settlement Fund (#018)
2020 Operating Budget Narrative



Fund Summary:

This fund was created by the Board of Commissioners 2013 to account for the activity associated with the spending of the \$8.0 million business tax settlement realized in 2013. The Board adopted Resolution 2013-129 which allocated the settlement funds to be used as follows:

Project	Amount
ERP / Software Project	\$1,000,000
Willows Improvements	1,100,000
Kiosk Installation Project	450,000
Capital Program (2014)	1,518,310
Pension Funding (transferred to Trust)	2,701,690
Stormwater Funding (transferred to Fund 004)	1,230,000
Total	\$8,000,000

Note: This fund has been established as a “Budget for Life” fund, which means that the initial appropriations were approved by the Board in 2013 (as outlined above). Now, over the life of the projects, until the funds are exhausted, the appropriations carry over year after year (thus not needing to be re-appropriated annually).

Service / Program Descriptions:

Name	Description
ERP / Software Project	In 2015, the Board adopted legislation authorizing the purchase of Tyler Munis software to include the General Ledger, Financial Reporting, Cash Receipting, HR/ Payroll, Work Orders, Recreation, Codes and Licenses and other smaller modules. The implementation is ongoing with Financials/ GL and HR/ Payroll having gone live in 2017. Other modules will go live at various points in 2018 and 2019.
Willows Improvements	These funds were initially set aside for the waterline replacement and bridge replacement. The bridge was replaced in 2014/2015. The waterline replacement is on hold pending the larger decision with the Mansion.
Kiosk Installation Project	This project includes replacing of all the parking meter heads throughout the Township with kiosks. This project is intended to give customers more payment options when parking, save the Township money, and generate additional revenue. This project was completed in 2015.
Capital Program (2014)	These funds were transferred in 2014 to cover the Township’s capital program for that year (versus transferring General Fund dollars).
Pension Funding (transferred to Trust)	These funds were transferred in 2013 to the pension trust funds. 50% of the allocation went to each fund (police and civilian).
Stormwater Funding (transferred to Fund 004)	These funds were transferred to the Stormwater Management Fund (#004) as seed money to pay for the initial fee study and initial projects.

Radnor Township, PA
Life-to-Date Fund Accounting Worksheet
\$8.0M Settlement Fund

	Spending Plan	Individual Year Accounting								Remaining Budget				
		2013	2014	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	
Revenue														
BPT	8,000,000.00	8,000,000.00	-	-	-	-	-	-	-	-	-	-	-	-
Interest	24,632.00	712.75	2,733.53	2,072.39	3,096.02	4,751.05	6,556.76	2,707.90	19,113.33	16,017.31	11,266.26	4,709.50	2,001.60	
Total Revenue	\$ 8,024,632.00	\$ 8,000,712.75	\$ 2,733.53	\$ 2,072.39	\$ 3,096.02	\$ 4,751.05	\$ 6,556.76	\$ 2,707.90	\$ 19,113.33	\$ 16,017.31	\$ 11,266.26	\$ 4,709.50	\$ 2,001.60	
Expense														
ERP	832,572.81	-	-	57,200.00	253,533.84	229,993.57	199,003.21	75,898.98	775,372.81	521,838.97	291,845.40	92,842.19	16,943.21	
Kiosks	450,000.00	-	-	450,000.00	-	-	-	-	-	-	-	-	-	
Willows	792,058.67	-	156,364.88	343,516.31	290,618.74	1,558.74	-	-	292,177.48	1,558.74	-	-	-	
Stormwater	1,230,000.00	1,230,000.00	-	-	-	-	-	-	-	-	-	-	-	
Capital	1,518,310.00	-	1,518,310.00	-	-	-	-	-	-	-	-	-	-	
Pension	2,701,690.00	2,701,690.00	-	-	-	-	-	-	-	-	-	-	-	
Willows Transfer	500,000.00	-	-	-	-	-	250,000.00	-	500,000.00	500,000.00	500,000.00	250,000.00	250,000.00	
Total Expense	\$ 8,024,631.48	\$ 3,931,690.00	\$ 1,674,674.88	\$ 850,716.31	\$ 544,152.58	\$ 231,552.31	\$ 449,003.21	\$ 75,898.98	\$ 1,567,550.29	\$ 1,023,397.71	\$ 791,845.40	\$ 342,842.19	\$ 266,943.21	

	Spending Plan	Cummulative Accounting							
		2013	2014	2015	2016	2017	2018	2019	
Revenue									
BPT	8,000,000.00	8,000,000.00	8,000,000.00	8,000,000.00	8,000,000.00	8,000,000.00	8,000,000.00	8,000,000.00	
Interest	-	712.75	3,446.28	5,518.67	8,614.69	13,365.74	19,922.50	22,630.40	
Total Revenue	\$ 8,000,000.00	\$ 8,000,712.75	\$ 8,003,446.28	\$ 8,005,518.67	\$ 8,008,614.69	\$ 8,013,365.74	\$ 8,019,922.50	\$ 8,022,630.40	
Expense									
ERP	1,000,000.00	-	-	57,200.00	310,733.84	540,727.41	739,730.62	815,629.60	
Kiosks	450,000.00	-	-	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00	
Willows	1,100,000.00	-	156,364.88	499,881.19	790,499.93	792,058.67	792,058.67	792,058.67	
Stormwater	1,230,000.00	1,230,000.00	1,230,000.00	1,230,000.00	1,230,000.00	1,230,000.00	1,230,000.00	1,230,000.00	
Capital	1,518,310.00	-	1,518,310.00	1,518,310.00	1,518,310.00	1,518,310.00	1,518,310.00	1,518,310.00	
Pension	2,701,690.00	2,701,690.00	2,701,690.00	2,701,690.00	2,701,690.00	2,701,690.00	2,701,690.00	2,701,690.00	
Willows Transfer	500,000.00	-	-	-	-	-	250,000.00	250,000.00	
Total Expense	\$ 8,500,000.00	\$ 3,931,690.00	\$ 5,606,364.88	\$ 6,457,081.19	\$ 7,001,233.77	\$ 7,232,786.08	\$ 7,681,789.29	\$ 7,757,688.27	
Cash Balance		\$ 4,069,022.75	\$ 2,397,081.40	\$ 1,548,437.48	\$ 1,007,380.92	\$ 780,579.66	\$ 338,133.21	\$ 264,942.13	
Cash Balance in Pooled Cash Fund \$ 264,942.13									

Radnor Township, PA
\$8.0M Settlement Fund (#18) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2013	2014	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES:														
Local Enabling Taxes:														
Business Privilege - Audit	8,000,000.00	-	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Local Enabling Taxes	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
Interest and Rents														
Interest	713.38	2,733.53	2,072.39	3,096.02	4,751	6,557	-	-	3,008	n/a	2,000	360%	2,000	360%
Total Interest and Rents	\$ 713	\$ 2,734	\$ 2,072	\$ 3,096	\$ 4,751	\$ 6,557	\$ -	\$ -	\$ 3,008	n/a	\$ 2,000	360%	\$ 2,000	360%
TOTAL GRANT FUND REVENUES	\$ 8,000,713	\$ 2,734	\$ 2,072	\$ 3,096	\$ 4,751	\$ 6,557	\$ -	\$ -	\$ 3,008	n/a	\$ 2,000	360%	\$ 2,000	360%
EXPENDITURES:														
Administration														
Information Technology - ERP	-	-	57,200	253,534	229,994	199,003	101,629	101,629	75,899	75%	16,943	123%	16,943	123%
Total Administration	\$ -	\$ -	\$ 57,200	\$ 253,534	\$ 229,994	\$ 199,003	\$ 101,629	\$ 101,629	\$ 75,899	75%	\$ 16,943	123%	\$ 16,943	123%
Police Equipment														
Equipment - Kiosk Improvement	-	-	450,000	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Grants	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
Parks and Recreation														
Willows Improvements	-	156,365	343,516	290,619	1,559	-	-	-	-	n/a	-	n/a	-	n/a
Total Grants	\$ -	\$ 156,365	\$ 343,516	\$ 290,619	\$ 1,559	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
Transfers Out														
Stormwater Fund (#04)	1,230,000.00	-	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Capital Improvement Fund (#05)	-	1,518,310	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Police Pension (#07)	1,350,845.00	-	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Civilian Pension (#11)	1,350,845.00	-	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Willows Fund (#023)	-	-	-	-	-	250,000	250,000	250,000	-	0%	250,000	n/a	250,000	n/a
Total Grants	\$ 3,931,690	\$ 1,518,310	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	0%	\$ 250,000	n/a	\$ 250,000	n/a
TOTAL GRANT FUND EXPENDITURES	\$ 3,931,690	\$ 1,674,675	\$ 850,716	\$ 544,153	\$ 231,552	\$ 449,003	\$ 351,629	\$ 351,629	\$ 75,899	22%	\$ 266,943	3409%	\$ 266,943	3409%
FUND BALANCE														
Beginning Fund Balance, January 1	\$ -	\$ 4,069,023	\$ 2,397,082	\$ 1,548,438	\$ 1,007,382	\$ 780,580	\$ 338,134	\$ 338,134	\$ 338,134	-57%	\$ 265,243		\$ 265,243	
Revenues	8,000,713	2,734	2,072	3,096	4,751	6,557	-	-	3,008	-54%	2,000		2,000	
Expenditures	3,931,690	1,674,675	850,716	544,153	231,552	449,003	351,629	351,629	75,899	-83%	266,943		266,943	
Accrual / Misc Adjustments	-	-	-	-	-	-	-	-	-	-	-		-	
Ending Fund Balance, December 1	\$ 4,069,023	\$ 2,397,082	\$ 1,548,438	\$ 1,007,382	\$ 780,580	\$ 338,134	\$ (13,495)	\$ (13,495)	\$ 265,243	-22%	\$ 300		\$ 300	
Increase / (Decrease) in Fund Balance	\$ 4,069,023	\$ (1,671,941)	\$ (848,644)	\$ (541,057)	\$ (226,801)	\$ (442,446)	\$ (351,629)	\$ (351,629)	\$ (72,891)		\$ (264,943)		\$ (264,943)	

Radnor Township, PA
2020 Board Approved Budget

Park Impact Fee Fund #21

Radnor Township, PA
Park Impact Fee Fund (#021)
2021 Operating Budget Narrative



Fund Summary:

This fund was created by the Board of Commissioners 2013 to account for the activity associated with §255.43.1 titled "Park and recreational land and fee requirements." As mandated under the Code, all fees paid by land owners under this Chapter are deposited into this special revenue fund. When the Board of Commissioners identify and approve projects where these funds are to be used, those dollars will be transferred from the Park Impact Fee Fund to the home fund where the rest of the project accounting exists.

For 2019, the only project that has been identified by the Board as a possible use of these funds is the restoration of the Willows Mansion (see the Board presentation on September 25, 2017). As of the date of this narrative, no formal decision or direction has been approved by the Board. Therefore, no appropriations are identified. In fact, since the fund's creation in 2013, no dollars have been spent or transferred. Instead, Park Impact Fees collected have accumulated year after year.

Radnor Township, PA
Park Impact Fee Fund (#21) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES:												
Permits:												
Subdivision / Land Development	230,627	52,971	-	151,068	35,000	35,000	9,921	28%	25,000	152%	25,000	152%
Total Permits	\$ 230,627	\$ 52,971	\$ -	\$ 151,068	\$ 35,000	\$ 35,000	\$ 9,921	28%	\$ 25,000	152%	\$ 25,000	152%
Interest and Rents												
Interest	96	728	1,759	3,839	2,750	2,750	1,327	48%	2,000	51%	2,000	51%
Total Interest and Rents	\$ 96	\$ 728	\$ 1,759	\$ 3,839	\$ 2,750	\$ 2,750	\$ 1,327	48%	\$ 2,000	51%	\$ 2,000	51%
TOTAL REVENUES	\$ 230,723	\$ 53,699	\$ 1,759	\$ 154,907	\$ 37,750	\$ 37,750	\$ 11,248	30%	\$ 27,000	140%	\$ 27,000	140%
EXPENDITURES:												
Parks and Recreation												
Parks Improvements	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
Transfers Out												
Park / Trail Improvement Fund	-	-	-	-	-	-	150,000	n/a	-	-100%	-	-100%
Willows Fund	-	-	-	325,000	-	-	-	n/a	-	n/a	-	n/a
Total Transfers	\$ -	\$ -	\$ -	\$ 325,000	\$ -	\$ -	\$ 150,000	n/a	\$ -	-100%	\$ -	-100%
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ 325,000	\$ -	\$ -	\$ 150,000	n/a	\$ -	-100%	\$ -	-100%
FUND BALANCE												
Beginning Fund Balance, January 1	\$ 39,711	\$ 270,434	\$ 324,133	\$ 325,892	\$ 155,799	\$ 155,799	\$ 155,799	-52%	\$ 17,047		\$ 17,047	
Revenues	230,723	53,699	1,759	154,907	37,750	37,750	11,248	-93%	27,000		27,000	
Expenditures	-	-	-	325,000	-	-	150,000	-54%	-		-	
Accrual / Misc Adjustments	-	-	(1)	1	-	-	-		-		-	
Ending Fund Balance, December 1	\$ 270,434	\$ 324,133	\$ 325,892	\$ 155,799	\$ 193,549	\$ 193,549	\$ 17,047	-89%	\$ 44,047		\$ 44,047	
Increase / (Decrease) In Fund Balance	\$ 230,723	\$ 53,699	\$ 1,758	\$ (170,092)	\$ 37,750	\$ 37,750	\$ (138,752)		\$ 27,000		\$ 27,000	

Radnor Township, PA
2020 Board Approved Budget

Park and Open Space Fund #22

Radnor Township, PA
Park & Open Space Fund (#022)
2020 Operating Budget Narrative



Department Summary:

This fund was created by the Board of Commissioners in 1994 to account for the transactions associated with the purchase of open space as well as to fund park and park facility improvements. The primary funding source is 25% of the gross real estate transfer revenues.

Line Item Descriptions:

Line Item	Description
Legal Services – General	Allocates funding for legal services needed regarding open space and land acquisitions.
Professional Services	Allocates funding for professional services such as insurance, legal services, and due-diligence reviews.
Park Improvements	Allocates funding for park improvement services such as comprehensive studies and concept plans, park reviews.
Land Acquisitions	Allocates funding for land acquisitions.

Ardrossan Acquisition Summary: Beginning in 2015, this fund houses the accounting for the Ardrossan open space land acquisition and financing. The plan, as presented with the adoption of the purchase agreement ordinance in December 2013, includes using any available funds generated by the 0.25% of reality transfer tax, after the 2009 GO Bonds are covered to be allocated to pay for a portion of the Ardrossan Bonds. As the forecast below suggests, the real estate transfer tax will most likely not be sufficient to fully fund the voted open space bond obligations. Therefore, additional resources will most likely be necessary. As the “Net Revenue” numbers suggest, roughly \$180,000 in 2019 will be necessary. The Board approved a transfer as part of the 2019 budget. Looking forward, similar transfers will be necessary since the voted millage hasn’t been enacted. The 2020 budget includes a transfer of \$150,000, which might be sufficient to last several years.

	2017	2018	2019	2020	2021	2022
Beg Balance	\$701,172	\$293,084	\$91,610	312,452	348,641	229,013
Revenue						
Realty Transfer	834,530	850,728	1,094,585	930,667	931,750	962,500
Grants / Interest	1,880	2,876	2,585	2,500	2,500	2,500
General Fund Transfers	-	-	180,000	150,000	-	-
Total Rev	836,410	853,604	1,277,170	1,083,167	934,250	965,000
Expenses:						
Professional Services	-	-	-	-	-	-
Debt Service	(1,244,498)	(1,055,078)	(1,056,328)	(1,046,978)	(1,053,878)	(1,050,378)
Total Expenses	(1,244,498)	(1,055,078)	(1,056,328)	(1,046,978)	(1,053,878)	(1,050,378)
Net Revenue	(408,088)	(201,474)	220,842	36,189	(119,628)	(85,378)
Ending Balance	\$293,084	\$91,610	312,452	348,641	229,013	143,635

Radnor Township, PA
Park and Open Space Fund (#22) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES												
Local Enabling Tax												
Local Enabling Tax	957,663	756,680	834,530	850,728	873,250	873,250	1,056,300	121%	898,000	-15%	898,000	-15%
Total Local Enabling Tax	\$ 957,663	\$ 756,680	\$ 834,530	\$ 850,728	\$ 873,250	\$ 873,250	\$ 1,056,300	121%	\$ 898,000	-15%	\$ 898,000	-15%
Interest and Rents												
Interest Earnings	354	1,194	1,880	2,876	2,500	2,500	2,490	100%	2,500	0%	2,500	0%
Total Interest and Rents	\$ 354	\$ 1,194	\$ 1,880	\$ 2,876	\$ 2,500	\$ 2,500	\$ 2,490	100%	\$ 2,500	0%	\$ 2,500	0%
Transfers In												
From General Fund	-	400,000	-	-	180,000	180,000	180,000	100%	150,000	-17%	150,000	-17%
From Grant Fund	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Interest and Rents	\$ -	\$ 400,000	\$ -	\$ -	\$ 180,000	\$ 180,000	\$ 180,000	100%	\$ 150,000	-17%	\$ 150,000	-17%
TOTAL REVENUES	\$ 1,058,023	\$ 1,157,874	\$ 836,410	\$ 853,604	\$ 1,055,750	\$ 1,055,750	\$ 1,238,790	117%	\$ 1,050,500	-15%	\$ 1,050,500	-15%
EXPENDITURES												
Other												
Professional Services	-	7,000	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Other	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
Transfers Out												
General Fund	-	-	-	29,480	29,480	29,480	29,480	100%	29,480	0%	29,480	0%
Debt Service Fund	965,814	1,245,698	1,244,498	1,025,598	1,026,848	1,026,848	1,065,423	104%	1,017,498	-4%	1,017,498	-4%
Total Transfers Out	\$ 965,814	\$ 1,245,698	\$ 1,244,498	\$ 1,055,078	\$ 1,056,328	\$ 1,056,328	\$ 1,094,903	104%	\$ 1,046,978	-4%	\$ 1,046,978	-4%
TOTAL EXPENDITURES	\$ 965,814	\$ 1,252,698	\$ 1,244,498	\$ 1,055,078	\$ 1,056,328	\$ 1,056,328	\$ 1,094,903	104%	\$ 1,046,978	-4%	\$ 1,046,978	-4%
FUND BALANCE												
	2015	2016	2017	2018	2019	2019	2019		2020		2020	
Beginning Fund Balance, January 1	\$ 161,811	\$ 778,060	\$ 701,172	\$ 279,191	\$ 128,624	\$ 128,624	\$ 128,624	-54%	\$ 272,511		\$ 272,511	
Revenues	1,058,023	1,157,874	836,410	853,604	1,055,750	1,055,750	1,238,790	45%	1,050,500		1,050,500	
Expenditures	965,814	1,252,698	1,244,498	1,055,078	1,056,328	1,056,328	1,094,903	4%	1,046,978		1,046,978	
Accrual / Misc Adjustments	524,040	17,936	(13,893)	50,908	-	-	-		-		-	
ENDING FUND BALANCE, December 31	\$ 778,060	\$ 701,172	\$ 279,191	\$ 128,624	\$ 128,046	\$ 128,046	\$ 272,511	112%	\$ 276,033		\$ 276,033	
Increase / (Decrease) In Fund Balance	\$ 616,249	\$ (76,888)	\$ (421,981)	\$ (150,566)	\$ (578)	\$ (578)	\$ 143,887		\$ 3,522		\$ 3,522	

Radnor Township, PA
2020 Board Approved Budget

Willows Enterprise Fund #23

Radnor Township, PA
Willows Fund (#023)
2019 Operating Budget Narrative



Department Summary:

The Willows Property is a 47-acre estate owned by Radnor Township that includes the Willows Park, Mansion and Cottage. Public Works and the Recreation & Community Programming Department work closely to oversee the property.

The Mansion has been closed for events for nearly seven years as the Township has evaluated several public-private partnerships and other proposals. In 2018, the Board entered into an agreement with a newly-formed 501(C)(3) Willows Park Preserve (“WPP”). At the same time, the Board approved transferring various amounts to support the \$1,000,000 donation pledged towards the improvement of the mansion. The amount was estimated based on a study performed and presented in the fall of 2017, which required approximately \$1.8 million.

TOWNSHIP FUNDING	BOC APPROVED AMOUNT	ACTUAL TRANSFERS THROUGH 2019
GENERAL FUND (#001)	\$ 800,702	375,000
\$8.0M SETTLEMENT FUND (#018)	500,000	500,000
PARK IMPACT FEE FUND (#021)	500,000	325,000
SALE OF BOY SCOUT HOUSE	190,931	190,931
TOTAL PROCEEDS	1,991,633	1,390,931

Under the Agreement with WPP, the Township is responsible for installing certain public infrastructure improvements up to the total amount approved by the Board in 2017. The Transfers identified above will be made over time, as cash is needed to install the improvements.

Line Item Descriptions:

Line Item	Description
Utilities	Electric and gas needed to keep the mansion warm enough to prevent frozen pipes and to keep the building’s security system running.
Communications	The internet costs associated with the security system
Operating Supplies	Items needed to cover clean-up and other minor repair items that may come up during the year
Contractual Services	Services needed for major or skilled repairs
Maintenance and Repair: Buildings and Fixtures	Expenses needed to make repairs to the Mansion as they come up. These funds are not meant to cover any renovations or improvements to the Mansion.

Radnor Township, PA
Willows Fund (#23) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES												
Interest and Rents												
Interest & Rents	11	33	122	1,166	10	10	8,754	87544%	6,500	-26%	6,500	-26%
Total Interest and Rents	\$ 11	\$ 33	\$ 122	\$ 1,166	\$ 10	\$ 10	\$ 8,754	87544%	\$ 6,500	-26%	\$ 6,500	-26%
Mansion Improvement Proceeds												
Donation	-	-	-	-	500,000	500,000	83,333	17%	-	-100%	-	-100%
Sale of Boy Scout House	-	-	-	190,931	190,958	190,958	-	0%	-	n/a	-	n/a
Total Sale of Assets	\$ -	\$ -	\$ -	\$ 190,931	\$ 690,958	\$ 690,958	\$ 83,333	12%	\$ -	-100%	\$ -	-100%
Transfers In												
\$8.0M Settlement Fund	-	-	-	250,000	500,000	500,000	250,000	50%	-	-100%	-	-100%
Park Impact Fee Fund	-	-	-	325,000	325,000	325,000	-	0%	-	n/a	-	n/a
From General Fund	65,000	15,000	70,000	50,000	800,702	800,702	325,000	41%	-	-100%	-	-100%
Total Transfers In	\$ 65,000	\$ 15,000	\$ 70,000	\$ 625,000	\$ 1,625,702	\$ 1,625,702	\$ 575,000	35%	\$ -	-100%	\$ -	-100%
TOTAL REVENUES	\$ 65,011	\$ 15,033	\$ 70,122	\$ 817,097	\$ 2,316,670	\$ 2,316,670	\$ 667,088	29%	\$ 6,500	-99%	\$ 6,500	-99%
EXPENDITURES												
Willows Operations												
Salaries	415	290	46	634	-	-	50	n/a	-	-100%	-	-100%
Social Security Taxes	32	23	3	48	-	-	4	n/a	-	-100%	-	-100%
Utilities	9,407	8,242	7,397	12,506	10,000	10,000	12,193	122%	15,000	23%	15,000	23%
Operating Supplies	-	-	88	408	-	-	-	n/a	-	n/a	-	n/a
Contractual Services	6,941	5,300	587	2,751	7,000	7,000	463	7%	1,000	116%	1,000	116%
Professional Services	-	-	40,487	-	-	-	-	n/a	-	n/a	-	n/a
Maint. & Repairs: Bldgs & Fixtures	12,835	1,348	10,597	11,724	10,000	10,000	731	7%	10,000	1268%	10,000	1268%
Maint. & Repairs: Mach & Equipment	928	-	6,460	-	-	-	-	n/a	-	n/a	-	n/a
Capital Improvements	4,200	-	-	170,108	212,000	212,000	97,385	46%	-	-100%	-	-100%
Total Willows Operations	\$ 34,759	\$ 15,203	\$ 65,665	\$ 198,178	\$ 239,000	\$ 239,000	\$ 110,826	46%	\$ 26,000	-77%	\$ 26,000	-77%
Insurance												
Liability, Auto, Prop, Etc Insurance	-	-	6,356	7,874	-	-	9,736	n/a	10,000	3%	10,000	3%
Total Insurance	\$ -	\$ -	\$ 6,356	\$ 7,874	\$ -	\$ -	\$ 9,736	n/a	\$ 10,000	3%	\$ 10,000	3%
Transfers out												
General Fund	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Debt Service	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
TOTAL EXPENDITURES	\$ 34,759	\$ 15,203	\$ 72,021	\$ 206,052	\$ 239,000	\$ 239,000	\$ 120,562	50%	\$ 36,000	-70%	\$ 36,000	-70%
FUND BALANCE												
Beginning Fund Balance, January 1	\$ 71,286	\$ 99,722	\$ 81,380	\$ 94,602	\$ 792,994	\$ 792,994	\$ 792,994	1012%	\$ 1,339,520		\$ 1,339,520	
Revenues	65,011	15,033	70,122	817,097	2,316,670	2,316,670	667,088	926%	6,500		6,500	
Expenditures	34,759	15,203	72,021	206,052	239,000	239,000	120,562	247%	36,000		36,000	
Accrual / Misc Adjustments	(1,817)	(18,172)	15,120	87,347	-	-	-		-		-	
ENDING FUND BALANCE, December 31	\$ 99,722	\$ 81,380	\$ 94,602	\$ 792,994	\$ 2,870,664	\$ 2,870,664	\$ 1,339,520	1243%	\$ 1,310,020		\$ 1,310,020	
Increase / (Decrease) In Fund Balance	\$ 28,436	\$ (18,342)	\$ 13,222	\$ 698,392	\$ 2,077,670	\$ 2,077,670	\$ 546,526		\$ (29,500)		\$ (29,500)	

Radnor Township, PA
2020 Board Approved Budget

Debt Service Fund #24

**Radnor Township, PA
Debt Service Fund (#024)
2020 Operating Budget Narrative**



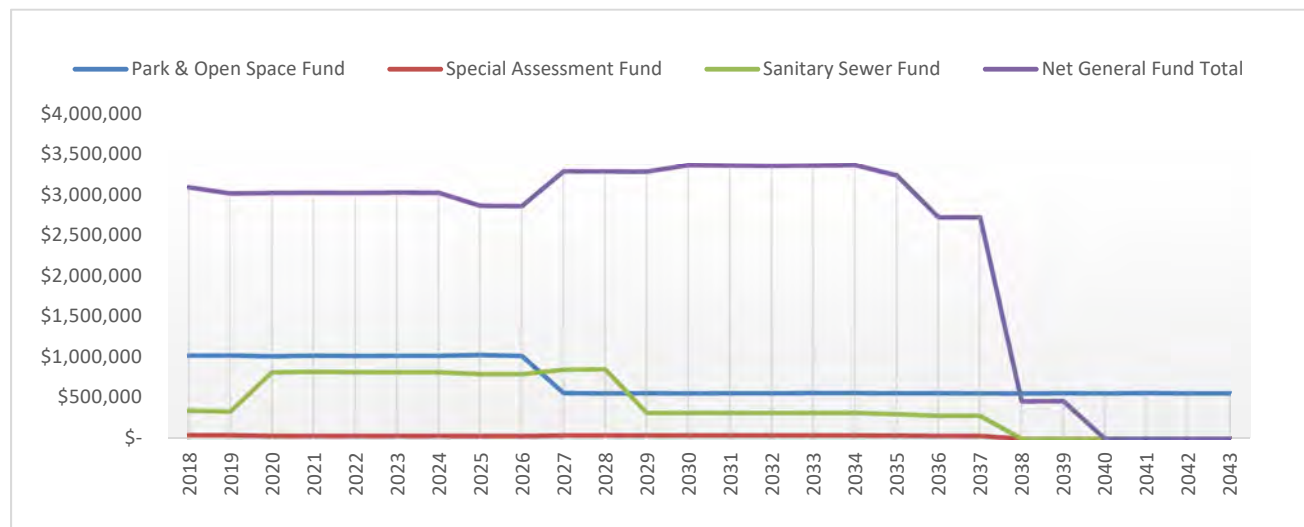
Department Summary:

This fund was created by the Board of Commissioners in 2009 to account specifically for the retirement of bond issues and other debt obligations. The proceeds of the fund are dependent upon what the proceeds of the bonds were used for.

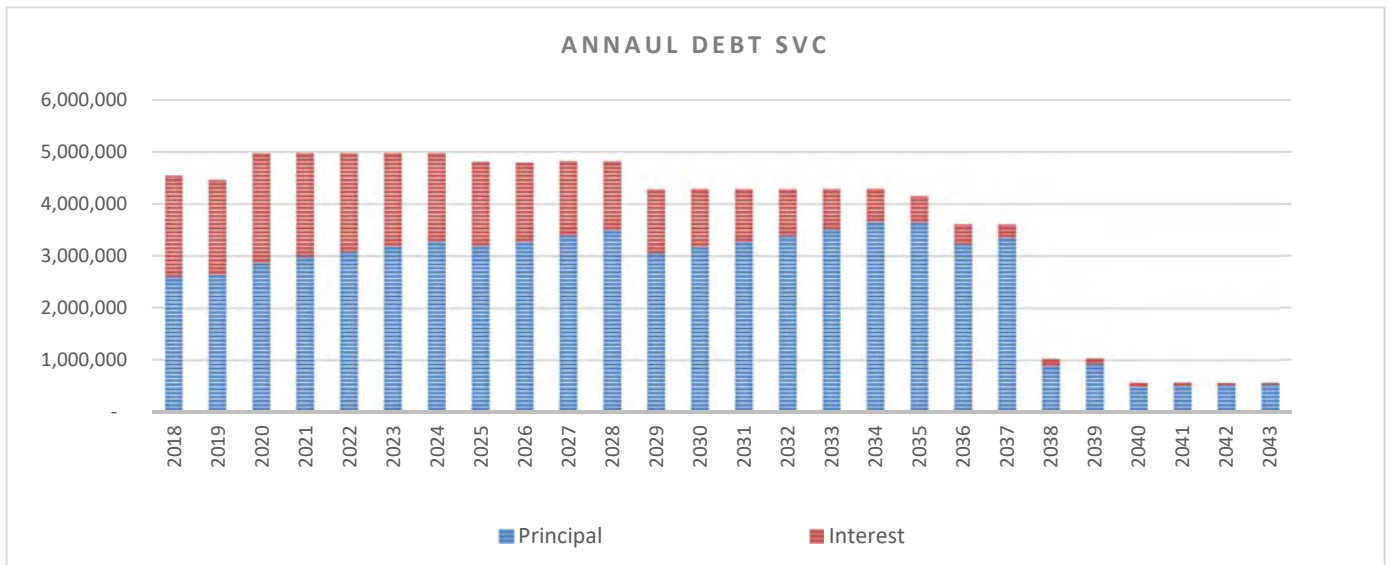
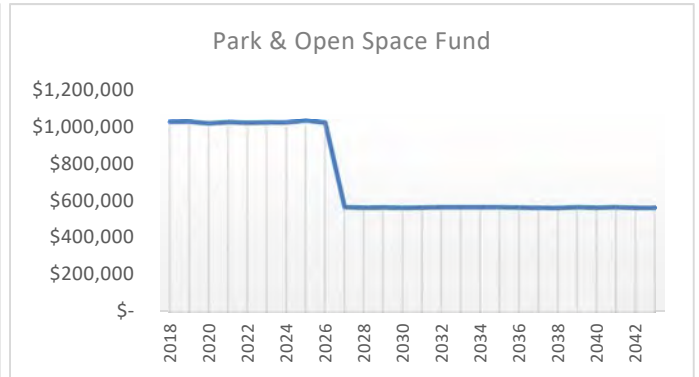
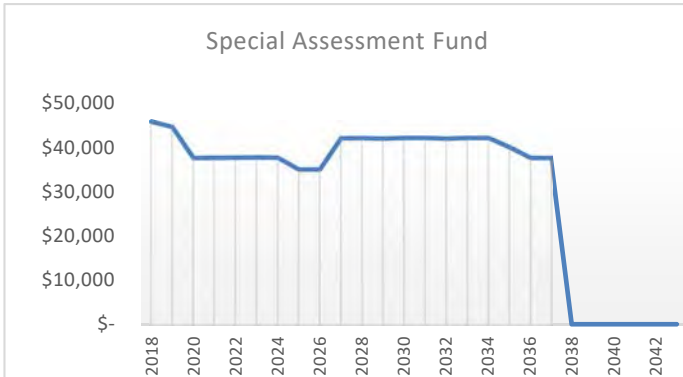
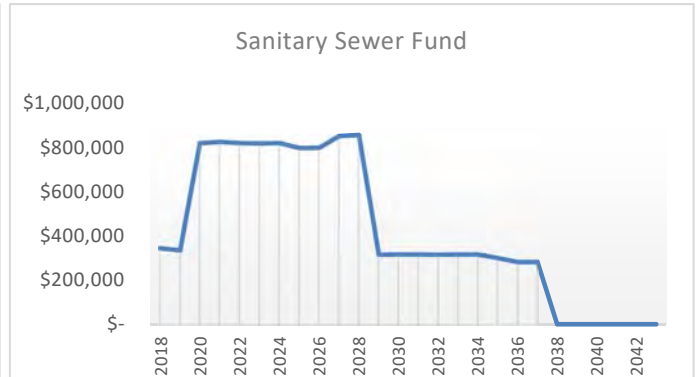
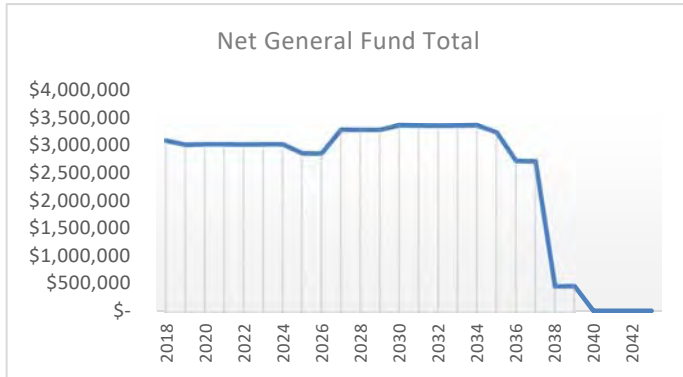
The Township’s outstanding principal debt balance at January 1, 2020 will be \$62,895,000, up from \$55,940,000 at January 1, 2019. The increase in 2019 was the result of the General Obligation Bonds, Series 2019 A in the amount of \$7,145,000 for various capital improvements throughout town. In 2020, the Township will pay down \$2,860,000 in principal, ending the year with an outstanding balance of \$60,035,000. The beginning outstanding balance is made up in non-voted general obligations of the Township and voted open space bonds. Currently the Township has eight notes/bonds outstanding, Series 2015 (refunded 2009 Bonds which were originally the 2002AA and 2004A bonds), Series 2010 (refunded 2002A), Series 2012 (refunded 2007), 2013 (refunded 2004 / eliminated the Swap Agreement), Series 2014 open space bonds (Ardrossan), Series 2015 library improvement bonds, Series 2016 park/trail improvement bonds, Series 2019 (refunded 2018 Sewer Notes) borrowed for emergency Sanitary Sewer projects, and the new Series A of 2019 for general capital projects. The table below reflects the summary of budgeted debt obligation transactions for 2020.

The Township has utilized the bond issuances through the years to fund various activities. The following table reflects the sources of revenue being used to satisfy the 2020 debt service.

Fund	Amount
General Fund – General Revenues / Real Estate Taxes	\$3,021,681
Sewer Fund – Sewer Rent	819,502
Special Assessment Fund – Infrastructure Projects	37,659
Parks & Open Space Fund – Real Estate Transfer Tax and Voted Millage	1,017,498
Wayne Art Center Repayment	70,063
Library Repayment (eliminated in 2010)	-
Total	\$4,966,403



**Radnor Township, PA
Debt Service Fund (#024)
2020 Operating Budget Narrative**



Radnor Township, PA
Debt Service Fund (#24) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Projection		Township Manager Recommended Budget		Board Approved Budget	
	2015	2016	2017	2018	2019	2019	2019	% of Bdgt	2020	%Δ	2020	%Δ
REVENUES:												
Interest and Rents:												
Interest & Rents	-	-	259	1,166	400	400	814	203%	500	-39%	500	-39%
Total Interest and Rents	\$ -	\$ -	\$ 259	\$ 1,166	\$ 400	\$ 400	\$ 814		\$ 500		\$ 500	
Debt Repayment Proceeds												
Art Center / Fire Company Pmts	191,062	110,561	110,519	30,063	30,063	30,063	30,063	-84%	70,063	133%	70,063	133%
Total Debt Repayment Proceeds	\$ 191,062	\$ 110,561	\$ 110,519	\$ 30,063	\$ 30,063	\$ 30,063	\$ 30,063		\$ 70,063		\$ 70,063	
Transfers In (from other Funds):												
From Special Assessment Fund	49,819	49,899	45,539	46,787	44,664	44,664	45,856	-8%	37,659	-18%	37,659	-18%
From General Fund	2,924,000	2,997,000	2,991,145	3,000,312	3,014,992	3,014,992	2,214,992	-24%	3,021,681	36%	3,021,681	36%
From Sewer Fund	368,550	369,147	344,356	346,125	648,230	648,230	1,051,930	185%	819,502	-22%	819,502	-22%
From Parks & Open Space Fund	965,814	1,245,698	1,244,498	1,025,598	1,026,848	1,026,848	1,026,057	6%	1,017,498	-1%	1,017,498	-1%
Total Transfers In	\$ 4,308,183	\$ 4,661,744	\$ 4,625,538	\$ 4,418,822	\$ 4,734,734	\$ 4,734,734	\$ 4,338,834		\$ 4,896,340		\$ 4,896,340	
Refunding Bond Proceeds												
Bond Proceeds	-	-	-	-	-	-	-	n/a	-		-	
Bond Premiums	-	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Total Refunding Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	n/a	\$ -	n/a
TOTAL DEBT SERVICE FUND REVENUES	\$ 4,499,245	\$ 4,772,305	\$ 4,736,316	\$ 4,450,051	\$ 4,765,197	\$ 4,765,197	\$ 4,369,711		\$ 4,966,902	14%	\$ 4,966,902	14%
EXPENDITURES:												
Debt Service:												
Interest	1,720,685	1,936,906	1,926,058	1,860,830	2,124,806	2,124,806	1,866,581	8%	2,106,400	13%	2,106,400	13%
Principal	2,700,000	2,835,000	2,810,000	2,600,000	2,640,000	2,640,000	2,835,000	5%	2,860,000	1%	2,860,000	1%
Total Debt Service	\$ 4,420,685	\$ 4,771,906	\$ 4,736,058	\$ 4,460,830	\$ 4,764,806	\$ 4,764,806	\$ 4,701,581		\$ 4,966,400	6%	\$ 4,966,400	6%
TOTAL DEBT SERVICE EXPENDITURES	\$ 4,420,685	\$ 4,771,906	\$ 4,736,058	\$ 4,460,830	\$ 4,764,806	\$ 4,764,806	\$ 4,701,581		\$ 4,966,400	6%	\$ 4,966,400	6%
FUND BALANCE												
Beginning Fund Balance, January 1	\$ 1,204,728	\$ 1,067,520	\$ 994,620	\$ 917,578	\$ 906,798	\$ 906,798	\$ 906,798	-1%	\$ 574,928		\$ 574,928	
Revenues	4,499,245	4,772,305	4,736,316	4,450,051	4,765,197	4,765,197	4,369,711	-2%	4,966,902		4,966,902	
Expenditures	4,420,685	4,771,906	4,736,058	4,460,830	4,764,806	4,764,806	4,701,581	5%	4,966,400		4,966,400	
Accrual / Misc Adjustments	(215,768)	(73,299)	(77,300)	(1)	-	-	-		-		-	
Ending Fund Balance, December 1	\$ 1,067,520	\$ 994,620	\$ 917,578	\$ 906,798	\$ 907,189	\$ 907,189	\$ 574,928	-37%	\$ 575,429		\$ 575,429	
Increase / (Decrease) In Fund Balance	\$ (137,208)	\$ (72,900)	\$ (77,042)	\$ (10,780)	\$ 391	\$ 391	\$ (331,870)		\$ 502		\$ 502	

Radnor Township, PA
2020 Board Approved Budget

Exhibit A: Supplemental Information Section

Radnor Township, PA

2020 Board Approved Budget

Real Estate Tax Assumption

Millage Rate History

Radnor Township, PA
Township Assessed Valuation and Rates of Real Estate Taxation
For the Years Ending 2000 - 2019



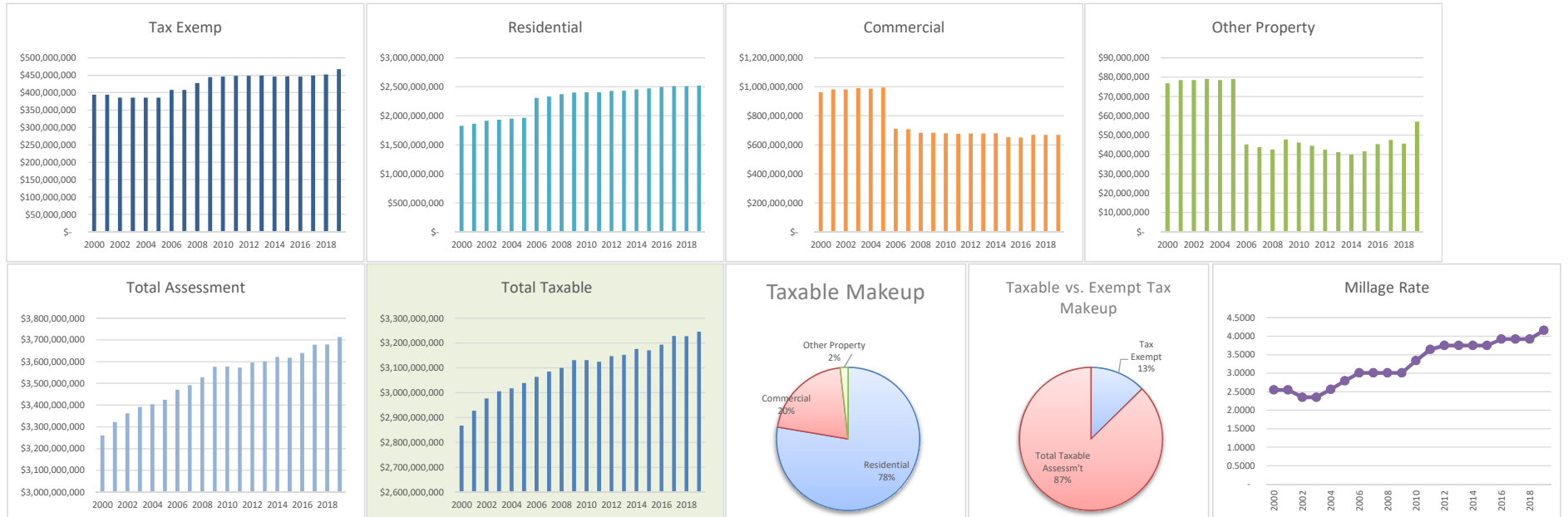
Year	Assessed Value Breakdown					Taxable Assessment Information			Millage Information		
	Tax Exempt	Residential	Commercial	Other Property	Total Assessment	Total Taxable	Annual % Δ	Running 5 Year CAGR %	Millage Rate	Annual % Δ	Running 5 Year CAGR %
2000	\$ 393,867,910	\$ 1,827,631,476	\$ 962,846,955	\$ 76,844,247	\$ 3,261,190,588	\$ 2,867,322,678	n/a	n/a	2.5500	n/a	n/a
2001	\$ 393,867,910	\$ 1,866,076,027	\$ 983,100,841	\$ 78,460,698	\$ 3,321,505,476	\$ 2,927,637,566	2.10%	n/a	2.5500	0.00%	n/a
2002	\$ 385,756,733	\$ 1,915,307,513	\$ 983,100,841	\$ 78,460,698	\$ 3,362,625,785	\$ 2,976,869,052	1.68%	n/a	2.3500	-7.84%	n/a
2003	\$ 385,756,733	\$ 1,934,879,737	\$ 992,392,482	\$ 79,066,714	\$ 3,392,095,666	\$ 3,006,338,933	0.99%	n/a	2.3500	0.00%	n/a
2004	\$ 385,756,733	\$ 1,951,398,399	\$ 988,072,742	\$ 78,466,376	\$ 3,403,694,250	\$ 3,017,937,517	0.39%	n/a	2.5600	8.94%	n/a
2005	\$ 385,756,733	\$ 1,965,072,901	\$ 994,996,703	\$ 79,016,231	\$ 3,424,842,568	\$ 3,039,085,835	0.70%	1.17%	2.7900	8.98%	1.82%
2006	\$ 407,686,215	\$ 2,306,908,769	\$ 711,846,537	\$ 45,231,948	\$ 3,471,673,469	\$ 3,063,987,254	0.82%	0.91%	3.0100	7.89%	3.37%
2007	\$ 407,541,105	\$ 2,333,987,261	\$ 706,971,527	\$ 43,784,084	\$ 3,492,283,977	\$ 3,084,742,872	0.68%	0.71%	3.0100	0.00%	5.08%
2008	\$ 427,700,645	\$ 2,374,223,989	\$ 683,048,147	\$ 42,539,224	\$ 3,527,512,005	\$ 3,099,811,360	0.49%	0.61%	3.0100	0.00%	5.08%
2009	\$ 444,577,193	\$ 2,399,381,717	\$ 684,171,717	\$ 47,765,544	\$ 3,575,896,171	\$ 3,131,318,978	1.02%	0.74%	3.0100	0.00%	3.29%
2010	\$ 445,876,898	\$ 2,404,787,156	\$ 680,386,421	\$ 46,157,028	\$ 3,577,207,503	\$ 3,131,330,605	0.00%	0.60%	3.3411	11.00%	3.67%
2011	\$ 448,146,338	\$ 2,404,723,368	\$ 675,657,684	\$ 44,557,628	\$ 3,573,085,018	\$ 3,124,938,680	-0.20%	0.39%	3.6411	8.98%	3.88%
2012	\$ 448,267,948	\$ 2,426,398,552	\$ 678,489,534	\$ 42,417,098	\$ 3,595,573,132	\$ 3,147,305,184	0.72%	0.40%	3.7511	3.02%	4.50%
2013	\$ 448,741,948	\$ 2,434,177,164	\$ 677,339,914	\$ 41,270,105	\$ 3,601,529,131	\$ 3,152,787,183	0.17%	0.34%	3.7511	0.00%	4.50%
2014	\$ 446,216,948	\$ 2,456,745,267	\$ 679,253,194	\$ 40,038,325	\$ 3,622,253,734	\$ 3,176,036,786	0.74%	0.28%	3.7511	0.00%	4.50%
2015	\$ 446,742,488	\$ 2,476,346,460	\$ 653,004,104	\$ 41,695,537	\$ 3,617,788,589	\$ 3,171,046,101	-0.16%	0.25%	3.7511	0.00%	2.34%
2016	\$ 446,358,268	\$ 2,496,459,218	\$ 651,319,891	\$ 45,412,937	\$ 3,639,550,314	\$ 3,193,192,046	0.70%	0.43%	3.9228	4.58%	1.50%
2017	\$ 449,155,488	\$ 2,511,862,686	\$ 669,662,901	\$ 47,501,830	\$ 3,678,182,905	\$ 3,229,027,417	1.12%	0.51%	3.9228	0.00%	0.90%
2018	\$ 452,240,125	\$ 2,511,835,640	\$ 669,662,901	\$ 45,620,478	\$ 3,679,359,144	\$ 3,227,119,019	-0.06%	0.47%	3.9228	0.00%	0.90%
2019	\$ 467,529,185	\$ 2,520,068,437	\$ 668,800,001	\$ 57,025,856	\$ 3,713,423,479	\$ 3,245,894,294	0.58%	0.44%	4.1582	6.00%	2.08%

Change

(24,280,888)

(24,280,888)

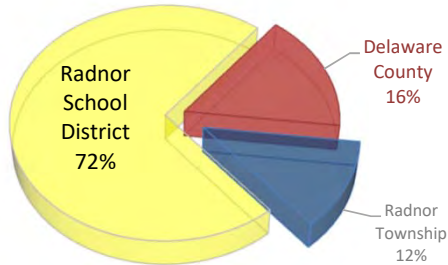
*County wide re-assessment, eff. January 2000



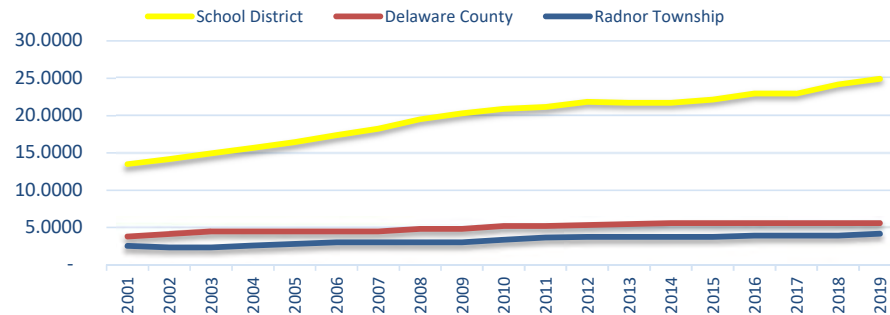
Radnor Township, PA
Real Estate Tax Breakdown
For the Years 2001-2019

Year	Total Assessed Value [c]	Taxable Assessed Value [c]	% Change	Millage Rates							
				School District	% Change	Delaware County	% Change	Radnor Township	% Change	Total	% Change
2001	\$ 3,321,505,476	\$ 2,927,637,566	2.1%	13.5000	n/a	3.8000	n/a	2.5500	n/a	19.8500	n/a
2002	\$ 3,362,625,785	\$ 2,976,869,052	1.7%	14.1700	5.0%	4.1020	7.9%	2.3500	-7.8%	20.6220	3.9%
2003	\$ 3,392,095,666	\$ 3,006,338,933	1.0%	14.9200	5.3%	4.4500	8.5%	2.3500	0.0%	21.7200	5.3%
2004	\$ 3,403,694,250	\$ 3,017,937,517	0.4%	15.6400	4.8%	4.4500	0.0%	2.5600	8.9%	22.6500	4.3%
2005	\$ 3,424,842,568	\$ 3,039,085,835	0.7%	16.4100	4.9%	4.4500	0.0%	2.7900	9.0%	23.6500	4.4%
2006	\$ 3,471,673,469	\$ 3,063,987,254	0.8%	17.3670	5.8%	4.4500	0.0%	3.0100	7.9%	24.8270	5.0%
2007	\$ 3,492,283,977	\$ 3,084,742,872	0.7%	18.2359	5.0%	4.4500	0.0%	3.0100	0.0%	25.6959	3.5%
2008	\$ 3,527,512,005	\$ 3,099,811,360	0.5%	19.5118	7.0%	4.8250	8.4%	3.0100	0.0%	27.3468	6.4%
2009	\$ 3,575,896,171	\$ 3,131,318,978	1.0%	20.2730	3.9%	4.8250	0.0%	3.0100	0.0%	28.1080	2.8%
2010	\$ 3,577,207,503	\$ 3,131,330,605	0.0%	20.8681	2.9%	5.1840	7.4%	3.3411	11.0%	29.3932	4.6%
2011	\$ 3,573,085,018	\$ 3,124,938,680	-0.2%	21.1439	1.3%	5.1840	0.0%	3.6411	9.0%	29.9690	2.0%
2012	\$ 3,595,573,132	\$ 3,147,305,184	0.7%	21.8227	3.2%	5.3040	2.3%	3.7511	3.0%	30.8778	3.0%
2013	\$ 3,601,529,131	\$ 3,152,787,183	0.2%	21.7122	-0.5%	5.4520	2.8%	3.7511	0.0%	31.0258	0.5%
2014	\$ 3,622,253,734	\$ 3,176,036,786	0.7%	21.7122	0.0%	5.6040	2.8%	3.7511	0.0%	31.0673	0.1%
2015	\$ 3,617,788,589	\$ 3,171,046,101	-0.2%	22.1247	1.9%	5.6040	0.0%	3.7511	0.0%	31.4798	1.3%
2016	\$ 3,639,550,314	\$ 3,193,192,046	0.0%	22.9262	3.6%	5.6040	0.0%	3.9228	4.6%	32.4530	3.1%
2017	\$ 3,678,182,905	\$ 3,229,027,417	0.0%	22.9262	0.0%	5.6040	0.0%	3.9228	0.0%	32.4530	0.0%
2018	\$ 3,679,359,144	\$ 3,227,119,019	0.0%	24.1867	5.5%	5.6040	0.0%	3.9228	0.0%	33.7135	3.9%
2019	\$ 3,713,423,479	\$ 3,245,894,294	0.0%	24.9181	3.0%	5.6040	0.0%	4.1582	6.0%	34.6803	2.9%

TOTAL MILLAGE RATE DISTRIBUTION



HISTORICAL MILLAGE RATES



Footnotes:

1. The School District Millage Rates run from July 1 - June 30. In the table above, the year in which the school district millage is included, is the year in which the School District adopted that millage rate. For example, the 2019 Millage rate of 24.9181 is for the July 1, 2019 - June 30, 2020 school year.
2. As a result of footnote #1, the Total millage rate adds the millage rates for the Township and County, plus the most recently approved rate from the School District. For example, the 2019 Total millage rate includes the 2019 millage rates for the Township and County, plus the 2019/2020 millage rate from the School District

Sources:

- (a) School Millage Rates: School District Records
- (b) County Millage Rates: Phone call confirmation
- (c) Township Millage Rates: Township Records / CAFR

Radnor Township, PA
2020 Board Approved Budget

Consumer Price Index

Radnor Township, PA
Philadelphia Region Consumer Price Index Summary Information

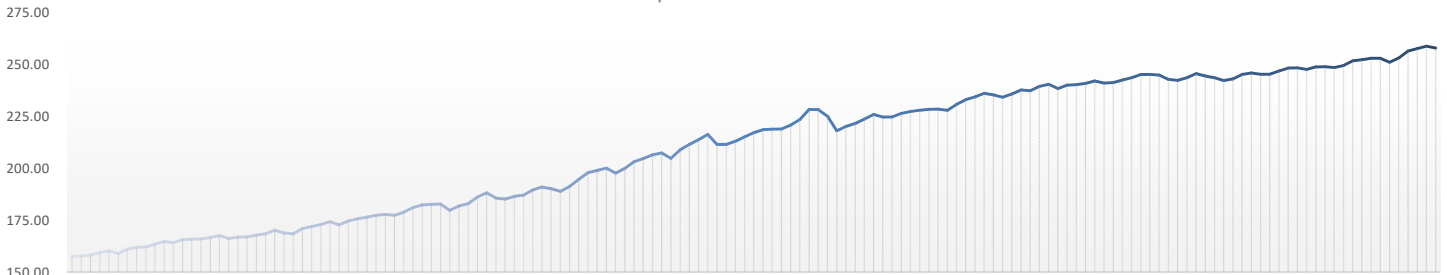


Consumer Price Index - All Urban Consumers

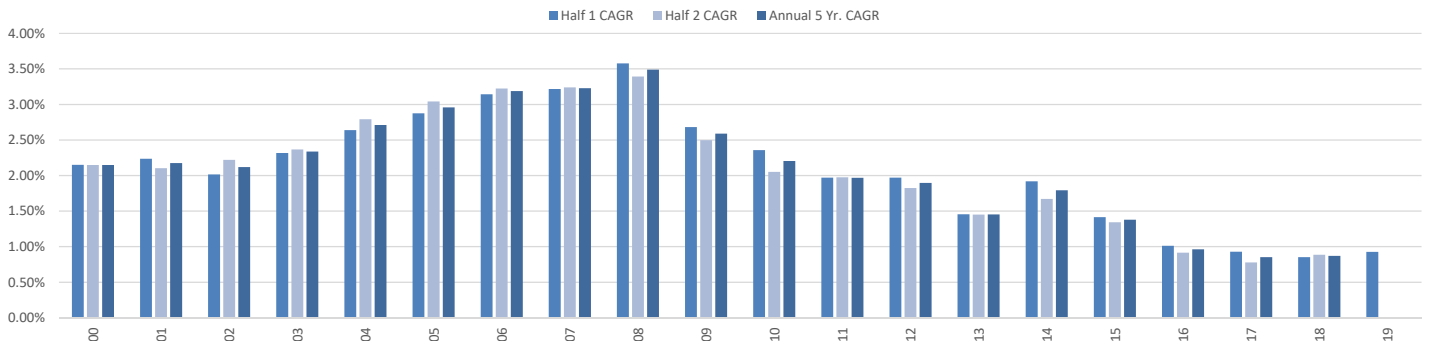
Series Id: CUURA102SA0 Not Seasonally Adjusted
 Area: Philadelphia-Wilmington-Atlantic City, PA-NJ-DE-MD
 Item: All items
 Base Period: 1982-84=100
 Link: [Department of Labor - Philadelphia Area CPI](#)

Column1	# of Yrs	Feb	Apr	Jun	Aug	Oct	Dec	Annual	%Δ	Annual 5 Yr.						
										CAGR	HALF1	%Δ2	Half 1 CAGR	HALF2	%Δ3	Half 2 CAGR
1995	1.00	157.80	157.80	158.40	159.60	160.40	159.10	158.70	n/a	-	157.70	n/a	-	159.70	n/a	-
1996	2.00	161.20	162.10	162.30	163.60	164.90	164.30	162.80	2.58%	-	161.60	2.47%	-	164.10	2.76%	-
1997	3.00	165.80	166.00	166.10	166.80	167.70	166.40	166.50	2.27%	-	165.90	2.66%	-	167.10	1.83%	-
1998	4.00	167.00	167.10	168.00	168.60	170.30	169.00	168.20	1.02%	-	167.20	0.78%	-	169.20	1.26%	-
1999	5.00	168.60	171.10	172.10	173.10	174.40	172.90	171.90	2.20%	-	170.30	1.85%	-	173.40	2.48%	-
2000	6.00	174.80	175.80	176.60	177.50	177.90	177.50	176.50	2.68%	2.15%	175.40	2.99%	2.15%	177.60	2.42%	2.15%
2001	7.00	179.00	181.20	182.50	182.80	182.90	179.90	181.30	2.72%	2.18%	180.50	2.91%	2.24%	182.10	2.53%	2.10%
2002	8.00	182.00	183.10	186.30	188.30	185.80	185.30	184.90	1.99%	2.12%	183.30	1.55%	2.01%	186.50	2.42%	2.22%
2003	9.00	186.60	187.20	189.70	191.10	190.30	189.00	188.80	2.11%	2.34%	187.50	2.29%	2.32%	190.20	1.98%	2.37%
2004	10.00	191.40	194.80	198.00	199.10	200.20	197.80	196.50	4.08%	2.71%	194.00	3.47%	2.64%	199.00	4.63%	2.79%
2005	11.00	200.10	203.30	204.80	206.60	207.50	204.90	204.20	3.92%	2.96%	202.10	4.18%	2.87%	206.30	3.67%	3.04%
2006	12.00	209.00	211.60	213.90	216.40	211.60	211.60	212.10	3.87%	3.19%	210.70	4.26%	3.14%	213.40	3.44%	3.22%
2007	13.00	213.15	215.27	217.26	218.69	218.93	219.03	216.74	2.19%	3.23%	214.75	1.92%	3.22%	218.73	2.50%	3.24%
2008	14.00	220.94	223.62	228.41	228.34	225.11	218.19	224.13	3.41%	3.49%	223.54	4.09%	3.58%	224.73	2.74%	3.39%
2009	15.00	220.26	221.69	223.81	226.04	224.79	224.80	223.29	-0.38%	2.59%	221.45	-0.93%	2.68%	225.13	0.18%	2.50%
2010	16.00	226.53	227.43	228.07	228.50	228.54	228.02	227.72	1.98%	2.20%	227.07	2.54%	2.36%	228.36	1.44%	2.05%
2011	17.00	230.88	233.14	234.46	236.20	235.44	234.31	233.81	2.68%	1.97%	232.29	2.30%	1.97%	235.33	3.05%	1.98%
2012	18.00	235.86	237.78	237.41	239.56	240.54	238.49	238.10	1.83%	1.90%	236.76	1.92%	1.97%	239.44	1.75%	1.83%
2013	19.00	240.14	240.35	240.99	242.13	241.14	241.37	240.90	1.18%	1.45%	240.28	1.49%	1.46%	241.52	0.87%	1.45%
2014	20.00	242.58	243.69	245.25	245.30	244.95	242.91	244.05	1.31%	1.79%	243.52	1.35%	1.92%	244.58	1.27%	1.67%
2015	21.00	242.42	243.72	245.68	244.52	243.70	242.36	243.86	-0.08%	1.38%	243.61	0.04%	1.42%	244.11	-0.19%	1.34%
2016	22.00	243.13	245.30	245.98	245.37	245.39	246.95	245.29	0.59%	0.96%	244.29	0.28%	1.01%	246.30	0.90%	0.92%
2017	23.00	248.35	248.41	247.71	248.92	248.96	248.62	248.42	1.28%	0.85%	247.95	1.50%	0.93%	248.90	1.06%	0.78%
2018	24.00	249.57	251.85	252.39	253.09	253.04	251.15	251.56	1.26%	0.87%	250.71	1.12%	0.85%	252.41	1.41%	0.89%
2019	25.00	253.22	256.53	257.71	258.88	257.97	not available	not available	not available	not available	255.02	1.72%	0.93%	not available	not available	not available

Annual CPI - All Urban Consumers
Philadelphia Metro Area



Five Year Compounded Annual Growth Rates



Radnor Township, PA
2020 Board Approved Budget

Sanitary Sewer Fund Forecast

Radnor Township, PA
Sewer Rent Analysis: Water Usage (Actual) / Billing Statistics
For the Year Budgeted, 2020

	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Projection 2019	Budget 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
Revenue															
Interest Earnings	\$ 5,531	\$ 13,407	\$ 14,336	\$ 29,092	\$ 25,178	\$ 40,294	\$ 13,302	\$ 29,275	\$ 66,650	\$ 67,650	\$ 68,665	\$ 69,695	\$ 70,740	\$ 71,801	\$ 72,878
Rent-Current Year Face	4,942,308	4,949,494	4,884,536	4,829,184	4,808,700	4,645,693	4,829,840	4,975,439	5,441,742	6,090,229	10,122,357	10,509,060	10,483,920	10,696,432	10,276,676
Rent-Current Year Penalty	33,963	31,193	42,132	32,021	36,349	37,248	39,740	37,313	52,040	42,224	43,522	44,920	46,317	47,715	49,112
Rent-Prior Year	57,928	84,550	86,989	100,883	56,674	88,479	94,112	52,931	30,066	55,229	49,383	43,536	37,689	31,843	25,996
Connection Fees	9,067	2,568	11,092	16,800	10,150	20,016	9,350	15,140	29,681	12,643	12,231	11,819	11,407	10,995	10,583
Sewer Charges	6,741	7,963	7,478	6,754	5,685	(439)	8,548	30,557	5,335	30,409	35,455	40,502	45,549	50,596	55,643
Miscellaneous	23,296	19,519	16,210	26,345	21,325	32,046	29,964	25,751	22,613	30,066	30,811	31,556	32,301	33,046	33,791
Financing Proceeds	-	-	-	-	-	-	-	1,000,000	3,545,000	-	-	-	-	-	-
Transfers from General Fund	-	-	-	-	-	-	-	1,153,000	1,450,000	-	-	-	-	-	-
Revenue Total	5,078,835	5,108,694	5,062,773	5,041,079	4,964,061	4,863,337	6,774,857	7,319,406	10,643,125	6,328,351	10,362,424	10,751,088	10,727,924	10,942,428	10,524,679
Expenditures															
Operations	1,198,628	1,078,328	916,311	953,317	981,381	980,223	1,027,995	1,246,210	1,458,309	1,362,543	1,389,793	1,417,589	1,445,941	1,474,860	1,504,357
Current Ops	1,198,628	1,078,328	916,311	953,317	981,381	980,223	1,027,995	1,246,210	1,458,309	1,362,543	1,389,793	1,417,589	1,445,941	1,474,860	1,504,357
New Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Equip.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital	-	-	621,724	295,236	126,748	313,754	1,582,121	1,040,516	1,485,141	155,229	4,000,000	4,386,000	4,266,000	3,780,000	3,780,000
Debt Service	210,000	390,664	376,995	368,550	368,550	369,147	344,256	346,125	648,230	819,502	825,378	820,606	818,614	820,158	798,359
RHM	3,187,345	3,456,973	3,340,685	3,658,572	3,704,185	3,865,876	3,910,878	3,908,841	3,906,727	3,984,861	4,064,559	4,145,850	4,228,767	4,313,342	4,399,609
Transfers to General Fund	-	-	-	-	-	-	-	610,539	1,450,000	-	-	-	-	-	-
Expenditure Total	4,595,973	4,925,965	5,255,715	5,275,675	5,180,864	5,529,000	6,865,349	7,152,230	8,948,407	6,322,135	10,279,730	10,770,045	10,759,322	10,388,360	10,482,325
Net Revenue	482,862	182,729	(192,942)	(234,596)	(216,803)	(665,664)	(90,492)	167,176	1,694,718	6,216	82,694	(18,957)	(31,398)	554,068	42,355
Beginning Fund Balance	1,823,985	2,288,628	2,458,811	2,264,508	1,751,186	1,505,897	711,919	654,653	919,482	2,614,200	2,620,416	2,703,110	2,684,152	2,652,755	3,206,822
Net Revenue (from above)	482,862	182,729	(192,942)	(234,596)	(216,803)	(665,664)	(90,492)	167,176	1,694,718	6,216	82,694	(18,957)	(31,398)	554,068	42,355
GAAP Adjustments	(18,219)	(12,546)	(1,361)	(278,725)	(28,487)	(128,314)	33,226	97,653	-	-	-	-	-	-	-
Ending Fund Balance	2,288,628	2,458,811	2,264,508	1,751,186	1,505,897	711,919	654,653	919,482	2,614,200	2,620,416	2,703,110	2,684,152	2,652,755	3,206,822	3,249,177
FB as a % of Exp (excl xfrs)	50%	50%	43%	33%	29%	13%	10%	14%	35%	41%	26%	25%	25%	31%	31%

Water Usage | Provided by Aqua, PA

	Actual 2010 Usage	Actual 2011 Usage	Actual 2012 Usage	Actual 2013 Usage	Actual 2014 Usage	Actual 2015 Usage	Actual 2016 Usage	Actual 2017 Usage	Actual 2018 Usage	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025
1st Quarter	172,503.8	170,738.3	165,549.1	171,436.8	162,346.4	156,384.7	160,334.6	157,909.7	143,757.6	143,757.6	148,492.4	145,803.3	143,114.2	140,425.2	140,425.2	135,047.0
2nd Quarter	189,002.3	196,464.7	185,182.1	181,945.8	181,892.6	185,898.7	169,947.7	176,732.6	170,483.5	176,732.6	170,483.5	168,360.8	166,238.1	164,115.4	164,115.4	159,870.0
3rd Quarter	241,911.8	233,098.4	223,918.3	195,000.8	200,920.0	200,920.0	187,360.1	194,386.9	193,023.9	194,386.9	193,023.9	190,038.0	187,052.0	184,066.1	178,094.2	178,094.2
4th Quarter	194,758.4	166,049.8	185,595.2	182,752.9	179,873.0	178,445.4	185,681.4	181,595.9	169,501.6	176,022.0	175,162.9	174,303.8	173,444.7	171,444.7	171,444.7	171,726.5
Total Regular Meter Usage	798,176.3	766,351.2	760,244.7	731,136.3	725,032.0	721,322.0	738,028.8	696,815.4	684,378.7	684,378.7	684,378.7	679,365.9	679,365.9	662,051.3	662,051.3	644,737.6
Big Meters Usage	157,507.9	151,487.3	150,892.3	155,332.3	134,793.5	121,026.2	121,981.1	126,297.6	121,058.5	115,719.1	111,591.6	107,464.1	103,336.6	103,336.6	95,081.6	
2nd Meter-Subtract	(51,135.0)	(46,310.0)	(64,714.0)	(47,228.0)	(46,223.0)	(51,197.3)	(41,018.0)	(58,984.0)	(48,911.0)	(54,416.2)	(55,533.9)	(56,651.6)	(57,769.4)	(57,769.4)	(60,004.8)	
2nd Meter-Charges	815.0	807.0	757.0	713.0	647.0	665.0	787.0	564.0	921.0	745.8	748.7	754.4	754.4	754.4	760.2	
Total Usage	905,364.2	872,335.5	847,183.9	839,953.6	814,249.5	791,815.9	819,778.4	764,691.0	757,447.2	750,070.6	736,171.4	722,272.2	708,373.0	708,373.0	680,574.6	
Change in Total Usage +/-	6.22%	-3.65%	-2.88%	-0.85%	-3.06%	-2.76%	3.53%	-6.72%	-0.95%	-0.97%	-1.82%	-1.89%	-1.27%	-1.29%	0.00%	-3.92%
Change in Regular Meter Usage +/-	8.62%	-3.99%	-0.80%	-3.83%	-0.83%	-0.51%	2.32%	-5.98%	-1.78%	0.53%	-1.26%	-1.27%	-1.29%	0.00%	-2.62%	

Sewer Rent Rates and Billing Data

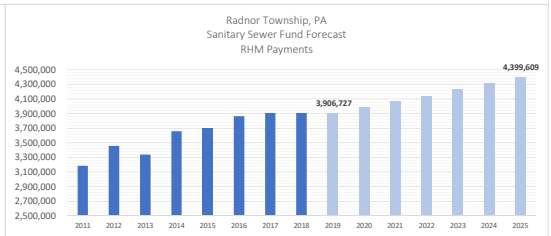
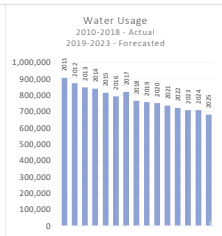
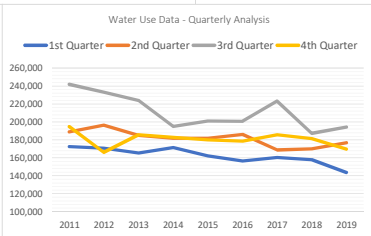
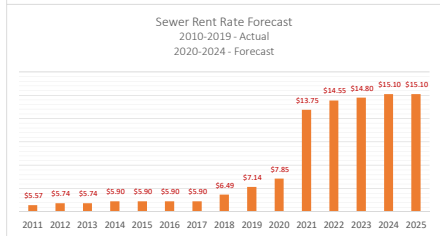
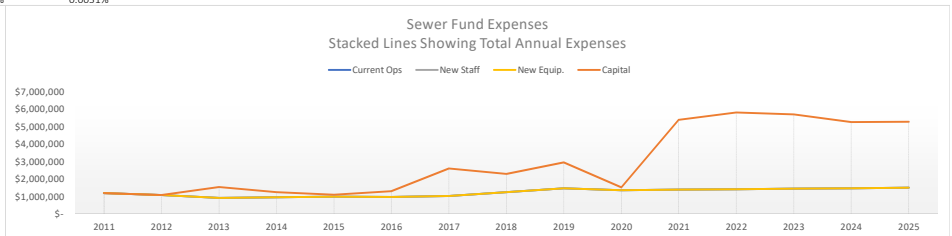
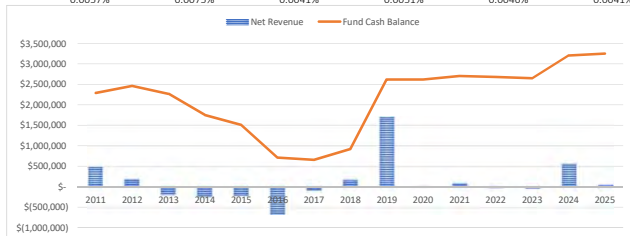
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Sewer Rent Rate	\$ 5.57	\$ 5.74	\$ 5.74	\$ 5.90	\$ 5.90	\$ 5.90	\$ 5.90	\$ 6.49	\$ 7.14	\$ 7.85	\$ 13.75	\$ 14.55	\$ 14.80	\$ 15.10	\$ 15.10
Change in rate +/-	2.60%	3.05%	0.00%	2.79%	0.00%	0.00%	0.00%	10.00%	10.00%	10.00%	25.00%	5.82%	1.72%	2.03%	0.00%
Avg. Res. Sewer Bill	Not Avail.	Not Avail.	\$394.21	\$405.20	\$391.02	\$418.31	\$413.59	\$418.00	\$459.80	\$505.78	\$885.59	\$937.12	\$953.22	\$972.54	\$972.54
\$ Δ Annual			n/a	\$10.99	(\$14.18)	\$27.29	(\$4.72)	\$41.41	\$41.80	\$45.98	\$379.81	\$51.53	\$16.10	\$19.32	\$0.00
\$ Δ Monthly			n/a	\$0.92	(\$1.18)	\$2.27	(\$0.39)	\$3.45	\$3.48	\$3.83	\$31.65	\$4.29	\$1.34	\$1.61	\$0.00

Billing Coverage Amounts / Ratio

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Billing Amount	\$ 5,042,879	\$ 5,007,206	\$ 4,862,836	\$ 4,955,726	\$ 4,804,072	\$ 4,671,714	\$ 4,836,693	\$ 4,962,845	\$ 5,407,416	\$ 5,890,229	\$ 10,122,357	\$ 10,509,060	\$ 10,483,920	\$ 10,696,432	\$ 10,276,676
Total Expenditures	4,595,973	4,925,965	5,255,715	5,275,675	5,180,864	5,529,000	6,865,349	7,152,230	8,948,407	6,322,135	10,279,730	10,770,045	10,759,322	10,388,360	10,482,325
Net Revenue / (Deficit)	446,906	81,241	(392,879)	(319,949)	(376,792)	(857,286)	(2,028,656)	(2,189,385)	(3,540,991)	(431,906)	(157,373)	(260,985)	(275,402)	308,072	(205,649)
Revenue to Expenditure Ratio	110%	102%	93%	94%	93%	84%	70%	69%	60%	98%	98%	98%	97%	103%	98%

Precipitation (Inches)

Precip. as a % of Water Usage



Radnor Township, PA
2020 Board Approved Budget

Full Time Employee Headcount Worksheets

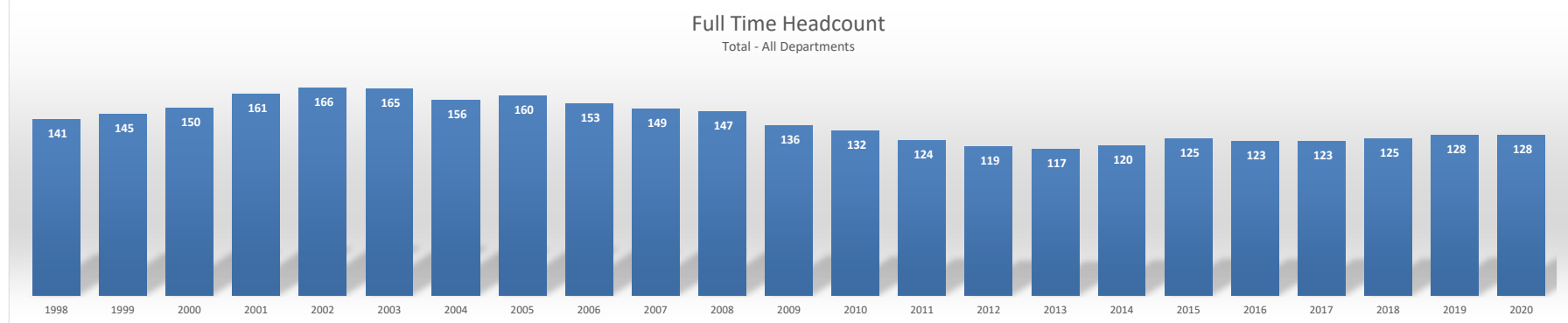
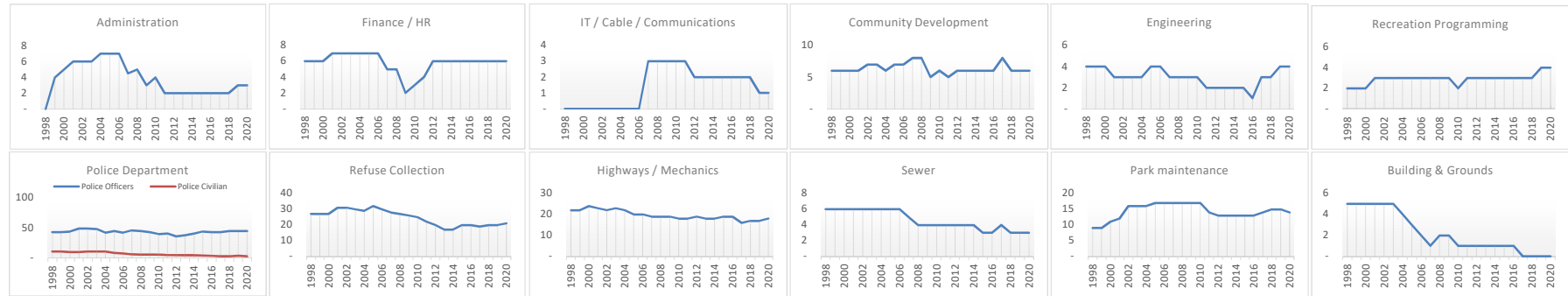
TOWNSHIP OF RADNOR, PENNSYLVANIA
FULL TIME TOWNSHIP GOVERNMENT EMPLOYEES BY FUNCTION/PROGRAM
 From 1998 - 2020

Department:	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Administration		4	5	6	6	6	7	7	7	4.5	5	3	4	2	2	2	2	2	2	2	2	3	3
Finance / HR	6	6	6	7	7	7	7	7	7	5	5	2	3	4	6	6	6	6	6	6	6	6	6
Community Development	6	6	6	6	7	7	6	7	7	8	8	5	6	5	6	6	6	6	6	8	6	6	6
Engineering	4	4	4	3	3	3	3	4	4	3	3	3	3	2	2	2	2	2	1	3	3	4	4
IT / Cable / Communications	-	-	-	-	-	-	-	-	-	3	3	3	3	3	2	2	2	2	2	2	2	1	1
Police Officers	43	43	44	49	49	48	42	45	42	46	45	43	40	41	36	38	41	44	43	43	45	45	45
Police Civilian	11	11	10	10	11	11	11	9	8	6.5	6.0	6	6	5	5	5	4	4	4	3	3	4	3
Refuse Collection	27	27	27	31	31	30	29	32	30	28	27	26	25	22	20	17	17	20	20	19	20	20	21
Highways / Mechanics	22	22	24	23	22	23	22	20	20	19	19	19	18	18	19	18	18	19	19	16	17	17	18
Sewer	6	6	6	6	6	6	6	6	6	5	4	4	4	4	4	4	4	3	3	4	3	3	3
Park maintenance	9	9	11	12	16	16	16	17	17	17	17	17	17	14	13	13	13	13	13	14	15	15	14
Building & Grounds	5	5	5	5	5	5	4	3	2	1	2	2	1	1	1	1	1	1	1	-	-	-	-
Recreation Programming	2	2	2	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	4	4
Total	141	145	150	161	166	165	156	160	153	149	147	136	132	124	119	117	120	125	123	123	125	128	128
Total Civilian	98	102	106	112	117	117	114	115	111	103	102	93	92	83	83	79	79	81	80	80	80	83	83
Total Uniformed	43	43	44	49	49	48	42	45	42	46	45	43	40	41	36	38	41	44	43	43	45	45	45

Source: Township of Radnor Finance Department

Footnotes:

- (1) In 2006, all police dispatch duties were transferred to Delaware County.
- (2) The Township offered an early retirement program in 2007
- (3) The Township continued reducing administrative staff in 2008/2009
- (4) The Township eliminated door-side track collection and began reducing staff accordingly in 2010
- (5) The Township ended the School Grounds Maintenance Agreement and reduced 3 positions in Park Maintenance Accordingly in 2011
- (6) The Township elected to restaff the uniformed officers to 41 in 2014, then added three more positions in 2015 bringing the total to 44 (Then, 1 of those positions was vacated with the superintendent change in late 2017)



Radnor Township, PA
2020 Board Approved Budget

2020 Schedule of Wage and Related Benefit Expenditures

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2020

	Administration					Administration: Public Information			Treasurer	
	Board of Commissioners	Zoning Hearing Board	Township Manager	Executive Assistant	Department Total	Public Information Officer	IT Coordinator (Part-Time) / Meeting Cvrgr.	Department Total	Treasurer	Department Total
			100%	100%		100%	100%			
Wages:										
Base Wages Full Time	14,700	2,100	179,520	80,558	276,878	77,063	-	77,063	26,000	26,000
Base Wages Part Time	-	-	-	-	-	-	23,974	23,974	-	-
Night Differential	-	-	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-	-	-
Acting Sergeant Pay - Day	-	-	-	-	-	-	-	-	-	-
Acting Sergeant Pay - Night	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	-	-	15,365	15,365	7,027	-	7,027	-	-
CDL Bonus	-	-	-	-	-	-	-	-	-	-
Subtotal	\$ 14,700	\$ 2,100	\$ 179,520	\$ 95,923	\$ 292,243	\$ 84,090	\$ 23,974	\$ 108,064	\$ 26,000	\$ 26,000
Overtime	-	-	-	-	-	-	-	-	-	-
Longevity	-	-	-	-	-	-	-	-	-	-
Sick Pay Bonus	-	-	-	-	-	-	-	-	-	-
Medical Expense Reimb. Pay	-	-	-	-	-	7,027	-	7,027	-	-
Court Time	-	-	-	-	-	-	-	-	-	-
Total Wages	\$ 14,700	\$ 2,100	\$ 179,520	\$ 95,923	\$ 292,243	\$ 91,117	\$ 23,974	\$ 115,091	\$ 26,000	\$ 26,000
Payroll Liabilities										
Social Security and Medicare	1,125	161	9,429	7,338	18,053	6,433	1,834	8,267	1,989	1,989
Workers' Compensation	110	16	1,344	718	2,188	629	179	808	195	195
Total Payroll Liabilities	\$ 1,235	\$ 176	\$ 10,773	\$ 8,056	\$ 20,240	\$ 7,062	\$ 2,013	\$ 9,075	\$ 2,184	\$ 2,184
Post-Employment Expenses:										
Pension - Normal Cost	-	-	n/a	7,382	7,382	n/a	n/a	-	-	-
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	n/a	n/a	-	n/a	n/a	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ -	\$ -	\$ -	\$ 7,382	\$ 7,382	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance:										
Health Benefits (Gross)	-	-	16,055	-	16,055	-	-	-	-	-
Health Benefits (Net of RSF Credit)	-	-	14,793	-	14,793	-	-	-	-	-
Term Life Premiums	-	-	258	142	400	142	-	142	-	-
Whole Life Premiums	-	-	n/a	n/a	-	n/a	-	-	-	-
Long-Term Disability Premiums	-	-	1,346	604	1,951	578	180	758	-	-
AD&D Insurance Premiums	-	-	18	18	36	18	-	18	-	-
Subtotal	-	-	1,623	764	2,387	738	180	918	-	-
Total Medical / Life Insurance Costs	\$ -	\$ -	\$ 17,678	\$ 764	\$ 18,442	\$ 738	\$ 180	\$ 918	\$ -	\$ -
Other Wage & Benefits:										
Police Extra Duty	-	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 15,935	\$ 2,276	\$ 207,971	\$ 112,126	\$ 338,308	\$ 98,917	\$ 26,167	\$ 125,084	\$ 28,184	\$ 28,184

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2020

	Finance Finance, Human Resources, IT, Switchboard								Department Total	Information Technology		
	Assistant Township Manager & Finance Director	Asst. Finance Director & HR Manager	HR & Financial Coordinator	Accounting Supervisor	Administrative Services Coordinator	Revenue Coordinator	Part-Time Staff	Part-Time Switchboard		IT Coordinator	IT Coordinator (Part-Time) / Police Network	Department Total
	80%	100%	100%	66%	100%	100%	100%	100%	100%	100%	100%	
Wages:												
Base Wages Full Time	129,696	130,132	79,145	54,676	93,552	50,538	-	-	537,739	71,304	-	71,304
Base Wages Part Time	-	-	-	-	-	-	76,091	42,866	118,957	-	12,388	12,388
Night Differential	-	-	-	-	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-	-	-	-	-
Acting Sergeant Pay - Day	-	-	-	-	-	-	-	-	-	-	-	-
Acting Sergeant Pay - Night	-	-	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	-	-	-	-	15,365	-	-	15,365	-	-	-
CDL Bonus	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	\$ 129,696	\$ 130,132	\$ 79,145	\$ 54,676	\$ 93,552	\$ 65,903	\$ 76,091	\$ 42,866	\$ 672,061	\$ 71,304	\$ 12,388	\$ 83,692
Overtime	-	-	-	-	-	-	-	-	-	-	-	-
Longevity	-	-	3,475	4,142	7,325	-	-	-	14,942	2,775	-	2,775
Sick Pay Bonus	-	-	315	69	350	-	-	-	734	350	-	350
Medical Expense Reimb. Pay	-	-	-	66	100	-	-	-	166	100	-	100
Court Time	-	-	-	-	-	-	-	-	-	-	-	-
Total Wages	\$ 129,696	\$ 130,132	\$ 82,935	\$ 58,953	\$ 101,327	\$ 65,903	\$ 76,091	\$ 42,866	\$ 687,903	\$ 74,529	\$ 12,388	\$ 86,917
Payroll Liabilities												
Social Security and Medicare	7,342	8,713	6,345	4,510	7,751	5,042	5,821	3,279	48,803	5,702	948	6,650
Workers' Compensation	970	974	621	442	758	493	569	321	5,148	558	93	651
Total Payroll Liabilities	\$ 8,312	\$ 9,687	\$ 6,966	\$ 4,952	\$ 8,509	\$ 5,535	\$ 6,390	\$ 3,600	\$ 53,951	\$ 6,260	\$ 1,041	\$ 7,301
Post-Employment Expenses:												
Pension - Normal Cost	9,981	10,015	6,383	4,537	7,798	5,072	-	-	43,786	5,736	n/a	5,736
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-	-	n/a	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 9,981	\$ 10,015	\$ 6,383	\$ 4,537	\$ 7,798	\$ 5,072	\$ -	\$ -	\$ 43,786	\$ 5,736	\$ -	\$ 5,736
Insurance:												
Health Benefits (Gross)	23,845	29,806	10,502	10,792	30,030	-	-	-	104,975	10,502	-	10,502
Health Benefits (Net of RSF Credit)	21,970	27,463	9,676	9,944	27,669	-	-	-	96,722	9,676	-	9,676
Term Life Premiums	114	142	142	94	142	142	-	-	776	142	-	142
Whole Life Premiums	-	-	-	-	-	-	-	-	-	-	-	-
Long-Term Disability Premiums	973	976	620	441	757	379	571	321	5,038	556	93	649
AD&D Insurance Premiums	15	18	18	12	18	18	-	-	99	18	-	18
Subtotal	1,102	1,136	780	547	917	539	571	321	5,913	716	93	809
Total Medical / Life Insurance Costs	\$ 46,917	\$ 58,405	\$ 20,958	\$ 21,283	\$ 58,616	\$ 539	\$ 571	\$ 321	\$ 110,888	\$ 20,894	\$ 93	\$ 11,311
Other Wage & Benefits:												
Police Extra Duty	-	-	-	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 194,906	\$ 208,239	\$ 117,242	\$ 89,725	\$ 176,250	\$ 77,049	\$ 83,052	\$ 46,787	\$ 896,528	\$ 107,419	\$ 13,522	\$ 111,265

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2020

	Engineering					Community Development					
	Engineer	Engineering Inspector	Program Manager	Clerk	Department Total	Comm. Dev. Director	Health Officers	Code Officials	Admin. Assistants	Part-Time Code Official	Department Total
	100%	100%	100%	100%		100%	100%	100%	100%	100%	
Wages:											
Base Wages Full Time	146,802	91,886	71,925	52,063	362,676	111,059	121,412	77,063	146,571	-	456,105
Base Wages Part Time	-	-	-	-	-	-	-	-	-	44,881	44,881
Night Differential	-	-	-	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-	-	-	-
Acting Sergeant Pay - Day	-	-	-	-	-	-	-	-	-	-	-
Acting Sergeant Pay - Night	-	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	-	5,518	-	5,518	12,045	15,365	15,365	8,430	-	51,205
CDL Bonus	-	-	-	-	-	-	-	-	-	-	-
Subtotal	\$ 146,802	\$ 91,886	\$ 77,443	\$ 52,063	\$ 368,194	\$ 123,104	\$ 136,777	\$ 92,428	\$ 155,001	\$ 44,881	\$ 552,191
Overtime	-	4,500	-	4,000	8,500	-	-	12,000	4,000	-	16,000
Longevity	-	8,000	-	-	8,000	-	-	-	13,225	-	13,225
Sick Pay Bonus	-	-	-	-	-	-	-	-	35	-	35
Medical Expense Reimb. Pay	-	100	-	-	100	-	-	-	200	-	200
Court Time	-	-	-	-	-	-	-	-	-	-	-
Total Wages	\$ 146,802	\$ 104,486	\$ 77,443	\$ 56,063	\$ 384,794	\$ 123,104	\$ 136,777	\$ 104,428	\$ 172,461	\$ 44,881	\$ 581,651
Payroll Liabilities											
Social Security and Medicare	8,955	7,993	5,924	4,289	27,161	8,611	10,463	7,989	13,194	3,434	43,691
Workers' Compensation	7,772	5,531	4,100	420	17,823	8,077	8,974	6,852	1,291	2,945	28,139
Total Payroll Liabilities	\$ 16,727	\$ 13,524	\$ 10,024	\$ 4,709	\$ 44,984	\$ 16,688	\$ 19,437	\$ 14,841	\$ 14,485	\$ 6,379	\$ 71,830
Post-Employment Expenses:											
Pension - Normal Cost	11,298	8,041	-	n/a	19,339	9,474	n/a	8,037	13,273	-	30,784
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	n/a	-	-	n/a	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 11,298	\$ 8,041	\$ -	\$ -	\$ 19,339	\$ 9,474	\$ -	\$ 8,037	\$ 13,273	\$ -	\$ 30,784
Insurance:											
Health Benefits (Gross)	16,055	30,030	-	10,384	56,469	-	10,384	-	-	-	10,384
Health Benefits (Net of RSF Credit)	14,793	27,669	-	9,568	52,030	-	9,568	-	-	-	9,568
Term Life Premiums	142	52	142	52	388	142	284	142	103	-	671
Whole Life Premiums	-	-	-	1,008	1,008	-	-	-	531	-	531
Long-Term Disability Premiums	1,101	749	539	390	2,779	833	36	578	1,198	337	2,982
AD&D Insurance Premiums	18	18	18	18	72	18	911	18	36	-	983
Subtotal	1,261	819	699	1,468	4,247	993	1,231	738	1,868	337	5,167
Total Medical / Life Insurance Costs	\$ 32,109	\$ 58,518	\$ 699	\$ 21,420	\$ 60,716	\$ 993	\$ 21,183	\$ 738	\$ 1,868	\$ 337	\$ 15,551
Other Wage & Benefits:											
Police Extra Duty	-	-	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 206,936	\$ 184,569	\$ 88,166	\$ 82,192	\$ 509,833	\$ 150,259	\$ 177,397	\$ 128,044	\$ 202,087	\$ 51,597	\$ 699,816

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2020

Police Department												
	Superintendent	Lieutenant	Sergeants	Corporals	Detectives	Staff-Traffic	Patrol	Admin Assistants	Supervisor of Parking & Aux. Svcs.	Parking Meter Enforcement	Crossing Guards	Department Total
Wages:	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Base Wages Full Time	171,593	275,502	465,391	106,652	418,852	314,139	2,574,132	130,887	154,508	-	-	4,611,656
Base Wages Part Time	-	-	-	-	-	-	-	-	-	70,000	120,000	190,000
Night Differential	3,889	7,778	15,556	3,889	15,556	11,667	116,667	-	-	-	-	175,002
On Call Bonus	556	1,111	2,222	556	2,222	1,667	16,666	-	-	-	-	25,000
Acting Sergeant Pay - Day	-	-	-	705	2,819	2,114	21,060	-	-	-	-	26,698
Acting Sergeant Pay - Night	-	-	-	51	205	154	1,534	-	-	-	-	1,944
Holiday Pay - Day	1,111	2,222	4,444	1,111	4,444	3,333	33,385	-	-	-	-	50,050
Holiday Pay - Night	67	133	267	67	267	200	2,003	-	-	-	-	3,004
Education Bonus	-	500	1,000	500	1,750	1,500	6,375	-	-	-	-	11,625
Acting Lieutenant Pay	-	1,300	6,000	-	-	-	-	-	-	-	-	7,300
K9 Off Duty Pay	-	-	-	-	-	-	5,200	-	-	-	-	5,200
Medical Opt-Out Sharing Plan	-	-	40,614	-	20,307	8,190	57,375	12,045	-	-	-	138,531
CDL Bonus	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	\$ 177,216	\$ 288,546	\$ 535,494	\$ 113,531	\$ 466,422	\$ 342,964	\$ 2,834,397	\$ 142,932	\$ 154,508	\$ 70,000	\$ 120,000	\$ 5,246,010
Overtime	5,500	12,096	21,444	5,040	19,121	12,825	123,976	5,600	-	-	-	205,602
Longevity	26,339	50,262	62,173	18,507	60,133	42,082	123,109	11,475	11,150	-	-	405,230
Sick Pay Bonus	-	-	-	-	-	-	-	105	-	-	-	105
Medical Expense Reimb. Pay	100	200	400	100	400	300	3,000	200	100	-	-	4,800
Court Time	444	889	1,778	444	1,778	1,333	13,334	-	-	-	-	20,000
Total Wages	\$ 209,599	\$ 351,993	\$ 621,289	\$ 137,622	\$ 547,854	\$ 399,504	\$ 3,097,816	\$ 160,312	\$ 165,758	\$ 70,000	\$ 120,000	\$ 5,881,747
Payroll Liabilities												
Social Security and Medicare	9,865	18,766	36,323	10,529	42,054	30,562	251,754	12,264	12,680	5,355	9,180	439,332
Workers' Compensation	10,339	17,397	30,677	6,789	27,118	19,706	152,470	1,200	8,775	4,593	7,874	286,938
Total Payroll Liabilities	\$ 20,204	\$ 36,163	\$ 67,000	\$ 17,318	\$ 69,172	\$ 50,268	\$ 404,224	\$ 13,464	\$ 21,455	\$ 9,948	\$ 17,054	\$ 726,270
Post-Employment Expenses:												
Pension - Normal Cost	34,070	57,330	101,092	22,370	89,358	64,939	457,668	12,338	12,757	-	-	851,922
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	550,000	-	-	-	-	550,000
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 34,070	\$ 57,330	\$ 101,092	\$ 22,370	\$ 89,358	\$ 64,939	\$ 1,007,668	\$ 12,338	\$ 12,757	\$ -	\$ -	\$ 1,401,922
Insurance:												
Health Benefits (Gross)	39,395	53,091	60,579	39,395	118,184	99,974	586,359	10,502	46,382	-	-	1,053,861
Health Benefits (Net of RSF Credit)	36,298	48,917	55,816	36,298	108,892	92,114	540,260	9,676	42,735	-	-	971,006
Term Life Premiums	129	258	516	129	516	387	3,740	103	284	-	-	6,062
Whole Life Premiums	283	515	1,505	292	1,146	982	2,236	1,195	1,191	-	-	9,345
Long-Term Disability Premiums	1,485	2,443	3,957	939	3,592	2,672	20,229	1,068	1,242	-	-	37,627
AD&D Insurance Premiums	42	83	166	42	166	125	1,206	36	42	-	-	1,908
Subtotal	1,939	3,299	6,144	1,402	5,420	4,166	27,411	2,402	2,759	-	-	54,942
Total Medical / Life Insurance Costs	\$ 77,632	\$ 105,307	\$ 122,539	\$ 77,095	\$ 232,496	\$ 196,254	\$ 1,154,030	\$ 22,580	\$ 91,876	\$ -	\$ -	\$ 1,108,803
Other Wage & Benefits:												
Police Extra Duty	-	-	-	-	-	-	200,000	-	-	-	-	200,000
Clothing Allowance	-	-	625	-	1,875	-	-	-	-	-	-	2,500
Total Other Wage & Benefits	\$ -	\$ -	\$ 625	\$ -	\$ 1,875	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 202,500
Position Total	\$ 341,505	\$ 550,793	\$ 912,545	\$ 254,405	\$ 940,755	\$ 710,965	\$ 5,863,738	\$ 208,694	\$ 291,846	\$ 79,948	\$ 137,054	\$ 9,321,242

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2020

	Building & Grounds					Public Works : Solid Waste						
	Public Works Director	Superintendent - Operations	Supervisor: Solid Waste & Highway	Supervisor: Parks & Sewers	Department Total	Public Works Director	Administrative Assistant	Superintendent - Operations	Supervisor: Solid Waste & Highway	Public Works Laborers	Part-Time / Seasonal	Department Total
	10%	45%	0%	0%		5%	50%	10%	30%	100%		
Wages:												
Base Wages Full Time	11,191	-	-	-	11,191	5,595	35,851	-	26,763	1,388,365	-	1,456,574
Base Wages Part Time	-	-	-	-	-	-	-	-	-	-	63,180	63,180
Night Differential	-	-	-	-	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-	-	-	-	-
Acting Sergeant Pay - Day	-	-	-	-	-	-	-	-	-	-	-	-
Acting Sergeant Pay - Night	-	-	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	-	-	-	-	-	7,740	-	-	41,551	-	49,291
CDL Bonus	-	-	-	-	-	-	-	-	300	16,000	-	16,300
Subtotal	\$ 11,191	\$ -	\$ -	\$ -	\$ 11,191	\$ 5,595	\$ 43,591	\$ -	\$ 27,063	\$ 1,445,916	\$ 63,180	\$ 1,585,345
Overtime	-	-	-	-	-	-	500	-	-	19,090	-	19,590
Longevity	800	-	-	-	800	400	4,000	-	2,400	84,625	-	91,425
Sick Pay Bonus	-	-	-	-	-	-	88	-	-	1,575	-	1,663
Medical Expense Reimb. Pay	-	-	-	-	-	-	50	-	30	2,100	-	2,180
Court Time	-	-	-	-	-	-	-	-	-	-	-	-
Total Wages	\$ 11,991	\$ -	\$ -	\$ -	\$ 11,991	\$ 5,995	\$ 48,229	\$ -	\$ 29,493	\$ 1,553,306	\$ 63,180	\$ 1,700,203
Payroll Liabilities												
Social Security and Medicare	857	-	-	-	857	428	3,690	-	2,256	118,831	4,833	130,038
Workers' Compensation	635	-	-	-	635	6,348	361	-	1,562	82,231	3,345	93,847
Total Payroll Liabilities	\$ 1,492	\$ -	\$ -	\$ -	\$ 1,492	\$ 6,776	\$ 4,051	\$ -	\$ 3,818	\$ 201,062	\$ 8,178	\$ 223,885
Post-Employment Expenses:												
Pension - Normal Cost	1,001	-	-	-	1,001	461	3,712	-	2,270	94,956	-	101,399
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 1,001	\$ -	\$ -	\$ -	\$ 1,001	\$ 461	\$ 3,712	\$ -	\$ 2,270	\$ 94,956	\$ -	\$ 101,399
Insurance:												
Health Benefits (Gross)	3,003	-	-	-	3,003	1,501	-	-	4,906	371,115	-	377,522
Health Benefits (Net of RSF Credit)	2,767	-	-	-	2,767	1,383	-	-	4,520	341,938	-	347,841
Term Life Premiums	14	-	-	-	14	7	26	-	43	1,083	-	1,159
Whole Life Premiums	-	-	-	-	-	-	292	-	-	14,992	-	15,284
Long-Term Disability Premiums	90	-	-	-	90	45	299	-	219	11,047	-	11,610
AD&D Insurance Premiums	2	-	-	-	2	1	9	-	6	437	-	453
Subtotal	106	-	-	-	106	53	626	-	268	27,559	-	28,506
Total Medical / Life Insurance Costs	\$ 5,876	\$ -	\$ -	\$ -	\$ 3,109	\$ 2,937	\$ 626	\$ -	\$ 9,694	\$ 740,612	\$ -	\$ 406,028
Other Wage & Benefits:												
Police Extra Duty	-	-	-	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 20,360	\$ -	\$ -	\$ -	\$ 17,593	\$ 16,169	\$ 56,618	\$ -	\$ 45,275	\$ 2,589,936	\$ 71,358	\$ 2,431,515

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2020

	Public Works : General Services / Highway					Department Total	Mechanics	
	Public Works Director 60%	Administrative Assistant 20%	Superintendent - Operations 25%	Supervisor: Solid Waste & Highway 70%	Public Works Laborers 100%		Public Works Mechanics 100%	Department Total
Wages:								
Base Wages Full Time	67,146	14,340	-	62,448	714,508	858,442	221,943	221,943
Base Wages Part Time	-	-	-	-	-	-	-	-
Night Differential	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-
Acting Sergeant Pay - Day	-	-	-	-	-	-	-	-
Acting Sergeant Pay - Night	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	3,096	-	-	2,398	5,494	15,365	15,365
CDL Bonus	-	-	-	700	9,000	9,700	3,000	3,000
Subtotal	\$ 67,146	\$ 17,436	\$ -	\$ 63,148	\$ 725,906	\$ 873,636	\$ 240,308	\$ 240,308
Overtime	-	200	-	-	137,545	137,745	700	700
Longevity	4,800	1,600	-	5,600	69,200	81,200	9,050	9,050
Sick Pay Bonus	-	35	-	-	560	595	105	105
Medical Expense Reimb. Pay	-	20	-	70	1,000	1,090	300	300
Court Time	-	-	-	-	-	-	-	-
Total Wages	\$ 71,946	\$ 19,291	\$ -	\$ 68,818	\$ 934,211	\$ 1,094,266	\$ 250,463	\$ 250,463
Payroll Liabilities								
Social Security and Medicare	5,139	1,476	-	5,265	71,467	83,347	19,161	19,161
Workers' Compensation	6,348	144	-	3,644	49,455	59,591	13,259	13,259
Total Payroll Liabilities	\$ 11,487	\$ 1,620	\$ -	\$ 8,909	\$ 120,922	\$ 142,938	\$ 32,420	\$ 32,420
Post-Employment Expenses:								
Pension - Normal Cost	5,537	1,485	-	5,296	71,897	84,215	14,239	14,239
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 5,537	\$ 1,485	\$ -	\$ 5,296	\$ 71,897	\$ 84,215	\$ 14,239	\$ 14,239
Insurance:								
Health Benefits (Gross)	18,018	-	-	11,446	219,478	248,942	59,836	59,836
Health Benefits (Net of RSF Credit)	16,601	-	-	10,546	202,223	229,370	55,132	55,132
Term Life Premiums	85	10	-	99	516	710	155	155
Whole Life Premiums	-	117	-	-	6,125	6,242	1,113	1,113
Long-Term Disability Premiums	540	120	-	510	5,878	7,048	1,732	1,732
AD&D Insurance Premiums	12	4	-	15	208	239	62	62
Subtotal	637	251	-	624	12,727	14,239	3,062	3,062
Total Medical / Life Insurance Costs	\$ 35,256	\$ 251	\$ -	\$ 22,616	\$ 434,428	\$ 263,181	\$ 118,030	\$ 62,898
Other Wage & Benefits:								
Police Extra Duty	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 124,226	\$ 22,647	\$ -	\$ 105,639	\$ 1,561,458	\$ 1,584,600	\$ 415,152	\$ 360,020

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2020

	Recreation and Community Programming: Administration					Recreational Programming	
	Director	Program Supervisor	Program Coordinator	Recreation Assistant	Department Total	Day Camp Program Employees	Department Total
	100%	100%	100%	100%			
Wages:							
Base Wages Full Time	111,059	67,435	47,188	42,132	267,814	-	-
Base Wages Part Time	-	-	-	-	-	120,000	120,000
Night Differential	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-
Acting Sergeant Pay - Day	-	-	-	-	-	-	-
Acting Sergeant Pay - Night	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	-	-	15,365	15,365	-	-
CDL Bonus	-	-	-	-	-	-	-
Subtotal	\$ 111,059	\$ 67,435	\$ 47,188	\$ 57,497	\$ 283,179	\$ 120,000	\$ 120,000
Overtime	-	-	-	-	-	-	-
Longevity	-	-	-	-	-	-	-
Sick Pay Bonus	-	-	-	-	-	-	-
Medical Expense Reimb. Pay	-	-	-	-	-	-	-
Court Time	-	-	-	-	-	-	-
Total Wages	\$ 111,059	\$ 67,435	\$ 47,188	\$ 57,497	\$ 283,179	\$ 120,000	\$ 120,000
Payroll Liabilities							
Social Security and Medicare	8,436	5,159	3,610	4,399	21,604	9,180	9,180
Workers' Compensation	5,879	3,570	2,498	3,044	14,991	6,353	6,353
Total Payroll Liabilities	\$ 14,315	\$ 8,729	\$ 6,108	\$ 7,443	\$ 36,595	\$ 15,533	\$ 15,533
Post-Employment Expenses:							
Pension - Normal Cost	8,547	-	-	-	8,547	-	-
Pension - Amortization of UAAL	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 8,547	\$ -	\$ -	\$ -	\$ 8,547	\$ -	\$ -
Insurance:							
Health Benefits (Gross)	22,040	16,055	16,055	-	54,150	-	-
Health Benefits (Net of RSF Credit)	20,307	14,793	14,793	-	49,893	-	-
Term Life Premiums	142	142	142	142	568	-	-
Whole Life Premiums	-	-	-	-	-	-	-
Long-Term Disability Premiums	833	506	354	316	2,009	-	-
AD&D Insurance Premiums	18	18	18	18	72	-	-
Subtotal	993	666	514	476	2,649	-	-
Total Medical / Life Insurance Costs	\$ 43,340	\$ 31,514	\$ 31,362	\$ 476	\$ 56,799	\$ -	\$ -
Other Wage & Benefits:							
Police Extra Duty	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 177,261	\$ 107,678	\$ 84,658	\$ 65,416	\$ 385,120	\$ 135,533	\$ 135,533

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2020

Public Works : Park Maintenance							
	Public Works Director	Administrative Assistant	Superintendent - Operations	Supervisor: Parks & Sewers	Public Works Laborers	Part-Time / Seasonal	Department Total
	15%	10%	10%	60%	100%		
Wages:							
Base Wages Full Time	16,786	7,170	-	53,527	917,725	-	995,208
Base Wages Part Time	-	-	-	-	-	-	-
Night Differential	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-
Acting Sergeant Pay - Day	-	-	-	-	-	-	-
Acting Sergeant Pay - Night	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	1,548	-	-	15,480	-	17,028
CDL Bonus	-	-	-	-	11,000	-	11,000
Subtotal	\$ 16,786	\$ 8,718	\$ -	\$ 53,527	\$ 944,205	\$ -	\$ 1,023,236
Overtime	-	100	-	-	6,461	-	6,561
Longevity	1,200	800	-	-	50,475	-	52,475
Sick Pay Bonus	-	18	-	-	1,120	-	1,138
Medical Expense Reimb. Pay	-	10	-	-	1,400	-	1,410
Court Time	-	-	-	-	-	-	-
Total Wages	\$ 17,986	\$ 9,646	\$ -	\$ 53,527	\$ 1,003,661	\$ -	\$ 1,084,820
Payroll Liabilities							
Social Security and Medicare	1,285	738	-	4,095	76,737	-	82,855
Workers' Compensation	6,348	72	-	2,834	53,104	-	62,358
Total Payroll Liabilities	\$ 7,633	\$ 810	\$ -	\$ 6,929	\$ 129,841	\$ -	\$ 145,213
Post-Employment Expenses:							
Pension - Normal Cost	1,384	742	-	-	66,261	-	68,387
Pension - Amortization of UAAL	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 1,384	\$ 742	\$ -	\$ -	\$ 66,261	\$ -	\$ 68,387
Insurance:							
Health Benefits (Gross)	4,504	-	-	17,884	279,008	-	301,396
Health Benefits (Net of RSF Credit)	4,150	-	-	16,478	257,073	-	277,701
Term Life Premiums	21	5	-	85	722	-	833
Whole Life Premiums	-	58	-	-	8,263	-	8,321
Long-Term Disability Premiums	135	60	-	401	7,262	-	7,858
AD&D Insurance Premiums	3	2	-	12	291	-	308
Subtotal	159	125	-	498	16,538	-	17,320
Total Medical / Life Insurance Costs	\$ 8,813	\$ 125	\$ -	\$ 34,860	\$ 552,619	\$ -	\$ 318,716
Other Wage & Benefits:							
Police Extra Duty	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 35,816	\$ 11,323	\$ -	\$ 95,316	\$ 1,752,382	\$ -	\$ 1,617,136

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2020

	Sanitary Sewer Fund									Department Total	Retirees	GRAND TOTALS		
	Finance Director	Revenue Coordinator	Public Works Director	Superintendent - Operations	Public Works Admin. Asst.	Supervisor: Parks & Sewers	Public Works Laborers	General Fund Totals	Sanitary Sewer Totals			Department Total		
Wages:	20%	34%	10%	10%	20%	40%	100%							
Base Wages Full Time	32,424	28,166	11,191	-	14,340	35,685	216,517	338,323	-	-	10,230,593	338,323	10,568,916	
Base Wages Part Time	-	-	-	-	-	-	-	-	-	-	573,380	-	573,380	
Night Differential	-	-	-	-	-	-	-	-	-	-	175,002	-	175,002	
On Call Bonus	-	-	-	-	-	-	-	-	-	-	25,000	-	25,000	
Acting Sergeant Pay - Day	-	-	-	-	-	-	-	-	-	-	26,698	-	26,698	
Acting Sergeant Pay - Night	-	-	-	-	-	-	-	-	-	-	1,944	-	1,944	
Holiday Pay - Day	-	-	-	-	-	-	-	-	-	-	50,050	-	50,050	
Holiday Pay - Night	-	-	-	-	-	-	-	-	-	-	3,004	-	3,004	
Education Bonus	-	-	-	-	-	-	-	-	-	-	11,625	-	11,625	
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-	-	7,300	-	7,300	
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-	-	5,200	-	5,200	
Medical Opt-Out Sharing Plan	-	-	-	-	3,096	-	-	3,096	-	-	335,554	3,096	338,650	
CDL Bonus	-	-	-	-	-	-	3,000	3,000	-	-	40,000	3,000	43,000	
Subtotal	\$ 32,424	\$ 28,166	\$ 11,191	\$ -	\$ 17,436	\$ 35,685	\$ 219,517	\$ 344,419	\$ -	\$ -	\$ 11,485,350	\$ 344,419	\$ 11,829,769	
Overtime	-	-	-	-	200	-	9,900	10,100	-	-	394,698	10,100	404,798	
Longevity	-	2,134	800	-	1,600	-	20,200	24,734	-	-	679,122	24,734	703,856	
Sick Pay Bonus	-	36	-	-	35	-	455	526	-	-	4,725	526	5,251	
Medical Expense Reimb. Pay	-	34	-	-	20	-	300	354	-	-	17,373	354	17,727	
Court Time	-	-	-	-	-	-	-	-	-	-	20,000	-	20,000	
Total Wages	\$ 32,424	\$ 30,370	\$ 11,991	\$ -	\$ 19,291	\$ 35,685	\$ 250,372	\$ 380,133	\$ -	\$ -	\$ 12,601,268	\$ 380,133	\$ 12,981,401	
Payroll Liabilities														
Social Security and Medicare	1,835	2,323	857	-	1,476	2,730	19,154	28,375	-	-	940,987	28,375	969,362	
Workers' Compensation	243	227	6,348	-	144	1,889	13,254	22,105	-	-	592,923	22,105	615,028	
Total Payroll Liabilities	\$ 2,078	\$ 2,550	\$ 7,205	\$ -	\$ 1,620	\$ 4,619	\$ 32,408	\$ 50,480	\$ -	\$ -	\$ 1,533,910	\$ 50,480	\$ 1,584,390	
Post-Employment Expenses:														
Pension - Normal Cost	2,495	2,337	923	-	1,485	-	19,269	26,509	-	-	1,236,737	26,509	1,263,246	
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	2,680,961	-	2,680,961	-	2,680,961	
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-	-	550,000	-	550,000	
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Post-Employment Expenses	\$ 2,495	\$ 2,337	\$ 923	\$ -	\$ 1,485	\$ -	\$ 19,269	\$ 26,509	\$ 2,680,961	\$ -	\$ 4,467,698	\$ 26,509	\$ 4,494,207	
Insurance:														
Health Benefits (Gross)	5,961	5,560	3,003	-	-	11,923	70,561	97,008	1,831,003	-	4,128,098	97,008	4,225,106	
Health Benefits (Net of RSF Credit)	5,493	5,123	2,767	-	-	10,986	65,014	89,383	1,687,050	-	3,803,549	89,383	3,892,932	
Term Life Premiums	28	48	14	-	10	57	155	312	-	-	12,020	312	12,332	
Whole Life Premiums	-	-	-	-	117	-	2,174	2,291	63,200	-	105,044	2,291	107,335	
Long-Term Disability Premiums	243	227	90	-	120	268	1,775	2,723	-	-	82,131	2,723	84,854	
AD&D Insurance Premiums	4	6	2	-	4	8	62	86	24,580	-	28,850	86	28,936	
Subtotal	275	281	106	-	251	333	4,166	5,412	87,780	-	228,045	5,412	233,457	
Total Medical / Life Insurance Costs	\$ 11,730	\$ 10,964	\$ 5,876	\$ -	\$ 251	\$ 23,242	\$ 139,741	\$ 102,421	\$ 1,774,830	\$ -	\$ 4,356,143	\$ 102,421	\$ 4,458,563	
Other Wage & Benefits:														
Police Extra Duty	-	-	-	-	-	-	-	-	-	-	200,000	-	200,000	
Clothing Allowance	-	-	-	-	-	-	-	-	-	-	2,500	-	2,500	
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 202,500	\$ -	\$ 202,500	
Position Total	\$ 48,727	\$ 46,221	\$ 25,995	\$ -	\$ 22,647	\$ 63,546	\$ 441,790	\$ 559,543	\$ 4,455,791	\$ -	\$ 23,161,519	\$ 559,543	\$ 23,721,062	

Radnor Township, PA
2020 Board Approved Budget

Exhibit B: Other Post Employment Benefit (OPEB)
Funding Plan Details

Radnor Township OPEB - Funded Plan Study
 Projected Annual Costs, Accrued Liabilities and Trust Fund Assets

Summary Matrix of OPEB Funding Alternatives

Funding Scenarios	Incremental Cost (average over years until fully funded)	Incremental Cost Range	Year Fully Funded	Annual OPEB Expense Maximum	Comments	RE Tax Equivalent (to be used for informational purposes only, not as a prediction of future tax rates)	Cumulative RE Tax Increases (to be used for informational purposes only, not as a prediction of future tax rates)
A Continue Pay as you go (PAYGO)	Varies - avg \$121,000 per year (through 2061 only)	(\$133,990) to \$507,926 (analysis through 2061 only)	Never	Unknown / Perpetual	Unrealistic: Most expensive method over time, never addresses the unfunded status (which will continue to grow from it's current \$54 million)	Anywhere from 0.00% to 4.5% per year perpetually	48.75% (Through 2061 only)
B PAYGO for Current Employees + Normal Cost for New Police Hires	Varies - avg \$190,000 per year	(\$252,233) to \$515,838	2052	\$ 9,471,137	\$6,365,125 drop at end (2053) when fully funded status is reached	1.63% per year until fully funded (on average)	63.42%
C 6 Year Ramp Up to Annual Required Contribution	\$300,000 per year for 6 years + New Police Hires Normal Cost	(\$34,430) to \$55,826 after ramp up period until the ramp down period (begins in 2049)	2053	\$ 6,282,547	6 Year Ramp Up + 30 years of amortization payments + 5 years of ramp down (total of 41 years)	2.94% annually through ramp up (6 yrs) then averages 0.64% through amortization period (before ramp down period)	28.68%
D 10 Year Ramp Up to Annual Required Contribution	\$200,000 per year for 10 years + New Police Hires Normal Cost	(\$34,779) to \$198,192 after the ramp up period until the ramp down period (begins in 2043)	2059	\$ 6,005,569	10 year ramp up + 19 years of amortization payments + 16 years of ramp down (total of 45 years)	2.08% annually through ramp up (10 yrs) then averages 0.68% through amortization period (before ramp down period)	24.22%
E Immediate full funding of the Annual Required Contribution	Immediate \$3,136,028 increase	(\$80,776) to \$87,878	2037	\$ 5,671,315	\$3,438,810 drop off in annual OPEB expense at the end (2037)	27% in 2014, then relatively constant	27.23%
F 10 Year Ramp Up + New Employee Normal Cost + \$10,000,000 seed money	\$200,000 per year for 10 years + New Police Hires Normal Cost	\$20,982 to \$107,624 after the ramp up period with \$2,874,976 fall off in 2049	2048	\$ 5,374,923	Manageable increment ramp up with \$2,874,976 fall off at fully funded.	1.93% annually through ramp up (10 yrs) then averages 0.41% through amortization period (before drop off at fully-funded)	28.03%

Additional OPEB Funding Recommendations to Consider:

- Excess Fund Balances:** The prior excess fund balance policy has expired. The Board should consider replacing the prior policy with a greater percentage going towards OPEB (and less to Comp. Abs.) - Only to the extent that one time deposits are used to reduce the amortization requirement, not as a replacement of the normal cost requirement
- One Time / Non-Reoccurring Revenues:** The Board should consider making OPEB the primary benefactor of these revenues - only to the extent that one time deposits are used to reduce the amortization requirement, not as a replacement of the normal cost requirement
- DVHIT Rate Stabilization:** To the extent that the Board elects to take advantage of Rate Stabilization savings from DVHIT, until fully funded, those proceeds should be allocated towards additionally funding the OPEB amortization - not as a replacement of the normal cost requirement

Assumptions:

- 4.5% Asset rate of return and discount rate - Assumes Township contributions would be made mid-year
- Open employee group (includes all current retirees, current active employees and future police hires - based on actuarial assumptions on age at hiring, age at retirement, and mortality tables)
- All future civilian employees (union and non-union) would not be eligible for OPEB benefits
- All aspects of the OPEB Funding / Liability should be reviewed at least biennially to adjust for changes in benefits, market conditions, actuarial assumptions or other factors that need realigning

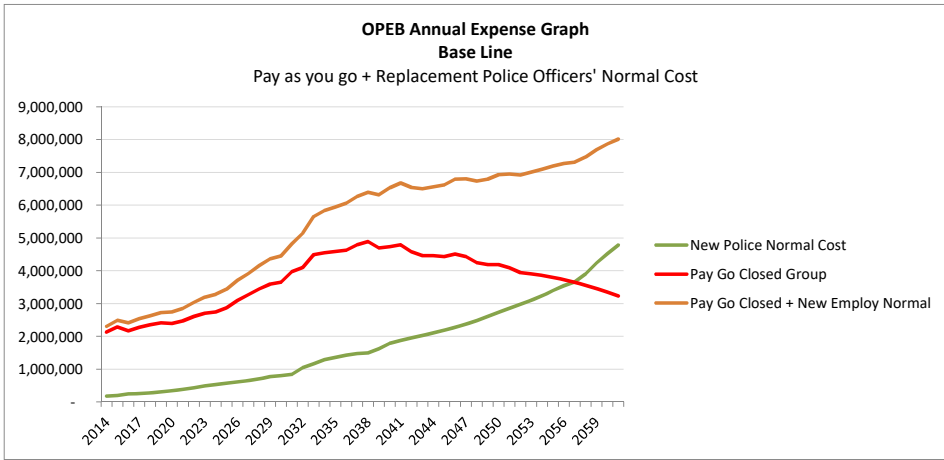
OPEB - Funded Plan Study

Projected Annual Costs, Accrued Liabilities and Trust Fund Assets

10 Year Ramp Up of Amortization + New Police Officer Hires

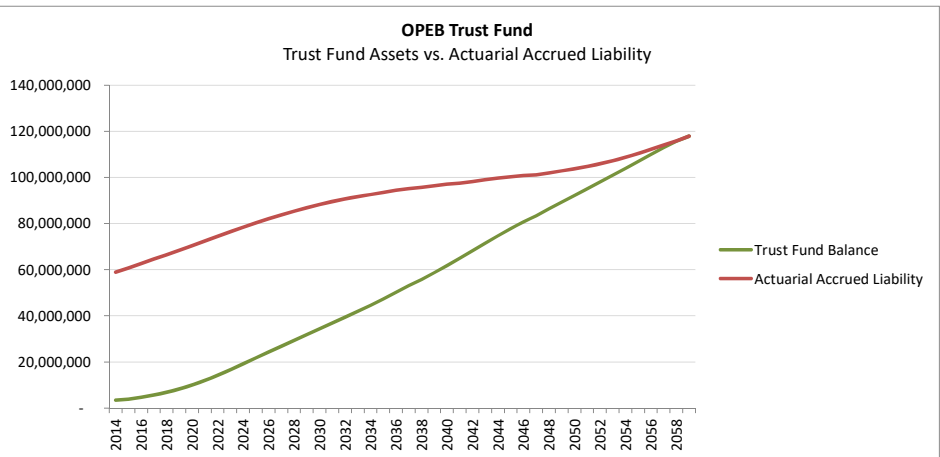
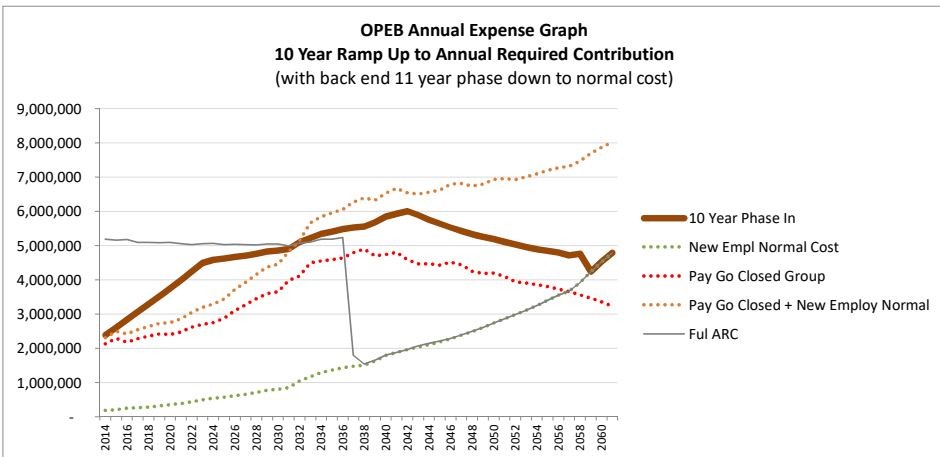
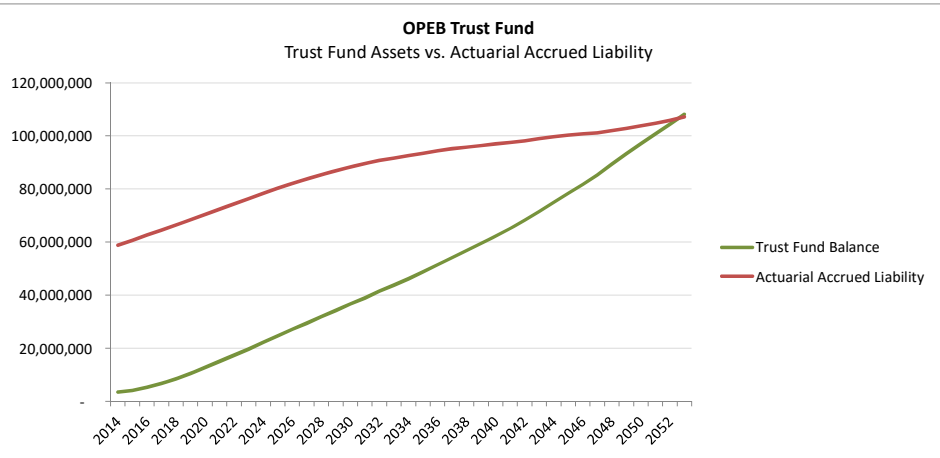
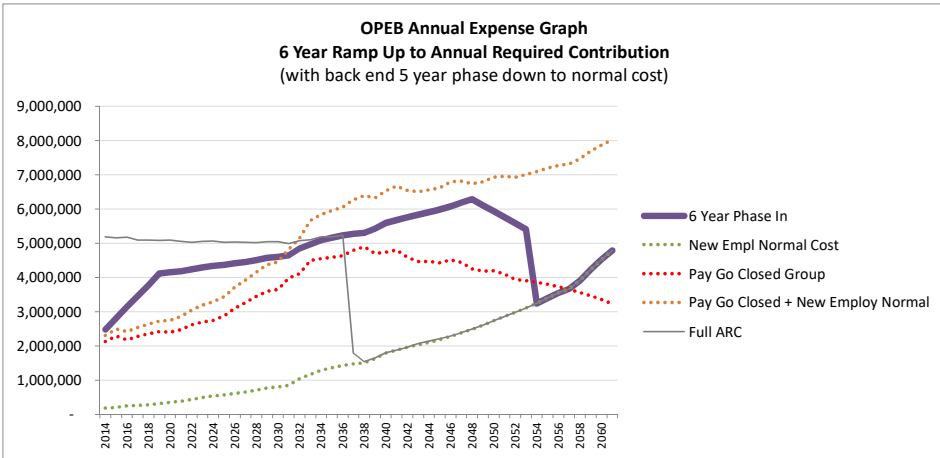
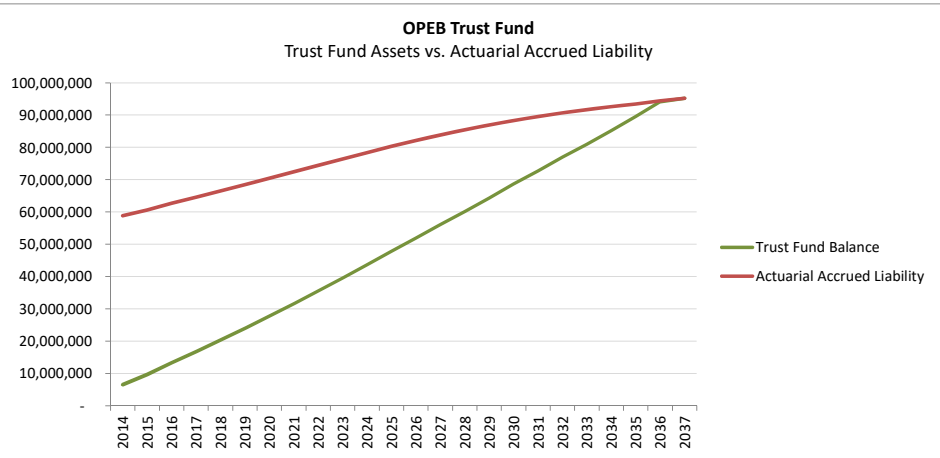
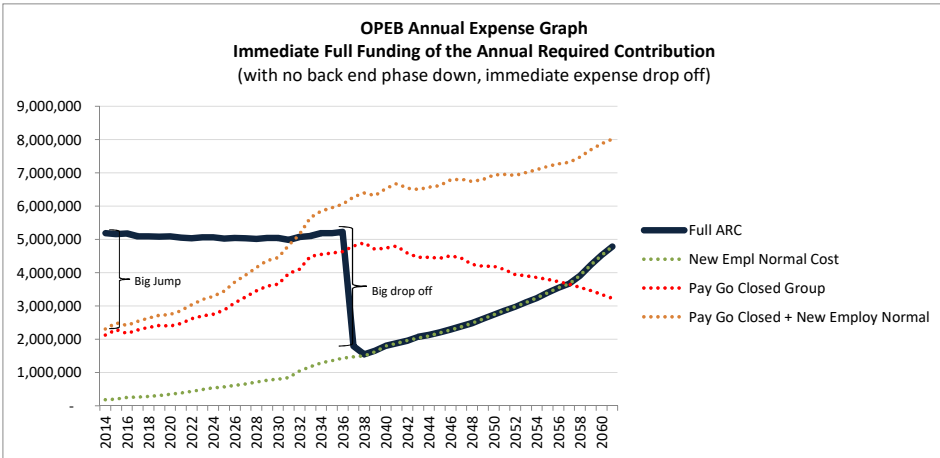
Amortization Assumption	4,050,000
Ramp Up Increment	200,000

Annual Township Costs				End of Year Funding Status			
	New EE Normal					Unfunded	
Annual Benefit	Cost Deposit to	Amort. Payment	Total OPEB	Trust Fund	Actuarial Accrued	Actuarial Accrued	Actuarial Accrued
Payments	Trust	of Unfunded Liab.	Expenditures	Balance	Liability	Liability	Liability
2013	2,050,505	152,804	-	3,022,470	56,980,397	(53,957,927)	
2014	2,126,052	181,989	2,200,000	3,414,418	58,879,986	(55,465,568)	
2015	2,290,721	202,323	2,400,000	3,879,669	60,664,154	(56,784,485)	
2016	2,172,250	244,626	2,600,000	4,726,630	62,668,697	(57,942,067)	
2017	2,281,416	258,270	2,800,000	5,716,182	64,571,074	(58,854,892)	
2018	2,354,219	277,724	3,000,000	6,896,916	66,485,177	(59,588,261)	
2019	2,415,033	311,047	3,200,000	8,303,291	68,410,983	(60,107,692)	
2020	2,396,974	348,125	3,400,000	10,028,090	70,453,592	(60,425,502)	
2021	2,476,222	382,555	3,600,000	11,985,687	72,470,481	(60,484,794)	
2022	2,614,524	431,530	3,800,000	14,142,049	74,410,477	(60,268,428)	
2023	2,707,822	487,356	4,000,000	16,557,975	76,370,162	(59,812,187)	
2024	2,755,078	534,787	4,050,000	19,132,793	78,373,361	(59,240,568)	
2025	2,882,083	565,036	4,050,000	21,726,722	80,300,535	(58,573,813)	
2026	3,109,785	617,008	4,050,000	24,261,647	82,095,179	(57,833,532)	
2027	3,282,444	651,787	4,050,000	26,772,764	83,785,530	(57,012,766)	
2028	3,465,836	706,635	4,050,000	29,268,338	85,348,908	(56,080,570)	
2029	3,618,044	771,846	4,050,000	31,789,215	86,857,679	(55,068,464)	
2030	3,677,140	799,247	4,050,000	34,391,836	88,371,078	(53,979,242)	
2031	4,004,831	844,727	4,050,000	36,829,365	89,560,743	(52,731,378)	
2032	4,143,250	1,042,919	4,050,000	39,436,356	90,745,923	(51,309,567)	
2033	4,534,407	1,167,600	4,050,000	41,894,185	91,614,035	(49,719,850)	
2034	4,606,025	1,289,695	4,050,000	44,513,093	92,535,879	(48,022,786)	
2035	4,655,892	1,356,871	4,050,000	47,267,161	93,446,501	(46,179,340)	
2036	4,708,493	1,426,603	4,050,000	50,162,293	94,387,575	(44,225,282)	
2037	4,887,072	1,472,924	4,050,000	53,055,448	95,198,113	(42,142,665)	
2038	5,199,249	1,500,675	4,050,000	55,794,370	95,742,568	(39,948,198)	
2039	5,243,950	1,621,657	4,050,000	58,732,823	96,373,011	(37,640,188)	
2040	5,422,421	1,793,784	4,050,000	61,797,163	97,006,321	(35,209,158)	
2041	5,658,826	1,874,396	4,050,000	64,843,606	97,499,431	(32,655,825)	
2042	5,618,727	1,955,569	4,050,000	68,148,410	98,136,762	(29,988,352)	
2043	5,556,301	2,037,187	3,850,000	71,545,974	98,948,053	(27,402,079)	
2044	5,739,539	2,098,431	3,650,000	74,774,435	99,665,673	(24,891,238)	
2045	5,918,606	2,186,619	3,450,000	77,857,298	100,308,965	(22,451,667)	
2046	6,211,890	2,279,568	3,250,000	80,678,554	100,761,700	(20,083,146)	
2047	6,406,388	2,374,923	3,050,000	83,327,624	101,131,296	(17,803,672)	
2048	6,046,531	2,482,547	2,850,000	86,363,383	101,988,136	(15,624,753)	
2049	6,160,576	2,607,571	2,650,000	89,346,731	102,887,510	(13,540,779)	
2050	6,356,164	2,738,549	2,450,000	92,199,718	103,758,394	(11,558,676)	
2051	6,409,226	2,855,853	2,250,000	95,105,853	104,731,527	(9,686,194)	
2052	6,493,442	2,977,695	2,050,000	97,856,626	105,784,205	(7,927,579)	
2053	6,324,280	3,106,012	1,850,000	100,891,906	107,185,495	(6,293,589)	
2054	6,422,409	3,237,397	1,650,000	103,897,030	108,680,915	(4,783,885)	
2055	6,504,269	3,397,052	1,450,000	106,915,179	110,319,603	(3,404,424)	
2056	6,507,308	3,543,823	1,250,000	110,012,877	112,175,696	(2,162,819)	
2057	6,757,281	3,665,307	1,050,000	112,921,482	113,981,262	(1,059,780)	
2058	7,036,484	3,908,843	850,000	115,725,308	115,826,199	(100,891)	
2059	7,265,992	4,233,810		117,900,765	117,844,510	56,255	
2060	7,518,071	4,521,684		120,209,912	119,983,831	226,081	
2061	7,665,338	4,783,067		122,737,088	122,330,259	406,829	



Notes:

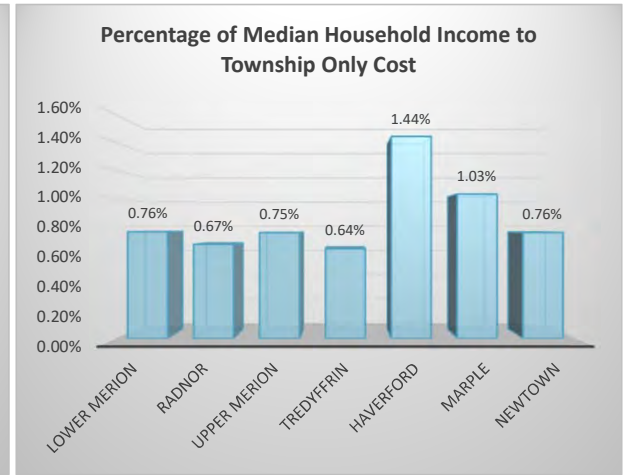
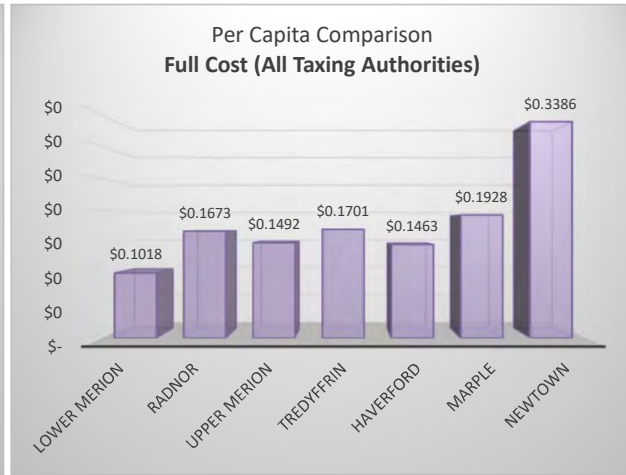
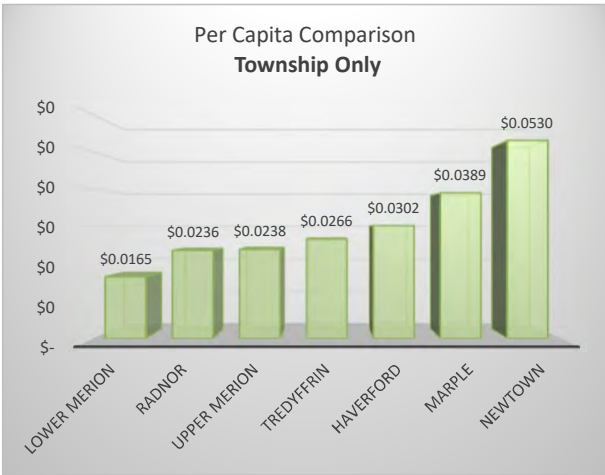
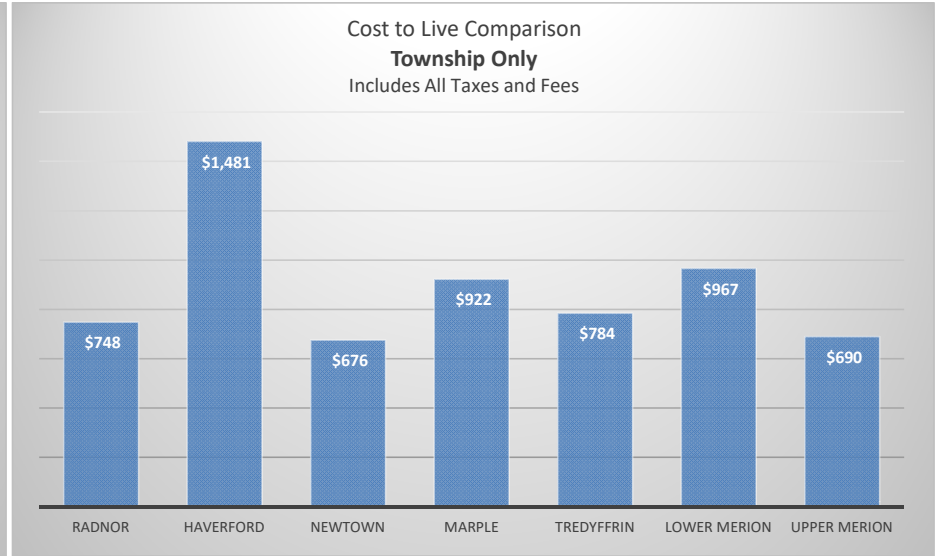
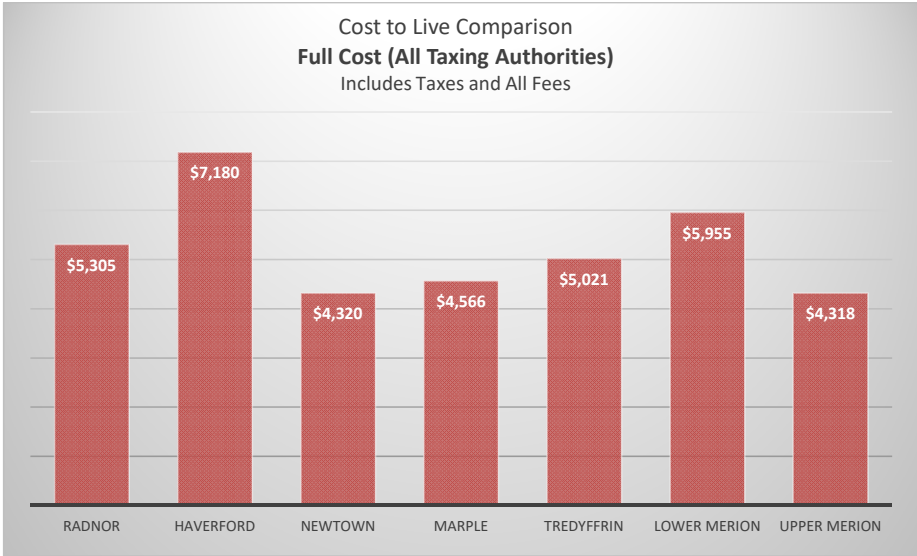
1. Pay Go Closed Group is the identical line from the CARFAC report presented in December 2012
2. New Empl Normal Cost represents the replacement Police Officer hires over time
3. Pay Go Closed 6 + New Employ Normal is the sum of the two expenses over time
4. The graph goes through 2061, but it should be noted that unless pre-funded, the Township's OPEB expense will continue perpetually, growing with the annual cost of providing the benefit



Radnor Township, PA
2020 Board Approved Budget

Exhibit C: Tax and fee comparison to surrounding
communities

Radnor Township, PA
 Cost to Live Comparison
 Radnor and Surrounding Municipalities



Footnote:
 1. Radnor's millage rate has been updated with 2020, but the other communities have not

RADNOR TOWNSHIP
STUDY OF SURROUNDING MUNICIPALITIES
DEMOGRAPHICS, TAXES AND MANDATORY FEES

Radnor Township		-----DELAWARE COUNTY-----				CHESTER COUNTY	----MONTGOMERY COUNTY----	
Cost of Living		Radnor	Haverford	Newtown	Marple	Tredyffrin	Lower Merion	Upper Merion
2019								
Area (sq. miles)		13.78	9.95	10.02	10.2	19.77	23.67	16.96
Estimated Population 2018		31,710	49,089	12,759	23,685	29,522	58,500	28,945
Per Capita Income 2018		\$55,201	\$46,012	\$59,015	\$42,744	\$66,980	\$79,672	\$53,088
Median Household Income 2018		\$111,607	\$102,838	\$89,442	\$89,572	\$122,427	\$127,127	\$91,515
Average Assessed Value of Residential Real Estate		\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Source: U.S Census Bureau QuickFacts								
Real Estate Tax Millage - Municipality		4.4082	8.3610	3.0460	4.4800	2.4270	4.1900	2.1590
Real Estate Tax Millage - County		5.4610	5.4610	5.4610	5.4610	4.3690	3.4590	3.4590
Real Estate Tax Millage - Montgomery County Comm Coll		n/a	n/a	n/a	n/a	n/a	0.3900	0.3900
Real Estate Tax Millage - School District		24.9181	32.5305	18.8356	18.8356	23.8795	29.4088	20.3400
Real Estate Taxes - Municipality		\$ 661.23	\$ 1,254.15	\$ 456.90	\$ 672.00	\$ 364.05	\$ 628.50	\$ 323.85
Real Estate Taxes - County		\$ 819.15	\$ 819.15	\$ 819.15	\$ 819.15	\$ 655.35	\$ 518.85	\$ 518.85
Real Estate Tax Millage - Montgomery County Comm Coll		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58.50	\$ 58.50
Real Estate Taxes - School District		\$ 3,737.72	\$ 4,879.58	\$ 2,825.34	\$ 2,825.34	\$ 3,581.93	\$ 4,411.32	\$ 3,051.00
Total Real Estate Taxes		\$ 5,218.10	\$ 6,952.88	\$ 4,101.39	\$ 4,316.49	\$ 4,601.33	\$ 5,617.17	\$ 3,952.20
Earned Income Tax Rate		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Earned Income Tax Amount		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Trash Fee / Stormwater Mgmt Fee	Trash Fee	\$ -	\$ 227.00	\$ 219.00	\$ 250.00	\$ 420.00	\$ 338.00	\$ 366.00
	Stormwater / Other Fee	\$ 87.00		\$ -	\$ -	\$ -	\$ -	\$ -
	Graduated						See cell 14X	Storm water see 28V
Total Real Estate Taxes + Trash/SWM Fee		\$ 5,305.10	\$ 7,179.88	\$ 4,320.39	\$ 4,566.49	\$ 5,021.33	\$ 5,955.17	\$ 4,318.20
Township Real Estate Taxes + Trash/SWM Fee		\$ 748.23	\$ 1,481.15	\$ 675.90	\$ 922.00	\$ 784.05	\$ 966.50	\$ 689.85

Radnor Township, PA

2020 Board Approved Budget

The End

Thank you for the opportunity to serve Radnor Township and for your interest in this extremely important budget process. Please direct any questions to Radnor Township!



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