

2019

Township Manager's Recommended Comprehensive Budget

A black and white photograph of the Radnor Township Municipal Building. The building features a brick facade on the lower level and a large glass-enclosed upper section. The entrance is visible with steps leading up to it. The text "RADNOR TOWNSHIP MUNICIPAL BUILDING" is visible above the entrance.

RADNOR TOWNSHIP, PA

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Radnor Township, PA
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Township Manager's Recommended Comprehensive Budget

Radnor Township, PA

October 25, 2018

Members of the Board of Commissioners and Stakeholders of Radnor Township:

The Administration respectfully submits version 1 of the 2019 Comprehensive Annual Budget. This document includes an appropriation budget for all township funds for 2019 and an updated 2019-2023 capital improvement plan. It is important to note that the legal requirement of adopting appropriations is limited to the 2019 figures only. The forecast information is for informational and decision-making purposes 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
- Fund and Township Organizational Charts
- 2019 Fund Budget Tables with department narratives
- 2019-2023 Capital and Infrastructure Plan
- Supporting Documentation and Schedules

Administrative Summary:

The Administration prepared the 2019 budget recommendations 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 level business tax growth and no increases in real estate tax

"Did you know?" Financial Highlights



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 2014, the Township terminated a financially crippling SWAP derivative debt instrument which saved the Township as much as \$3,646,000 from 2015 – 2034. More importantly, the termination removed the variable rate risk facing the Township over that same period



The Township has been systematically reducing full-time headcount as new efficiencies have become available. In 2003, staffing was at 165; in 2018 staffing is at 125

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rates, (3) continue to push for a funding plan for the Township's long-term capital and infrastructure program, and (4) continue to address the funding deficit in the Sanitary Sewer Fund. To address each of the administrative priorities, this budget includes the following features:

- The 2019 budget proposes to continue to provide the same level of excellent service to our Stakeholders. To achieve this, staffing levels must remain at current levels which are consistent with the Organizational Chart approved by the Board of Commissioners in the spring of 2017.
- The Township's Aa1 credit rating has been affirmed by Moody's stating, in part that, the Township has a strong level of financial reserves. In the past three years, business revenues have not grown, and the Township has not increased its real estate millage rate. Still, the strong reserves have been maintained. That allows the Township Manager's Recommended Comprehensive Budget for 2019 to show a slight negative net revenue amount of \$313,144.
- The Administration has been working with the Board of Commissioners over the last five years to develop a plan to fund both the short-term and long-term capital needs of the Township. Through normal revenue growth, the short-term portion of the capital program, also known as the "Pay as you go" portion, is planned to be funded through current resources with some short-term leasing for larger moving fleet. Current resources and forecasted revenues suggest that revenues will be sufficient to continue that approach. The portion of the capital plan that remains without a funding plan is the larger, more expensive portion that covers the replacement / improvement of the Township's infrastructure, buildings and park/trail amenities. Instead of including a recommendation to the Board in a static document, such as this budget document, the Township Manager is requesting that the Board of Commissioners set a special public hearing to discuss and determine how the Board would like to proceed in funding those improvements.
- 2019 would have marked the sixth year of the OPEB funding plan. However, due to the stagnation of General Fund revenues, the Township Manager is recommended a one-year suspension in the plan; saving the General Fund \$1,259,209. The OPEB funding plan is outlined in the supplementary information section of this budget. This funding plan was evaluated along with several other alternative approaches with guidance from CARFAC and the Township's actuarial benefits firm, Mockenhaupt Benefits Group. 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.
- Sanitary Sewer Fund: As reported in the Sanitary Sewer Fund (#002), expenditures have exceeded revenues in each of the last five years, depleting cash reserves to a level where a decision is needed to correct the funding status. The primary cause of the deficit has been declining water consumption coupled with rising RHM obligations and capital requirements. Specifically, in 2017 three sewers broke with costs exceeding \$3.5 million, and another two breaks occurred in 2018 exceeding costs of \$1.0 million. The Board did take initial action in November 2017, approving a three-year rate increase plan that calls for 10% increases in 2018, 2019 and 2020. Those rate increases have been incorporated into the projections in this document.
- Not included in the Manager's Recommended Budget include some significant items that require the Township's attention, but currently do not have adequate funding or definitive policies from the Board. These items include:
 - Tree Maintenance / Removal / Planting Program
 - Fire Company Long-Term Planning and Funding

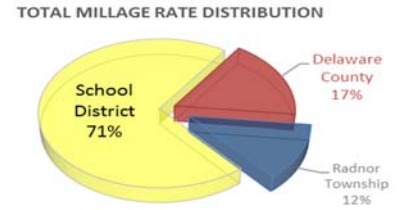
Township Manager's Recommended Comprehensive Budget



Significant revenue changes included in the 2019 Budget:

Property Tax Adjustment The Township Manager's recommended budget proposes **no change** in the real estate tax rate for the funding of township operations and capital needs.

General Fund (#001) The table below reflects the Township's millage rates since 2011 as well as what percentage the Township's rate is to the overall millage that Radnor property owners pay:

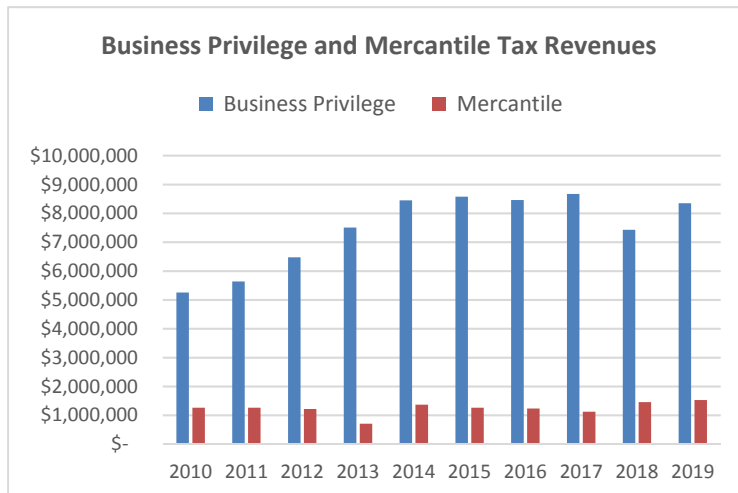


Year	Operations Rate	Dedicated Rate	Total Rate	Millage Δ	%Δ	Reason
2011	3.6411	-	3.6411	0.3000	9.0%	Operations
2012	3.7511	-	3.7511	0.1100	3.0%	Operations
2013	3.7511	-	3.7511	0.0000	0.0%	n/a
2014	3.7511	-	3.7511	0.0000	0.0%	n/a
2015	3.7511	-	3.7511	0.0000	0.0%	n/a
2016	3.7511	0.1717	3.9228	0.1717	4.6%	Park / Trail Bonds
2017	3.7511	0.1717	3.9228	0.0000	0.0%	n/a
2018	3.7511	0.1717	3.9228	0.0000	0.0%	n/a
2019	3.7511	0.1717	3.9228	0.0000	0.0%	n/a

Business (Act 511) Taxes

General Fund (#001)

This revenue category makes up 35% 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 2012-2015, revenues ballooned, which allowed the Township to fund various priorities without needing to adjust real estate tax rates. However, since 2015, the two primary revenue generators in this category, the Business Privilege and Mercantile taxes have plateaued. Specifically, in 2018, Business Privilege Taxes dipped to the lowest level since before 2015 due to several large refunds paid out. For 2019, the Township Manager's Recommended Budget appears to show a large increase. However, the activity is being budgeted to return to 2017 levels, before the refunds.



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

Township Manager's Recommended Comprehensive Budget

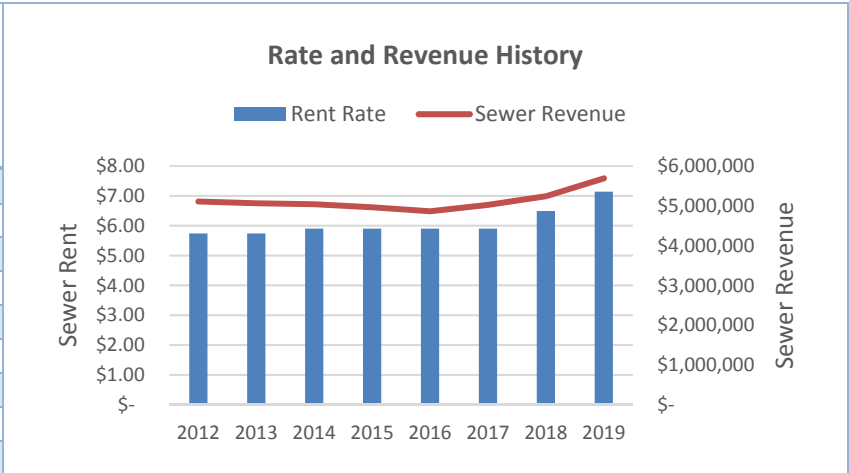


Sanitary Sewer Rent

The 2019 Township Manager's recommended budget incorporates the Board approved rate increase of 10%. The table below shows the sewer rent rate history going back to 2011. 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)

Year	Rate (per 1,000 gallons of water used as reported by Aqua)	%Δ
2011	\$5.57	3.0%
2012	\$5.74	3.1%
2013	\$5.74	0.0%
2014	\$5.90	2.8%
2015	\$5.90	0.0%
2016	\$5.90	0.0%
2017	\$5.90	0.0%
2018	\$6.49	10.0%
2019	\$7.14	10.0%



Stormwater Fee Fund (#004)

The Township Manager's 2019 recommended 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 reality 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 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 - 2018. For 2017 and 2018, the Board voted to allocate \$400,000 and \$160,000 in General Fund excess fund balances, respectively.

Moving forward, as reported in prior year's budgets, an alternative source of revenue will be necessary in years 2019 - 2026. Please see the Park and Open Space Fund (#022) for the full forecast and see below for a short-term outlook. The Township Manager's Budget includes a General Fund Transfer of \$160,000 to cover the anticipated revenue shortfall.

Township Manager's Recommended Comprehensive Budget



**Park and
Open Space
Fund (#022)
(continued)**

	2017	2018	2019	2020	2021	2022
Beg Balance	\$624,329	\$216,241	\$141,742	121,164	(21,314)	(140,942)
Revenue						
Realty Transfer	834,530	818,178	873,250	902,000	931,750	962,500
Grants / Interest	1,880	2,401	2,500	2,500	2,500	2,500
G.F. Transfers	-	160,000	160,000	-	-	-
Total Rev	836,410	980,579	1,035,750	904,500	934,250	965,000
Expenses:						
Prof. 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)	(74,499)	(20,578)	(142,478)	(119,628)	(85,378)
Ending Balance	\$216,241	\$141,742	121,164	(21,314)	(140,942)	(226,320)

Significant expenditure changes included in the 2019 Budget:

**Employee
Wages**

The 2019 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:

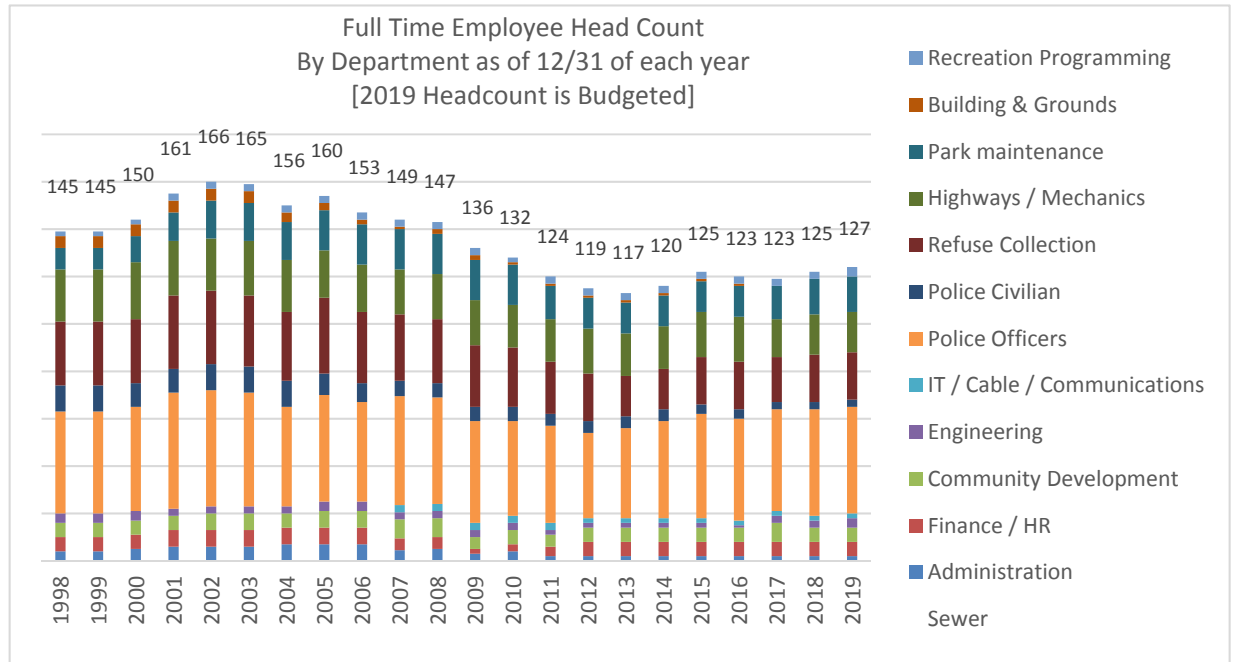
- **Uniformed Police Officers:** The Fraternal Order of Police (FOP) of Delaware County collective bargaining agreement requires that members receive a 2.75% increase effective 1/1/2019.
- **Non-Uniform, Union Employees:** Pursuant to the collective bargaining agreement approved by the Board of Commissioners, effective 1/1/2019 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.

Township Manager's Recommended Comprehensive Budget



Staffing Assumption

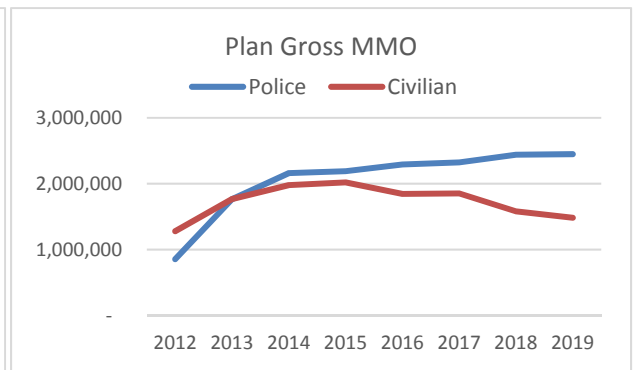
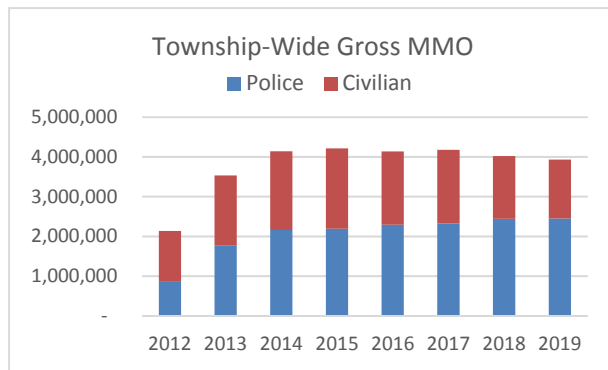
The Township Manager's recommended budget includes the following full-time headcount projections. Some of the departments' headcounts are still under review and may change prior to the final adoption of the 2019 budget. The Township Manager is communicating those situations with the Board.



Pension Obligations

The 2019 budget includes funding the full amount of the Township's Minimum Municipal Obligation (MMO) as adopted via Resolution 2017-108 on September 25, 2017. The table below shows the total Township share of the MMO since 2011:

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	2,448,000	1,483,000	3,931,000	750,000	3,181,000

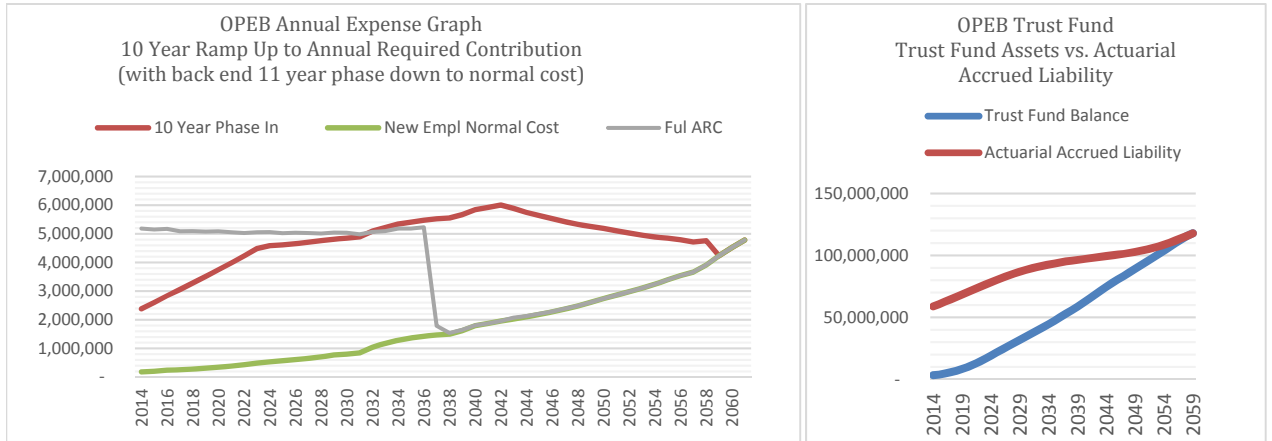


Township Manager’s Recommended Comprehensive Budget



Other Post-Employment Benefits Funding Plan

The 2019 Township Manager’s recommended budget suspends the annual required contribution ramp-up amount scheduled for 2019 (\$1,259,209). The recommended budget still 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):



Capital Funding

The Township Manager’s recommended budget includes capital funding needs totaling \$1,384,327 covering the short-term portion of the capital plan with current resources as we have been doing for six years now. However, with regard to the long-term capital assets, a determination on how best to fund that program still needs to be completed. 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
General Fund Transfers Included in TMRCB	1,384,327
Total Sources	1,411,327
Uses:	
Police	458,600
Public Works Solid Waste Division	235,629
Public Works Infrastructure / Highway Division	287,860
Public Works Park Maintenance Division	99,562
Information Technology / PEG	46,640
Fire Service Equipment Contributions	283,036
Total Uses	1,411,327

Township Manager’s Recommended Comprehensive Budget



- Pay-as-you-use:** As we have discussed for two years, *this category is without a defined funding plan*. The Township has been fortunate enough to realize excess General Fund balances, which has provided the necessary funding for projects since 2012. Looking forward, project numbers and amounts are growing to the point where excess fund balances do not appear to be sufficient. Further, those excesses are not probable enough to plan around. That being the case, the Township Manager’s Recommended Budget doesn’t include any funding for these projects.

For 2019, the Administration is separating the total Pay-as-you-use project budget amount into two categories: (a) Recommended Funding are projects that the Township Manager is recommended the Board fund. The primary reason these are being recommended is either due to funding goals set in prior years (i.e. road resurfacing at \$1.0 million per year) or projects already receiving Board approval. The specific projects can be found in the 2019 column in the capital plan document.

Recommended Funding Possible sources for funding: General Fund Transfers, part of a larger bond issue	Amount
Road Resurfacing Supplement to Liquid Fuels	\$192,000
North Wayne Sidewalk [Grant Applied]	151,120
King of Prussia / Eagle / Pine Tree [Grant Applied / Collaborative Approval]	231,140
Matsonford Pedestrian Bridge [Contracts already awarded]	329,300
Subtotal of Recommended Funding	903,560

The remaining 2019 capital projects not included in the recommended amount above are summarized in the table below. These projects include those requested by Commissioners, or projects where a need has been identified, but no funding source at this point. The project names and amounts can be found in the capital plan.

Additional Projects in Plan that would require additional funding	Amount
Park Improvements (non-bond funds)	\$1,230,000
Township Buildings and Facilities	175,000
Infrastructure Improvements [Bridges, Sidewalks, etc.]	164,000
Subtotal of Additional 2018 Project Needing Funding	1,569,000

Beyond 2019, funding gaps for the Pay-as-you-go portion of the capital plan exist in the following amounts. These projects should be reviewed and prioritized, then discussions should be had regarding how the Board would like to fund these projects over the long-term.

Pay-As-You-Use:	2019	2020	2021	2022	2023
Infrastructure	\$164,000	\$659,422	\$61,500	TBD	TBD
Traffic Control	-	502,500	110,000	TBD	TBD
Park Improvements	1,230,000	770,000	219,000	\$46,000	\$80,000
Building & Grounds	175,000	608,000	536,000	275,000	50000
Parking Lots	-	385,000	140,000	26,000	TBD
Total PAYU Plan	1,569,000	3,015,522	1,066,500	347,000	130,000

Township Manager's Recommended Comprehensive Budget



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 2019 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 2019, the importance of the Act 511 tax revenue, and a comparative look at the global finances of the Township.

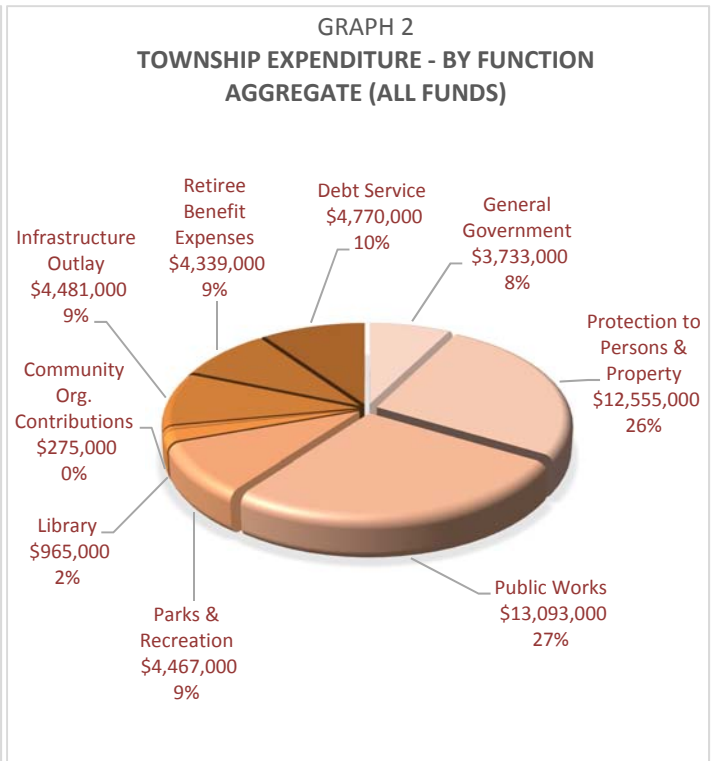
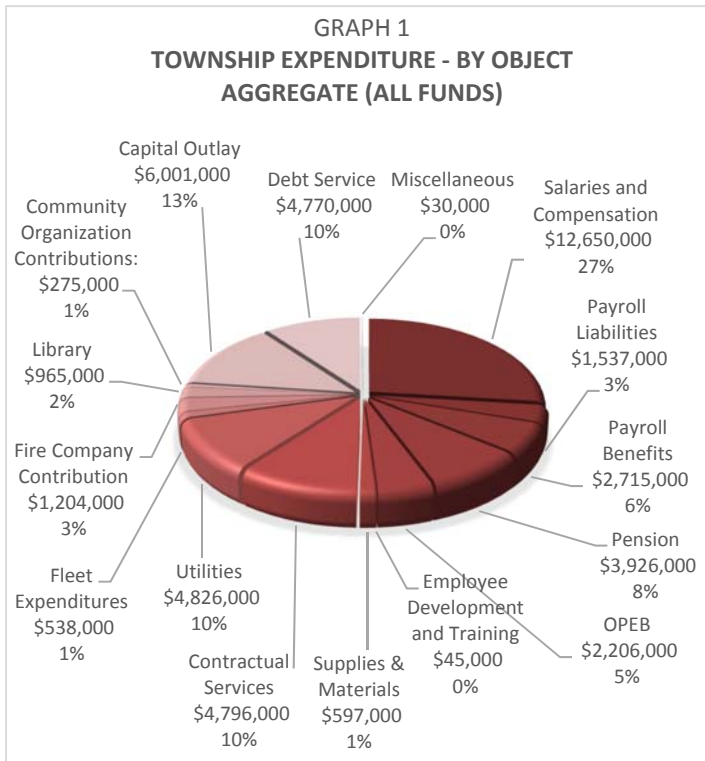
How your Tax Dollars are allocated: At the highest level, the Township summarizes its expenditures into eight different categories. The table and graph below describe those eight categories and how the aggregate allocations are presented for 2019:

Category	Description
Protection of Persons and Property	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).
Public Works	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>
Parks & Recreation	This category includes two very different departments: <i>Recreational Programming</i> and <i>Park Maintenance</i> (of Public Works). Recreational Programming works with various sports organizations in addition to offering 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 of the Township's properties, parks, athletic fields and the Radnor Trail.
General Government	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. The Administration Department includes the Board of Commissioners, all other volunteer Boards and Commissions, and the Township Manager. The Finance Department includes accounting, accounts receivable, grants, accounts payable, purchasing, right-to-know, payroll and human resources. Information Technology includes all the computer and networking as well as the public access / government channel responsibilities and the Township web site maintenance.

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Category	Description
Debt Service	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.
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 107: 51 Police retirees and 56 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, Willows Fund shortfalls and OPEB Fund contributions.



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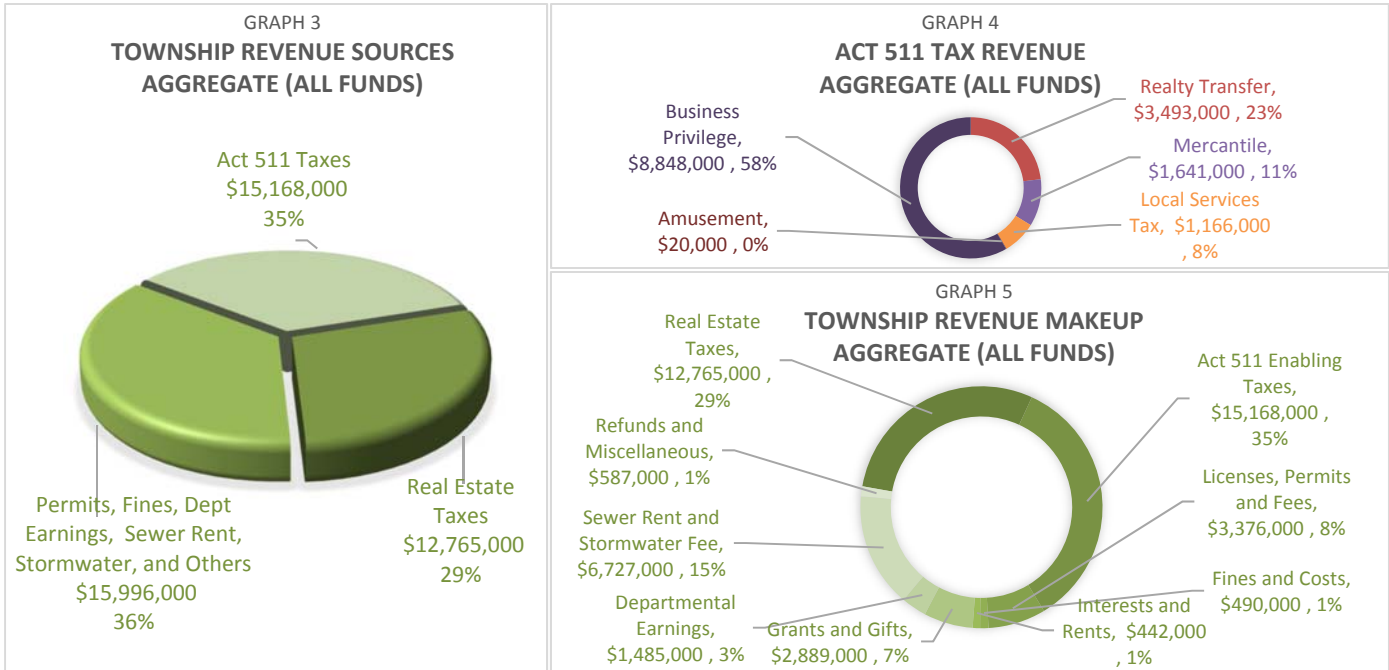


As indicated by graphs above, the total expenditures budgeted for 2019 are \$47,081,000. This figure includes the expenditures from all the Township's *governmental* funds. The expenditures are categorized into two different types: Object and Function. These two categories are consistent with how expenditures are reported in the Township's audited financial statements. Additionally, they show two different ways of the Township is spending the resources it has. Some important distinctions to understand with graph 1 include: (a) Wages and Compensation includes bases wages, overtime, and other forms of negotiated compensation such as longevity and other incentive based pays. (b) Utilities includes the Township's payment to the RHM sewer authority which makes up \$4.7 million of the total. (c) Contractual Services includes a broad spectrum of contracts from legal services to smaller contracts such as copier leases and uniform purchases. Some important distinctions with graph 2 include: (a) Security of Persons and Property includes police, fire, community development and emergency management services. (b) Retiree Expenses includes the healthcare premium expenses for current retirees as well as the retiree portion of the Township's annual pension expense. Not included in the above expenditure number are the Non-Governmental Funds which are the: Police Pension Fund, Civilian Pension Fund, OPEB Trust Fund and Escrow Fund. See the Fund Organizational Chart for additional information on the Township's fund structure.

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 (29% 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 (35% 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 (36% 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.

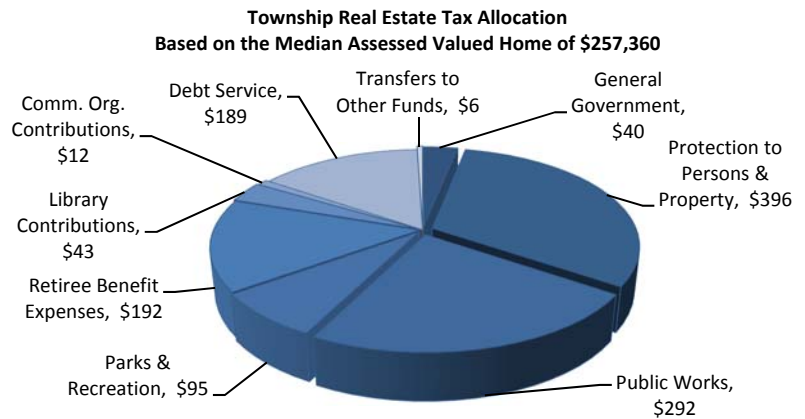
Township Manager's Recommended Comprehensive Budget



As depicted from graphs 3, 4 and 5, Radnor enjoys a diverse tax base. This base provides significant relief on the residential component of the real estate tax base. If the Township did not have the Act 511 taxes in place, the \$15,168,000 would have to be made up from real estate taxes. That would equate to a 100% tax increase. The purpose of sharing this information is to emphasize the importance of the Township's diverse tax base and the impact that a strong business community has in providing resources to fund the services provided by the Township.

The following information allocates the 2019 real estate tax millage rate into the various service categories described earlier in this section. All real estate tax revenues are deposit into the General Fund. Therefore, the service allocations are for the General Fund only (not aggregate). The purpose of this information is to help the reader understand exactly where tax dollars are being spent. The following table breaks down the Township's 2019 operating millage rate of 3.9228 into the broad service categories:

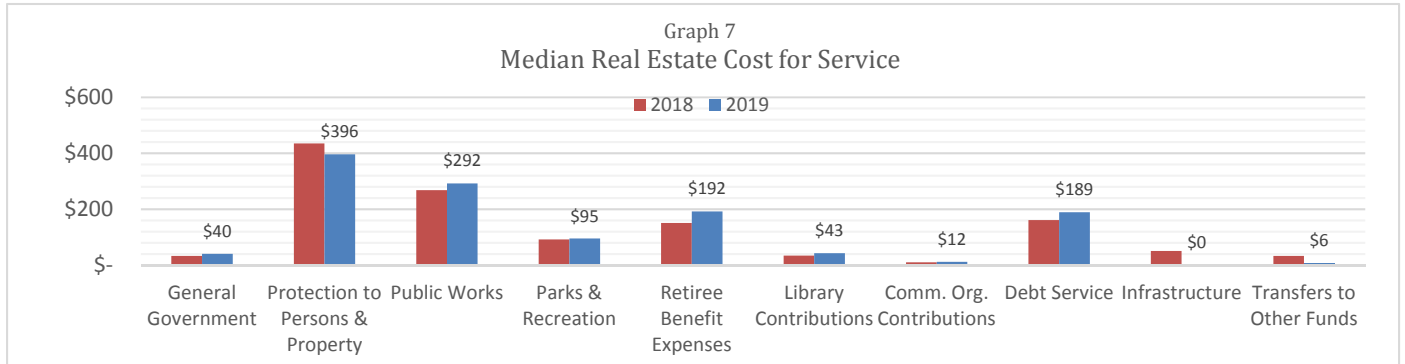
Service Category:	Millage
General Government	0.1250
Protection to Persons & Property	1.2269
Public Works	0.9047
Parks & Recreation	0.2951
Retiree Benefit Expenses	0.5954
Library Contributions	0.1324
Community Organization Contr.	0.0377
Debt Service	0.5854
Infrastructure	0.0000
Transfers to Other Funds	0.0200



Township Manager’s Recommended Comprehensive Budget



The last graph of this section takes another look at the 2019 total proposed millage rate and how it is distributed amongst the broad service categories and attaches what the median Radnor resident would pay for these services. The amounts shown below are net of non-tax related revenues generated by each of the departments. Based on the median assessed value, and a millage rate of 3.9228, the resulting Township real estate tax bill is \$1,038.

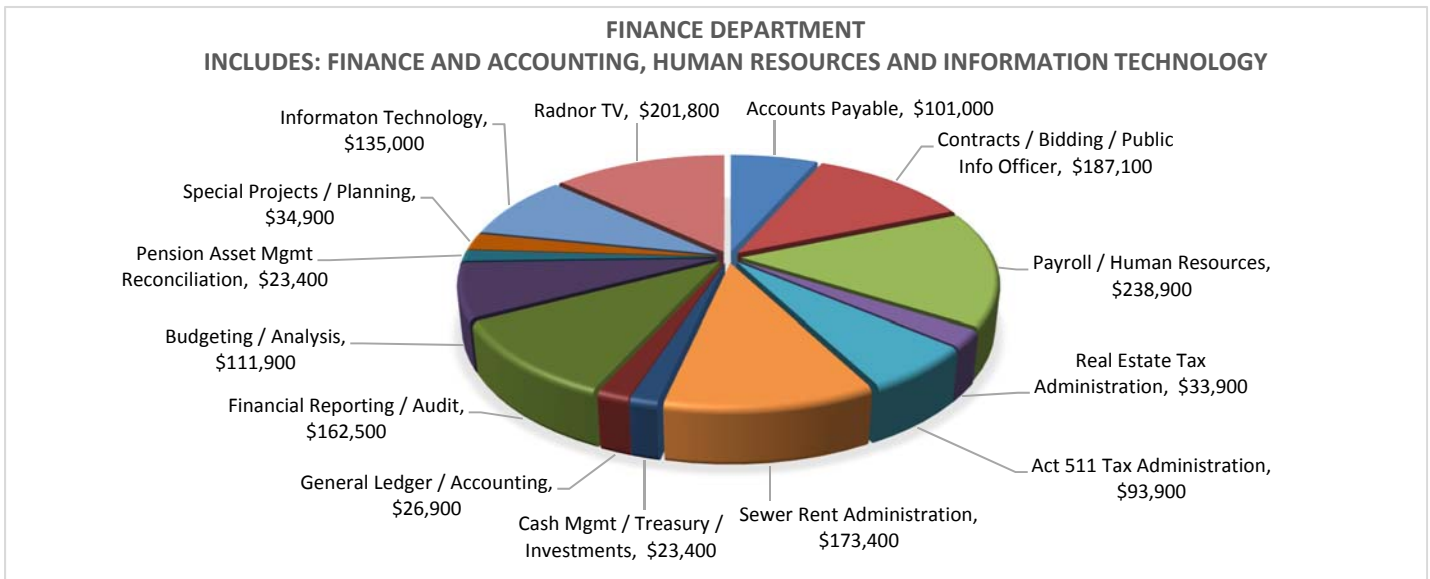
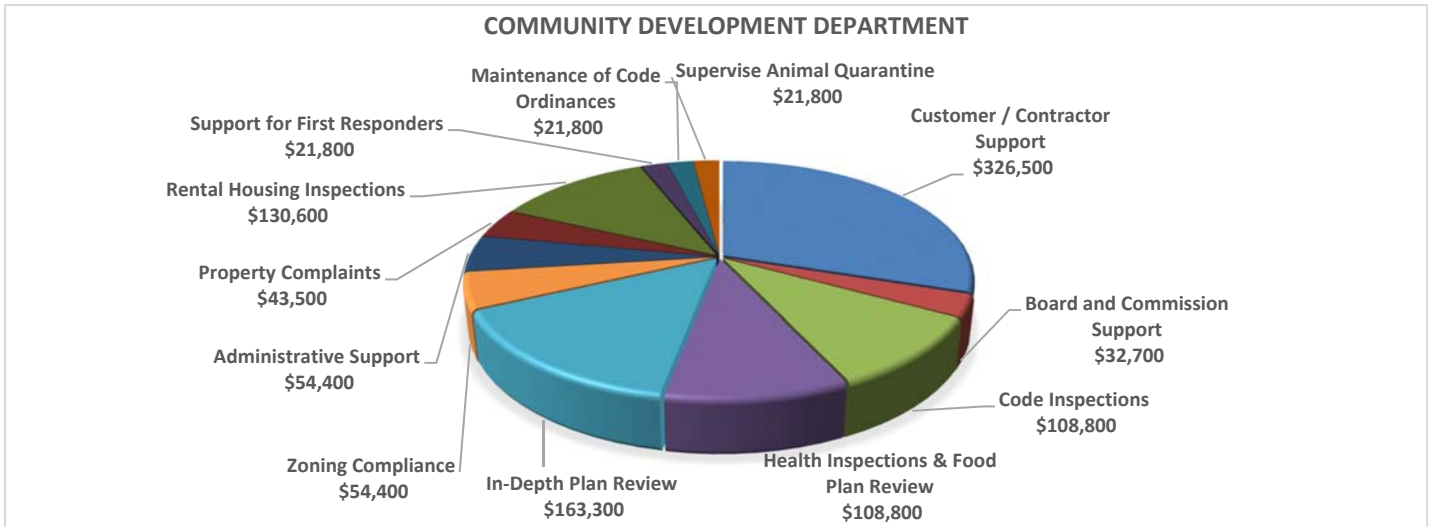
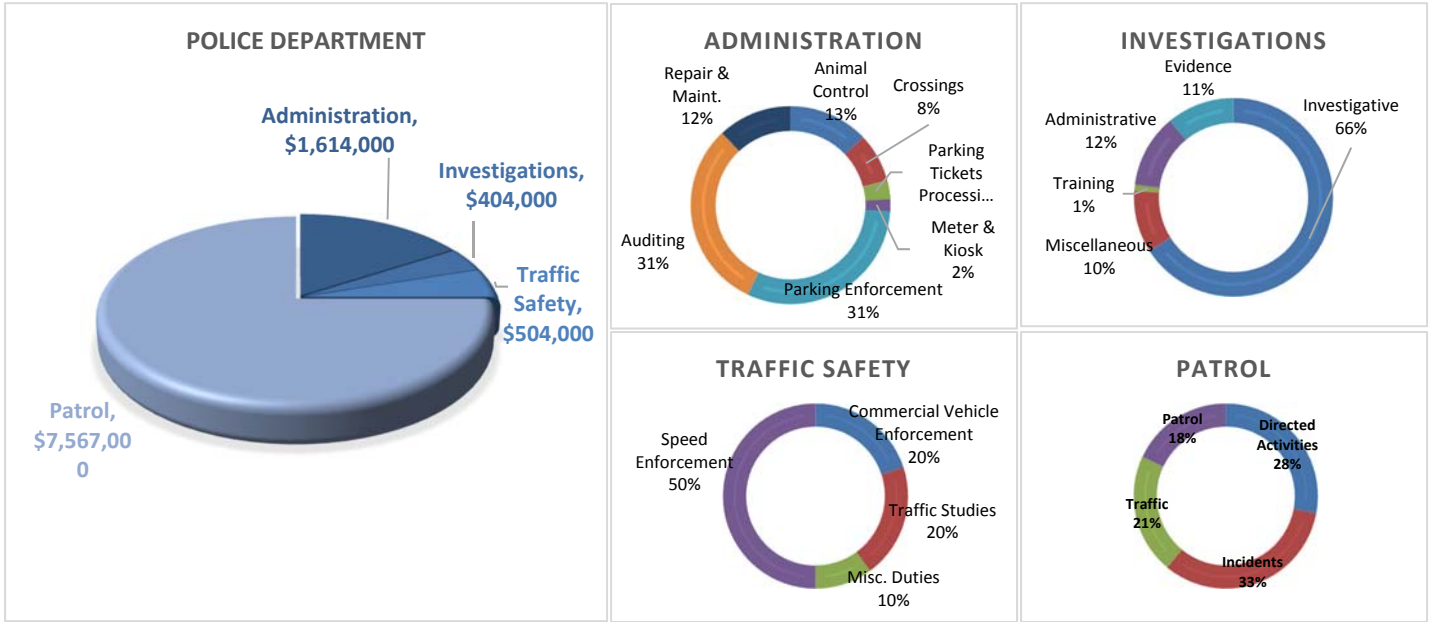


Departmental Budget Allocations by Program or Service:

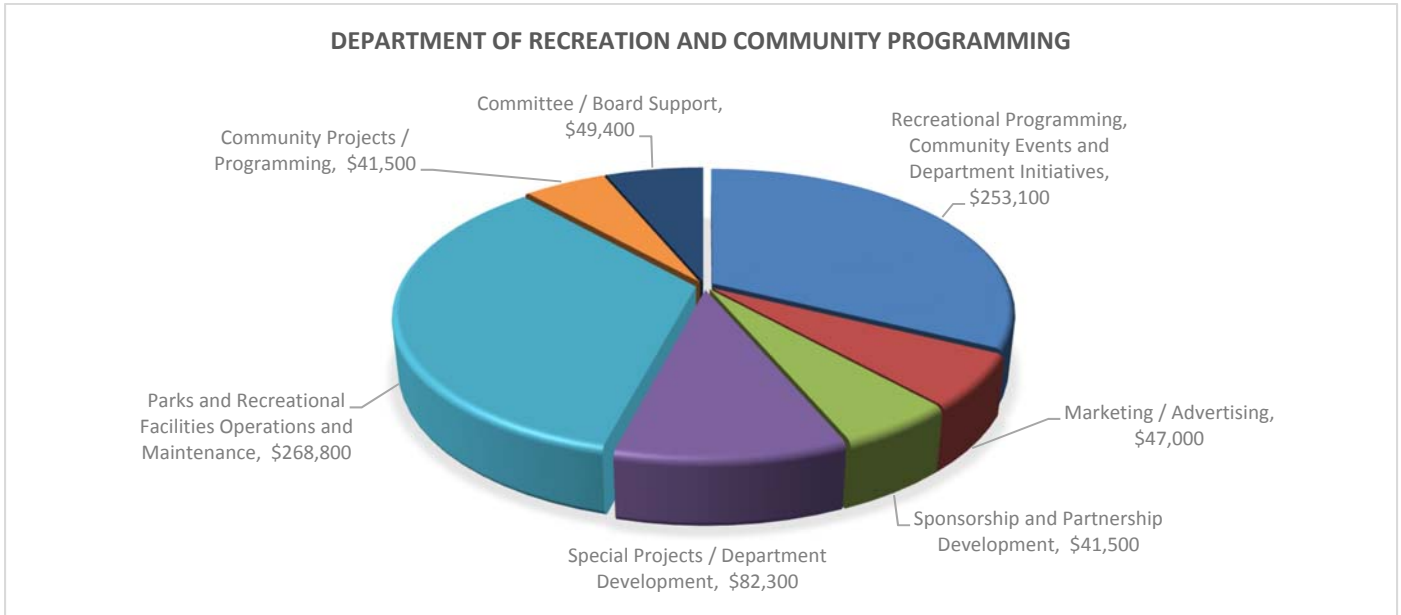
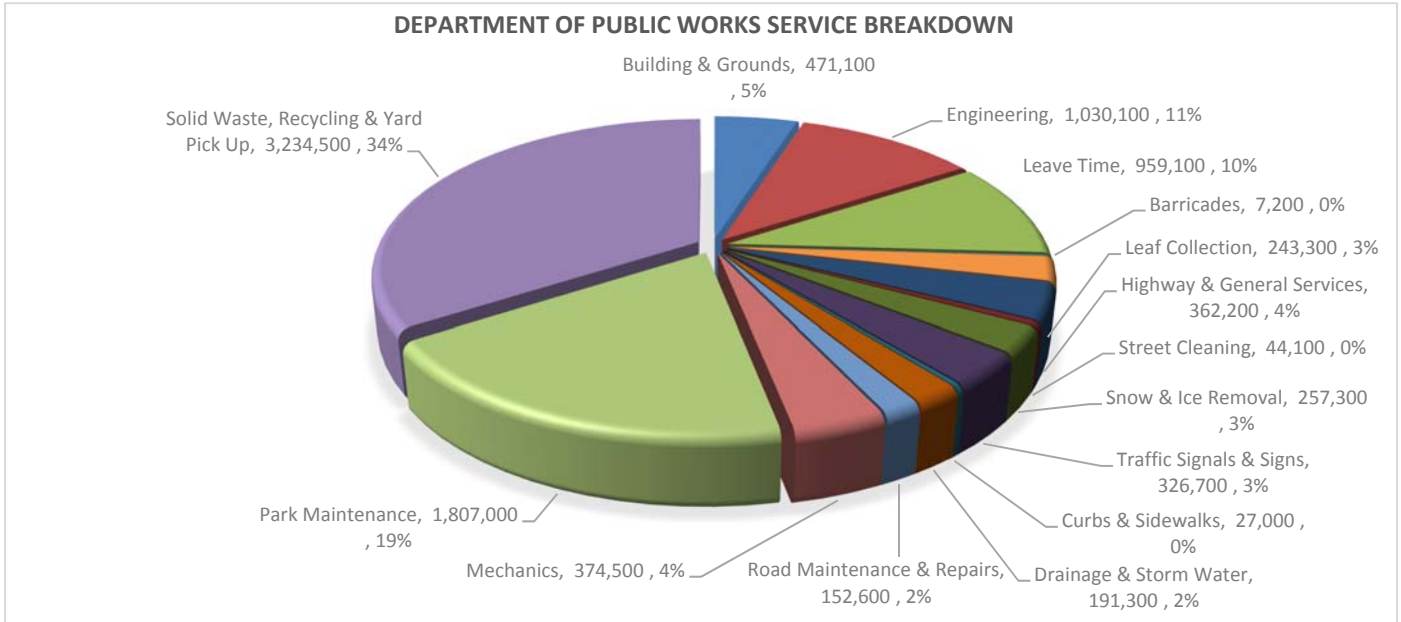
Departmental Cost of Service Breakdowns: This section of the report will take the Police Department, Community Development Department, Public Works Department, Recreational Programming Department and Finance Department and show the major services / areas of responsibility and how much they are budgeted to cost in 2019. 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 2019 is \$3,234,481 (including capital) which calculates to a per capita cost of approximately \$103 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.

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Township Manager's Recommended Comprehensive Budget



Township Manager's Recommended Comprehensive Budget



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Township Manager's Recommended Comprehensive Budget



Aggregate Financial Information (All Government Funds):

	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2019 Budget	%Δ
REVENUES						
Real Estate Taxes	\$11,773,342	\$12,511,317	\$13,653,505	\$11,801,895	\$12,765,000	8.2
Act 511 Enabling Taxes:						
Realty Transfer	3,830,652	3,026,720	3,338,121	3,272,712	3,493,000	6.7
Mercantile	1,328,898	1,335,185	1,122,265	1,545,055	1,641,000	6.2
Local Services Tax	1,019,034	1,050,285	1,033,643	1,005,747	1,166,000	15.9
Amusement	23,762	44,111	11,908	18,334	20,000	9.1
Business Privilege	9,409,945	9,048,954	9,300,830	7,543,113	8,848,000	18.7
Licenses, Permits and Fees	4,173,983	3,479,082	4,725,028	3,822,546	3,375,950	-11.7
Fines and Costs	613,968	511,693	449,435	464,946	490,000	5.4
Interests and Rents	291,576	394,106	397,446	452,346	441,798	-2.3
Grants and Gifts	2,236,109	2,387,130	2,387,799	2,904,729	2,888,970	-0.5
Departmental Earnings	1,725,080	1,820,447	1,692,145	1,439,179	1,484,563	3.2
Sewer Rent / Stormwater Revenue	5,992,577	5,887,262	6,062,646	6,277,401	6,726,962	7.2
Special Assessments	160,746	49,500	7,430	28,993	6,820	-76.5
Refunds and Miscellaneous	875,591	702,576	487,574	482,892	580,672	20.2
Debt Proceeds ¹	-	-	-	4,500,000	-	-100.0
Intrafund Transfers	590,000	924,100	2,320,000	2,417,480	234,480	-90.3
TOTAL REVENUES	44,045,261	43,172,470	46,989,775	47,887,370	44,163,215	-7.8
EXPENDITURES:						
Salaries and Compensation:						
Salaries and Wages	10,288,505	10,709,764	10,882,712	11,509,454	11,569,433	0.5
Longevity	598,526	635,327	711,641	741,533	664,012	-10.5
Sick Pay Bonus	8,470	8,890	7,630	7,188	5,916	-17.7
Medical Expense Reimbursement	7,700	7,600	9,600	6,860	10,900	58.9
Overtime	661,951	591,154	613,725	580,878	400,000	-31.1
PR Liabilities and Benefits:						
Soc. Sec. / Med. Taxes	835,565	858,450	890,272	929,270	966,404	4.0
Workers' Comp Prem.	496,841	482,215	466,507	466,482	560,938	20.2
Unemployment	9,346	512	14,561	5,201	10,000	92.3
Pension	4,211,212	4,137,606	4,174,899	3,745,547	3,926,312	4.8
Medical Insurance	2,766,586	2,736,767	2,574,096	2,562,377	2,571,397	0.4
OPEB Funding	2,423,870	2,697,707	1,211,716	3,052,115	2,206,397	-27.7
Life and Dis. Ins	209,710	118,345	103,154	125,659	143,647	14.3
Employee Dev. and Training	32,250	52,369	42,533	49,448	45,235	-8.5
Supplies & Materials:						
Office sup. / postage	60,083	58,724	55,579	52,475	56,400	7.5
Operating supplies	829,254	428,657	421,595	711,940	541,000	-24.0
Contractual Services:						
General	1,732,441	1,757,711	2,072,513	2,448,197	3,113,479	27.2
Legal / Professional	1,849,485	1,585,518	1,825,184	1,614,698	1,030,350	-36.2
Insurance	420,192	366,170	409,923	405,003	397,675	-1.8
Maintenance & Repairs (non-fleet)	378,342	322,719	296,766	231,365	254,150	9.8
Utilities	4,393,869	4,528,148	4,514,969	4,723,203	4,826,068	2.2
Fleet Expenditures						
Gas, Oil, Lubricants	215,880	153,251	183,888	274,682	274,304	-0.1
Tires, Batteries, Access.	47,864	33,740	49,233	56,228	56,475	0.4
Repair & Maintenance (fleet only)	211,344	192,906	204,554	181,123	207,650	14.6
Community Organization Contrib.						
Fire Companies	911,471	1,008,624	1,019,257	1,150,601	1,203,841	4.6
Radnor Memorial Library	885,496	896,770	882,737	899,767	965,000	7.3
Other Community Organizations	283,177	314,367	331,188	265,886	275,000	3.4
Capital Outlay	3,955,729	4,000,122	3,104,643	6,749,623	6,001,038	-11.1
Debt Service						
Principal	2,700,000	3,835,000	2,810,000	2,600,000	2,830,000	8.8
Interest	1,720,685	1,936,906	1,926,058	1,939,059	1,934,796	-0.2
Bank Charges	3,424	4,101	4,129	3,771	5,000	32.6
Miscellaneous	9,689	24,721	26,393	30,253	30,000	-0.8
Intrafund Transfers	590,000	424,100	1,820,000	2,098,730	234,480	-88.8
TOTAL EXPENDITURES	43,748,955	43,908,961	43,601,653	50,218,614	47,317,297	-5.8

Township Manager's Recommended Comprehensive Budget



Debt Service Summary

The Township's outstanding principal debt balance at December 31, 2018 will be \$58,770,000, up from \$56,825,000 at December 31, 2017. The increase is from the new sanitary sewer borrowing late in 2018. In 2019, the Township will pay down \$2,830,000 in principal, ending the year with an outstanding balance of \$55,940,000. The beginning outstanding balance is made up in non-voted general obligations of the Township and voted open space bonds. Currently the Township has seven 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, and Series 2018 borrowed for emergency Sanitary Sewer projects. The table below reflects the summary of budgeted debt obligation transactions for 2019.

Issue	Final Year of Maturity	Original Principal Amount	Balance January 1, 2019	2019 Additions	2019 Reductions	Balance December 31, 2019	Interest Payments
Non-Voted General Obligation Bonds:							
2012 Series Refund	2037	16,360,000	16,160,000	-	35,000	16,125,000	619,763
2013 Series Refund	2034	18,210,000	15,545,000	-	1,195,000	14,350,000	541,959
2015 Series Refund/Libr.	2035	7,740,000	4,955,000	-	525,000	4,430,000	142,431
2016 Series Park/Trail	2035	5,765,000	5,040,000	-	240,000	4,800,000	128,295
2018 Series Sewer	2028	4,545,000	4,545,000	-	190,000	4,355,000	200,000
Subtotal		52,620,000	46,245,000	-	2,185,000	44,060,000	1,632,448
Voted Open Space General Obligation Bonds							
2014 Series Ardrossan	2043	9,885,000	9,160,000	-	255,000	8,905,000	308,960
2015 Series Ref Various	2026	4,965,000	3,365,000	-	390,000	2,975,000	72,888
Subtotal		14,850,000	12,525,000	-	645,000	11,880,000	381,848
Grand Totals		67,470,000	58,770,000	-	2,830,000	55,940,000	2,014,296

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 2019 debt service.

Fund	Amount
General Fund – General Revenues / Real Estate Taxes	\$3,014,992
Sewer Fund – Sewer Rent	727,730
Special Assessment Fund – Infrastructure Projects	44,664
Parks & Open Space Fund – Real Estate Transfer Tax and Voted Millage	1,026,848
Wayne Art Center Repayment	30,063
Library Repayment (eliminated in 2010)	-
Total	\$4,844,297

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

Township Manager's Recommended Comprehensive Budget



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,

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Robert A. Zienkowski,
Township Manager/ Secretary

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William M. White,
Finance Director



Radnor Township, PA

2019 Township Manager Recommended Budget

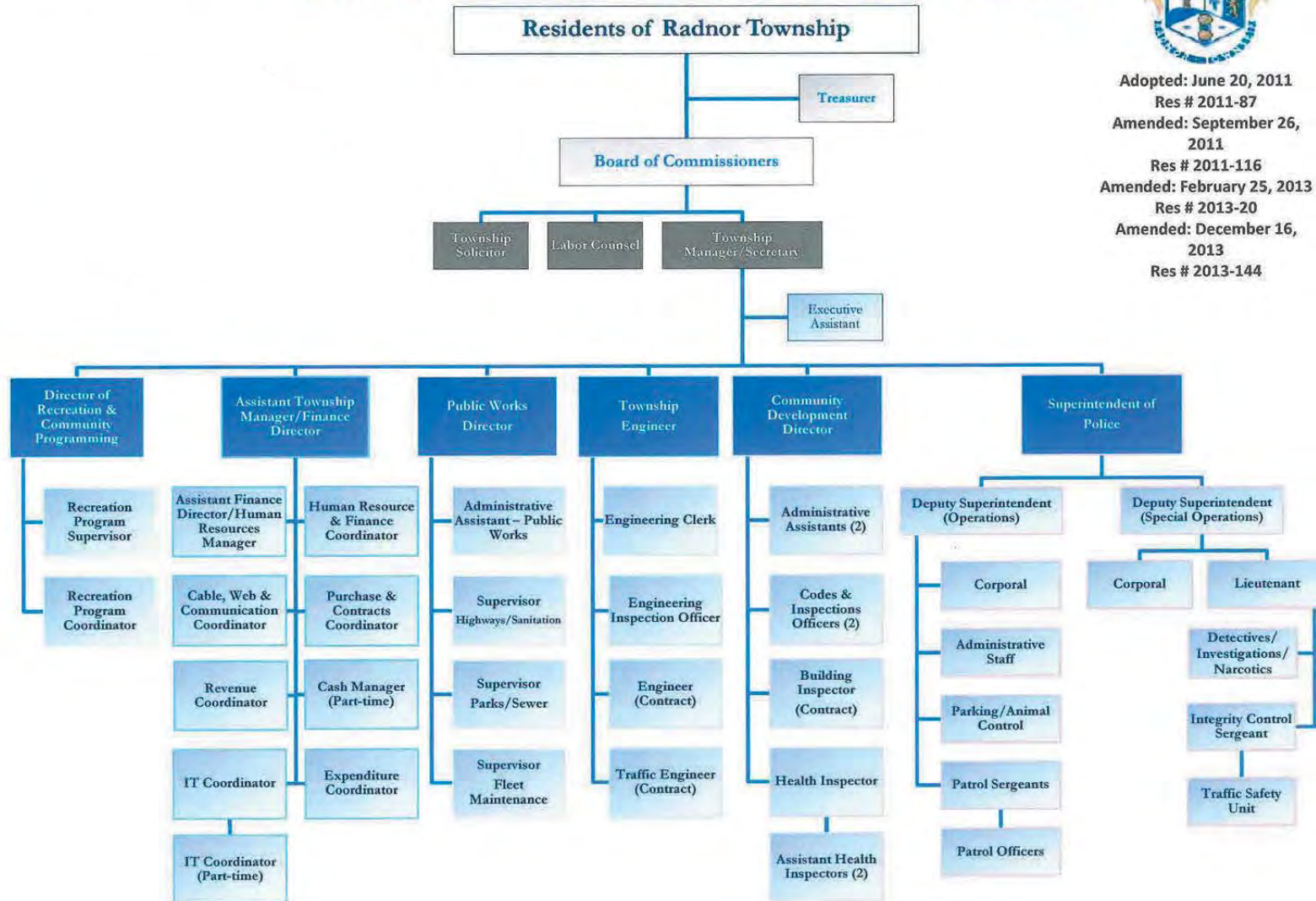
Organizational Charts

- Administrative Organizational Chart
- Fund Accounting Organizational Chart

RADNOR TOWNSHIP ORGANIZATIONAL CHART

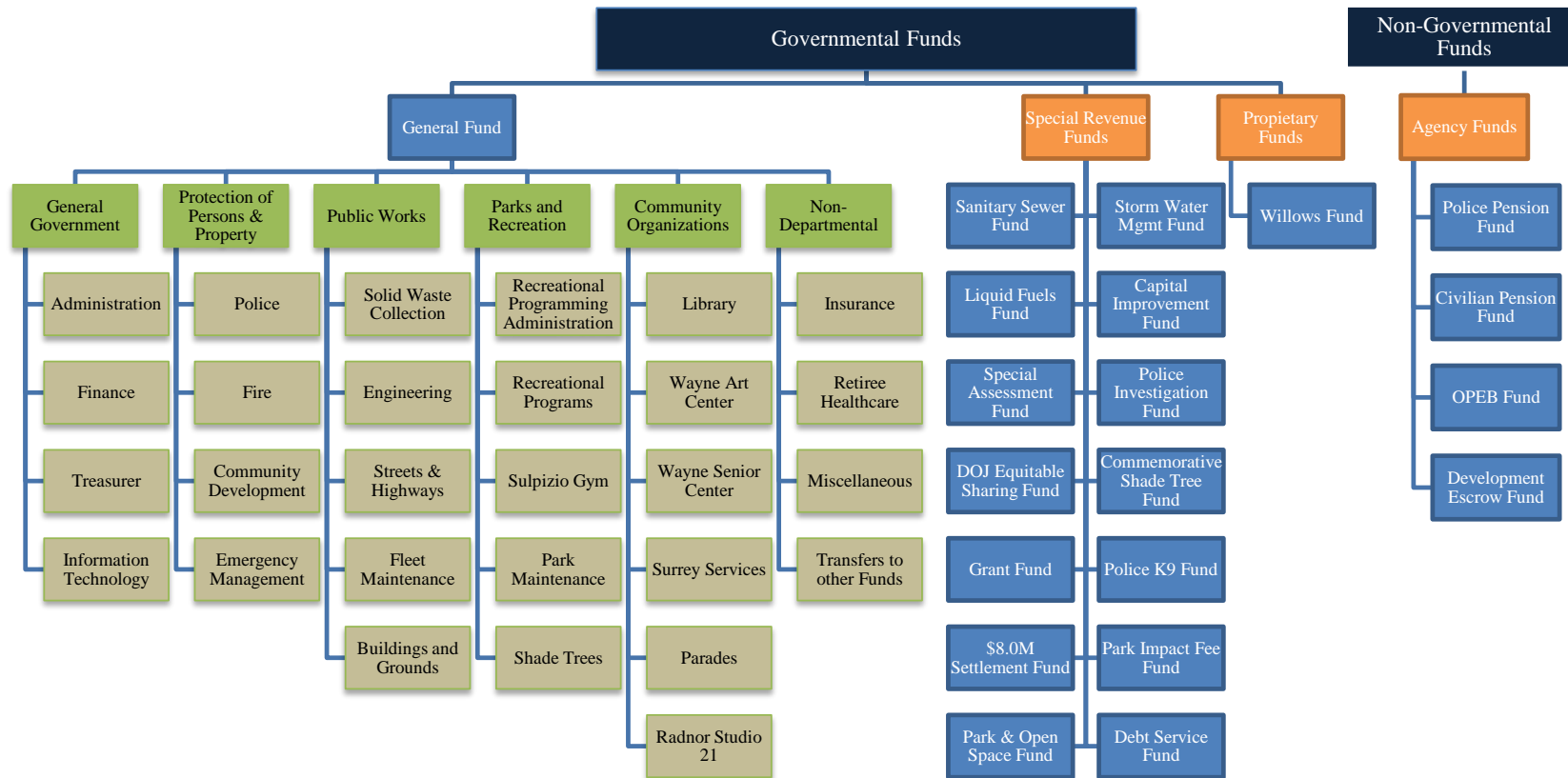


Adopted: June 20, 2011
 Res # 2011-87
 Amended: September 26, 2011
 Res # 2011-116
 Amended: February 25, 2013
 Res # 2013-20
 Amended: December 16, 2013
 Res # 2013-144



Radnor Township, PA

Fund Accounting Organizational Chart



Radnor Township, PA

2019 Township Manager Recommended Budget

Departmental Budget Narratives

2019 Fund Budget Worksheets

Five Year Capital and Infrastructure Plan

Radnor Township, PA
2019 Township Manager Recommended Budget

General Fund #01

Radnor Township, PA

2019 Township Manager Recommended Budget

General Fund #01 | Administration Department

**Radnor Township, PA
Administration Department
2019 Operating Budget Narrative**



Department Summary:

The Administration Department consists of the Township Manager and Executive Assistant to the Township Manager. 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.

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.

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

2019 Township Manager Recommended Budget

General Fund #01 | Finance Department

**Radnor Township, PA
Finance Department
2019 Operating Budget Narrative**



Department Summary:

The Finance Department 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 with regard to independent audits, internal controls, tax 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
2019 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
2019 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

2019 Township Manager Recommended Budget

General Fund #01 | Elected Treasurer

**Radnor Township, PA
Treasurer [Elected] Department
2019 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

2019 Township Manager Recommended Budget

General Fund #01 | Information Technology

**Radnor Township, PA
Information Technology Department
2019 Operating Budget Narrative**



Department Summary:

The Information Technology department is responsible for overseeing the Township's computer, website, cable government access channel, 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 network, servers, PCs, telephone and voicemail, and fire, security (intrusion and video) systems. Desktop PCs are built, configured, and repaired in-house. Maintenance of the network and desktop PCs is performed in-house.
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.
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.
Support of the Police Department's communications system.	The Information Technology Department supports the Police Department's various communications components including radios, mobile data terminals, and CLEAN system.
Support of township residents in retrieval of electronic documents.	The Information Technology Department assists in performing retrieval of electronic documents (such as emails) for resident requests such as Right To Know requests.
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.

**Radnor Township, PA
Information Technology Department
2019 Operating Budget Narrative**



Name	Description
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.
Provide building maintenance of the municipal building	The IT department oversees all Township building maintenance issues including HVAC, plumbing, lighting, and other general building maintenance areas with the assistance of the building custodian. 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, intrusion, video, and uninterruptible power supply systems. The department also oversees the security for the Radnor Activity Center.

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

2019 Township Manager Recommended Budget

General Fund #01 | Community Development

**Radnor Township, PA
Community Development Department
2019 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, Two (2) Health Inspectors, Two (2) Administrative Assistants, One (1) part time Property Maintenance Inspector, and One (1) part time Administrative Assistant. The Department also utilizes the services of a 3rd Party consulting firm for building code 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
2019 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
2019 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
2019 Township Manager Recommended Budget

General Fund #01 | Police

**Radnor Township, PA
Police Department
2019 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 3 Highway Patrol/Traffic Safety Officers compliment the patrol division. The Police Department also consists of a Supervisor of Parking and Auxiliary Services, Three Administrative Assistants, four-part time Meter Enforcement Officers and nine school crossing guards. The Police Department maintains an integrity control officer and a special projects/emergency management officer that report directly to the Superintendent of Police. The Police Department is also fortunate to have the Radnor Community Police Organization, Radnor Townwatch, 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 function 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 and rabid animal investigations. Deer Management Program, including working with the USDA and the entire Community. In 2017 the township continued the fifth year of the deer culling. 259 deer were culled thinning out a larges herds of deer throughout the township. In 2019 as in 2018 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 and 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 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 and November of 2016. Additional CERT classes will be held in 2019 as well.

**Radnor Township, PA
Police Department
2019 Operating Budget Narrative**



Crossing Guards	The crossing guards are assigned and supervised by the Supervisor of Parking and Auxiliary Services. There are nine school crossing posts throughout 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, etching/identification of high value items, evidence room management, and liquor establishment monitoring 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 or phone text.
Major Incident Response Team (M.I.R.T.)	Established at the county level, there are 18 Radnor Officers that 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. In 2017 M.I.R.T. officers were placed on stand-by at Philadelphia International Airport to assist Philadelphia Police with immigration protests and at Villanova University due to an appearance of a controversial political science speaker. In 2018, M.I.R.T. assisted with Villanova University for the Final Four and NCAA Championship game.
Patrol Division	The majority of the Police Department is comprised of the Patrol Division. Over 25 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 and targeted enforcement activities.
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 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

**Radnor Township, PA
Police Department
2019 Operating Budget Narrative**



	<p>systems for residents and some institutions are administered by the Unit. High profile community talks such as PTA, freshmen orientation as well as drug and alcohol awareness lectures are part of the duties assigned to the Traffic Safety Unit. They inspect commercial trucks that travel in the township and can remove them from service and issue citations if unsafe. Assist with supervision of the crossing guards and handle abandoned vehicles. The unit also manages bi-annual towing contracts for the township.</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 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 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 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 continuing into 2018 the police department has purchased and implemented hand-held computer scans 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 each violation. United Public Safety, currently providing the</p>

**Radnor Township, PA
Police Department
2019 Operating Budget Narrative**



	Police Department's parking ticket system, will expand to manage 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. System software will be fully integrated and be stored in an onsite server. Each marked police vehicle outfitted with an ICV system and each officer with a BWC. The police department seeks to purchase and implement in-car cameras 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 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, Nextel/Verizon cell phones and Verizon Air Cards for computers in police vehicles. This enhancement will create more efficiency with the filing of traffic and non-traffic citations. This enhancement will streamline 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 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 2019 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.
Emergency Management/ Emergency Operation Center	The Township is required to maintain an emergency management program and coordinator. The emergency management coordinator is

**Radnor Township, PA
Police Department
2019 Operating Budget Narrative**



	<p>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 residents needs in Radnor Township.</p>
Operating Supplies	<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>
Professional Development	<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 2019 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>
Dues and Subscriptions	<p>Funds for executive police association memberships.</p>
Contractual Services	<p>Items budget 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 vehicles, toxicology examination, uniform dry cleaning and Veterinarian services.</p>

**Radnor Township, PA
Police Department
2019 Operating Budget Narrative**



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.
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, J-Tech, 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 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, 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 2019.

Radnor Township, PA

2019 Township Manager Recommended Budget

General Fund #01 | Fire Contributions

**Radnor Township, PA
Fire Company Contributions
2019 Operating Budget Narrative**

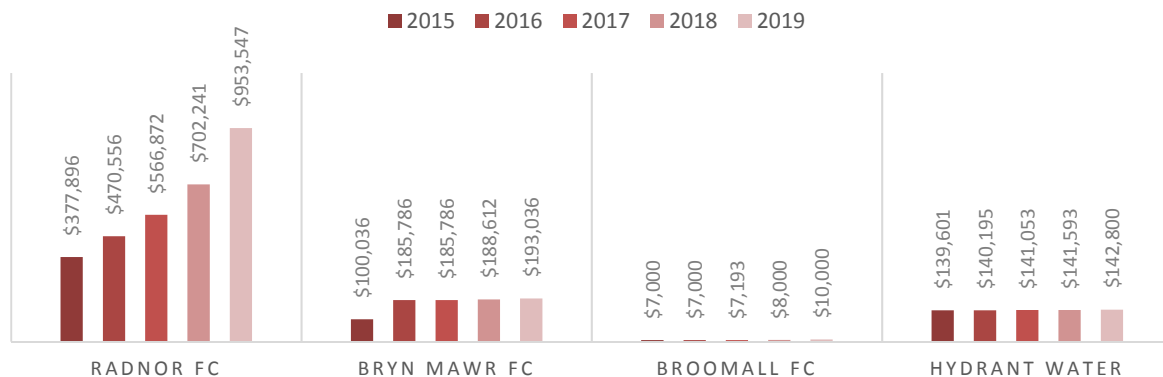


Department Summary:

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
Radnor					
Base Operating Contribution	98,107	100,805	100,805	100,805	100,805
Add: 2016 Subsidy ALS shortfall		50,000	50,000	50,000	50,000
Add: 2017 Subsidy Fire Ops shortfall			125,000	125,000	125,000
Add: 2018 Subsidy Fire Ops shortfall				127,742	127,742
Requested (not budgeted) 2019 Subsidy					250,000
Insurance: Workers Comp and Vehicle	66,741	112,112	83,406	83,838	85,000
Fuel	13,048	7,639	7,661	14,856	15,000
Capital Contributions	200,000	200,000	200,000	200,000	200,000
Total RFC Contributions	377,896	470,556	566,872	702,241	953,547
Bryn Mawr Fire Company					
Base Operating Contribution	100,000	102,750	102,750	105,576	110,000
Capital Contribution	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
Broomall Fire Company					
Base Operating Contribution	7,000	7,000	7,193	8,000	10,000
Total Broomall Contributions	7,000	7,000	7,193	8,000	10,000
Hydrant Water Utility	139,601	140,195	141,053	141,593	142,800
Total Fire Company Township Exp.	524,533	703,537	800,904	940,446	1,199,383
Add: Vol. Fire Relief Pass-Through	356,587	352,921	317,067	289,912	290,000
Total Fire	981,120	1,156,458	1,217,971	1,330,358	1,589,383

FIRE COMPANY CONTRIBUTIONS



Radnor Township, PA

2019 Township Manager Recommended Budget

General Fund #01 | Emergency Operations Center

**Radnor Township, PA
Emergency Operations Center
2019 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 lead 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

2019 Township Manager Recommended Budget

General Fund #01 | Public Works Building & Grounds

Radnor Township, PA
Public Works Department: Building & Grounds
2019 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
2019 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

2019 Township Manager Recommended Budget

General Fund #01 | Public Works Solid Waste

Radnor Township, PA
Public Works Department: Solid Waste
2019 Operating Budget Narrative



Department Summary:

The Public Works Department collects refuse, recycling, and yard waste from Township residents, as well 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
2019 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. For 2019, waste disposal is billed at \$53/ton. (DCSWA). This is a \$20 per ton increase over the prior year.

Radnor Township, PA

2019 Township Manager Recommended Budget

General Fund #01 | Public Works Engineering

**Radnor Township, PA
Engineering Department
2019 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, trails, stormwater, and facilities. The Department also works closely with, and oversees capital projects for the Public Works Department’s sanitary sewer system. 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 SALDO, Grading Permit, and Capital Projects.

Service / Program Descriptions:

Name	Description
Subdivision and Land Development (SALDO) Review	The Engineering Department, using Gannett Fleming, Incorporated, reviews all subdivision and land development projects in the Township, for compliance with the SALDO, 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 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 Rockwell Associates, an independent licensed arborist, the Township is able to assess, review, and mitigate concerns with the Townships canopy.
Professional Escrows	The Finance Department manages professional services accounts and escrow accounts with assistance from the Engineering Department.

**Radnor Township, PA
Engineering Department
2019 Operating Budget Narrative**



Name	Description
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.

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

2019 Township Manager Recommended Budget

General Fund #01 | Public Works Highway

Radnor Township, PA
Public Works Department: Highway Maintenance
2019 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
2019 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
2019 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
2019 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
2019 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

2019 Township Manager Recommended Budget

General Fund #01 | Public Works Mechanics

Radnor Township, PA
Public Works Department: Mechanics
2019 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
2019 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

2019 Township Manager Recommended Budget

General Fund #01 | Public Works Park Maintenance

Radnor Township, PA
Public Works Department: Parks Maintenance
2019 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
2019 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

2019 Township Manager Recommended Budget

General Fund #01 | Recreation and Community
Programming

**Radnor Township
Department Recreation & Community Programming
2019 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 and scheduling of Township facilities that include 26 parks (2 that are Radnor Township School District-owned), the Willows Mansion (currently being facilitated by the Willows Park Preserve) and Cottage (on a limited basis), Radnor Activity Center at Sulpizio Gymnasium, the Radnor Trail, and Radnor Skatepark. The Department also works in cooperation with the Public Works Department, who directly oversees 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, 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, 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 the success these activities.</p>
<p>Personnel and Vendor Management</p>	<p>The Director of the Department manages two full-time and one part-time staff member; 45+ part-time, seasonal staff members; seasonal internship program in cooperation with area colleges/universities; 50+ seasonal and contracted staff members and/or vendors; and program and event volunteers. The Department is responsible for the soliciting, hiring, supervising, and evaluating of these individuals and entities who provide leadership in the specific programming areas along with developing and managing the corresponding contractual agreements. It also prepares <i>Requests for Proposals</i> for applicable programming projects with specifications and details.</p>

**Radnor Township
Department Recreation & Community Programming
2019 Operating Budget Narrative**



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 specifications and details.
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, 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 three online registration systems.
Administrative Policies and Processes	The Department continually 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 develops and films segments for the Radnor 411 Community Television Show. 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-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

**Radnor Township
Department Recreation & Community Programming
2019 Operating Budget Narrative**



	<p>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 among other local recreation professionals. Independent research is also conducted for beneficial information integral to advancing the Department and Township.</p>

**Radnor Township
Department Recreation & Community Programming
2019 Operating Budget Narrative**



<p>Parks and Recreational Facilities Operations and Maintenance</p>	<p>The Radnor Township park system includes 26 parks (two of which are Radnor Township School District-owned) with over 400 acres, including Township wooded and open space lots, both active recreational amenities, such as playgrounds and athletic fields, and passive recreational features, like scenic views and natural landscapes for the recreational pleasure of Radnor Township residents. 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 park system is scheduled and operated primarily by the Recreation Department and maintained by the Public Works Department. The two Departments often work closely to identify and address recreational needs, facility usage areas, general maintenance needs, and capital improvement projects.</p>
<p>Parks, Facilities, and Athletic Field Scheduling</p>	<p>The Department schedules all of the activities and permitted usage that take place within Township parks and recreational facilities – these include group picnics, pavilion rentals, tennis court rentals, community events, athletic fields, Radnor Memorial Turf field lights, and usage of Radnor Activity Center. 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.</p> <p>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 organization.</p> <p>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>
<p>Radnor Activity Center at Sulpizio Gymnasium</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 major capital improvement projects. It works with the Public Works Department on the general maintenance of the facility and on the identification of capital improvement projects.</p>

**Radnor Township
Department Recreation & Community Programming
2019 Operating Budget Narrative**



Community Projects and Programming	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.
Community Sports and Civic Organizations	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.
Committees/Boards	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.

Department Line Item Descriptions:

Recreation Administration

Line Item	Description
Office Supplies 01-450-0100-43040	Covers items or products needed for completion of daily office work such as paper, pens, pencils, tape, ink cartridges, labels, folders, binders, envelopes, board nameplates; copier machine, paper supply, checks supply, and website expense portion of the Department.
Postage 01-450-0100-43045	Covers mailings done through the office.
Professional Development 01-450-0100-42040	Allocates funding for classes, seminars, conferences or expos 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.

**Radnor Township
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Line Item	Description
Dues and Subscriptions 01-450-0100-42041	Allocates funding to provide membership in state and national associations and opportunity to attend state and national conferences and seminars; includes subscriptions to magazines or circulars 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 01-450-0100-45022	Allocates funding for Department cellular/applicable services for Department Program Supervisor, Program Coordinator, and Day Camp Program along with the ipads/applicable data plans for Director and Program Supervisor.
Gas, Oil & Lubricants 01-450-0100-46010	Allocates funding to cover gas and fluids for Department vehicle.
Tires, Batteries and Accessories 01-450-0100-46020	Allocates funding to cover tires, batteries and additional accessories for Department vehicle.
Repair Parts 01-450-0100-46030	Allocates funding to cover parts for Department vehicle.
Contracted Maintenance and Repairs 01-450-0100-46040	Allocates funding to cover maintenance and parts for Department vehicle.

Recreation Programs

Line Item	Description
Salaries: Part-Time 01-450-0200-	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 office operations and conduct special projects, and offer programs that require specialized skills and qualifications in order to teach special classes, activities, camps, and programs. The resources utilized in this area require the establishment of program/event proceeds or sponsorships to cover full amount of cost and expenditures vary based on the establishment of those proceeds.

**Radnor Township
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Line Item	Description
Recreation Supplies 01-450-0200-43060	<p>Includes items necessary for operations of 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. Most of the items utilized in this area require the establishment of revenues to cover the full cost; in addition, expenditures vary based on the establishment of those proceeds.</p>
Rentals 01-450-0200-44030	<p>Allocates funding for Department rentals and items such as facility rental fees for seasonal programs that take place at Radnor Township School District Facilities, transportation for seasonal trips and Radnor Day Camp trips, 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. The items utilized in this area require the establishment of revenues to cover the full cost; in addition, expenditures vary based on the establishment of those proceeds.</p>
Contractual Services 01-450-0200-44110	<p>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, licensing fees through agencies, online registration services, Pennsylvania Recreation & Parks Society discount ticket program fees or other discount ticket program fees, general ticket fees for destinations such as annual US Open trip; seasonal employee drug testing, background checks, and job advertising fees. 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. Most of the items utilized in this area require the establishment of revenues to cover the full cost; in addition, expenditures vary based on the establishment of those proceeds.</p>
Credit Card Fees 01-450-0200-44080	<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. Most of the costs in this area require the establishment of revenues to cover the full costs.</p>

**Radnor Township
Department Recreation & Community Programming
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Sulpizio Gym

Line Item	Description
Utilities 01-450-0300-45010	Allocates funding to cover building utility bills such as water, electric, and gas.
Communications 01-450-0300-45022	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 01-450-0300-43050	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 01-450-0300-44110	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 01-450-0200-44080	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 01-450-0300-44310	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 01-450-0300-44311	Allocates funding to repair, replace, and maintain building machines and equipment such as HVAC, etc.
Cleaning Contract 01-450-0300-44118	Allocates funding for Sulpizio Gym contracted cleaning company.

Radnor Township, PA

2019 Township Manager Recommended Budget

General Fund #01 | Complete Fund Line Item Detail

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:									
Real Estate Taxes:									
Current Year - Discount	(215,658)	(227,552)	(232,129)	(233,400)	(233,400)	(217,475)	-6%	(232,000)	n/a
Current Year - Face	11,679,700	12,317,994	12,480,013	12,690,543	11,561,728	11,722,916	-6%	12,667,000	8%
Prepayment - Face	-	-	1,128,815	-	-	-	-100%	-	n/a
Current Year - Penalties	29,533	36,838	30,392	54,000	54,000	42,411	40%	37,000	-13%
Prior Year	71,684	118,417	128,581	130,000	130,000	67,025	-48%	104,000	55%
Delinquent	144,955	135,711	93,738	120,000	120,000	126,577	35%	122,000	-4%
Interim	63,128	129,910	24,096	75,000	75,000	60,440	151%	67,000	11%
Total Real Estate Taxes	\$ 11,773,342	\$ 12,511,317	\$ 13,653,505	\$ 12,836,143	\$ 11,707,328	\$ 11,801,895		\$ 12,765,000	
	\$ (30,087)	\$ 737,975	\$ 1,142,188	\$ (817,362)	\$ (1,946,177)	\$ (1,851,610)		\$ 963,105	8%
	0%	6%	9%	-6%	-14%	-14%			
Local Enabling Taxes									
Realty Transfer Tax	2,872,989	2,270,040	2,503,591	2,581,575	2,581,575	2,454,534	-2%	2,619,750	7%
Mercantile Tax	1,263,739	1,235,008	1,122,265	1,157,000	1,157,000	1,457,173	30%	1,531,000	5%
Mercantile Tax: Discovery Firm	2,159	10,799	-	-	-	3,476	n/a	10,000	188%
Local Services Tax	1,019,034	1,050,285	1,033,643	1,029,200	1,029,200	1,005,747	-3%	1,166,000	16%
Amusement Tax	23,762	44,111	11,908	25,000	25,000	18,334	54%	20,000	9%
Business Privilege Tax	8,578,831	8,459,212	8,669,941	9,386,700	9,386,700	7,429,488	-14%	8,348,000	12%
Business Privilege Tax: Discovery Firm	67,729	105,505	54,259	94,570	94,570	22,090	-59%	50,000	126%
Mercantile - Audit	63,000	89,378	-	50,000	50,000	84,406	n/a	100,000	18%
Business Privilege - Audit	763,385	484,237	576,630	450,000	450,000	1,535	-100%	450,000	29216%
Attorney Fee Reimbursements	-	-	-	-	-	-	n/a	-	n/a
Total Local Enabling Taxes	\$ 14,654,627	\$ 13,748,575	\$ 13,972,237	\$ 14,774,045	\$ 14,774,045	\$ 12,476,784		\$ 14,294,750	
	\$ 1,104,030	\$ (906,053)	\$ 223,662	\$ 801,808	\$ 801,808	\$ (1,495,452)		\$ 1,817,966	15%
	8%	-6%	2%	6%	6%	-11%			
License and Permits									
Contractor License Revenue	39,400	35,650	35,850	35,900	35,900	34,922	-3%	35,000	0%
Plan Review Fees	32,220	32,615	34,239	32,400	32,400	33,972	-1%	35,000	3%
Zoning	9,625	9,390	9,350	9,200	9,200	9,641	3%	9,750	1%
Beverage	11,550	10,950	12,150	11,800	11,800	13,937	15%	14,250	2%
UCC Act 45 Transfer	(3,192)	(280)	(2,899)	-	-	170	-106%	-	-100%
Building	1,426,187	1,345,687	2,487,980	2,105,500	2,105,500	1,730,429	-30%	1,250,000	-28%
Mechanical	79,285	60,940	162,746	66,000	66,000	79,378	-51%	80,000	1%
Street Opening	450	8,090	24,242	5,000	5,000	69,536	187%	50,000	-28%
Subdivision Fees	19,250	38,100	17,350	20,000	20,000	24,050	39%	25,000	4%
Public Works & Engineering Fees	159,451	218,930	135,066	225,000	225,000	87,807	-35%	120,000	37%
Professional Services Reimbursement	785,250	320,763	77,134	307,500	307,500	90,794	18%	356,000	292%
Housing	176,885	191,190	174,506	200,000	200,000	174,378	0%	175,000	0%
Health	93,430	81,229	85,755	90,000	90,000	88,745	3%	90,000	1%
Burning	950	600	1,232	1,000	1,000	1,149	-7%	1,250	9%
Plumbing	68,636	69,093	82,786	75,000	75,000	118,693	43%	80,000	-33%
Electrical	249,586	195,388	582,329	180,000	180,000	251,908	-57%	150,000	-40%
HARB	1,000	1,100	1,150	1,200	1,200	661	-43%	1,200	82%
DRB	13,300	12,100	7,590	15,000	15,000	9,260	22%	7,500	-19%
Sewage Enforcement Fees	4,500	6,785	7,050	10,000	10,000	3,876	-45%	10,000	158%
ZHB - Residential	11,800	7,450	9,000	9,000	9,000	8,300	-8%	8,000	-4%
ZHB - Non-Residential	8,900	10,550	11,300	8,000	8,000	5,537	-51%	8,000	44%
Cable TV Franchise Fees	684,975	693,831	688,734	725,000	725,000	746,833	8%	750,000	0%
Right-of-Way Fees	5,808	511	6,038	6,000	6,000	8,574	42%	8,000	-7%
Film Permits	1,000	1,250	3,000	1,700	1,700	1,908	-36%	2,000	5%
Certificate of Occupancy Transfer Fee	63,110	74,200	71,350	64,000	64,000	70,635	-1%	75,000	6%
Total License and Permits	\$ 3,943,356	\$ 3,426,111	\$ 4,725,028	\$ 4,204,200	\$ 4,204,200	\$ 3,665,093		\$ 3,340,950	
	\$ 439,236	\$ (517,244)	\$ 1,298,917	\$ (520,828)	\$ (520,828)	\$ (1,059,935)		\$ (324,143)	-9%
	13%	-13%	38%	-11%	-11%	-22%			

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
Fines and Costs									
Police	347,229	318,528	278,895	375,000	375,000	289,715	4%	325,000	12%
District Justice	206,489	192,916	169,690	225,000	225,000	157,481	-7%	165,000	5%
Code Violations	-	-	-	-	-	6,250	n/a	-	-100%
Total Fines and Costs	\$ 553,718	\$ 511,443	\$ 448,585	\$ 600,000	\$ 600,000	\$ 453,446		\$ 490,000	
	\$ (198,068)	\$ (42,275)	\$ (62,858)	\$ 151,415	\$ 151,415	\$ 4,861		\$ 36,554	
	-26%	-8%	-12%	34%	34%	1%		8%	
Interest and Rents									
Interest Earnings	145,461	195,722	191,179	200,000	200,000	214,116	12%	230,000	7%
Property & Equipment	100,473	119,593	130,560	150,000	150,000	135,437	4%	140,000	3%
Total Interest and Rents	\$ 245,934	\$ 315,314	\$ 321,739	\$ 350,000	\$ 350,000	\$ 349,553		\$ 370,000	
	\$ 1,812	\$ 69,381	\$ 6,424	\$ 28,261	\$ 28,261	\$ 27,814		\$ 20,447	
	1%	28%	2%	9%	9%	9%		6%	
Grants and Gifts									
Payments In Lieu of Taxes	45,453	55,594	83,419	51,000	51,000	61,277	-27%	62,000	1%
Public Utility Realty Tax	30,324	30,890	-	30,000	30,000	7,500	n/a	30,000	300%
Federal, State & County	158,497	168,252	169,157	170,000	170,000	79,489	-53%	170,000	114%
State Pension Aid	627,934	691,794	739,309	750,000	750,000	727,289	-2%	750,000	3%
Crossing Guard Contributions (RTSD)	-	-	49,668	-	-	53,813	8%	55,000	2%
County Highway Aid	36,720	73,440	-	36,720	36,720	9,180	n/a	36,720	300%
State Snow Removal	132,999	67,193	83,414	60,000	60,000	60,000	-28%	60,000	0%
Public Access Grant	57,405	57,405	56,059	56,059	56,059	-	-100%	-	n/a
Shade Tree Contributions	-	-	-	-	-	-	n/a	-	n/a
Grounds Maintenance Agreement	-	-	-	-	-	-	n/a	-	n/a
Volunteer Fire Relief Aid	356,587	352,921	317,067	350,000	350,000	289,912	-9%	290,000	0%
Police Drug Task Force Reimb.	9,602	17,129	2,359	17,500	17,500	12,759	441%	17,500	37%
Total Grants and Gifts	\$ 1,455,521	\$ 1,514,618	\$ 1,500,451	\$ 1,521,279	\$ 1,521,279	\$ 1,301,219		\$ 1,471,220	
	\$ 273,250	\$ 59,097	\$ (14,167)	\$ 20,828	\$ 20,828	\$ (199,232)		\$ 170,001	
	23%	4%	-1%	1%	1%	-13%		13%	
Departmental Earnings									
Parking Meters - Kiosks	413,735	464,505	437,553	525,000	525,000	446,189	2%	450,000	1%
Parking Meters - Church	(7,327)	-	-	-	-	-	n/a	-	n/a
Alarm System Fees	11,000	15,470	24,375	20,000	20,000	19,040	-22%	30,000	58%
Police Extra Duty	350,040	360,643	370,168	340,000	340,000	175,766	-53%	200,000	14%
Recreation Fees	425,316	522,974	435,831	400,000	400,000	448,027	3%	400,000	-11%
Prepaid Parking	41,125	32,576	22,275	30,000	30,000	40,469	82%	40,000	-1%
Meter Bags	2,130	660	3,970	3,000	3,000	2,155	-46%	3,000	39%
Police Parking Permit	8,195	10,290	9,230	10,500	10,500	7,426	-20%	10,500	41%
Rear Door Trash Fee	105,755	93,240	95,490	90,000	90,000	95,580	0%	95,000	-1%
Refuse Collection Fee	32,135	36,605	38,290	40,000	40,000	38,465	0%	70,000	82%
Sulpizio Gym Fees	37,544	38,775	48,644	40,000	40,000	38,229	-21%	40,000	5%
Police Service Fees	32,472	38,570	39,252	40,000	40,000	41,983	7%	43,000	2%
Police Live Scan Fees	11,205	23,530	13,065	15,000	15,000	9,226	-29%	15,000	63%
Recreation Sponsorship/ Adv. Rev.	66,830	72,050	35,200	65,000	65,000	38,506	9%	50,000	30%
Police K9 Donations	-	-	6,507	-	-	8,056	24%	8,000	-1%
Total Departmental Earnings	\$ 1,530,155	\$ 1,709,887	\$ 1,579,849	\$ 1,618,500	\$ 1,618,500	\$ 1,409,117		\$ 1,454,500	
	\$ (72,684)	\$ 179,732	\$ (130,037)	\$ 38,651	\$ 38,651	\$ (170,733)		\$ 45,383	
	-5%	12%	-8%	2%	2%	-11%		3%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
Miscellaneous									
Insurance Refunds	-	7,778	18,620	-	-	12,482	-33%	-	-100%
Sale of Property, Equipment	-	5,165	-	-	-	-	n/a	-	n/a
Premium Payments - Flex	6,259	2,340	(10,736)	-	-	2,794	-126%	-	-100%
Miscellaneous	197,357	141,165	72,926	150,000	150,000	73,514	1%	150,000	104%
Premium Payments	151,414	153,929	73,024	100,000	100,000	21,047	-71%	25,000	19%
Advertising & Sponsorship Fees	-	-	1,500	1,000	1,000	-	-100%	1,000	n/a
Cash Over / Short	(55)	21	(82)	-	-	(5)	-94%	-	n/a
Sale of Recycled Materials	3,751	2,100	4,318	-	-	2,175	-50%	2,500	15%
Federal Medical Subsidy	70,656	62,617	56,827	65,000	65,000	56,529	-1%	56,000	-1%
Total Miscellaneous	\$ 429,382	\$ 375,115	\$ 216,398	\$ 316,000	\$ 316,000	\$ 168,536		\$ 234,500	
	\$ 177,512	\$ (54,267)	\$ (158,717)	\$ 99,602	\$ 99,602	\$ (47,862)		\$ 65,964	
	70%	-13%	-42%	46%	46%	-22%		39%	
Transfers In									
Transfer In: Sewer Overhead	-	-	-	-	-	-	n/a	-	n/a
Transfer In: Sewer Fund	-	-	-	3,500,000	3,500,000	-	n/a	-	n/a
Transfer In: Liquid Fuels Fund	-	-	-	-	-	-	n/a	-	n/a
Transfer In: Capital Improvement Fund	-	-	-	-	-	-	n/a	-	n/a
Transfer In: Park & Open Space Fund	-	-	-	29,480	29,480	29,480	n/a	29,480	0%
Transfer In: Willows Fund	-	-	-	-	-	-	n/a	-	n/a
Total Transfers In	\$ -	\$ -	\$ -	\$ 3,529,480	\$ 3,529,480	\$ 29,480		\$ 29,480	
	\$ -	\$ -	\$ -	\$ 3,529,480	\$ 3,529,480	\$ 29,480		\$ -	
	n/a	n/a	n/a	n/a	n/a	n/a		0%	
TOTAL GENERAL FUND REVENUE	\$ 34,586,033	\$ 34,112,379	\$ 36,417,791	\$ 39,749,647	\$ 38,620,832	\$ 31,655,123		\$ 34,450,400	
	\$ 1,695,001	\$ (473,654)	\$ 2,305,412	\$ 3,331,856	\$ 2,203,041	\$ (4,762,668)		\$ 2,795,277	
	5%	-1%	7%	9%	6%	-13%		9%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
EXPENDITURES									
ADMINISTRATION									
Salaries	280,153	289,559	284,818	284,624	284,624	286,599	1%	286,722	0%
Overtime	-	-	-	-	-	-	n/a	-	n/a
Longevity	-	-	-	-	-	-	n/a	-	n/a
Social Security Taxes	20,030	20,622	18,382	17,469	17,469	18,547	1%	17,630	-5%
Workers' Compensation	2,491	2,615	1,913	2,062	2,062	1,915	0%	2,246	17%
Pension Benefits	22,619	22,038	11,662	11,060	11,060	11,060	-5%	6,867	-38%
Medical Insurance Premiums	35,289	34,984	32,289	8,474	8,474	15,851	-51%	15,277	-4%
Life & Disability Insurance	2,289	2,325	2,035	2,355	2,355	2,182	7%	2,371	9%
Communications	-	-	508	-	20	626	23%	1,000	60%
Office Supplies	3,813	1,981	3,687	3,100	3,435	2,315	-37%	2,500	8%
Postage	6,723	2,301	806	2,000	2,427	1,796	123%	2,000	11%
Advertising & Printing	21,567	20,257	11,465	22,100	28,848	26,266	129%	20,000	-24%
Professional Development	3,922	10,180	169	750	750	150	-11%	750	400%
Dues & Subscriptions	1,400	2,250	2,815	2,900	2,900	1,458	-48%	2,900	99%
Contractual Services	25,919	37,498	25,081	85,000	85,217	77,045	207%	75,000	-3%
Legal Services - General (solicitor)	174,771	229,267	236,449	250,000	268,671	289,925	23%	250,000	-14%
Legal Services - Special (Labor + Other)	179,443	222,178	315,248	150,000	162,916	219,277	-30%	150,000	-32%
Miscellaneous	9,689	24,721	26,393	50,000	51,639	30,253	15%	30,000	-1%
Minor Office Equipment	4,967	51	1,343	5,000	5,125	498	-63%	1,000	101%
TOTAL ADMINISTRATION	\$ 795,085	\$ 922,828	\$ 975,062	\$ 896,894	\$ 937,992	\$ 985,761		\$ 866,263	
\$ Δ	\$ (134,952)	\$ 127,743	\$ 52,234	\$ (78,168)	\$ (37,070)	\$ 10,699		\$ (119,498)	
% Δ	-15%	16%	6%	-8%	-4%	1%		-12%	
FINANCE									
Salaries	528,532	537,810	569,937	570,040	570,040	576,647	1%	535,347	-7%
Part-Time Wages	-	-	-	-	-	772	n/a	82,102	10530%
Longevity	9,007	9,805	12,149	13,080	13,080	13,098	8%	14,011	7%
Sick Pay Bonus	746	711	734	734	734	792	8%	734	-7%
Medical Exp. Reimbursements	166	166	166	166	166	200	20%	166	-17%
Social Security Taxes	38,743	39,359	42,497	41,706	41,706	42,775	1%	44,984	5%
Workers' Compensation	4,623	5,021	3,701	4,231	4,231	3,705	0%	4,953	34%
Pension Allocation	99,303	89,166	66,062	52,186	52,186	52,186	-21%	41,797	-20%
Medical Insurance Premiums	141,289	142,843	136,015	132,335	132,335	129,044	-5%	124,748	-3%
Group, Life & Disability Insurance	4,877	4,996	4,599	5,157	5,157	4,992	9%	5,521	11%
Office Supplies	3,736	3,903	3,247	4,250	5,229	2,371	-27%	3,500	48%
Postage	4,924	6,317	4,950	5,000	5,000	6,225	26%	5,000	-20%
Credit Card Fees	498	18	1,105	1,900	1,900	483	-56%	750	55%
Bond Premium	2,119	2,119	2,119	2,175	2,175	-	-100%	2,175	n/a
Professional Development	1,215	4,005	3,484	500	1,325	3,538	2%	500	-86%
Dues & Subscriptions	2,367	1,539	1,070	2,200	2,800	2,861	167%	2,200	-23%
Contractual Services	83,763	50,659	93,521	40,000	73,298	79,453	-15%	80,000	1%
Professional Services	39,043	34,997	27,279	37,150	45,150	41,425	52%	37,150	-10%
Act 511 - Legal Services	29,572	37,825	32,170	50,000	78,435	15,565	-52%	25,000	61%
Act 511 - Audit Services	85,504	182,085	139,169	95,000	228,071	38,720	-72%	50,000	29%
Act 511 - Discovery Service Contract	1,380	97,169	20,366	30,000	56,824	39,690	95%	20,000	-50%
Minor Office Equipment	410	846	173	1,000	1,150	1,150	564%	1,000	-13%
TOTAL FINANCE	\$ 1,081,818	\$ 1,251,359	\$ 1,164,513	\$ 1,088,810	\$ 1,320,992	\$ 1,055,693		\$ 1,081,638	
\$ Δ	\$ (31,234)	\$ 169,541	\$ (86,845)	\$ (75,703)	\$ 156,479	\$ (108,821)		\$ 25,945	
% Δ	-3%	16%	-7%	-7%	13%	-9%		2%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
TREASURER									
Salaries	26,000	26,000	26,000	26,000	26,000	26,000	0%	26,000	0%
Social Security Taxes	1,876	1,872	1,950	1,989	1,989	2,000	3%	1,989	-1%
Workers' Compensation	264	239	171	188	188	172	0%	204	19%
Office Supplies	1,338	1,330	1,602	2,000	2,000	60	-96%	2,000	3233%
Postage	143	4,331	4,321	4,400	4,400	4,325	0%	4,400	2%
Bond Premium	-	-	-	2,500	2,500	625	n/a	2,500	300%
Dues & Subscriptions	308	(20)	70	100	100	237	239%	100	-58%
Contractual Services	2,777	2,828	2,783	2,800	3,325	4,563	64%	2,800	-39%
Minor Office Equipment	-	-	194	1,000	1,001	1,001	416%	1,000	0%
TOTAL TREASURER	\$ 32,707	\$ 36,580	\$ 37,092	\$ 40,977	\$ 41,503	\$ 38,983		\$ 40,993	
\$ Δ	\$ (9,142)	\$ 3,874	\$ 512	\$ 3,885	\$ 4,411	\$ 1,891		\$ 2,010	
% Δ	-22%	12%	1%	10%	12%	5%		5%	
INFORMATION TECHNOLOGY									
Salaries	132,849	137,068	152,851	132,781	132,781	160,672	5%	136,434	-15%
Part-Time Wages	-	-	-	35,263	35,263	8,816	n/a	35,389	301%
Longevity	4,300	4,900	6,250	6,950	6,950	6,970	12%	7,650	10%
Sick Pay Bonus	700	700	700	700	700	595	-15%	700	18%
Medical Exp. Reimbursements	100	100	100	200	200	100	0%	200	100%
Social Security Taxes	9,950	10,281	11,964	13,456	13,456	13,552	13%	13,799	2%
Workers' Compensation	1,201	1,290	996	1,273	1,273	997	0%	1,413	42%
Pension Allocation	25,824	23,098	16,313	13,495	13,495	13,495	-17%	11,013	-18%
Medical Insurance Premiums	31,600	36,710	44,354	42,619	42,619	41,294	-7%	42,668	3%
Group, Life & Disability Insurance	1,238	1,280	1,119	1,576	1,576	1,309	17%	1,666	27%
Communications	-	-	1,431	-	231	27,344	1811%	28,000	2%
Office Supplies	329	392	542	500	958	3,173	486%	750	-76%
Postage	-	-	-	-	-	-	n/a	-	n/a
Operating Supplies	8,238	6,174	9,292	10,000	13,652	12,996	40%	12,500	-4%
Professional Development	360	25	129	3,000	3,360	297	130%	3,000	910%
Dues & Subscriptions	-	-	-	-	-	127	n/a	-	-100%
Contractual Services	92,547	108,178	128,988	100,000	105,623	132,570	3%	123,109	-7%
Minor Office Equipment	556	-	1,175	850	1,761	4,061	246%	850	-79%
Contracted Maint. & Repairs	-	-	1,015	-	-	885	-13%	1,000	13%
TOTAL INFORMATION TECHNOLOGY	\$ 309,791	\$ 330,196	\$ 377,218	\$ 362,663	\$ 373,898	\$ 429,252		\$ 420,141	
\$ Δ	\$ (17,059)	\$ 20,405	\$ 47,022	\$ (14,555)	\$ (3,320)	\$ 52,034		\$ (9,111)	
% Δ	-5%	7%	14%	-4%	-1%	14%		-2%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
COMMUNITY DEVELOPMENT									
Salaries	451,047	485,093	558,044	493,124	493,124	559,358	0%	493,394	-12%
Part-Time Wages	69,964	52,258	5,773	68,087	68,087	-	-100%	-	n/a
Overtime	32,008	38,984	46,490	16,000	16,000	18,757	-60%	16,000	-15%
Longevity	14,750	15,650	19,475	16,000	16,000	18,076	-7%	12,875	-29%
Sick Pay Bonus	420	560	560	245	245	350	-38%	245	-30%
Medical Exp. Reimbursements	300	300	200	300	300	200	0%	300	50%
Social Security Taxes	40,831	42,194	47,306	45,422	45,422	47,205	0%	40,667	-14%
Workers' Compensation	18,005	15,653	16,395	17,100	17,100	16,413	0%	21,328	30%
Pension Allocation	101,323	92,625	69,416	39,455	39,455	39,455	-43%	35,765	-9%
Medical Insurance Premiums	104,763	38,109	41,836	70,941	70,941	48,267	15%	9,882	-80%
Group, Life & Disability Insurance	4,407	4,533	4,264	6,062	6,062	5,449	28%	5,139	-6%
Communications	3,616	3,896	3,542	3,750	3,998	3,426	-3%	4,680	37%
Uniforms	2,280	-	3,467	3,000	3,059	148	-96%	3,000	1927%
Boot Allowance	388	-	418	600	1,000	367	-12%	1,000	173%
Office Supplies	5,230	3,500	6,878	4,900	5,760	5,165	-25%	6,000	16%
Postage	5,172	4,515	4,412	5,200	5,200	4,564	3%	5,200	14%
Operating Supplies	871	-	-	-	10	3	n/a	-	-100%
Credit Card Fees	1,761	2,734	4,624	3,700	3,700	6,920	50%	6,500	-6%
Advertising & Printing	5,956	5,744	6,607	6,000	6,655	7,130	8%	6,000	-16%
Professional Development	2,474	3,521	3,034	3,000	3,086	3,972	31%	5,000	26%
Dues & Subscriptions	557	552	2,949	2,500	2,500	1,200	-59%	2,500	108%
Contractual Services: Prop Maint.	29,492	47,238	53,309	20,000	20,880	51,538	-3%	35,000	-32%
Contractual Services	174,080	140,475	173,641	225,750	236,926	235,381	36%	347,500	48%
Legal Services - Zoning Hearing Board	10,400	5,000	15,000	-	-	7,500	-50%	16,000	113%
UCC Act 45 Transfer	-	-	-	-	-	-	n/a	-	n/a
Minor Office Equipment	445	114	453	550	550	-	-100%	9,550	n/a
Gas, Oil & Lubricants	2,031	1,715	2,363	3,000	3,107	3,372	43%	3,500	4%
Tires, Batteries & Accessories	353	-	-	300	300	468	n/a	500	7%
Repair Parts	216	222	417	500	729	1,939	365%	500	-74%
Contracted Maint. & Repair	175	140	265	-	170	431	63%	350	-19%
TOTAL COMMUNITY DEVELOPMENT	\$ 1,083,316	\$ 1,005,323	\$ 1,091,138	\$ 1,055,486	\$ 1,070,366	\$ 1,087,055		\$ 1,088,375	
\$ Δ	\$ 40,763	\$ (77,993)	\$ 85,815	\$ (35,652)	\$ (20,772)	\$ (4,083)		\$ 1,320	
% Δ	4%	-7%	9%	-3%	-2%	0%		0%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
POLICE									
Salaries	4,158,791	4,370,825	4,581,561	4,848,202	4,848,202	5,252,493	15%	4,909,682	-7%
PT Meter Enforcement Salaries	94,810	78,721	76,640	100,000	100,000	64,500	-16%	100,000	55%
Overtime	209,021	207,061	223,258	190,001	190,001	249,222	12%	205,600	-18%
Longevity	346,176	369,411	416,291	413,925	413,925	435,165	5%	373,461	-14%
Sick Pay Bonus	210	-	105	105	105	-	-100%	105	n/a
Medical Exp. Reimbursements	2,700	2,600	5,200	4,500	4,500	2,860	-45%	4,800	68%
Extra Duty	207,720	215,061	171,559	200,000	200,000	123,733	-28%	200,000	62%
Court Time	16,224	17,211	27,094	20,000	20,000	24,832	-8%	19,998	-19%
Crossing Guard	89,362	90,161	96,192	97,000	97,000	116,054	21%	97,000	-16%
Social Security Taxes	370,043	382,977	403,524	429,839	429,839	436,612	8%	446,997	2%
Workers' Compensation	228,553	237,399	182,095	214,067	214,067	222,554	22%	266,431	20%
Pension Allocation	1,359,361	1,508,526	879,871	840,427	840,427	563,304	-36%	832,496	48%
Medical Insurance Premiums	984,514	986,567	976,868	1,058,441	1,058,441	1,025,729	5%	1,068,052	4%
Group, Life & Disability Insurance	44,673	38,402	34,141	56,019	56,019	46,043	35%	54,619	19%
OPEB Allocation	312,888	374,550	350,000	375,000	375,000	375,000	7%	550,000	47%
Communications	13,774	18,143	14,398	19,000	20,263	16,293	13%	17,000	4%
Uniforms	40,428	52,319	65,352	63,000	82,639	70,885	8%	65,000	-8%
Office Supplies	7,948	6,336	4,361	5,200	8,305	5,893	35%	6,000	2%
Emergency Management Materials	-	-	1,596	-	15	-	-100%	-	n/a
Postage	3,675	8,203	2,596	2,000	2,000	2,659	2%	2,700	2%
Operating Supplies	38,885	34,180	43,044	30,750	41,450	38,646	-10%	40,000	4%
Training Supplies	-	5,097	572	2,600	3,524	3,417	498%	2,600	-24%
Credit Card Fees	17,846	36,015	42,724	35,750	35,750	42,469	-1%	43,000	1%
Professional Development	16,996	19,640	23,037	13,500	14,435	17,666	-23%	13,500	-24%
Dues & Subscriptions	1,370	3,662	3,493	1,000	1,085	6,116	75%	1,000	-84%
Contractual Services	220,177	135,806	144,720	125,000	131,933	133,024	-8%	138,700	4%
Legal Services - General	235,043	110,000	7,500	-	-	482	-94%	-	-100%
Contractual Services - Special	-	-	9,976	-	-	3,231	-68%	3,300	2%
Contractual Services - Animal Control	7,838	3,645	13,271	5,500	5,675	41,420	212%	42,000	1%
P.A.L. Programming	534	-	311	-	160	-	-100%	-	n/a
Minor Office Equipment	5,923	1,240	1,902	3,000	4,993	7,025	269%	3,000	-57%
Maint. & Repair: Parking Meters	3,852	6,459	-	2,500	2,500	625	n/a	1,000	60%
Maint. & Repair: Comm. Equip.	5,064	544	4,834	2,500	2,500	806	-83%	1,000	24%
Gas, Oil & Lubricants	66,565	46,333	55,075	77,654	84,286	74,504	35%	80,000	7%
Tires, Batteries & Accessories	5,787	6,350	7,792	8,200	10,899	6,155	-21%	8,200	33%
Repair Parts	13,388	13,041	19,788	12,400	18,336	20,873	5%	20,000	-4%
Contracted Maint. & Repairs	25,359	30,027	13,081	9,200	16,955	13,052	0%	13,000	0%
TOTAL POLICE	\$ 9,155,495	\$ 9,416,510	\$ 8,903,819	\$ 9,266,280	\$ 9,335,229	\$ 9,443,342		\$ 9,630,241	
\$ Δ	\$ 416,524	\$ 261,015	\$ (512,691)	\$ 362,461	\$ 431,410	\$ 539,523		\$ 186,899	
% Δ	5%	3%	-5%	4%	5%	6%		2%	
FIRE									
Radnor Fire: Insurance (Liability & WC)	66,741	112,112	83,406	85,000	85,000	83,838	1%	85,000	1%
Township: Rentals (Hydrant Water)	139,601	140,195	141,053	142,800	142,800	141,593	0%	142,800	1%
VMSC Contributions (Capital & Ops)	-	-	-	-	-	-	n/a	-	n/a
Bryn Mawr Fire Co. Contrib. (Operations)	100,000	102,750	102,750	105,576	105,576	105,576	3%	110,000	4%
Broomall Fire Co. Contrib. (Operations)	7,000	7,000	7,193	8,000	8,000	8,000	11%	10,000	25%
Radnor Fire: Contrib. (Operations)	98,107	100,805	225,805	100,805	100,805	225,677	0%	100,805	-55%
RFC: Add'l ALS Subsidy (2016, 2017)	-	50,000	-	200,000	200,000	72,387	n/a	200,000	176%
RFC: Add'l Staffing Subsidy (2018)	-	-	-	125,000	125,000	127,742	n/a	125,000	-2%
RFC: Add'l Staffing Subsidy (2019)	-	-	-	-	-	-	n/a	-	n/a
Volunteer Fire Relief Aid (State)	356,587	352,921	317,067	350,000	350,000	289,912	-9%	290,000	0%
Radnor Fire: Gas, Oil & Lubricants	13,048	7,639	7,661	17,699	17,799	14,856	94%	15,000	1%
TOTAL FIRE	\$ 781,083	\$ 873,421	\$ 884,935	\$ 1,134,880	\$ 1,134,980	\$ 1,069,580		\$ 1,078,605	
\$ Δ	\$ (33,109)	\$ 92,338	\$ 11,513	\$ 249,945	\$ 250,045	\$ 184,646		\$ 9,025	
% Δ	-4%	12%	1%	28%	28%	21%		1%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
EMERGENCY MANAGEMENT									
Salaries - Regular	788	6,136	-	-	-	609	n/a	-	-100%
Salaries - Overtime	81,723	131,595	-	-	-	53,859	n/a	-	-100%
Social Security Taxes	5,887	10,292	-	-	-	4,119	n/a	-	-100%
Operating Supplies	18,593	86,115	-	-	-	6,037	n/a	-	-100%
Contractual Services	1,623	45,518	-	-	-	47,181	n/a	-	-100%
Legal Services - Special	-	-	-	-	-	-	n/a	-	n/a
Minor Equipment	-	1,079	-	-	-	-	n/a	-	n/a
Gas, Oil, Lubricants	-	-	-	-	-	-	n/a	-	n/a
Tires, Batteries & Acc.	2,216	-	-	-	-	-	n/a	-	n/a
Repair Parts	2,920	-	-	-	-	-	n/a	-	n/a
Contracted Maint. & Repairs	513	-	-	-	-	200	n/a	-	-100%
TOTAL EMERGENCY MANAGEMENT	\$ 114,263	\$ 280,735	\$ -	\$ -	\$ -	\$ 112,005		\$ -	
\$ Δ	\$ (104,550)	\$ 166,472	\$ (280,735)	\$ -	\$ -	\$ 112,005		\$ (112,005)	
% Δ	-48%	146%	-100%	n/a	n/a	n/a		-100%	
BUILDING & GROUNDS									
Salaries	85,283	94,155	64,072	10,000	10,000	8,725	-86%	10,891	25%
Overtime	11,398	11,608	61,586	-	-	3,015	-95%	-	-100%
Longevity	4,450	4,750	2,350	-	-	4,218	79%	800	-81%
Sick Pay Bonus	266	186	105	-	-	-	-100%	-	n/a
Medical Exp. Reimbursements	110	110	100	-	-	-	-100%	-	n/a
Social Security Taxes	7,310	7,977	9,521	765	765	970	-90%	894	-8%
Workers' Compensation	7,035	6,205	10,169	438	438	5,962	-41%	585	-90%
Pension Allocation	22,626	27,018	15,747	960	960	960	-94%	888	-8%
Medical Insurance Premiums	40,970	40,616	34,985	1,726	1,726	990	-97%	3,279	231%
Group, Life & Disability Insurance	1,581	1,130	599	91	91	68	-89%	104	53%
Utilities	150,610	131,160	132,266	150,000	150,000	146,585	11%	150,210	2%
Stormwater Fee	20,242	20,677	20,387	20,700	20,700	20,387	0%	20,700	2%
Communications	55,037	56,177	23,359	55,350	61,956	26,826	15%	10,660	-60%
Boot Allowance	-	-	-	220	220	55	n/a	220	300%
Operating Supplies	11,326	14,077	10,664	13,250	21,520	18,521	74%	12,500	-33%
Contractual Services	52,315	77,759	81,901	75,000	99,713	104,868	28%	110,000	5%
Cleaning Contract	-	-	-	-	-	35,568	n/a	88,800	150%
Minor Office Equipment	679	-	-	2,600	2,600	650	n/a	-	-100%
Maint. & Repair: Township Hall Bldg.	85,915	82,711	89,414	80,000	85,937	64,863	-27%	60,600	-7%
TOTAL BUILDING & GROUNDS	\$ 557,153	\$ 576,316	\$ 557,224	\$ 411,100	\$ 456,626	\$ 443,230		\$ 471,131	
\$ Δ	\$ 26,014	\$ 19,163	\$ (19,092)	\$ (146,124)	\$ (100,598)	\$ (113,994)		\$ 27,901	
% Δ	5%	3%	-3%	-26%	-18%	-20%		6%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
SOLID WASTE									
Salaries	1,361,824	1,437,314	1,368,868	1,353,435	1,353,435	1,399,228	2%	1,391,955	-1%
Seasonal Wages	46,655	49,879	30,775	63,180	63,180	19,693	-36%	63,180	221%
Overtime	2,236	3,828	16,826	1,400	1,400	27,981	66%	1,500	-95%
Longevity	72,170	76,790	83,320	87,813	87,813	87,179	5%	86,875	0%
Sick Pay Bonus	2,471	2,867	2,170	1,663	1,663	1,862	-14%	1,663	-11%
Medical Exp. Reimbursements	1,260	1,260	1,130	2,080	2,080	1,000	-12%	2,080	108%
Social Security Taxes	106,886	112,530	112,168	115,449	115,449	116,146	4%	118,457	2%
Workers' Compensation	72,149	71,924	68,522	68,656	68,656	68,599	0%	81,179	18%
Pension Allocation	340,033	302,995	186,905	126,483	126,483	126,483	-32%	96,988	-23%
Medical Insurance Premiums	497,276	543,542	495,871	406,769	406,769	410,586	-17%	413,876	1%
Group, Life & Disability Insurance	32,581	24,139	21,489	26,385	26,385	22,961	7%	26,739	16%
Communications	-	-	398	1,000	1,000	1,357	241%	1,500	11%
Uniforms	2,031	1,365	733	1,200	1,200	1,255	71%	12,000	856%
Boot Allowance	2,665	-	2,821	3,060	6,359	3,025	7%	3,060	1%
Operating Supplies	10,576	10,934	8,113	10,000	11,916	7,980	-2%	10,000	25%
Credit Card Fees	1,588	1,634	2,093	1,250	1,250	1,646	-21%	1,500	-9%
Disposal Fees	234,893	230,764	297,033	270,000	270,030	339,375	14%	511,300	51%
Contractual Services	-	-	155	-	-	350	126%	-	-100%
Gas, Oil & Lubricants	47,120	47,150	58,948	64,456	66,568	86,832	47%	75,000	-14%
Tires, Batteries & Accessories	27,305	19,750	28,490	25,000	29,990	28,902	1%	25,000	-14%
Repair Parts	38,502	29,759	30,146	30,000	47,235	30,467	1%	35,000	15%
Contracted Maint. & Repairs	28,869	40,503	70,908	40,000	40,483	27,566	-61%	40,000	45%
TOTAL SOLID WASTE	\$ 2,929,091	\$ 3,008,927	\$ 2,887,881.8	\$ 2,699,279	\$ 2,729,344	\$ 2,810,473		\$ 2,998,852	
\$ Δ	\$ 84,090	\$ 79,837	\$ (121,046)	\$ (188,603)	\$ (158,538)	\$ (77,409)		\$ 188,379	
% Δ	3%	3%	-4%	-7%	-5%	-3%		7%	
ENGINEERING									
Salaries	165,947	169,739	135,870	275,395	275,395	285,253	110%	372,969	31%
Overtime	8,288	2,509	9,366	8,500	8,500	6,530	-30%	8,500	30%
Longevity	10,600	10,897	7,925	8,000	8,000	8,038	1%	8,000	0%
Sick Pay Bonus	70	210	-	-	-	70	n/a	-	-100%
Medical Exp. Reimbursements	200	200	100	100	100	100	0%	100	0%
Social Security Taxes	13,363	13,224	11,338	20,542	20,542	21,941	94%	28,421	30%
Workers' Compensation	7,352	6,653	9,481	10,623	10,623	9,491	0%	17,192	81%
Pension Allocation	46,494	43,969	24,451	22,472	22,472	22,472	-8%	18,603	-17%
Medical Insurance Premiums	61,793	61,259	42,174	80,380	80,380	70,202	66%	86,312	23%
Group, Life & Disability Insurance	2,866	2,087	856	3,434	3,434	2,108	146%	4,326	105%
Communications	-	-	813	720	843	1,886	132%	2,200	17%
Uniforms	-	-	-	-	-	-	n/a	230	n/a
Boot Allowance	129	-	140	150	300	138	-2%	150	9%
Office Supplies	2,335	1,316	1,560	1,000	1,411	2,019	29%	2,000	-1%
Postage	488	219	345	700	700	755	119%	600	-21%
Advertising & Printing	-	-	-	-	450	113	n/a	400	256%
Credit Card Fees	120	143	530	230	230	372	-30%	500	35%
Professional Development	616	475	870	700	1,130	4,218	385%	2,800	-34%
Dues & Subscriptions	85	85	190	300	395	571	201%	900	58%
Contractual Services: Retainer	45,073	30,087	81,396	46,125	86,925	28,428	-65%	13,200	-54%
Contractual Services: Special Proj.	160,496	101,739	187,314	100,000	111,001	147,793	-21%	100,000	-32%
Contractual Services: Reimbursable	751,281	366,080	612,899	307,500	336,909	675,521	10%	310,000	-54%
Contractual Services: Grading Permit Revi	52,012	45,953	96,891	46,000	58,984	90,315	-7%	46,000	-49%
Minor Office Equipment	127	462	-	2,500	2,500	1,497	n/a	1,200	-20%
Gasoline, Oil, Lubricants	1,103	555	804	1,035	1,085	979	22%	1,200	23%
Tires, Batteries & Accessories	-	-	-	1,000	1,000	250	n/a	400	60%
Repair Parts	-	-	-	500	500	513	n/a	3,900	660%
TOTAL ENGINEERING	\$ 1,330,839	\$ 857,861	\$ 1,225,313	\$ 937,906	\$ 1,033,809	\$ 1,381,570		\$ 1,030,103	
\$ Δ	\$ 58,823	\$ (472,978)	\$ 367,452	\$ (287,407)	\$ (191,504)	\$ 156,258		\$ (351,467)	
% Δ	5%	-36%	43%	-23%	-16%	13%		-25%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
PUBLIC WORKS DEPARTMENT									
Salaries	889,214	886,543	890,956	849,194	849,194	840,283	-6%	919,340	9%
Part-Time Wages	-	-	54	-	-	-	-100%	-	n/a
Overtime	279,694	144,714	139,698	146,500	146,500	127,562	-9%	151,500	19%
Longevity	64,260	66,420	78,160	80,385	80,385	80,550	3%	79,450	-1%
Sick Pay Bonus	868	847	595	595	595	1,001	68%	595	-41%
Medical Exp. Reimbursements	1,210	1,210	1,170	1,190	1,190	1,100	-6%	1,190	8%
Social Security Taxes	89,033	78,385	82,795	82,431	82,431	78,921	-5%	99,712	26%
Workers' Compensation	55,540	49,284	88,594	43,911	43,911	51,945	-41%	59,276	14%
Pension Allocation	243,678	212,269	115,367	89,373	89,373	89,373	-23%	86,819	-3%
Medical Insurance Premiums	334,514	337,203	307,040	288,720	288,720	311,940	2%	296,303	-5%
Group, Life & Disability Insurance	16,297	15,568	13,794	14,874	14,874	15,270	11%	15,484	1%
Communications	5,281	5,775	4,432	5,500	6,007	4,025	-9%	5,500	37%
Highway: Uniforms	3,949	2,996	5,001	3,000	3,200	3,495	-30%	3,200	-8%
Boot Allowance	1,566	-	1,745	1,800	3,451	1,514	-13%	3,451	128%
Highway: Office Supplies	310	1,090	592	500	650	837	41%	750	-10%
Highway: Postage	408	486	301	100	100	100	-67%	300	201%
Highway: Operating Supplies	15,245	10,250	8,436	15,000	19,286	10,546	25%	10,500	0%
Highway: Credit Card Fees	26	5	-	-	-	36	n/a	50	39%
Highway: Rentals	-	5,580	-	-	-	-	n/a	-	n/a
Highway: Professional Development	-	-	-	1,700	1,700	2,625	n/a	3,400	30%
Highway: Dues & Subscriptions	225	209	25	250	250	-	-100%	250	n/a
Highway: Contractual Services	9,989	9,944	8,185	5,000	6,726	6,387	-22%	6,000	-6%
Highway: Contractual Svcs: Storm Sewer	13,039	3,938	-	-	-	-	n/a	-	n/a
Highway: Minor Office Equipment	735	-	-	300	300	75	n/a	300	300%
Highway: Maint. & Repairs: Mach. & Equip	17,385	14,512	20,719	15,000	17,144	6,415	-69%	15,000	134%
Highway: Maint. & Repairs: Comm. Equip	-	-	228	1,000	1,000	1,000	339%	1,000	0%
Highway: Gas, Oil & Lubricants	46,902	27,014	27,671	51,765	54,135	51,035	84%	55,000	8%
Highway: Tires, Batteries & Accessories	7,931	6,379	5,403	10,500	14,196	15,827	193%	15,000	-5%
Highway: Repair Parts	40,093	28,019	22,289	34,500	49,928	45,335	103%	43,000	-5%
Highway: Contracted Maint. & Repairs	12,993	14,917	13,527	6,000	7,200	6,421	-53%	8,000	25%
Street Cleaning: Contractual Services	3,150	1,500	310	3,500	3,500	3,500	1028%	3,500	0%
Street Cleaning: Repair Parts	-	-	-	-	-	3,733	n/a	4,000	7%
Snow & Ice: Operating Supplies	195,888	20,845	184,554	200,000	201,185	182,814	-1%	200,000	9%
Snow & Ice: Contractual Services	23,157	3,106	75	5,000	5,000	6,597	8695%	8,000	21%
Snow & Ice: Maint. & Repair	21,880	32,692	2,854	4,500	4,500	5,031	76%	4,500	-11%
Snow & Ice: Repair Parts	-	-	-	-	1,022	3,570	n/a	4,500	26%
Traffic Signal: Lighting	12,554	11,484	7,835	12,300	12,300	11,723	-50%	11,500	-2%
Traffic Signal: Operating Supplies	22,300	21,716	14,549	18,500	25,970	15,036	3%	15,000	0%
Traffic Signal: Maint. & Repair	66,259	52,962	60,824	51,250	86,673	35,209	-42%	50,000	42%
Street Lighting	185,469	183,619	165,095	180,000	180,000	174,399	6%	180,000	3%
Street Lighting: Maint. & Repairs	95,920	70,121	47,539	102,500	114,101	53,148	12%	50,000	-6%
Curb & Sidewalks: Operating Supplies	3,014	2,703	1,805	4,100	6,820	3,106	72%	5,000	61%
Curb & Sidewalks: Contracted Svcs	-	-	7,500	-	-	-	-100%	-	n/a
Drainage: Operating Supplies	7,503	5,277	8,813	3,793	4,413	12,373	40%	5,000	-60%
Road Maintenance: Operating Supplies	14,021	8,877	6,453	12,300	17,438	9,445	-46%	10,000	6%
Road Maintenance: Rentals	-	-	-	-	-	-	n/a	-	n/a
Road Maintenance: Contractual Services	-	-	-	5,023	5,023	1,256	n/a	5,023	300%
County Aid: Liquid Fuels	110,160	73,440	-	36,720	73,440	55,080	n/a	36,720	-33%
TOTAL PUBLIC WORKS	\$ 2,911,658	\$ 2,411,898	\$ 2,344,981	\$ 2,388,574	\$ 2,523,831	\$ 2,329,637		\$ 2,473,113	
\$ Δ	(182,942)	(499,760)	(66,917)	43,593	178,850	(15,344)		143,476	
% Δ	-6%	-17%	-3%	2%	8%	-1%		6%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
MECHANICS									
Salaries	235,142	243,025	248,706	225,459	225,459	230,084	-7%	233,186	1%
Overtime	189	1,623	4,487	700	700	7,404	65%	700	-91%
Longevity	7,950	8,850	11,125	7,650	7,650	8,861	-20%	8,350	-6%
Sick Pay Bonus	350	525	455	105	105	560	23%	105	-81%
Medical Exp. Reimbursements	200	200	200	300	300	200	0%	300	50%
Social Security Taxes	17,422	18,090	19,866	17,917	17,917	18,955	-5%	18,616	-2%
Workers' Compensation	13,012	11,892	10,398	10,237	10,237	10,409	0%	12,145	17%
Pension Allocation	58,259	51,186	32,513	16,232	16,232	16,232	-50%	13,590	-16%
Medical Insurance Premiums	47,904	47,490	44,326	42,619	42,619	53,431	21%	61,152	14%
Group, Life & Disability Insurance	3,274	2,582	2,430	2,970	2,970	2,708	11%	3,013	11%
Communications	392	398	601	500	554	641	7%	650	1%
Uniforms	7,994	6,102	6,056	6,000	6,938	5,497	-9%	6,250	14%
Boot Allowance	388	-	389	450	900	776	99%	450	-42%
Operating Supplies	13,195	13,994	12,464	11,500	13,123	12,301	-1%	13,000	6%
Gas, Oil, Lubricants	1,633	1,375	2,971	2,456	2,456	2,573	-13%	3,000	17%
TOTAL MECHANICS	\$ 407,303	\$ 407,333	\$ 396,987	\$ 345,095	\$ 348,160	\$ 370,632		\$ 374,507	
\$ Δ	\$ 23,877	\$ 30	\$ (10,346)	\$ (51,892)	\$ (48,827)	\$ (26,355)		\$ 3,875	
% Δ	6%	0%	-3%	-13%	-12%	-7%		1%	
RECREATIONAL PROGRAMMING ADMINISTRATION									
Salaries	198,634	199,444	206,969	213,763	213,763	227,721	10%	260,647	14%
Part-Time Wages	4,136	16,390	9,410	25,433	25,433	-	-100%	-	n/a
Overtime	-	1,435	-	-	-	-	n/a	-	n/a
Longevity	-	-	-	-	-	-	n/a	-	n/a
Sick Pay Bonus	-	-	1,190	-	-	-	-100%	-	n/a
Medical Exp. Reimbursements	100	100	100	-	-	100	0%	-	-100%
Social Security Taxes	14,026	15,648	16,157	18,298	18,298	17,156	6%	19,939	16%
Workers' Compensation	10,791	8,936	8,904	10,485	10,485	8,914	0%	13,047	46%
Pension Allocation	40,973	36,324	29,147	10,094	10,094	10,094	-65%	8,210	-19%
Medical Insurance Premiums	56,712	49,173	54,017	45,261	45,261	50,159	-7%	59,699	19%
Group, Life & Disability Insurance	1,940	1,837	1,732	2,274	2,274	1,961	13%	2,596	32%
Communications	-	-	1,480	-	575	2,191	48%	1,000	-54%
Office Supplies	1,312	1,123	1,960	2,500	2,664	881	-55%	2,500	184%
Postage	1,215	758	623	1,000	1,000	1,009	62%	1,000	-1%
Professional Development	-	445	57	1,000	1,000	-	-100%	1,000	n/a
Dues & Subscriptions	254	135	500	500	500	715	43%	775	8%
Minor Equipment	-	-	-	40	40	10	n/a	-	-100%
Gas, Oil & Lubricants	62	37	66	104	104	682	927%	104	-85%
Tires, Batteries & Accessories	-	-	117	125	125	-	-100%	125	n/a
Repair Parts	360	533	-	400	400	100	n/a	400	300%
Contracted Maint. & Repairs	-	-	-	-	-	-	n/a	-	n/a
TOTAL RECREATIONAL PROGRAM	\$ 330,513	\$ 332,318	\$ 332,428	\$ 331,277	\$ 332,016	\$ 321,693		\$ 371,042	
\$ Δ	\$ 4,863	\$ 1,805	\$ 110	\$ (1,151)	\$ (412)	\$ (10,735)		\$ 49,349	
% Δ	1%	1%	0%	0%	0%	-3%		15%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
PARKS MAINTENANCE									
Salaries	840,648	869,795	884,628	965,033	965,033	858,642	-3%	947,029	10%
Seasonal Wages	-	5,514	-	-	-	273	n/a	-	-100%
Overtime	12,683	8,167	33,682	6,400	6,400	51,048	52%	6,100	-88%
Longevity	45,020	47,189	50,015	53,068	53,068	53,865	8%	48,625	-10%
Sick Pay Bonus	1,505	1,411	-	1,453	1,453	1,364	n/a	1,243	-9%
Medical Exp. Reimbursements	970	970	760	1,370	1,370	700	-8%	1,410	101%
Social Security Taxes	65,608	67,532	72,431	78,563	78,563	73,261	1%	77,174	5%
Workers' Compensation	56,730	48,600	45,223	48,159	48,159	45,273	0%	54,803	21%
Unemployment	-	-	-	-	-	-	n/a	-	n/a
Pension Allocation	251,920	224,704	127,819	91,792	91,792	91,792	-28%	65,098	-29%
Medical Insurance Premiums	312,929	300,820	253,436	297,667	297,667	306,566	21%	289,136	-6%
Group, Life & Disability Insurance	21,429	14,340	11,995	16,905	16,905	15,902	33%	16,728	5%
Utilities	44,328	44,273	41,303	47,300	49,380	48,401	17%	47,300	-2%
Communications	2,085	1,981	1,868	1,800	2,156	2,086	12%	2,000	-4%
Uniforms	2,031	1,646	947	1,700	1,700	816	-14%	1,700	108%
Boot Allowance	1,773	-	1,717	2,055	3,705	1,513	-12%	2,055	36%
Operating Supplies	49,853	48,185	50,284	64,750	69,217	42,327	-16%	50,000	18%
Professional Development	-	525	-	1,000	1,000	250	n/a	2,000	700%
Dues & Subscriptions	-	45	70	60	60	30	-57%	60	100%
Contractual Services	12,622	8,041	17,586	7,250	8,240	15,398	-12%	15,000	-3%
Minor Equipment	1,659	5,292	684	2,500	2,500	-	-100%	2,500	n/a
Maint. & Repairs: Bldgs & Fixtures	15,110	6,845	5,243	12,375	12,555	3,317	-37%	5,000	51%
Maint. & Repairs: Mach. & Equip.	10,210	8,382	17,479	16,400	19,569	10,139	-42%	11,500	13%
Gas, Oil & Lubricants	26,255	15,361	19,244	29,200	30,133	26,683	39%	29,500	11%
Tires, Batteries & Accessories	3,194	630	7,432	4,950	6,243	3,410	-54%	6,500	91%
Repair Parts	17,261	13,169	4,169	12,850	14,350	9,114	119%	15,000	65%
Contracted Maint. & Repairs	21,536	9,936	7,397	9,900	10,763	10,257	39%	10,000	-3%
Mier-Machinery & Equipment	724	-	-	-	-	-	n/a	-	n/a
TOTAL PARKS MAINTENANCE	\$ 1,818,082	\$ 1,753,351	\$ 1,655,411	\$ 1,774,500	\$ 1,791,981	\$ 1,672,428		\$ 1,707,461	
\$ Δ	\$ 76,316	\$ (64,730)	\$ (97,940)	\$ 119,089	\$ 136,570	\$ 17,017		\$ 35,033	
% Δ	4%	-4%	-6%	7%	8%	1%		2%	
SHADE TREES									
Operating Supplies	22,830	-	-	-	-	324	n/a	-	-100%
Trees: Chanticleer Tree Program	-	2,655	-	-	-	-	n/a	-	n/a
Contractual Services	90,100	91,155	167,325	150,000	169,825	210,512	26%	150,000	-29%
TOTAL SHADE TREES	\$ 112,930	\$ 93,810	\$ 167,325	\$ 150,000	\$ 169,825	\$ 210,836		\$ 150,000	
\$ Δ	\$ (4,355)	\$ (19,120)	\$ 73,515	\$ (17,325)	\$ 2,500	\$ 43,511		\$ (60,836)	
% Δ	-4%	-17%	78%	-10%	1%	26%		-29%	
RECREATION PROGRAMS									
Salaries: Part-Time	85,815	86,504	97,633	115,000	115,000	96,987	-1%	115,000	19%
Social Security Taxes	6,405	6,447	7,277	8,798	8,798	7,420	2%	8,798	19%
Workers' Compensation	1,005	783	3,277	5,041	5,041	3,281	0%	5,756	75%
Recreation Supplies	43,069	29,396	45,114	34,500	39,789	28,513	-37%	35,000	23%
Credit Card Fees	5,094	5,696	6,511	5,000	5,000	6,218	-5%	5,000	-20%
Advertising & Printing	-	-	-	-	-	680	n/a	-	-100%
Rentals	115,530	116,453	28,677	85,000	85,675	24,164	-16%	85,000	252%
Contractual Services	118,309	82,496	121,170	85,000	106,084	151,844	25%	85,000	-44%
TOTAL RECREATION PROGRAMS	\$ 375,227	\$ 327,776	\$ 309,659	\$ 338,339	\$ 365,387	\$ 319,106		\$ 339,554	
\$ Δ	\$ 13,189	\$ (47,451)	\$ (18,117)	\$ 28,680	\$ 55,728	\$ 9,448		\$ 20,447	
% Δ	4%	-13%	-6%	9%	18%	3%		6%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
SULPIZIO GYM									
Salaries: Part-Time / Programming	-	-	740	-	-	322	-56%	-	-100%
Overtime	-	13,375	24,571	15,000	15,000	15,595	-37%	-	-100%
Social Security Taxes	-	896	1,895	1,148	1,148	1,204	-36%	-	-100%
Workers' Compensation	-	-	-	658	658	165	n/a	-	-100%
Utilities	27,315	16,930	18,553	17,000	17,000	23,128	25%	22,000	-5%
Communications	859	908	1,762	2,200	2,471	1,881	7%	2,200	17%
Office Supplies	40	-	-	-	-	-	n/a	-	n/a
Operating Supplies	620	1,838	348	4,500	4,833	1,057	204%	2,500	137%
Credit Card Fees	970	150	202	750	750	389	93%	750	93%
Contractual Services	2,748	1,140	840	10,000	13,781	18,844	2143%	10,000	-47%
Cleaning Contract	-	-	-	-	-	17,419	n/a	27,000	55%
Maint. & Repair: Bldgs & Fixtures	4,135	3,375	17,223	5,550	6,550	6,742	-61%	5,550	-18%
Maint. & Repair: Mach & Equip.	3,045	330	750	3,000	3,000	4,050	440%	3,000	-26%
TOTAL SULPIZIO GYM	\$ 39,732	\$ 38,942	\$ 66,884	\$ 59,806	\$ 65,191	\$ 90,797		\$ 73,000	
\$ Δ	\$ 6,453	\$ (790)	\$ 27,941	\$ (7,078)	\$ (1,693)	\$ 23,913		\$ (17,797)	
% Δ	19%	-2%	72%	-11%	-3%	36%		-20%	
LIBRARY									
Professional Services	-	-	-	-	-	-	n/a	-	n/a
Contributions	880,507	904,721	880,507	929,600	934,600	930,850	6%	960,000	3%
Maint. & Repair: Buildings & Fixtures	4,989	(7,951)	2,230	5,000	5,000	(31,083)	-1494%	5,000	n/a
TOTAL LIBRARY	\$ 885,496	\$ 896,770	\$ 882,737	\$ 934,600	\$ 939,600	\$ 899,767		\$ 965,000	
\$ Δ	\$ (14,620)	\$ 11,274	\$ (14,034)	\$ 51,863	\$ 56,863	\$ 17,030		\$ 65,233	
% Δ	-2%	1%	-2%	6%	6%	2%		7%	
COMMUNITY ORGANIZATION CONTRIBUTIONS									
Radnor Studio 21 (PEG Pass-through)	57,405	57,405	56,059	56,059	56,059	-	-100%	-	n/a
R.E.C.T. Contributions	-	-	-	-	-	-	n/a	-	n/a
Wayne Art Center	16,034	16,475	16,475	17,000	17,000	17,000	3%	17,500	3%
Surrey Services	47,369	48,671	49,049	50,000	50,000	50,000	2%	50,000	0%
Wayne Senior Services	119,369	122,652	123,603	127,000	127,000	127,001	3%	130,500	3%
Parades	8,000	8,000	8,000	8,000	8,000	8,000	0%	8,000	0%
Radnor Historical Society	15,000	15,413	15,000	15,000	15,000	15,000	0%	15,000	0%
Other	20,000	-	-	-	-	-	n/a	-	n/a
WBA-Parking Rev Share	-	13,799	14,516	14,000	14,000	14,000	-4%	14,000	0%
WPC-Parking Rev Share	-	31,952	48,485	40,000	40,000	34,886	-28%	40,000	15%
TOTAL COMMUNITY ORGANIZATI	\$ 283,177	\$ 314,367	\$ 331,188	\$ 327,059	\$ 327,059	\$ 265,886		\$ 275,000	
\$ Δ	\$ 39,892	\$ 31,190	\$ 16,821	\$ (4,129)	\$ (4,129)	\$ (65,301)		\$ 9,114	
% Δ	16%	11%	5%	-1%	-1%	-20%		3%	
RETIREE AND LIABILITY INSURANCES									
Workers' Compensation	-	-	-	-	-	-	n/a	-	n/a
Liability, Auto, Prop, Etc Insurance	398,058	345,963	382,401	365,400	365,400	375,726	-2%	370,000	-2%
Unemployment	9,346	512	14,561	10,000	10,000	5,201	-64%	10,000	92%
Group Life & Disability	66,875	787	-	-	-	-	n/a	-	n/a
Health Benefits: Retirees	1,651,773	1,663,948	2,507	1,617,659	1,617,659	1,617,906	64432%	1,656,397	2%
Retiree Pension: Amort of UAAL	1,512,357	1,425,349	2,552,368	2,673,121	2,673,121	2,673,205	5%	2,682,810	0%
TOTAL RETIREE AND LIABILITY IN	\$ 3,638,409	\$ 3,436,559	\$ 2,951,837	\$ 4,666,180	\$ 4,666,180	\$ 4,672,038		\$ 4,719,207	
\$ Δ	\$ 61,934	\$ (201,850)	\$ (484,722)	\$ 1,714,343	\$ 1,714,343	\$ 1,720,201		\$ 47,169	
% Δ	2%	-6%	-14%	58%	58%	58%		1%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
DEBT SERVICE									
Service Charges	3,424	4,101	4,129	-	-	3,771	-9%	5,000	33%
DEBT SERVICE	\$ 3,424	\$ 4,101	\$ 4,129	\$ -	\$ -	\$ 3,771		\$ 5,000	
\$ Δ	\$ (393)	\$ 678	\$ 28	\$ (4,129)	\$ (4,129)	\$ (357)		\$ 1,229	
% Δ	-10%	20%	1%	-100%	-100%	-9%		33%	
TRANSFER TO OTHER FUNDS									
Sewer Fund	-	-	1,750,000	-	-	1,153,000	-34%	-	-100%
Capital Improvement	325,000	-	-	-	-	-	n/a	-	n/a
Capital Improvement (Prog. Funding)	687,125	-	1,617,736	3,030,637	3,030,637	550,000	-66%	1,384,327	152%
Capital Improvement (Excess FB)	-	1,851,900	-	-	-	-	n/a	-	n/a
OPEB Liability	459,209	659,209	859,209	1,059,209	1,059,209	1,059,209	23%	-	-100%
Park & Open Space Fund	-	400,000	-	160,000	160,000	160,000	n/a	180,000	13%
Willows	65,000	15,000	70,000	800,702	800,702	50,000	-29%	-	-100%
Shade Tree Fund	25,000	-	-	25,000	25,000	6,250	n/a	25,000	300%
K9 Fund	-	9,100	-	-	-	-	n/a	-	n/a
Debt Service	2,924,000	2,997,000	2,991,145	3,090,520	3,090,520	3,090,520	3%	3,014,992	-2%
TRANSFER TO OTHER FUNDS	\$ 4,485,334	\$ 5,932,209	\$ 7,288,090	\$ 8,166,068	\$ 8,166,068	\$ 6,068,979		\$ 4,604,319	
\$ Δ	\$ 396,376	\$ 1,446,875	\$ 1,355,881	\$ 877,978	\$ 877,978	\$ (1,219,111)		\$ (1,464,661)	
% Δ	10%	32%	23%	12%	12%	-17%		-24%	
GRAND TOTAL GENERAL FUND	\$ 33,461,925	\$ 34,509,490	\$ 34,835,850	\$ 37,375,773	\$ 38,130,037	\$ 36,082,514		\$ 34,763,544	
\$ Δ	\$ 716,759	\$ 1,047,565	\$ 326,359	\$ 2,539,923	\$ 3,294,187	\$ 1,246,665		\$ (1,318,970)	
% Δ	2%	3%	1%	7%	9%	4%		-4%	
FUND BALANCE									
Beginning Fund Balance, January 1	\$ 8,947,659	\$ 10,410,736	\$ 10,013,625	\$ 10,013,625	\$ 10,013,625	\$ 10,013,625	12%	\$ 5,586,233	
Revenues	34,586,033	34,112,379	36,417,791	39,749,647	38,620,832	31,655,123	-8%	34,450,400	
Expenditures	33,461,925	34,509,490	34,835,850	37,375,773	38,130,037	36,082,514	8%	34,763,544	
Accrual Adjustments	338,968	-	-	-	-	-		-	
ENDING FUND BALANCE	\$ 10,410,736	\$ 10,013,625	\$ 11,595,566	\$ 12,387,499	\$ 10,504,420	\$ 5,586,233	-46%	\$ 5,273,088	
Increase / (Decrease) In Fund Balance	\$ 1,463,076	\$ (397,111)	\$ 1,581,941	\$ 2,373,874	\$ 490,795	\$ (4,427,392)		\$ (313,144)	
Increase / (Decrease) In Fund Balance (net of Transfer	\$ 5,609,442	\$ 5,535,098	\$ 8,870,031	\$ 7,010,462	\$ 5,127,383	\$ 1,612,107		\$ 4,261,694	

Radnor Township, PA
2019 Township Manager Recommended Budget

Sanitary Sewer Fund #02

Radnor Township, PA
Public Works – Sanitary Sewer Fund
2019 Operating Budget Narrative



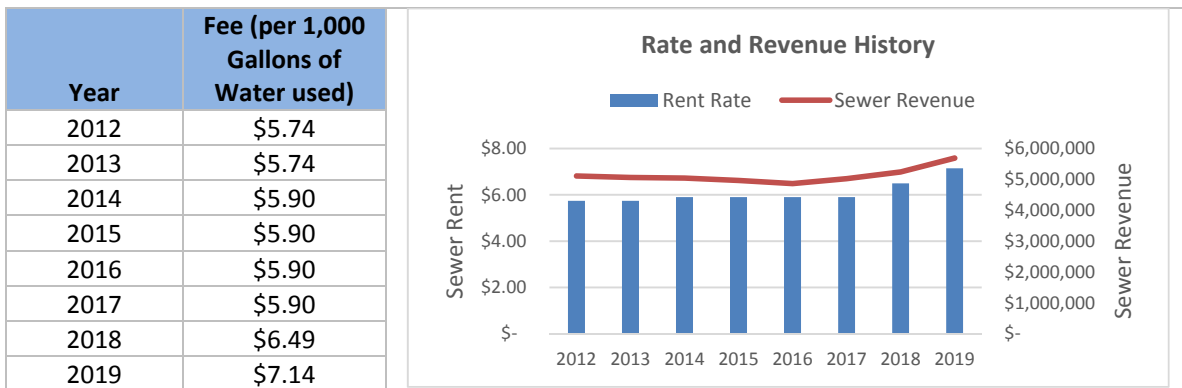
Department Summary:

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 table below reflects those amounts (noting that for 2019 and 2020 the current Board will have to ratify the increase):



Radnor Township, PA
Public Works – Sanitary Sewer Fund
2019 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 Rent Analysis: Water Usage (Actual) / Billing Statistics
 For the Year Budgeted, 2019

	2010	2011	2012	2013	Actual 2014	2015	2016	2017	Budget 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Revenue															
Interest Earnings	\$ 5,718	\$ 5,531	\$ 13,407	\$ 14,336	\$ 29,092	\$ 25,178	\$ 40,294	\$ 13,302	\$ 27,939	\$ 28,358	\$ 28,783	\$ 29,215	\$ 29,653	\$ 30,098	\$ 30,549
Rent-Current Year Face	4,558,667	4,942,308	4,949,494	4,884,536	4,829,184	4,808,700	4,645,693	4,829,840	5,046,145	5,478,556	5,921,531	9,629,113	10,182,834	10,245,752	9,974,008
Rent-Prior Year Penalty	36,078	33,963	31,193	42,132	32,021	36,349	37,248	39,740	37,670	44,759	47,164	49,570	51,976	54,381	56,787
Connection Fees	43,034	57,928	84,550	86,989	100,883	56,674	88,479	94,112	66,464	89,060	90,209	91,358	92,508	93,657	94,806
Sewer Charges	2,550	9,067	2,568	11,092	16,800	20,016	9,350	16,139	9,710	16,139	8,461	9,713	5,965	4,716	3,468
Miscellaneous	10,851	6,741	7,963	7,478	6,754	5,685	(439)	8,548	18,814	4,878	4,803	4,729	4,655	4,581	4,507
Financing Proceeds	15,063	23,296	19,519	16,210	26,345	21,325	32,046	29,964	26,900	34,972	37,130	39,288	41,445	43,603	45,761
Transfers from General Fund	-	-	-	1,153,000	-	-	-	-	1,750,000	1,153,000	-	-	-	-	-
Revenue Total	4,671,961	5,078,835	5,108,694	6,215,773	5,041,079	4,964,061	4,863,337	6,774,857	10,893,070	5,690,292	6,138,082	9,850,486	10,409,035	10,476,788	10,209,886
Expenditures															
Operations	844,059	1,198,628	1,078,328	916,311	953,317	981,381	980,223	1,027,995	1,007,876	1,097,577	2,696,151	2,760,902	2,827,271	2,895,299	2,965,028
Operations: Current	844,059	1,198,628	1,078,328	916,311	953,317	981,381	980,223	1,027,995	1,007,876	1,097,577	1,125,016	1,153,141	1,181,970	1,211,519	1,241,807
Operations: New Staff	-	-	-	-	-	-	-	-	-	-	1,465,000	1,501,625	1,539,166	1,577,645	1,617,086
Operations: New Equipment	-	-	-	-	-	-	-	-	-	-	106,135	106,135	106,135	106,135	106,135
Capital	-	-	-	621,724	295,236	126,748	313,754	1,582,121	982,175	1,915,000	2,020,000	1,260,000	2,676,000	999,000	1,224,000
Debt Service	390,664	210,000	390,664	376,995	368,550	369,147	344,356	561,682	561,682	648,230	984,760	985,028	985,156	985,664	985,408
RHM	2,925,890	3,187,345	3,456,973	3,340,685	3,658,572	3,704,185	3,865,876	3,910,878	4,038,634	4,146,418	4,250,079	4,356,331	4,465,239	4,576,870	4,691,292
Expenditure Total	4,160,613	4,595,973	4,925,965	5,255,715	5,275,675	5,180,864	5,529,000	6,865,349	6,590,367	7,807,225	9,950,990	9,362,260	10,953,666	9,456,833	9,865,728
Net Revenue	511,348	482,862	182,729	960,058	(234,596)	(216,803)	(665,664)	(90,492)	4,302,703	(2,116,933)	(3,812,907)	488,226	(544,630)	1,019,955	344,158
Ending Fund Cash Balance	1,823,985	2,288,628	2,458,811	3,417,508	2,904,186	2,658,898	1,964,748	1,845,770	6,148,473	4,031,541	218,633	706,859	162,229	1,182,184	1,526,342

Water Usage | Provided by Aqua, PA

**Does not include flat rate bills (wells, Upper Merion, Tredyffrin)

	Actual										Projected				
	2009 Usage 2010 Billing	2010 Usage 2011 Billing	2011 Usage 2012 Billing	2012 Usage 2013 Billing	2013 Usage 2014 Billing	2014 Usage 2015 Billing	2015 Usage 2016 Billing	2016 Usage 2017 Billing	2017 Usage 2018 Billing	2018 Usage 2019 Billing	2019	2020	2021	2022	2023
1st Quarter	171,861.6	172,503.8	170,738.3	165,549.1	171,436.80	182,346.40	156,384.70	160,334.60	157,909.70	155,099.58	153,029.16	150,958.74	148,888.32	146,817.90	143,551.65
2nd Quarter	185,701.4	189,002.3	196,464.7	185,182.1	181,945.80	181,892.60	185,898.70	168,816.30	169,947.70	167,961.86	167,428.43	165,495.29	163,028.72	160,562.14	153,670.52
3rd Quarter	194,081.7	241,911.8	233,098.4	223,918.3	195,000.80	200,920.00	200,593.20	223,196.00	187,360.10	196,866.49	194,015.78	191,165.08	188,314.37	185,463.66	164,442.20
4th Quarter	183,217.6	194,758.4	166,049.8	185,595.2	182,752.90	179,873.00	178,445.40	181,595.90	180,775.89	180,531.74	180,735.89	180,287.60	180,043.45	179,799.30	179,717.29
Total Regular Meter Usage	734,862.3	798,176.3	766,351.2	760,244.7	731,136.3	725,023.0	721,322.0	738,028.3	696,813.4	703,170.4	695,538.5	687,906.7	680,274.9	672,643.0	641,375.7
Big Meters Usage	143,823.8	157,507.9	151,487.3	150,896.2	155,332.3	134,793.5	121,026.2	121,981.1	114,978.53	119,207.04	110,750.03	106,521.53	102,293.03	89,478.02	87,352.11
2nd Meter-Subtract	(26,967.0)	(51,135.0)	(46,310.0)	(64,714.0)	(47,220.0)	(46,223.0)	(51,197.3)	(41,018.0)	(58,984.0)	(55,614.08)	(57,097.43)	(58,580.77)	(60,064.11)	(61,547.46)	(53,257.72)
2nd Meter-Charges	624.0	815.0	807.0	757.0	713.0	647.0	665.0	787.0	564.0	636.98	625.01	613.04	601.08	504.37	
Total Usage	852,343.1	905,364.2	872,335.5	847,183.9	839,953.6	814,249.5	791,815.9	819,778.4	764,691.0	767,412.3	754,056.6	740,701.0	727,345.3	713,989.7	678,100.3
Change in Usage +/-	-14.27%	6.22%	-3.65%	-2.88%	-0.85%	-3.06%	-2.76%	3.53%	-6.72%	0.36%	-1.74%	-1.77%	-1.80%	-1.84%	-5.03%

Sewer Rent Rates and Billing Data

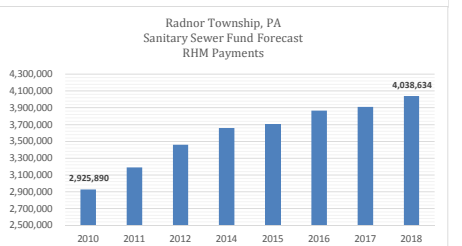
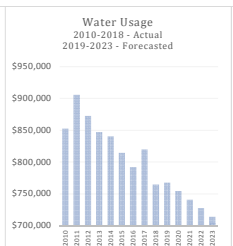
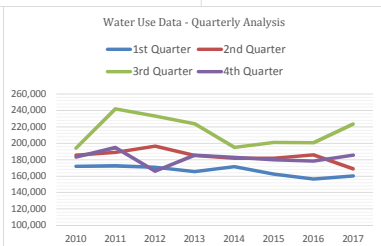
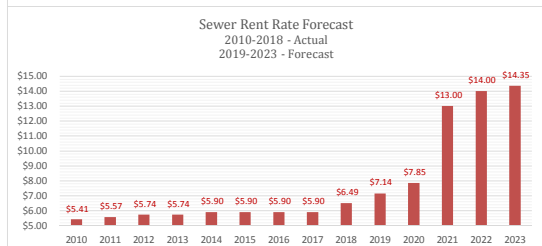
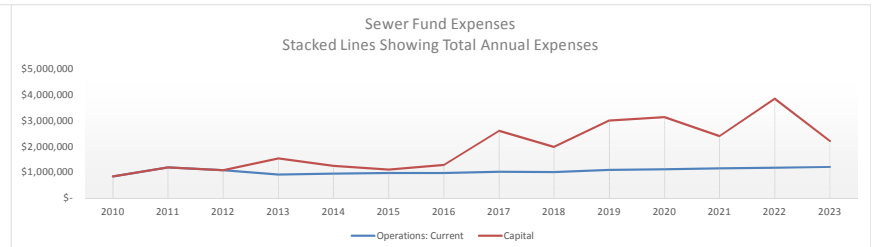
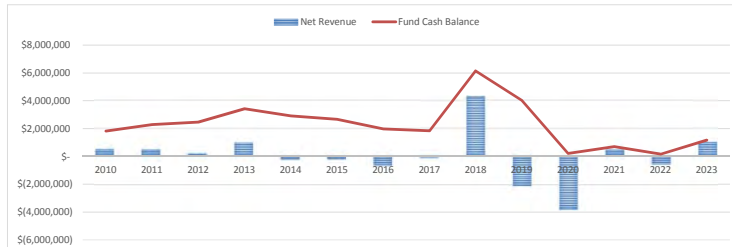
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Sewer Rent Rate	\$ 5.41	\$ 5.57	\$ 5.74	\$ 5.74	\$ 5.90	\$ 5.90	\$ 5.90	\$ 5.90	\$ 6.49	\$ 7.14	\$ 7.85	\$ 13.00	\$ 14.00	\$ 14.35	\$ 14.71
Change in rate +/-	5.05%	2.96%	3.05%	0.00%	2.79%	0.00%	0.00%	0.00%	10.00%	10.00%	65.54%	7.69%	2.50%	2.50%	
Avg. Res. Sewer Bill	Not Avail.	Not Avail.	Not Avail.	\$394.21	\$405.20	\$391.02	\$418.31	\$413.59	\$418.00	\$459.80	\$505.78	\$837.29	\$901.69	\$924.24	\$947.34
\$ Δ Annual				#N/A	\$10.99	(\$14.18)	\$27.29	(\$47.2)	\$41.1	\$41.80	\$45.98	\$381.11	\$84.11	\$22.54	\$22.11
\$ Δ Monthly				#N/A	\$0.92	(\$1.18)	\$2.27	(\$3.93)	\$3.37	\$3.48	\$3.83	\$27.63	\$5.37	\$1.88	\$1.93

Billing Coverage Amounts / Ratio

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Estimated Billing Amount	\$ 4,611,176	\$ 5,042,879	\$ 5,007,206	\$ 4,862,836	\$ 4,955,726	\$ 4,804,072	\$ 4,671,714	\$ 4,836,693	\$ 4,962,845	\$ 5,478,556	\$ 5,921,531	\$ 9,629,113	\$ 10,182,834	\$ 10,245,752	\$ 9,974,008
Total Expenditures (Actual)	4,160,613	4,595,973	4,925,965	5,255,715	5,275,675	5,180,864	5,529,000	6,865,349	6,590,367	7,807,225	9,950,990	9,362,260	10,953,666	9,456,833	9,865,728
Net Revenue / (Deficit)	450,563	446,906	81,241	(392,879)	(319,949)	(376,792)	(857,286)	(2,028,656)	(6,327,522)	(2,328,669)	(4,029,459)	266,853	(770,832)	788,919	108,280
Revenue to Expenditure Ratio	111%	110%	102%	93%	94%	93%	84%	70%	75%	70%	60%	103%	93%	108%	101%

Precipitation (Inches)

2010	56.63	45.59	57.54	31.52	37.52	33.04	29.66	23.15
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Radnor Township, PA
Sewer Fund (#02) Budget Worksheet

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
Revenue									
Interest and Rents									
Interest & Rents	25,178	40,294	13,302	18,647	18,647	27,939	11%	28,358	2%
Total Interest and Rents	\$ 25,178	\$ 40,294	\$ 13,302	\$ 18,647	\$ 18,647	\$ 27,939		\$ 28,358	
\$ Δ	\$ (3,914)	\$ 15,116	\$ (26,991)	\$ 5,345	\$ 5,345	\$ 14,636		\$ 419	
% Δ	-13%	60%	-67%	40%	40%	110%		2%	
Departmental Earnings									
Current Year Face	4,808,700	4,645,693	4,829,840	5,352,783	5,352,783	5,046,145	5%	5,478,556	9%
Rent - Current Year Penalties	36,349	37,248	39,740	36,423	36,423	37,670	4%	44,759	19%
Rent - Prior Years	56,674	88,479	94,112	81,413	81,413	66,464	17%	89,060	34%
Connection Fees	10,150	20,016	9,350	11,181	11,181	16,139	59%	9,710	-40%
Sewer Charges	5,685	(439)	8,548	-	-	18,814	231%	4,878	-74%
Total Departmental Earnings	\$ 4,917,558	\$ 4,790,997	\$ 4,981,591	\$ 5,481,800	\$ 5,481,800	\$ 5,185,232		\$ 5,626,962	
\$ Δ	\$ (68,083)	\$ (126,561)	\$ 190,594	\$ 500,209	\$ 500,209	\$ 203,641		\$ 441,730	
% Δ	-1%	-3%	4%	10%	10%	4%		9%	
Miscellaneous									
Miscellaneous	21,325	32,046	29,964	22,942	22,942	26,900	26%	34,972	30%
Cash Over / Short	(0)	-	0	-	-	(0)	143%	-	n/a
Total Miscellaneous	\$ 21,325	\$ 32,046	\$ 29,964	\$ 22,942	\$ 22,942	\$ 26,900		\$ 34,972	
\$ Δ	\$ (5,020)	\$ 10,720	\$ (2,082)	\$ (7,022)	\$ (7,022)	\$ (3,065)		\$ 8,073	
% Δ	-19%	50%	-6%	-23%	-23%	-10%		30%	
Financing Proceeds									
Financing Proceeds	-	-	-	3,500,000	3,500,000	4,500,000	n/a	-	-100%
Total Financing Proceeds	\$ -	\$ -	\$ -	\$ 3,500,000	\$ 3,500,000	\$ 4,500,000		\$ -	
\$ Δ	\$ -	\$ -	\$ -	\$ 3,500,000	\$ 3,500,000	\$ 4,500,000		\$ (4,500,000)	
% Δ	n/a	n/a	n/a	n/a	n/a	n/a		-100%	
Transfers In									
From General Fund	-	-	1,750,000	-	-	1,153,000	n/a	-	-100%
Total Transfers In	\$ -	\$ -	\$ 1,750,000	\$ -	\$ -	\$ 1,153,000		\$ -	
\$ Δ	\$ -	\$ -	\$ 1,750,000	\$ (1,750,000)	\$ (1,750,000)	\$ (597,000)		\$ (1,153,000)	
% Δ	n/a	n/a	n/a	-100%	-100%	-34%		-100%	
Total Revenue	\$ 4,964,061	\$ 4,863,337	\$ 6,774,857	\$ 9,023,389	\$ 9,023,389	\$ 10,893,070		\$ 5,690,292	
\$ Δ	\$ (77,017)	\$ (100,725)	\$ 1,911,521	\$ 2,248,532	\$ 2,248,532	\$ 4,118,213		\$ (5,202,778)	
% Δ	-2%	-2%	39%	33%	33%	61%		-48%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
Expenditures									
Sewer Operations									
Salaries	262,089	285,930	275,871	285,345	285,345	283,431	8%	274,200	-3%
Overtime	19,798	21,721	50,737	10,300	10,300	19,906	1%	10,100	-49%
Longevity	18,500	19,220	22,805	23,585	23,585	23,617	28%	21,900	-7%
Sick Pay Bonus	805	816	980	630	630	546	-32%	490	-10%
Medical Exp. Reimbursements	350	350	340	360	360	300	-14%	320	7%
Social Security Taxes	23,307	25,093	26,673	24,472	24,472	24,367	-5%	24,247	0%
Workers' Compensation	17,455	15,198	16,285	16,231	16,231	16,303	-7%	19,903	22%
Pension Allocation	75,270	68,355	39,977	29,740	29,740	29,740	-60%	20,730	-30%
Medical Insurance Premiums	99,344	98,486	94,464	88,413	88,413	83,363	-16%	84,192	1%
Group, Life & Disability Insurance	5,384	4,337	4,100	4,898	4,898	4,571	-15%	4,788	5%
Utilities	15,873	15,463	12,544	15,500	15,500	15,181	-4%	15,500	2%
Communications	3,241	2,951	3,068	3,400	3,747	2,948	-9%	3,250	10%
Uniforms	739	830	428	500	500	1,215	64%	500	-59%
Boot Allowance	479	-	427	555	1,155	550	15%	555	1%
Operating Supplies	20,950	10,660	8,980	22,000	27,073	13,217	-37%	20,000	51%
Rentals	115,242	181,702	188,831	215,000	215,000	214,873	86%	215,000	0%
Contractual Services	72,732	15,352	40,597	50,000	51,125	29,688	-59%	50,000	68%
Maint. & Repair: Mach. & Equipment	10,716	12,538	1,974	10,000	10,000	-	-100%	10,000	n/a
Maint. & Repair: Sewers	25,088	29,900	9,613	26,000	41,390	26,023	4%	25,000	-4%
Gas, Oil & Lubricants	11,162	6,072	9,085	10,750	11,346	13,165	18%	12,000	-9%
Tires, Batteries & Accessories	1,078	631	-	1,600	1,600	1,216	13%	750	-38%
Repair Parts	722	1,209	2,179	3,000	5,415	2,974	312%	3,000	1%
Contracted Maint. & Repairs	8,438	11,431	20,388	7,000	7,404	4,577	-46%	7,000	53%
Capital: Vehicles & Equipment	-	-	-	-	-	-	n/a	74,229	n/a
Capital Improvements	126,748	313,754	1,582,121	713,848	1,070,973	982,175	675%	1,915,000	95%
Total Sewer Operations	\$ 935,509	\$ 1,141,999	\$ 2,412,465	\$ 1,563,127	\$ 1,946,202	\$ 1,793,949		\$ 2,812,654	
\$ Δ	\$ (148,255)	\$ 206,490	\$ 1,270,467	\$ (849,338)	\$ (466,263)	\$ (618,517)		\$ 1,018,705	
% Δ	-14%	22%	111%	-35%	-19%	-26%		57%	
Sewer Administration									
Salaries	53,661	54,332	55,720	57,391	57,391	57,290	7%	58,968	3%
Longevity	1,343	1,445	1,777	1,896	1,896	1,898	41%	2,015	6%
Sick Pay Bonus	60	60	36	36	36	48	-20%	36	-24%
Medical Exp. Reimbursements	34	34	34	34	34	-	-100%	34	n/a
Social Security Taxes	4,223	4,278	4,147	4,002	4,002	4,086	-3%	4,080	0%
Workers' Compensation	635	521	385	429	429	385	-39%	478	24%
Pension Allocation	11,172	9,984	7,281	5,696	5,696	5,696	-49%	4,638	-19%
Medical Insurance Premiums	17,689	18,965	16,421	17,042	17,042	14,955	-15%	16,820	12%
Group, Life & Disability Insurance	-	-	-	530	530	133	n/a	553	318%
Office Supplies	2,657	2,725	2,621	2,600	2,600	-	-100%	2,600	n/a
Postage	4,159	3,600	4,140	4,500	4,500	4,103	-1%	4,500	10%
Credit Card Fees	14,813	17,329	18,784	15,000	15,000	20,840	41%	20,000	-4%
Advertising & Printing	-	-	-	200	200	50	n/a	200	300%
Dues & Subscriptions	100	-	-	-	-	-	-100%	-	n/a
Contractual Services	28,456	6,392	54,854	28,000	35,500	55,579	95%	50,000	-10%
Legal Services - General	13,605	14,226	12,404	12,000	12,050	10,263	-25%	12,000	17%
Total Sewer Administration	\$ 152,605	\$ 133,891	\$ 178,603	\$ 149,356	\$ 156,906	\$ 175,324		\$ 176,923	
\$ Δ	\$ 4,779	\$ (18,715)	\$ 44,712	\$ (29,247)	\$ (21,697)	\$ (3,279)		\$ 1,599	
% Δ	3%	-12%	33%	-16%	-12%	-2%		1%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
Insurance									
Liability, Auto, Prop, Etc Insurance	20,015	18,088	19,047	23,000	23,000	20,778	4%	23,000	11%
Total Insurance	\$ 20,015	\$ 18,088	\$ 19,047	\$ 23,000	\$ 23,000	\$ 20,778		\$ 23,000	
\$ Δ	\$ 3,052	\$ (1,927)	\$ 960	\$ 3,953	\$ 3,953	\$ 1,731		\$ 2,222	
% Δ	18%	-10%	5%	21%	21%	9%		11%	
RHM Sewer Authority									
Rentals	3,704,185	3,865,876	3,910,878	4,060,000	4,060,000	4,038,634	9%	4,146,418	3%
Total RHM Sewer Authority	\$ 3,704,185	\$ 3,865,876	\$ 3,910,878	\$ 4,060,000	\$ 4,060,000	\$ 4,038,634		\$ 4,146,418	
\$ Δ	\$ 45,612	\$ 161,691	\$ 45,002	\$ 149,122	\$ 149,122	\$ 127,756		\$ 107,784	
% Δ	1%	4%	1%	4%	4%	3%		3%	
DEBT SERVICE									
Interest	-	-	-	-	-	-	n/a	120,500	n/a
Principal	-	-	-	-	-	-	n/a	190,000	n/a
Principal	-	-	-	-	-	-	n/a	-	n/a
TOTAL DEBT SERVICE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 310,500	
\$ Δ	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 310,500	
% Δ	n/a	n/a	n/a	n/a	n/a	n/a		n/a	
Transfers Out									
General Fund (repay '17 Emerg Trans)	-	-	-	3,500,000	3,500,000	-	n/a	-	n/a
Debt Service Fund	368,550	369,147	344,356	561,682	561,682	561,682	52%	337,730	-40%
Total Transfers Out	\$ 368,550	\$ 369,147	\$ 344,356	\$ 4,061,682	\$ 4,061,682	\$ 561,682		\$ 337,730	
\$ Δ	\$ -	\$ 597	\$ (24,791)	\$ 3,717,326	\$ 3,717,326	\$ 217,326		\$ (223,952)	
% Δ	0%	0%	-7%	1080%	1080%	63%		-40%	
Total Expenditures	\$ 5,180,864	\$ 5,529,000	\$ 6,865,349	\$ 9,857,165	\$ 10,247,790	\$ 6,590,367		\$ 7,807,225	
\$ Δ	\$ (94,811)	\$ 348,136	\$ 1,336,349	\$ 2,991,816	\$ 3,382,441	\$ (274,983)		\$ 1,216,858	
% Δ	-2%	7%	24%	44%	49%	-4%		18%	
Fund Balance									
Beginning Fund Balance, January 1	\$ 2,904,186	\$ 2,658,898	\$ 1,964,748	\$ 1,845,770	\$ 1,845,770	\$ 1,845,770	-36%	\$ 6,148,473	
Revenues	4,964,061	4,863,337	6,774,857	9,023,389	9,023,389	10,893,070	119%	5,690,292	
Expenditures	5,180,864	5,529,000	6,865,349	9,857,165	10,247,790	6,590,367	27%	7,807,225	
Accrual / Misc Adjustments	(28,486)	(28,486)	(28,486)	-	-	-		-	
Ending Fund Balance	\$ 2,658,898	\$ 1,964,748	\$ 1,845,770	\$ 1,011,994	\$ 621,369	\$ 6,148,473	131%	\$ 4,031,541	
Increase / (Decrease) In Fund Balance	\$ (245,289)	\$ (694,150)	\$ (118,978)	\$ (833,776)	\$ (1,224,401)	\$ 4,302,703		\$ (2,116,933)	
						\$ 3,711,385		\$ (1,779,203)	

Radnor Township, PA
2019 Township Manager Recommended Budget

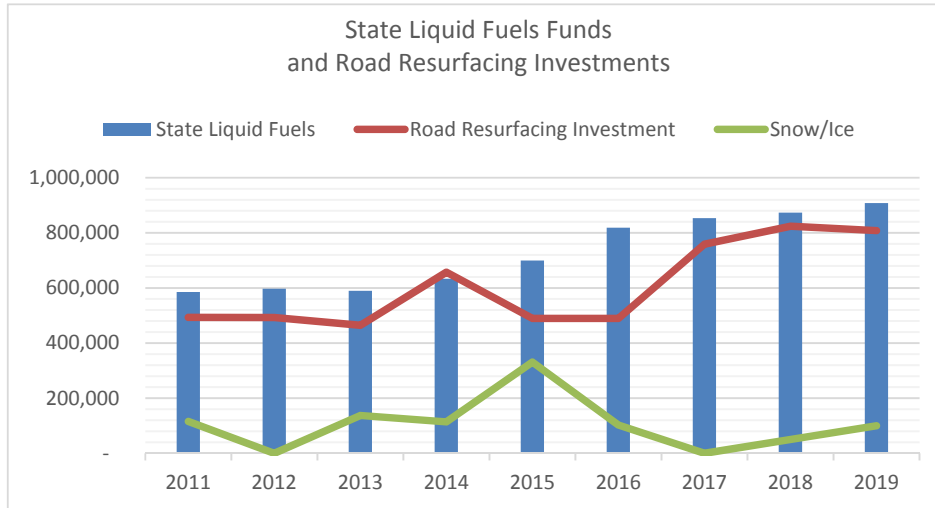
Liquid Fuels Fund #03

**Radnor Township, PA
Liquid Fuels Fund
2019 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	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:									
Interest and Rents									
Interest & Rents	880	1,937	4,691	1,000	1,000	7,984	808%	8,000	0%
Total Interest and Rents	\$ 880	\$ 1,937	\$ 4,691	\$ 1,000	\$ 1,000	\$ 7,984		\$ 8,000	
\$ Δ	\$ (16)	\$ 1,057	\$ 2,754	\$ (3,691)	\$ (3,691)	\$ 3,294		\$ 16	
% Δ	-2%	120%	142%	-79%	-79%	70%		0%	
Grants and Gifts									
County Highway Aid	-	-	-	-	-	-	n/a	-	n/a
State Liquid Fuels Allocation	699,158	812,899	852,900	873,082	873,082	891,999	28%	900,000	1%
Total Grants and Gifts	\$ 699,158	\$ 812,899	\$ 852,900	\$ 873,082	\$ 873,082	\$ 891,999		\$ 900,000	
\$ Δ	\$ 65,799	\$ 113,741	\$ 40,001	\$ 20,182	\$ 20,182	\$ 39,099		\$ 8,001	
% Δ	10%	16%	5%	2%	2%	5%		1%	
Miscellaneous									
Refund & Miscellaneous	85,158	48,718	-	-	-	-	-100%	-	n/a
Total Miscellaneous	\$ 85,158	\$ 48,718	\$ -	\$ -	\$ -	\$ -		\$ -	
\$ Δ	\$ 85,158	\$ (36,439)	\$ (48,718)	\$ -	\$ -	\$ -		\$ -	
% Δ	n/a	-43%	-100%	n/a	n/a	n/a		n/a	
TOTAL LIQUID FUELS REVENUES	\$ 785,195	\$ 863,554	\$ 857,590	\$ 874,082	\$ 874,082	\$ 899,983		\$ 908,000	
\$ Δ	\$ 150,941	\$ 78,358	\$ (5,963)	\$ 16,492	\$ 16,492	\$ 42,393		\$ 8,017	
% Δ	24%	10%	-1%	2%	2%	5%		1%	
EXPENDITURES:									
Snow and Ice Removal									
Operating Supplies (Salt)	331,065	102,626	7,547	50,000	102,805	296,409	-10%	100,000	-66%
Total Snow and Ice Removal	\$ 331,065	\$ 102,626	\$ 7,547	\$ 50,000	\$ 102,805	\$ 296,409		\$ 100,000	
\$ Δ	\$ 216,865	\$ (228,439)	\$ (95,079)	\$ 42,453	\$ 95,258	\$ 288,862		\$ (196,409)	
% Δ	190%	-69%	-93%	563%	1262%	3828%		-66%	
Highway Construction and Rebuilding									
Traffic Signal Contracted Svcs.	-	-	-	-	-	-	n/a	-	n/a
Resurfacing & Rebuilding	656,889	1,185,187	41,447	824,082	1,731,060	1,198,490	82%	808,000	-33%
Total Highway Construction	\$ 656,889	\$ 1,185,187	\$ 41,447	\$ 824,082	\$ 1,731,060	\$ 1,198,490		\$ 808,000	
\$ Δ	\$ 192,179	\$ 528,297	\$ (1,143,739)	\$ 782,635	\$ 1,689,613	\$ 1,157,043		\$ (390,490)	
% Δ	41%	80%	-97%	1888%	4077%	2792%		-33%	
TOTAL LIQUID FUELS EXPENDITURE	\$ 987,954	\$ 1,287,812	\$ 48,994	\$ 874,082	\$ 1,833,865	\$ 1,494,898		\$ 908,000	
\$ Δ	\$ 409,044	\$ 299,858	\$ (1,238,819)	\$ 825,088	\$ 1,784,871	\$ 1,445,905		\$ (586,898)	
% Δ	71%	30%	-96%	1684%	3643%	2951%		-39%	
Fund Balance									
Beginning Fund Balance, January 1	\$ 742,673	\$ 539,915	\$ 115,656	\$ 924,253	\$ 924,253	\$ 924,253	24%	\$ 329,338	
Revenues	785,195	863,554	857,590	874,082	874,082	899,983	15%	908,000	
Expenditures	987,954	1,287,812	48,994	874,082	1,833,865	1,494,898	51%	908,000	
Accrual / Misc Adjustments	1	-	-	-	-	-		-	
Ending Fund Balance	\$ 539,915	\$ 115,656	\$ 924,253	\$ 924,253	\$ (35,530)	\$ 329,338	-39%	\$ 329,338	
Increase / (Decrease) In Fund Balance	\$ (202,758)	\$ (424,259)	\$ 808,597	\$ -	\$ (959,783)	\$ (594,915)		\$ -	
	\$ (202,759)	\$ (424,259)	\$ 808,597	\$ -	\$ (959,783)	\$ (594,915)		\$ -	

Radnor Township, PA
2019 Township Manager Recommended Budget

Storm Water Management Fund #04

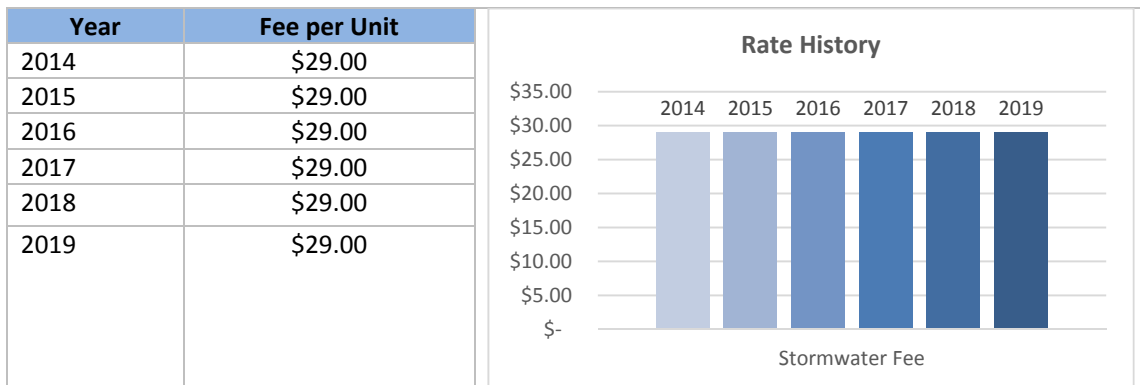
**Radnor Township, PA
Public Works – Stormwater Fund
2019 Operating Budget Narrative**



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. In conjunction with this fee, the Stormwater Management Advisory Committee (SWMAC) was formed. The SWAMC provides valuable insight and input regarding the Capital Plan, flood mitigation projects, regulatory requirements, and other issues as required in reference to stormwater.

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
2019 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	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:									
Interest & Rents									
Interest & Rents	9,844	23,523	37,460	20,000	20,000	50,913	417%	20,000	-61%
Total Interest & Rents	\$ 9,844	\$ 23,523	\$ 37,460	\$ 20,000	\$ 20,000	\$ 50,913		\$ 20,000	
\$ Δ	\$ 7,874	\$ 13,679	\$ 13,937	\$ (17,460)	\$ (17,460)	\$ 13,452		\$ (30,913)	
% Δ	400%	139%	59%	-47%	-47%	36%		-61%	
Departmental Earnings									
Current Year Face	1,058,104	1,065,643	1,060,628	1,064,000	1,064,000	1,067,695	1%	1,060,000	-1%
Rent - Current Year Penalties	8,630	10,010	7,304	10,000	10,000	9,281	8%	10,000	8%
Rent - Prior Years	8,285	20,613	13,124	30,000	30,000	15,193	83%	30,000	97%
Total Departmental Earnings	\$ 1,075,018	\$ 1,096,265	\$ 1,081,056	\$ 1,104,000	\$ 1,104,000	\$ 1,092,169		\$ 1,100,000	
\$ Δ	\$ 2,308	\$ 21,247	\$ (15,210)	\$ 22,944	\$ 22,944	\$ 11,114		\$ 7,831	
% Δ	0%	2%	-1%	2%	2%	1%		1%	
Miscellaneous									
Miscellaneous	6,783	18,824	20,336	15,000	15,000	16,725	147%	15,000	-10%
Cash Over / Short	0	(0)	-	-	-	0	500%	-	-100%
Total Miscellaneous	\$ 6,783	\$ 18,824	\$ 20,336	\$ 15,000	\$ 15,000	\$ 16,725		\$ 15,000	
\$ Δ	\$ 3,123	\$ 12,041	\$ 1,512	\$ (5,336)	\$ (5,336)	\$ (3,611)		\$ (1,725)	
% Δ	85%	178%	8%	-26%	-26%	-18%		-10%	
Transfers In									
From General Fund	-	-	-	-	-	-	n/a	-	n/a
From \$8.0M BPT Settlement Fund	-	-	-	-	-	-	n/a	-	n/a
Total Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
\$ Δ	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
% Δ	n/a	n/a	n/a	n/a	n/a	n/a		n/a	
TOTAL STORMWATER REVENUE	\$ 1,091,645	\$ 1,138,612	\$ 1,138,851	\$ 1,139,000	\$ 1,139,000	\$ 1,159,807		\$ 1,135,000	
\$ Δ	\$ 13,305	\$ 46,967	\$ 239	\$ 149	\$ 149	\$ 20,956		\$ (24,807)	
% Δ	1%	4%	0%	0%	0%	2%		-2%	

Radnor Township, PA

Stormwater Management Fund (#04) Budget Worksheet

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
EXPENDITURES:									
Stormwater Operations									
Contractual Services	21,475	109,027	22,622	350,000	350,000	8,533	-60%	499,640	5756%
Professional Services	58,724	97,774	60,562	-	61,200	8,467	-86%	-	-100%
Rebate Payments	100	200	300	-	-	8,795	8695%	-	-100%
Capital Improvements	194,292	625,563	93,070	1,282,625	1,298,690	1,917,030	887%	1,758,398	-8%
Total Stormwater Operations	\$ 274,592	\$ 832,564	\$ 176,554	\$ 1,632,625	\$ 1,709,890	\$ 1,942,823		\$ 2,258,038	
\$ Δ	\$ (343,712)	\$ 557,972	\$ (656,010)	\$ 1,456,071	\$ 1,533,336	\$ 1,766,269		\$ 315,215	
% Δ	-56%	203%	-79%	825%	868%	1000%		16%	
Stormwater Administration									
Postage	4,128	4,300	4,440	4,300	4,300	4,224	2%	2,100	-50%
Credit Card Fees	3,993	4,676	4,948	5,500	5,500	5,816	46%	6,500	12%
Contractual Services	7,709	-	139,695	7,150	30,842	50,311	553%	7,150	-86%
Contractual Services - Legal	-	-	312	-	986	986	n/a	1,000	1%
Professional Services	-	-	33,631	32,250	32,250	158	n/a	32,450	20409%
Total Stormwater Administration	\$ 15,830	\$ 8,976	\$ 183,025	\$ 49,200	\$ 73,878	\$ 61,496		\$ 49,200	
\$ Δ	\$ (7,037)	\$ (6,853)	\$ 174,048	\$ (133,825)	\$ (109,147)	\$ (121,529)		\$ (12,296)	
% Δ	-31%	-43%	1939%	-73%	-60%	-66%		-20%	
TOTAL STORMWATER EXPENDITURE	\$ 290,421	\$ 841,540	\$ 359,579	\$ 1,681,825	\$ 1,783,768	\$ 2,004,319		\$ 2,307,238	
\$ Δ	\$ (350,749)	\$ 551,119	\$ (481,961)	\$ 1,322,246	\$ 1,424,189	\$ 1,644,740		\$ 302,919	
% Δ	-55%	190%	-57%	368%	396%	457%		15%	
Fund Balance									
Beginning Fund Balance, January 1	\$ 1,615,852	\$ 2,479,358	\$ 2,776,430	\$ 3,555,703	\$ 3,555,703	\$ 3,555,703	120%	\$ 2,711,190	
Revenues	1,091,645	1,138,612	1,138,851	1,139,000	1,139,000	1,159,807	6%	1,135,000	
Expenditures	290,421	841,540	359,579	1,681,825	1,783,768	2,004,319	590%	2,307,238	
Accrual / Misc Adjustments	62,282	-	-	-	-	-		-	
Ending Fund Balance	\$ 2,479,358	\$ 2,776,430	\$ 3,555,703	\$ 3,012,878	\$ 3,012,878	\$ 2,711,190	9%	\$ 1,538,952	
Increase / (Decrease) In Fund Balance	\$ 863,506	\$ 297,072	\$ 779,273	\$ (542,825)	\$ (542,825)	\$ (844,512)		\$ (1,172,238)	
	\$ 801,224	\$ 297,072	\$ 779,273	\$ (542,825)	\$ (644,768)	\$ (844,512)		\$ (1,172,238)	

Radnor Township, PA

2019 Township Manager Recommended Budget

Capital Improvement Fund #05

Five Year Capital and Infrastructure Plan

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:									
Interest & Rents									
Interest & Rents	6,568	7,127	9,497	6,000	6,000	7,000	7%	7,000	0%
Total Interest & Rents	\$ 6,568	\$ 7,127	\$ 9,497	\$ 6,000	\$ 6,000	\$ 7,000		\$ 7,000	
	\$ (1,601)	\$ 559	\$ 2,370	\$ (3,497)	\$ (3,497)	\$ (2,498)		\$ 0	
	-20%	9%	33%	-37%	-37%	-26%		0%	
Grants & Gifts									
Grants & Gifts	-	-	-	-	-	-	n/a	-	n/a
Total Grants & Gifts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	\$ (5,000)	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	-100%	n/a	n/a	n/a	n/a	n/a		n/a	
Miscellaneous									
Insurance Refunds	-	-	-	-	-	-	n/a	-	n/a
Sale of Property & Equipment	46,436	7,496	18,432	20,000	20,000	32,528	-30%	20,000	-39%
Contributions	176,599	205,244	177,145	170,000	170,000	222,623	26%	260,000	17%
Total Miscellaneous	\$ 223,035	\$ 212,740	\$ 195,577	\$ 190,000	\$ 190,000	\$ 255,151		\$ 280,000	
	\$ (651,769)	\$ (10,295)	\$ (17,163)	\$ (5,577)	\$ (5,577)	\$ 59,574		\$ 24,849	
	-75%	-5%	-8%	-3%	-3%	30%		10%	
Transfers In									
From General Fund (Tax Proceeds)	687,125	-	1,617,736	3,030,637	3,030,637	550,000	-20%	1,384,327	152%
From Sewer Fund	-	-	-	-	-	-	n/a	-	n/a
From General Ops (Excess GF FB))	-	-	-	-	-	-	n/a	-	n/a
From General Fund (\$44.12)	325,000	-	-	-	-	-	-100%	-	n/a
From \$8M Settlement Fund	-	-	-	-	-	-	n/a	-	n/a
Total Transfer In	\$ 1,012,125	\$ -	\$ 1,617,736	\$ 3,030,637	\$ 3,030,637	\$ 550,000		\$ 1,384,327	
	\$ (1,506,185)	\$ (1,012,125)	\$ 1,617,736	\$ 1,412,901	\$ 1,412,901	\$ (1,067,736)		\$ 834,327	
	-60%	-100%	n/a	87%	87%	-66%		152%	
Debt Proceeds									
GO Bond Proceeds	-	-	-	-	-	-	n/a	-	n/a
GO Bonds / Library Loan	-	-	-	-	-	-	n/a	-	n/a
Total Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	n/a	n/a	n/a	n/a	n/a	n/a		n/a	
TOTAL CAPITAL FUND REVENUES	\$ 1,241,729	\$ 219,867	\$ 1,822,810	\$ 3,226,637	\$ 3,226,637	\$ 812,151		\$ 1,671,327	
	\$ (2,164,554)	\$ (1,021,861)	\$ 1,602,943	\$ 1,403,827	\$ 1,403,827	\$ (1,010,660)		\$ 859,176	
	-64%	-82%	729%	77%	77%	-55%		106%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
Administration									
Vehicles & Equipment	39,303	38,910	11,023	-	-	-	-100%	-	n/a
Information Technology	50,817	53,178	20,901	95,050	97,115	52,428	3%	42,280	-19%
Radnor TV / PEG Grant	151,844	149,805	152,362	193,700	193,700	193,699	28%	264,360	36%
Total Administration	\$ 241,964	\$ 241,892	\$ 184,286	\$ 288,750	\$ 290,815	\$ 246,127		\$ 306,640	
	\$ 79,142	\$ (72)	\$ (57,607)	\$ 104,464	\$ 106,529	\$ 61,841		\$ 60,513	
	49%	0%	-24%	57%	58%	34%		25%	
Building & Grounds									
Building & Grounds	49,891	85,778	1,159	116,500	116,500	46,393	-7%	-	-100%
Library Facility Improvements	-	(38,316)	-	-	-	-	n/a	-	n/a
Municipal Parking Lots	-	-	-	38,000	38,000	-	n/a	-	n/a
Total Building & Grounds	\$ 49,891	\$ 47,462	\$ 1,159	\$ 154,500	\$ 154,500	\$ 46,393		\$ -	
	\$ 17,960	\$ (2,429)	\$ (46,303)	\$ 153,341	\$ 153,341	\$ 45,233		\$ (46,393)	
	56%	-5%	-98%	13226%	13226%	3901%		-100%	
Police									
Vehicles & Equipment	278,755	64,085	189,063	391,900	391,900	143,750	-48%	458,600	219%
Total Police	\$ 278,755	\$ 64,085	\$ 189,063	\$ 391,900	\$ 391,900	\$ 143,750		\$ 458,600	
	\$ 19,868	\$ (214,670)	\$ 124,978	\$ 202,837	\$ 202,837	\$ (45,313)		\$ 314,850	
	8%	-77%	195%	107%	107%	-24%		219%	
Fire									
Vehicles & Equipment	283,036	283,036	283,036	283,036	283,036	237,470	-16%	283,036	19%
Total Fire	\$ 283,036	\$ 283,036	\$ 283,036	\$ 283,036	\$ 283,036	\$ 237,470		\$ 283,036	
	\$ 83,036	\$ -	\$ -	\$ -	\$ -	\$ (45,566)		\$ 45,566	
	42%	0%	0%	0%	0%	-16%		19%	
Community Development									
Contractual Services	-	-	-	-	-	-	n/a	-	n/a
Vehicles & Equipment	34,440	2,844	29,345	-	-	-	-100%	-	n/a
Total Community Development	\$ 34,440	\$ 2,844	\$ 29,345	\$ -	\$ -	\$ -		\$ -	
	\$ 34,440	\$ (31,596)	\$ 26,501	\$ (29,345)	\$ (29,345)	\$ (29,345)		\$ -	
	n/a	-92%	932%	-100%	-100%	-100%		n/a	
Public Works: Stormwater Capital									
Vehicles & Equipment	-	-	273	-	-	-	n/a	-	n/a
Engineering Vehicles & Equipment	-	-	-	-	-	-	n/a	-	n/a
Flood Control	86,210	-	-	-	-	-	-100%	-	n/a
Total Stormwater Cap	\$ 86,210	\$ -	\$ 273	\$ -	\$ -	\$ -		\$ -	
	\$ 85,560	\$ (86,210)	\$ 273	\$ (273)	\$ (273)	\$ (273)		\$ -	
	13163%	-100%	n/a	-100%	-100%	-100%		n/a	
Public Works: Solid Waste									
Vehicles & Equipment	73,253	138,581	105,726	259,901	259,901	141,204	93%	235,629	67%
Total Solid Waste	\$ 73,253	\$ 138,581	\$ 105,726	\$ 259,901	\$ 259,901	\$ 141,204		\$ 235,629	
	\$ 37,271	\$ 65,328	\$ (32,854)	\$ 154,175	\$ 154,175	\$ 35,478		\$ 94,425	
	104%	89%	-24%	146%	146%	34%		67%	
Public Works: Highway									
Vehicles & Equipment	103,816	250,947	159,305	301,018	301,018	295,590	185%	287,860	-3%
Total Highway	\$ 103,816	\$ 250,947	\$ 159,305	\$ 301,018	\$ 301,018	\$ 295,590		\$ 287,860	
	\$ (47,602)	\$ 147,132	\$ (91,642)	\$ 141,713	\$ 141,713	\$ 136,285		\$ (7,730)	
	-31%	142%	-37%	89%	89%	86%		-3%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	% Δ	2019	% Δ
Traffic Signals & Signs									
Traffic Signals & Signs	221,971	37,063	49,790	563,189	583,460	215,742	-3%	-	-100%
Traffic Calming Measures	10,966	-	34,340	-	-	-	-100%	-	n/a
Total Traffic Signals & Signs	\$ 232,937	\$ 37,063	\$ 84,131	\$ 563,189	\$ 583,460	\$ 215,742		\$ -	
	\$ 85,258	\$ (195,875)	\$ 47,068	\$ 479,059	\$ 499,330	\$ 131,611		\$ (215,742)	
	58%	-84%	127%	569%	594%	156%		-100%	
Highway Construction & Rebuilding									
Construction & Rebuilding	134,132	88,362	130,230	362,918	488,025	398,836	197%	-	-100%
Total Highway Construction	\$ 134,132	\$ 88,362	\$ 130,230	\$ 362,918	\$ 488,025	\$ 398,836		\$ -	
	\$ (88,532)	\$ (45,770)	\$ 41,868	\$ 232,688	\$ 357,795	\$ 268,606		\$ (398,836)	
	-40%	-34%	47%	179%	275%	206%		-100%	
Parks and Facilities									
Vehicles & Equipment	154,489	136,519	59,685	245,312	245,737	93,986	-39%	99,562	6%
Park Improvements	580,006	236,609	143,172	183,000	183,000	-	-100%	-	n/a
Willows Improvements	-	-	-	-	-	-	n/a	-	n/a
Other Recreational Improvements	4,243	8,818	54,931	-	40,081	227,696	5267%	-	-100%
Total Parks and Facilities	\$ 738,737	\$ 381,946	\$ 257,788	\$ 428,312	\$ 468,818	\$ 321,682		\$ 99,562	
	\$ 486,983	\$ (356,791)	\$ (124,158)	\$ 170,524	\$ 211,030	\$ 63,894		\$ (222,120)	
	193%	-48%	-33%	66%	82%	25%		-69%	
Debt Service									
Interest	-	-	-	-	-	-	n/a	-	n/a
Capitalized Interest	-	-	-	-	-	-	n/a	-	n/a
Total Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	n/a	n/a	n/a	n/a	n/a	n/a		n/a	
Transfers Out									
To: General Fund	-	-	-	-	-	-	n/a	-	n/a
To: Special Assessment Fund	-	-	-	-	-	-	n/a	-	n/a
To: Library Impr Fund	500,000	-	-	-	-	-	-100%	-	n/a
Total Transfers Out	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	\$ 500,000	\$ (500,000)	\$ -	\$ -	\$ -	\$ -		\$ -	
	n/a	-100%	n/a	n/a	n/a	n/a		n/a	
Total Capital Fund Expenditures	\$ 2,757,171	\$ 1,536,218	\$ 1,424,342	\$ 3,033,524	\$ 3,221,473	\$ 2,046,794		\$ 1,671,327	
	\$ 1,293,383	\$ (1,220,954)	\$ (111,876)	\$ 1,609,182	\$ 1,797,131	\$ 622,452		\$ (375,467)	
	88%	-44%	-7%	113%	126%	44%		-18%	
Fund Balance									
Beginning Fund Balance, January 1	\$ 3,352,068	\$ 1,799,225	\$ 848,075	\$ 1,246,543	\$ 1,246,543	\$ 1,246,543	-63%	\$ 11,900	
Revenues	1,241,729	219,867	1,822,810	3,226,637	3,226,637	812,151	-35%	1,671,327	
Expenditures	2,757,171	1,536,218	1,424,342	3,033,524	3,221,473	2,046,794	-26%	1,671,327	
Accrual / Misc Adjustments	(37,401)	365,200	-	-	-	-		-	
Ending Fund Balance	\$ 1,799,225	\$ 848,075	\$ 1,246,543	\$ 1,439,656	\$ 1,251,707	\$ 11,900	-99%	\$ 11,900	
Increase / (Decrease) In Fund Balance	\$ (1,552,844)	\$ (951,150)	\$ 398,469	\$ 193,113	\$ 5,164	\$ (1,234,643)		\$ -	

October 25, 2018 v1



FIVE YEAR CAPITAL PLAN 2019 - 2024

RADNOR TOWNSHIP | 301 Iven Ave, Wayne, PA 19087

Radnor Township, PA

Five Year Capital Plan

Departmental Fleet and Equipment | Funded with
General Tax resources of the Township

- Community Development
- Engineering
- Finance
- Police
- Public Works
- Recreation
- Fire Companies

Radnor Township, PA
 Department Fleet and Equipment Forecast
 As Amended with the 2019 Budget

New or Replacement? (All)

Row Labels	'2019	'2020	'2021	'2022	'2023	'2024
Comm. Dev.		35,000	35,000	35,000	0	
Fleet		35,000	35,000	35,000	0	
Codes				35,000	0	
Ford Explorer				35,000	0	
Director						
Ford Explorer						
Health		35,000	35,000			
Ford Escape		35,000	35,000			
Engineering						
Fleet						
Engineering						
Dodge Ram Truck						
GMC Terrain						
Finance	46,640	48,880	60,330	38,780	55,180	\$ 29,780
Equip	46,640	48,880	60,330	38,780	55,180	\$ 29,780
Information Tech	42,280	40,130	50,730	36,380	28,380	\$ 29,380
ArcView GIS System						
Computer Replacement Program	9,750	9,750	10,550	10,000	10,000	\$ 10,000
Monitor Replacement Program	2,000	2,000	2,000	2,000	2,000	\$ 2,000
Network Switches	500	500	500	500	500	\$ 500
Operating Software Updates	5,880	5,880	5,880	5,880	5,880	\$ 5,880
Security Camera Replacement / Upgrades	4,000	4,000	4,000	4,000	4,000	\$ 4,000
Security DVR Replacement Program	5,000	5,000	5,000	5,000	5,000	\$ 5,000
Server Replacement Program			21,000			
USP Battery Backup Replacements		6,000		8,000		
Laptop Replacement Program	650	0	800	0	0	\$ 1,000
HVAC Controllers	1,000	1,000	1,000	1,000	1,000	\$ 1,000
UPS Capacitors		6,000				
Zmax Light Panel Upgrade	13,500					
PEG / RTV	4,360	8,750	9,600	2,400	26,800	\$ 400
Computer, Monitor and TV Replacements	2,000	2,000	2,000	2,000	2,000	
Digital Camera Replacement	650	3,000			5,500	
Final Cut Studio Software Upgrade	400	400	400	400	400	\$ 400
Graphics and TV Related Tech Replacmnt			3,000			
Leightronix Nexus to UltraNexis Upgrade					8,400	
Payments to RS21 (100% Comcast / 80% Verizon)	184,000	128,000	128,000	128,000	128,000	\$ 128,000
Radnorshire Room Tech Replacements					10,500	
Studio Replacement	950		3,300			
Video Camera Replacement	360	3,350				
Wirless Lavalier Microphones			900			
PEG Proceeds	(184,000)	(128,000)	(128,000)	(128,000)	(128,000)	\$ (128,000)
Police	458,600	580,580	262,500	204,500	167,500	\$ 141,500
Equip	261,600	301,580	2,500	9,500	42,500	\$ 6,500
Detectives	80,100					
Body Cameras w/ IT Storage	80,100					
Investigations Unit Forensic Furniture						
Police	181,500	301,580	2,500	9,500	42,500	\$ 6,500
Air Soft Training Munitions		7,500				
Alert Server				3,000		
Ballistic Vests	2,500	2,500	2,500	2,500	2,500	\$ 2,500
Command Laptops		4,000		4,000		\$ 4,000
Livescan Print Machine Replacement					30,000	
Parking Kiosk Replacements						
Portable Radio Replacement (x50)		50,000			10,000	
Powerheart AED (x12)						
Patrol Rifle Replacements (Deposit in '19)	5,000	45,000				
Record Management System (Vis. Alert)	150,000					
Parking Kiosk (x4)		121,330				
Polaris Utility Terrain Vehicle		43,000				
E-Ticket Writers	24,000					
Arson Investigation Protective Equip.		15,200				
Tasers (x4)		6,500				
EC Headsets (EOC)		3,300				
I-Com Radios (EOC)		3,250				
Fleet	197,000	279,000	260,000	195,000	125,000	\$ 135,000
Chief						
Ford Explorer						
Detective		45,000	25,000	25,000	65,000	
Ford Expedition		45,000				

Radnor Township, PA
 Department Fleet and Equipment Forecast
 As Amended with the 2019 Budget

New or Replacement?	(All)					
Ford Explorer - Crime Scene					30,000	
Ford Taurus - Blue					35,000	
Ford Taurus - Red				25,000		
Ford Taurus - Silver			25,000			
K9						
Ford Explorer						
Motorcycle	49,000					
Motorcycle	49,000					
Patrol	148,000	147,000	180,000	150,000	40,000	\$ 135,000
Dodge Charger		47,000				
Ford Expedition	60,000		45,000	60,000		\$ 45,000
Ford Explorer	47,000		135,000	90,000		\$ 90,000
Ford Taurus	41,000	40,000			40,000	
Ford Wagon Van		60,000				
Task Force Car						
Task Force Car						
Townwatch						
Ford Crown Vic						
Traffic		87,000	55,000	20,000	20,000	
Dig Speed / Info			10,000			
Dodge Ram Truck						
Ford E-350 Truck		75,000				
Ford Escape					20,000	
Ford Explorer			45,000			
Ford F-250 Truck						
Ford Focus				20,000		
Trailer		12,000				
Transit Van						
Ford Transit Van						
Public Works	697,280	1,114,428	976,486	987,096	1,107,870	\$ 949,370
Equip	98,229	269,313	271,910	401,590	385,665	\$ 311,665
Infrastructure	66,893	144,995	219,865	232,603	294,972	\$ 177,972
Park Maintenance	31,336	124,319	52,046	168,988	90,693	\$ 133,693
Fleet	599,051	845,115	704,576	585,505	722,205	\$ 637,705
Infrastructure	220,967	275,021	160,095	145,370	190,370	\$ 232,870
Park Maintenance	68,226	153,226	123,349	43,049	130,049	\$ 43,049
Sanitation	235,629	292,139	346,903	355,300	360,000	\$ 320,000
Sewer	74,229	124,729	74,229	41,786	41,786	\$ 41,786
3/4 Ton Pickup Truck		50,500				
Dump Truck	32,443	32,443	32,443			
GMC 2500 Truck						
Sewer Cleaning Truck	41,786	41,786	41,786	41,786	41,786	\$ 41,786
Recreation		35,000				
Fleet		35,000				
Programming		35,000				
Ford ???		35,000				
Ford Expedition						
Fire	283,036	283,036	283,036	283,036	283,036	\$ 283,036
Equip						
Radnor Fire Company						
Water Rescue Equipment						
Bryn Mawr Fire Company						
Water Rescue Equipment						
Fleet	283,036	283,036	283,036	283,036	283,036	\$ 283,036
Radnor Fire Company	200,000	200,000	200,000	200,000	200,000	\$ 200,000
Township Fleet Contribution	200,000	200,000	200,000	200,000	200,000	\$ 200,000
Bryn Mawr Fire Company	83,036	83,036	83,036	83,036	83,036	\$ 83,036
Township Fleet Contribution	83,036	83,036	83,036	83,036	83,036	\$ 83,036
Grand Total	1,485,556	2,096,924	1,617,352	1,548,412	1,613,586	\$ 1,403,686

Radnor Township, PA
 Departmental Fleet and Equipment Capital Forecast
 As Amended with the 2019 Budget

Dept.	Vehicle No.	Year	Make/Model	Years/Milage	Useful Live Target	Division	New or Replacement?	Description	2019	2020	2021	2022	2023	2024
Comm. Dev.	88	2015	EXD		115,000	Codes	Replace	Ford Explorer					2017(A)	
Comm. Dev.	89	2013	ESC		115,000	Health	Replace	Ford Escape			35,000			
Comm. Dev.	90	2014	EXP		115,000	Codes	Replace	Ford Explorer				35,000		
Comm. Dev.	93	2006	ESC		115,000	Health	Replace	Ford Escape		35,000				
Comm. Dev.	101	2017	EXP		115,000	Director	Replace	Ford Explorer						
Engineering	43	2013	PU	29,106	100,000	Engineering	Replace	Dodge Ram Truck						
Engineering	45	2015	EXP	17,200	110,000	Engineering	Replace	GMC Terrain						
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	Computer Replacement Program	9,750	9,750	10,550	10,000	10,000	10,000
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	Monitor Replacement Program	2,000	2,000	2,000	2,000	2,000	2,000
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	Laptop Replacement Program	650	-	800	-	-	1,000
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	Server Replacement Program			21,000			
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	USP Battery Backup Replacements		6,000		8,000		
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	Operating Software Updates	5,880	5,880	5,880	5,880	5,880	5,880
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	Network Switches	500	500	500	500	500	500
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	Security Camera Replacement / Upgrades	4,000	4,000	4,000	4,000	4,000	4,000
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	Security DVR Replacement Program	5,000	5,000	5,000	5,000	5,000	5,000
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	ArcView GIS System						
Finance	n/a	n/a	n/a	n/a	n/a	PEG / RTV	Replace	Final Cut Studio Software Upgrade	400	400	400	400	400	400
Finance	n/a	n/a	n/a	n/a	n/a	PEG / RTV	Replace	Leightronix Nexus to UltraNexis Upgrade					8,400	
Finance	n/a	n/a	n/a	n/a	n/a	PEG / RTV	Replace	Wireless Lavalier Microphones			900			
Finance	n/a	n/a	n/a	n/a	n/a	PEG / RTV	Replace	Studio Replacement	950		3,300			
Finance	n/a	n/a	n/a	n/a	n/a	PEG / RTV	Replace	Video Camera Replacement	360	3,350				
Finance	n/a	n/a	n/a	n/a	n/a	PEG / RTV	Replace	Digital Camera Replacement	650	3,000			5,500	
Finance	n/a	n/a	n/a	n/a	n/a	PEG / RTV	Replace	Computer, Monitor and TV Replacements	2,000	2,000	2,000	2,000	2,000	
Finance	n/a	n/a	n/a	n/a	n/a	PEG / RTV	Replace	Graphics and TV Related Tech Replacmnt			3,000			
Finance	n/a	n/a	n/a	n/a	n/a	PEG / RTV	Replace	Radnorshire Room Tech Replacements					10,500	
Finance	n/a	n/a	n/a	n/a	n/a	PEG / RTV	Replace	Payments to RS21 (100% Comcast / 80% Verizon)	184,000	184,000	184,000	184,000	184,000	184,000
Police	2	2016	EXD		75,000	Patrol	Replace	Ford Expedition	60,000			60,000		
Police	6	2011	CHGR		75,000	Patrol	Replace	Dodge Charger		47,000				
Police	8	2015	EXP		75,000	Patrol	Replace	Ford Explorer				45,000		
Police	9	2015	EXP		75,000	Patrol	Replace	Ford Explorer	47,000		45,000			
Police	10	2013	VAN		75,000	Patrol	Replace	Ford Wagon Van		60,000				
Police	11	2015	EXP		75,000	Patrol	Replace	Ford Explorer			45,000			45,000
Police	12	2014	EXP		75,000	Patrol	Replace	Ford Explorer				45,000		
Police	16	2015	TAU		75,000	Patrol	Replace	Ford Taurus	41,000	40,000			40,000	
Police	17	2015	EXP		75,000	Patrol	Replace	Ford Explorer			45,000			45,000
Police	18	2017	EXD		75,000	Patrol	Replace	Ford Expedition			45,000			45,000
Police	22	2008	EXP		75,000	Chief	Replace	Ford Explorer						
Police	D1	2014	EXP		75,000	Detective	Replace	Ford Explorer - Crime Scene					30,000	
Police	D3	2014	TAU		75,000	Detective	Replace	Ford Taurus - Silver			25,000			
Police	D4	2014	TAU		75,000	Detective	Replace	Ford Taurus - Blue					35,000	
Police	D5	2010	EXD		75,000	Detective	Replace	Ford Expedition		45,000				
Police	D7	2014	TAU		75,000	Detective	Replace	Ford Taurus - Red				25,000		
Police	H1	2014	EXP		75,000	Traffic	Replace	Ford Explorer			45,000			
Police	H2	2016	PU		75,000	Traffic	Replace	Ford F-250 Truck						
Police	H3	2016	PU		75,000	Traffic	Replace	Ford E-350 Truck		75,000				
Police	K1	2014	LR		75,000	K9	Replace	Ford Explorer						
Police	K2	2010	CV		75,000	K9	Replace	Ford Explorer						
Police	M1	2013	MC		75,000	Motorcycle	Replace	Motorcycle	12,250					
Police	M2	2013	MC		75,000	Motorcycle	Replace	Motorcycle	12,250					
Police	M3	2013	MC		75,000	Motorcycle	Replace	Motorcycle	12,250					
Police	M4	2013	MC		75,000	Motorcycle	Replace	Motorcycle	12,250					
Police	P1	2014	FOC		75,000	Traffic	Replace	Ford Focus				20,000		
Police	P2	2016	ESC		75,000	Traffic	Replace	Ford Escape					20,000	
Police	P3	2007	RAM		75,000	Traffic	Replace	Dodge Ram Truck						
Police	STR	2014	TR		N/A	Traffic	Replace	Dig Speed / Info			10,000			
Police	SW1	2016	TRANS		75,000	Transit Van	Replace	Ford Transit Van						
Police	TF1	2006			75,000	Task Force Car	Replace	Task Force Car						
Police	TR	2007	TR		N/A	Traffic	Replace	Trailer		12,000				
Police	TW1	2006	CV		75,000	Townwatch	Replace	Ford Crown Vic						
Police	n/a	n/a	n/a	n/a	n/a	Detectives	Replace	Investigations Unit Forensic Furniture						
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Command Laptops		4,000		4,000		4,000
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Ballistic Vests	2,500	2,500	2,500	2,500	2,500	2,500
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Parking Kiosk Replacements						
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Patrol Rifle Replacements (Deposit in '19)	5,000	45,000				
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Alert Server				3,000		
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Air Soft Training Munitions		7,500				
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Portable Radio Replacement (x50)		50,000			10,000	

Radnor Township, PA
 Departmental Fleet and Equipment Capital Forecast
 As Amended with the 2019 Budget

Dept.	Vehicle No.	Year	Make/Model	Years/Milage	Useful Live Target	Division	New or Replacement?	Description	2019	2020	2021	2022	2023	2024
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Livescan Print Machine Replacement						30,000
Police	n/a	n/a	n/a	n/a	n/a	Detectives	New	Body Cameras w/ IT Storage	80,100					
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Powerheart AED (x12)						
Public Works	81	2015	PU	20,279	110,000	Sewer	Replace	GMC 2500 Truck						
Public Works	83	2001	JET		15 Years	Sewer	Replace	Sewer Cleaning Truck	41,786	41,786	41,786	41,786	41,786	41,786
Public Works	84	2005	PU	91,271	110,000	Sewer	Replace	3/4 Ton Pickup Truck		50,500				
Public Works	86	2017	DT		110,000	Sewer	Replace	Dump Truck	32,443	32,443	32,443			
Public Works	25	2016	PU	11,529	10 Years	Sanitation	Replace	3/4 Ton Pickup Truck						
Public Works	26	2014	PAC	29,669	12 Years	Sanitation	Replace	International / Leach						
Public Works	27	2007	PAC	79,721	12 Years	Sanitation	Replace	International / Leach w/Rear Hoist					45,000	45,000
Public Works	28	2017	PAC	3,422	12 Years	Sanitation	Replace	International / Leach	36,603	36,603	36,603			
Public Works	29	2008	PAC	72,001	12 Years	Sanitation	Replace	International / Leach				45,000	45,000	45,000
Public Works	30	2003	PAC	74,220	12 Years	Sanitation	Replace	International / Leach w/Rear Hoist		45,000	45,000	45,000	45,000	45,000
Public Works	31	2005	PAC	84,438	12 Years	Sanitation	Replace	International / Leach w/Rear Hoist			45,000	45,000	45,000	45,000
Public Works	32	2009	PAC	75,313	12 Years	Sanitation	Replace	International / Leach w/Rear Hoist		45,000	45,000	45,000	45,000	45,000
Public Works	33	2001	PAC	45,738	12 Years	Sanitation	Replace	International / Leach	45,000	45,000	45,000	45,000	45,000	
Public Works	34	2005	PAC	84,879	12 Years	Sanitation	Replace	International / Leach w/Rear Hoist			45,000	45,000	45,000	45,000
Public Works	35	2018	PAC	65,909	12 Years	Sanitation	Replace	International / Leach w/Rear Hoist	40,300	40,300	40,300	40,300		
Public Works	36	2002	PAC	89,042	12 Years	Sanitation	Replace	International / Leach w/Rear Hoist	45,000	45,000	45,000	45,000	45,000	
Public Works	37	2015	PAC	26,100	12 Years	Sanitation	Replace	International / Leach	33,490					
Public Works	38	2013	PU	45,492	12 Years	Sanitation	Replace	GMC 3500						50,000
Public Works	39	2016	PAC	12,003	12 Years	Sanitation	Replace	International / Leach	35,236	35,236				
Public Works	n/a	2018	Hoist	n/a	12 Years	Sanitation	Replace	Lift Hoists for Vec# 27, 30, 31, 32, 34, 35, 36						
Public Works	68	2017	DT	69,574	12 Years	Park Maintenance	Replace	Dump Truck	37,800	37,800	37,800			
Public Works	69	2008	UTIL		110,000	Park Maintenance	Replace	C5500 Utility Truck						
Public Works	71	2008	PU		110,000	Park Maintenance	Replace	3/4 Ton Pickup Truck		42,500				
Public Works	72	2009	PU	20,188	110,000	Park Maintenance	Replace	3/4 Ton Pickup Truck			42,500			
Public Works	73	2016	PU		110,000	Park Maintenance	Replace	3/4 Ton Pickup Truck					43,500	
Public Works	74	2015	SB	6,173	110,000	Park Maintenance	Replace	Stake Body - 3500						
Public Works	75	2010	PU	59,547	110,000	Park Maintenance	Replace	3/4 Ton Pickup Truck					43,500	
Public Works	76	2016	PU	10,520	110,000	Park Maintenance	Replace	3/4 Ton Pickup Truck						
Public Works	77	2004	PU	98,383	110,000	Park Maintenance	Replace	3/4 Ton Pickup Truck						
Public Works	79	2015	PU	11,351	110,000	Park Maintenance	Replace	3/4 Ton Pickup Truck						
Public Works	80	2016	DT	3,372	110,000	Park Maintenance	Replace	Dump Truck	30,426	30,426				
Public Works	82	2000	DT	36,155	12 Years	Park Maintenance	Replace	Dump Truck			43,049	43,049	43,049	43,049
Public Works	85	2004	PU	82,895	110,000	Park Maintenance	Replace	3/4 Ton Pickup Truck		42,500				
Public Works	AR1	1990	RY	27	25 Years	Park Maintenance	Replace	Core Aerator		19,200				
Public Works	AR2	2002	FP	16	15 Years	Park Maintenance	Replace	Aerovator						
Public Works	AR3	2010	Toro	8	15 Years	Park Maintenance	Replace	Deep Tine Aerator						
Public Works	B2	1982	BL	35	20 Years	Park Maintenance	Replace	Leaf Blower						
Public Works	BF2	2016	BFM	2	10 Years	Park Maintenance	Replace	Toro Ball Field Groomer						20,000
Public Works	CH1	1992	CHIP	25	12 Years	Park Maintenance	Replace	Chipper - Brush Bandit				55,000		
Public Works	CH2	2013	CHIP	5	12 Years	Park Maintenance	Replace	Chipper - Brush Bandit						55,000
Public Works	GM1	2015	MOW	3	6 Years	Park Maintenance	Replace	Toro Mower						
Public Works	GM2	2016	MOW	2	6 Years	Park Maintenance	Replace	Toro Mower	16,278	16,278				
Public Works	K1	2009	MOW	9	6 Years	Park Maintenance	Replace	Kubota Mower		29,000				
Public Works	K2	2017	MOW	1	6 Years	Park Maintenance	Replace	Kubota Mower					32,000	32,000
Public Works	K3	2005	MOW	13	6 Years	Park Maintenance	Replace	Kubota Mower				32,000		
Public Works	K4	2004	MOW	14	6 Years	Park Maintenance	Replace	Kubota Mower						
Public Works	LV4	2009	LV	11	10 Years	Park Maintenance	Replace	Leaf Vacuum			21,705	21,705	21,705	21,705
Public Works	LV5	2007	LV	13	10 Years	Park Maintenance	Replace	Leaf Vacuum					21,705	21,705
Public Works	NH1	2001	TRC	17	15 Years	Park Maintenance	Replace	Tractor						
Public Works	NH2	2001	NH	17	15 Years	Park Maintenance	Replace	Skid Steer		15,283	15,283	15,283	15,283	15,283
Public Works	NH3	2015	TRC	3	15 Years	Park Maintenance	Replace	Tractor - New Holland 4WD	15,058	15,058	15,058			
Public Works	PA1	2001	MC	17	6 Years	Park Maintenance	Replace	Power Mower Arm				30,000		
Public Works	SCG1	2019	SCAG		10 Years	Park Maintenance	New	48" Walk behind Mower		8,000				
Public Works	SC	2019			15 Years	Park Maintenance	New	Sod Cutter		5,500				
Public Works	TR	2001		17	15 Years	Park Maintenance	Replace	Trailer 16' Landcape						
Public Works	TR	2019		-	15 Years	Park Maintenance	Replace	Trailer 16' Landcape						
Public Works	TR	2022		-	15 Years	Park Maintenance	Replace	Trailer 16' Landcape				7,500		
Public Works	TR	2022		-	15 Years	Park Maintenance	Replace	Trailer 16' Landcape				7,500		
Public Works	44	2015	PU/DT	n/a	100,000	Infrastructure	Replace	Small Dump Truck		3,500				
Public Works	46	2015	PU	36,878	100,000	Infrastructure	Replace	3/4 Ton Pickup Truck						
Public Works	47	2010	PU	75,000	110,000	Infrastructure	Replace	3/4 Ton Pickup Truck						42,500
Public Works	48	1994	UTIL	125,200	110,000	Infrastructure	Replace	Utility Truck w/ Lift						
Public Works	49	2005	DT	47,079	12 Years	Infrastructure	Replace	Dump Truck		45,000	45,000	45,000	45,000	45,000
Public Works	50	2005	DT	55,220	12 Years	Infrastructure	Replace	Dump Truck			45,000	45,000	45,000	45,000
Public Works	51	2002	DT	30,202	12 Years	Infrastructure	Replace	Dump Truck	37,800	37,800	37,800			

Radnor Township, PA
 Departmental Fleet and Equipment Capital Forecast
 As Amended with the 2019 Budget

Dept.	Vehicle No.	Year	Make/Model	Years/Milage	Useful Life Target	Division	New or Replacement?	Description	2019	2020	2021	2022	2023	2024
Public Works	52	2005	DT	24,157	12 Years	Infrastructure	Replace	Dump Truck				55,370	55,370	55,370
Public Works	53	2012	DT	13,957	12 Years	Infrastructure	Replace	Dump Truck					45,000	45,000
Public Works	54	2015	DT	10,708	12 Years	Infrastructure	Replace	Dump Truck	35,446					
Public Works	55	2001	SB		110,000	Infrastructure	Replace	Stake Body Diesel 3500		80,000				
Public Works	56	2008	PU	32,838	110,000	Infrastructure	Replace	3/4 Ton Pickup Truck		46,000				
Public Works	57	1997	PU	94,667	110,000	Infrastructure	Replace	3/4 Ton Pickup Truck	42,500					
Public Works	58	1998	DT	57,839	12 Years	Infrastructure	Replace	Dump Truck						
Public Works	60	2016	DT	6,174	12 Years	Infrastructure	Replace	Dump Truck	30,426	30,426				
Public Works	61	2017	DT	2,471	12 Years	Infrastructure	Replace	Dump Truck	32,295	32,295	32,295			
Public Works	66	2013	SB		12 Years	Infrastructure	Replace	Stake Body Gas GMC						
Public Works	97	2001	SUV	113,708	115,000	Infrastructure	Replace	Jeep Cherokee						
Public Works	105	2007	PU	81,424	110,000	Infrastructure	Replace	3/4 Ton Pickup Truck	42,500					
Public Works	BH1	2005	BH	7	20 Years	Infrastructure	Replace	Backhoe		32,602	32,602	32,602	32,602	32,602
Public Works	C1	1993	COMP	27	20 Years	Infrastructure	Replace	Compressor (tow)		25,500				
Public Works	CB3	1997	Versa	22	10 Years	Infrastructure	Replace	Clam Bucket (FEL)						
Public Works	CB4	2010	Tink	8	20 Years	Infrastructure	Replace	Clam Bucket		20,000				
Public Works	CB5	2010	Tink	8	20 Years	Infrastructure	Replace	Clam Bucket			20,000			
Public Works	CB6	2015	Tink	3	20 Years	Infrastructure	Replace	Clam Bucket						
Public Works	CB7	2017	Tink	1	20 Years	Infrastructure	Replace	Clam Bucket (Case)						
Public Works	HB	2012	HB	1	10 Years	Infrastructure	Replace	Hot Box					50,000	
Public Works	L1	2003	Volvo	9	15 Years	Infrastructure	Replace	Loader			45,000	45,000	45,000	45,000
Public Works	L3	2004	Volvo	8	15 Years	Infrastructure	Replace	Loader				45,000	45,000	45,000
Public Works	L6	2017	Case	1	15 Years	Infrastructure	Replace	Loader	41,631	41,631	41,631	41,631		
Public Works	LV1	2016	LV	1	10 Years	Infrastructure	Replace	Leaf Vacuum - Gas	12,262	12,262	12,262			
Public Works	LV3	1999	LV	13	10 Years	Infrastructure	Replace	Leaf Vacuum - Diesel	13,000	13,000	13,000	13,000	13,000	
Public Works	LV6	2015	LV	2	10 Years	Infrastructure	Replace	Leaf Vacuum - Diesel						
Public Works	n/a	1999	PLOW	19	10 Years	Infrastructure	Replace	Snow Plow						
Public Works	n/a	1999	PLOW	19	10 Years	Infrastructure	Replace	Snow Plow						
Public Works	n/a	2014	n/a	5	10 Years	Infrastructure	New	Paint Machine						
Public Works	RL	1994	DP	19	15 Years	Infrastructure	Replace	Roller					50,000	
Public Works	S2	2014	SWP	4	10 Years	Infrastructure	Replace	Street Sweeper - International						
Public Works	S3	2007	SWP	11	10 Years	Infrastructure	Replace	Street Sweeper - Freightliner			55,370	55,370	55,370	55,370
Public Works	SB1	2017	Sign	1	10 Years	Infrastructure	Replace	Sign Board						
Public Works	TK	2013	TK	5	15 Years	Infrastructure	Replace	Tar Kettle						
Recreation	87	2010	EXP	93,434	115,000	Programming	Replace	Ford ???		35,000				
Recreation	91	2013	EXD		115,000	Programming	Replace	Ford Expedition						
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	HVAC Controllers	1,000	1,000	1,000	1,000	1,000	1,000
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	Replace	UPS Capacitors		6,000				
Finance	n/a	n/a	n/a	n/a	n/a	Information Tech	New	Zmax Light Panel Upgrade	13,500					
Public Works	PLOW	2019			15 Years	Park Maintenance	New	Plow Attachment		3,500				
Fire	n/a	n/a	n/a	n/a	n/a	Radnor Fire Company	Replace	Township Fleet Contribution	200,000	200,000	200,000	200,000	200,000	200,000
Fire	n/a	n/a	n/a	n/a	n/a	Bryn Mawr Fire Company	Replace	Township Fleet Contribution	83,036	83,036	83,036	83,036	83,036	83,036
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Record Management System (Vis. Alert)	150,000					
Police	n/a	n/a	n/a	n/a	n/a	Police	New	Parking Kiosk (x4)		121,330				
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Polaris Utility Terrain Vehicle		43,000				
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	E-Ticket Writers	24,000					
Police	n/a	n/a	n/a	n/a	n/a	Police	Replace	Arson Investigation Protective Equip.		15,200				
Police	n/a	n/a	n/a	n/a	n/a	Police	New	Tasers (x4)		6,500				
Police	n/a	n/a	n/a	n/a	n/a	Police	New	EC Headets (EOC)		3,300				
Police	n/a	n/a	n/a	n/a	n/a	Police	New	I-Com Radios (EOC)		3,250				
Finance	n/a	n/a	n/a	n/a	n/a	PEG / RTV	Replace	PEG Proceeds	(184,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)
Fire	n/a	n/a	n/a	n/a	n/a	Radnor Fire Company	New	Water Rescue Equipment						
Fire	n/a	n/a	n/a	n/a	n/a	Bryn Mawr Fire Company	New	Water Rescue Equipment						
Total									1,485,556	2,152,924	1,673,352	1,604,412	1,669,586	1,459,686

Radnor Township, PA

Five Year Capital Plan

General Capital Category | Funded with General Tax resources of the Township and Liquid Fuels Proceeds (Road Resurfacing)

- Facilities
- Parking Lots
- Infrastructure
 - Roads
 - Bridges
 - Sidewalks
- Signals
- Parks
 - Parks
 - Trails

Radnor Township, PA
General Capital Forecast
As Amended with the 2019 Budget

Row Labels	'2019	'2020	'2021	'2022	'2023
Recommended	\$ 903,560	\$ 183,000	\$ 173,800	\$ 164,600	\$ 155,400
Infrastructure	\$ 672,420	\$ 183,000	\$ 173,800	\$ 164,600	\$ 155,400
Matsonford Bridge	\$ 329,300				
Matsonford Bridge	\$ 329,300				
Sidewalk	\$ 151,120				
North Wayne [Poplar to Lancaster]	\$ 151,120				
Road Resurfacing	\$ 192,000	\$ 183,000	\$ 173,800	\$ 164,600	\$ 155,400
Annual Road Resurfacing Program - Liquid Fuels Portion	\$ (808,000)	\$ (817,000)	\$ (826,200)	\$ (835,400)	\$ (844,600)
Annual Road Resurfacing Program	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Signals	\$ 231,140				
Traffic Signals	\$ 231,140				
King of Prussia / Pine Tree / Eagle Road	\$ 231,140				
Not Included	\$ 1,569,000	\$ 3,015,522	\$ 1,066,500	\$ 347,000	\$ 130,000
Facilities	\$ 175,000	\$ 608,000	\$ 536,000	\$ 275,000	\$ 50,000
Public Works Garage		\$ 245,000	\$ 236,000	\$ 50,000	\$ 50,000
Radnor Fire Company		\$ 45,000			
Township Building		\$ 318,000	\$ 250,000	\$ 225,000	
RAC at Sulpizio Gym	\$ 175,000		\$ 50,000		
Infrastructure	\$ 164,000	\$ 659,422	\$ 61,500		
Bridge Repairs	\$ 110,000	\$ -			
Sidewalk	\$ 54,000	\$ 467,422	\$ 61,500		
Lancaster [Barleycone to Garrett]	\$ 54,000	\$ 109,405			
North Wayne [Woodsworth to Eagle]		\$ 328,017			
County Line Road [Arthur to Montrose]		\$ 30,000	\$ 61,500		
Conestoga Road Tunnel		\$ 192,000			
Parking Lot	\$ -	\$ 385,000	\$ 140,000	\$ 26,000	
Lancaster Street Parking		\$ 85,000			
Louella Parking Lot			\$ 140,000	\$ -	
North Wayne Parking Lot		\$ 130,000	\$ -		
North Wayne Street Parking		\$ 85,000			
South Wayne Lot	\$ -				
Waynewood Parking Lot				\$ 26,000	
West Wayne Street Parking		\$ 85,000			
Signals		\$ 502,500	\$ 110,000	\$ -	
Traffic Signals		\$ 502,500	\$ 110,000	\$ -	
Traffic Adaptive System		\$ 160,000			
Radnor Chester / Conestoga		\$ 65,000	\$ -		
Lancaster / Wayne			\$ 110,000	\$ -	
Roberts Road / County Line		\$ 277,500			
Traffic		\$ 90,600			
Montrose		\$ 90,600			
Parks	\$ 1,230,000	\$ 770,000	\$ 219,000	\$ 46,000	\$ 80,000
Odorisio Park	\$ 970,000				
Bo Connor Park	\$ 50,000	\$ 450,000			
Cowan Park	\$ 110,000	\$ 50,000			
Dittmar Park	\$ 20,000				
Emlen Tunnell Park	\$ 50,000				
Emlen Tunnell Park		\$ 60,000			
Harford Park		\$ 80,000		\$ 10,000	
Radnor Trail		\$ 60,000	\$ 219,000		\$ 10,000
AEDs	\$ 30,000				
Veterans Park		\$ 15,000			
Cappelli Golf Range		\$ 10,000			
Encke Park		\$ 45,000			
Bishop Richard Allen Park				\$ 16,000	\$ 10,000
Clem Macrone Park					\$ 60,000
Nature Park				\$ 20,000	
Grand Total	\$ 2,472,560	\$ 3,198,522	\$ 1,240,300	\$ 511,600	\$ 285,400

Radnor Township, PA
General Capital Forecast
As Amended with the 2019 Budget

Dept.	Type	Location	New / Replacement	Description	Work Level	2019	2020	2021	2022	2023	2024
Administration	Facilities	Township Building	Replace	Curbing and Concrete Repointing	3Construction		50,000				
Administration	Facilities	Township Building	Replace	Roof Repairs / Replacement	3Construction		30,000	200,000			
Administration	Facilities	Township Building	Replace	HVAC Replacement	3Construction				225,000		
Administration	Facilities	Township Building	Replace	LED Lighting	3Construction			50,000			
Administration	Facilities	Township Building	Replace	Carpet, ceiling tiles	3Construction		10,000				
Engineering	Signals	Traffic Signals	New	Traffic Adaptive System	2Design / Engineering						
Engineering	Signals	Traffic Signals	New	Traffic Adaptive System	3Construction						
Engineering	Signals	Traffic Signals	New	Traffic Adaptive System	3Construction		160,000				
Engineering	Infrastructure	Sidewalk	Replace	Lancaster [Barleycone to Garrett]	2Design / Engineering	54,000					
Engineering	Infrastructure	Sidewalk	Replace	Lancaster [Barleycone to Garrett]	3Construction		345,000				
Engineering	Infrastructure	Sidewalk	Replace	Lancaster [Barleycone to Garrett]	4Inspection		40,000				
Engineering	Infrastructure	Sidewalk	Replace	Lancaster [Barleycone to Garrett]	5Contingency		34,500				
Engineering	Infrastructure	Sidewalk	Replace	Lancaster [Barleycone to Garrett]	1Proceeds		(310,095)				
Engineering	Signals	Traffic Signals	Replace	Radnor Chester / Conestoga	2Design / Engineering		65,000				
Engineering	Signals	Traffic Signals	Replace	Radnor Chester / Conestoga	2Design / Engineering						
Engineering	Signals	Traffic Signals	Replace	Radnor Chester / Conestoga	4Inspection						
Engineering	Signals	Traffic Signals	Replace	Radnor Chester / Conestoga	3Construction						
Engineering	Signals	Traffic Signals	Replace	Radnor Chester / Conestoga	5Contingency						
Engineering	Signals	Traffic Signals	Replace	King of Prussia / Pine Tree / Eagle Road	2Design / Engineering	90,000					
Engineering	Signals	Traffic Signals	Replace	King of Prussia / Pine Tree / Eagle Road	4Inspection		45,000				
Engineering	Signals	Traffic Signals	Replace	King of Prussia / Pine Tree / Eagle Road	3Construction		1,675,259				
Engineering	Signals	Traffic Signals	Replace	King of Prussia / Pine Tree / Eagle Road	5Contingency		186,140				
Engineering	Signals	Traffic Signals	Replace	King of Prussia / Pine Tree / Eagle Road	1Proceeds		(1,302,979)				
Engineering	Signals	Traffic Signals	Replace	King of Prussia / Pine Tree / Eagle Road	1Proceeds		(231,140)				
Engineering	Signals	Traffic Signals	Replace	King of Prussia / Pine Tree / Eagle Road	1Proceeds		(231,140)				
Engineering	Infrastructure	Sidewalk	Replace	North Wayne [Poplar to Lancaster]	3Construction		288,754				
Engineering	Infrastructure	Sidewalk	Replace	North Wayne [Poplar to Lancaster]	4Inspection		10,000				
Engineering	Infrastructure	Sidewalk	Replace	North Wayne [Poplar to Lancaster]	1Proceeds		(147,634)				
Engineering	Signals	Traffic Signals	Replace	Lancaster / Wayne	2Design / Engineering			110,000			
Engineering	Signals	Traffic Signals	Replace	Lancaster / Wayne	4Inspection						
Engineering	Signals	Traffic Signals	Replace	Lancaster / Wayne	3Construction						
Engineering	Signals	Traffic Signals	Replace	Lancaster / Wayne	5Contingency						
Engineering	Infrastructure	Sidewalk	New	North Wayne [Woodsworth to Eagle]	4Inspection		10,000				
Engineering	Infrastructure	Sidewalk	New	North Wayne [Woodsworth to Eagle]	3Construction		537,723				
Engineering	Infrastructure	Sidewalk	New	North Wayne [Woodsworth to Eagle]	5Contingency		53,700				
Engineering	Infrastructure	Sidewalk	New	North Wayne [Woodsworth to Eagle]	1Proceeds		(273,406)				
Engineering	Signals	Traffic Signals	New	Roberts Road / County Line	2Design / Engineering		80,000				
Engineering	Signals	Traffic Signals	New	Roberts Road / County Line	4Inspection		10,000				
Engineering	Signals	Traffic Signals	New	Roberts Road / County Line	3Construction		350,000				
Engineering	Signals	Traffic Signals	New	Roberts Road / County Line	5Contingency		35,000				
Engineering	Signals	Traffic Signals	New	Roberts Road / County Line	1Proceeds		(197,500)				
Engineering	Infrastructure	Sidewalk	New	County Line Road [Arthur to Montrose]	2Design / Engineering		30,000				
Engineering	Infrastructure	Sidewalk	New	County Line Road [Arthur to Montrose]	4Inspection			10,000			
Engineering	Infrastructure	Sidewalk	New	County Line Road [Arthur to Montrose]	3Construction			130,000			
Engineering	Infrastructure	Sidewalk	New	County Line Road [Arthur to Montrose]	5Contingency			13,000			
Engineering	Infrastructure	Sidewalk	New	County Line Road [Arthur to Montrose]	1Proceeds			(91,500)			
Engineering	Infrastructure	Conestoga Road Tunnel	Replace	Conestoga Road Tunnel Lighting	4Inspection		16,000				
Engineering	Infrastructure	Conestoga Road Tunnel	Replace	Conestoga Road Tunnel Lighting	3Construction		160,000				
Engineering	Infrastructure	Conestoga Road Tunnel	Replace	Conestoga Road Tunnel Lighting	5Contingency		16,000				
Engineering	Parking Lot	North Wayne Parking Lot	Replace	North Wayne Parking Lot Resurfacing / Stormwater	2Design / Engineering		130,000				
Engineering	Parking Lot	North Wayne Parking Lot	Replace	North Wayne Parking Lot Resurfacing / Stormwater	4Inspection						
Engineering	Parking Lot	North Wayne Parking Lot	Replace	North Wayne Parking Lot Resurfacing / Stormwater	3Construction						
Engineering	Parking Lot	North Wayne Parking Lot	Replace	North Wayne Parking Lot Resurfacing / Stormwater	5Contingency						
Engineering	Parking Lot	North Wayne Parking Lot	Replace	North Wayne Parking Lot Resurfacing / Stormwater	1Proceeds						
Engineering	Parking Lot	Louella Parking Lot	Replace	Louella Parking Lot Resurfacing / Stormwater	2Design / Engineering			140,000			
Engineering	Parking Lot	Louella Parking Lot	Replace	Louella Parking Lot Resurfacing / Stormwater	4Inspection						
Engineering	Parking Lot	Louella Parking Lot	Replace	Louella Parking Lot Resurfacing / Stormwater	3Construction						
Engineering	Parking Lot	Louella Parking Lot	Replace	Louella Parking Lot Resurfacing / Stormwater	5Contingency						
Engineering	Parking Lot	Louella Parking Lot	Replace	Louella Parking Lot Resurfacing / Stormwater	1Proceeds						
Engineering	Traffic	Montrose	New	Montrose Traffic Island	2Design / Engineering		12,000				
Engineering	Traffic	Montrose	New	Montrose Traffic Island	4Inspection		6,000				
Engineering	Traffic	Montrose	New	Montrose Traffic Island	3Construction		66,000				
Engineering	Traffic	Montrose	New	Montrose Traffic Island	5Contingency		6,600				
Engineering	Infrastructure	Matsonford Bridge	Replace	Matsonford Bridge	4Inspection	36,000					
Engineering	Infrastructure	Matsonford Bridge	Replace	Matsonford Bridge	3Construction	566,000					
Engineering	Infrastructure	Matsonford Bridge	Replace	Matsonford Bridge	5Contingency	56,600					
Engineering	Infrastructure	Matsonford Bridge	Replace	Matsonford Bridge	1Proceeds	(329,300)					
Engineering	Infrastructure	Matsonford Bridge	Replace	Matsonford Bridge	1Proceeds						
Engineering	Infrastructure	Bridge Repairs	Replace	Bridge per PennDOT Inspection Reports	2Design / Engineering	110,000					

Radnor Township, PA
General Capital Forecast
As Amended with the 2019 Budget

Dept.	Type	Location	New / Replacement	Description	Work Level	2019	2020	2021	2022	2023	2024
Engineering	Infrastructure	Bridge Repairs	Replace	Bridge per PennDOT Inspection Reports	4Inspection		-				
Engineering	Infrastructure	Bridge Repairs	Replace	Bridge per PennDOT Inspection Reports	3Construction		-				
Engineering	Infrastructure	Bridge Repairs	Replace	Bridge per PennDOT Inspection Reports	5Contingency		-				
Engineering	Parking Lot	North Wayne Street Parking	Resurface	North Wayne Ave Street Resurface	3Construction		85,000				
Engineering	Parking Lot	Lancaster Street Parking	Resurface	Lancaster Ave Street Parking Space Resurface	3Construction		85,000				
Engineering	Parking Lot	West Wayne Street Parking	Resurface	West Wayne Ave Street Parking Spaces Resurface	3Construction		85,000				
Engineering	Facilities	Township Building	New	Accessible Paths to Encke and Police Department	2Design / Engineering		37,000				
Engineering	Facilities	Township Building	New	Accessible Paths to Encke and Police Department	4Inspection		4,000				
Engineering	Facilities	Township Building	New	Accessible Paths to Encke and Police Department	3Construction		170,000				
Engineering	Facilities	Township Building	New	Accessible Paths to Encke and Police Department	5Contingency		17,000				
Engineering	Infrastructure	Road Resurfacing	Resurface	Annual Road Resurfacing Program	3Construction	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Engineering	Infrastructure	Road Resurfacing	Resurface	Annual Road Resurfacing Program - Liquid Fuels Portion	3Construction	(808,000)	(817,000)	(826,200)	(835,400)	(844,600)	(853,800)
Engineering	Parking Lot	South Wayne Lot	Resurface	Resurface South Wayne Parking Lot - STORMWATER	3Construction		-				
Engineering	Parking Lot	Waynewood Parking Lot	Resurface	Resurface Waynewood Parking Lot	3Construction				26,000		
Fire	Facilities	Radnor Fire Company	New	RFC Preemption Device	3Construction		45,000				
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Replace	Roof Repairs / Replacement	3Construction	150,000					
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Replace	Lighting / Ballast Replacement	3Construction	25,000					
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Replace	Waterline Replacement	3Construction			50,000			
Parks and Recreation	Parks	Odorisio Park	Replace	comfort station replacement	3Construction	200,000					
Parks and Recreation	Parks	Odorisio Park	Replace	playground replacement	3Construction	400,000					
Parks and Recreation	Parks	Odorisio Park	Resurface	basketball court resurfacing/equipment	3Construction	50,000					
Parks and Recreation	Parks	Odorisio Park	Resurface	parking lot repairs/drainage corrections	3Construction	320,000					
Parks and Recreation	Parks	Bo Connor Park	Replace	playground replacement	3Construction		450,000				
Parks and Recreation	Parks	Bo Connor Park	Resurface	basketball court resurfacing/equipment	3Construction	50,000					
Parks and Recreation	Parks	Cowan Park	Resurface	basketball court resurfacing/equipment	3Construction	50,000					
Parks and Recreation	Parks	Cowan Park	Replace	parking lot repairs/fencing	3Construction	60,000					
Parks and Recreation	Parks	Cowan Park	Replace	playground equipment replacement	3Construction		50,000				
Parks and Recreation	Parks	Dittmar Park	Replace	walking path repairs	3Construction	20,000					
Parks and Recreation	Parks	Emlen Tunnell Park	Replace	walking path resurfacing/repairs	3Construction	50,000					
Parks and Recreation	Parks	Emlen Tunnell Park	Replace	parking lot repairs	3Construction		60,000				
Parks and Recreation	Parks	Harford Park	Replace	parking lot repairs	3Construction		80,000				
Parks and Recreation	Parks	Radnor Trail	Resurface	Brookside parking lot resurfacing	3Construction		60,000				
Parks and Recreation	Parks	AEDs	New	install AEDs in various Township Parks	3Construction	30,000					
Parks and Recreation	Parks	Veterans Park	New	benches/tables	3Construction		15,000				
Parks and Recreation	Parks	Cappelli Golf Range	Replace	Signage replacement	3Construction		10,000				
Parks and Recreation	Parks	Encke Park	New	playground sun shade	3Construction		45,000				
Parks and Recreation	Parks	Bishop Richard Allen Park	Resurface	Resurface basketball court	3Construction				16,000		
Parks and Recreation	Parks	Bishop Richard Allen Park	Replace	Replace park sign	3Construction					10,000	
Parks and Recreation	Parks	Clem Macrone Park	New	Playground Sun shade	3Construction					60,000	
Parks and Recreation	Parks	Radnor Trail	Replace	Signage replacement	3Construction					10,000	
Parks and Recreation	Parks	Harford Park	Replace	Signage replacement	3Construction				10,000		
Parks and Recreation	Parks	Nature Park	Resurface	Resurface walking path	3Construction				20,000		
Parks and Recreation	Parks	Radnor Trail	Resurface	Resurface paved and stone trail surface	3Construction			219,000			
Public Works	Facilities	Public Works Garage	Replace	Rebuild Lifts	3Construction		120,000				
Public Works	Facilities	Public Works Garage	Replace	Parking Lot Resurfacing	3Construction		50,000	50,000	50,000	50,000	
Public Works	Facilities	Public Works Garage	Replace	LED Lighting	3Construction			50,000			
Public Works	Facilities	Public Works Garage	Replace	Roof Repairs / Replacement	3Construction			136,000			
Public Works	Facilities	Public Works Garage	Replace	Modernize Facility Gate	3Construction		75,000				
Total						2,472,560	3,198,522	1,240,300	511,600	285,400	146,200

Radnor Township, PA

Five Year Capital Plan

Sanitary Sewer Category | Funded with Sewer Rent Revenue

- Sewer Improvements
- Pumping Station Improvements

Radnor Township, PA
Sanitary Sewer Fund Capital Forecast
As Amended with the 2019 Budget

Row Labels	'2019	'2020	'2021	'2022	'2023	'2024	'2025	'2026	'2027	'2028
Admin	\$ 50,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
GIS Mapping	\$ 50,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Annual scanning of plans, maint. Rpts, etc.	\$ 50,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Pumping Station	\$ 240,000	\$ -	\$ 80,000	\$ 2,100,000						
Hermitage	\$ 90,000	\$ -								
Replace undersized station	\$ 90,000	\$ -								
King of Prussia	\$ 150,000			\$ 2,100,000						
Replace aging station	\$ 150,000			\$ 2,100,000						
Woods Lane			\$ 80,000	\$ -						
Replace aging station			\$ 80,000	\$ -						
Sewer	\$ 1,625,000	\$ 1,990,000	\$ 1,150,000	\$ 546,000	\$ 969,000	\$ 1,194,000	\$ 1,350,000	\$ 870,000	\$ 500,000	\$ 500,000
Bloomingtondale					\$ 74,000	\$ 494,000				
Replace VCP					\$ 74,000	\$ 494,000				
Cowan's Alley	\$ 150,000			\$ -						
Replace VCP (many hurdles: unknown location)	\$ 150,000			\$ -						
Emergency Repairs	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Emergency Repairs as needed	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Lancaster Ave	\$ 90,000	\$ 840,000								
Replace VCP from St. Davids to Pembroke	\$ 90,000	\$ 840,000								
Midland Ave		\$ 650,000	\$ 650,000							
Replace terra cotta pipe		\$ 650,000	\$ 650,000							
Pembroke Ave				\$ 46,000	\$ 395,000					
Replace VCP				\$ 46,000	\$ 395,000					
Plant Ave	\$ 85,000									
Replace deep manhole	\$ 85,000									
Poplar Ave	\$ 200,000		\$ -							
Replace VCP (many hurdles: unknown location)	\$ 200,000		\$ -							
R2 Meter Bridge	\$ 600,000									
Replace bridge damaged in 8/13/18 rain event	\$ 600,000									
Walnut Ave						\$ 200,000	\$ 800,000			
Replace VCP						\$ 200,000	\$ 800,000			
Windermere							\$ 50,000	\$ 370,000		
Replace VCP							\$ 50,000	\$ 370,000		
Grand Total	\$ 1,915,000	\$ 2,020,000	\$ 1,260,000	\$ 2,676,000	\$ 999,000	\$ 1,224,000	\$ 1,380,000	\$ 900,000	\$ 530,000	\$ 530,000

Radnor Township, PA
Sanitary Sewer Capital Forecast
As Amended with the 2019 Budget

Dept.	Type	Location	New / Replacement	Description	Work Level	2019	2020	2021	2022	2023	2024
Sanitary Sewer	Sewer	R2 Meter Bridge	Replace	Replace bridge damaged in 8/13/18 rain event	Construction	600,000					
Sanitary Sewer	Sewer	Plant Ave	Replace	Replace deep manhole	Design / Engineering	8,500					
Sanitary Sewer	Sewer	Plant Ave	Replace	Replace deep manhole	Construction	76,500					
Sanitary Sewer	Sewer	Midland Ave	Replace	Replace terra cotta pipe	Design / Engineering						
Sanitary Sewer	Sewer	Midland Ave	Replace	Replace terra cotta pipe	Construction		650,000	650,000			
Sanitary Sewer	Pumping Station	Hermitage	Replace	Replace undersized station	Design / Engineering	90,000					
Sanitary Sewer	Pumping Station	Hermitage	Replace	Replace undersized station	Inspection		TBD				
Sanitary Sewer	Pumping Station	Hermitage	Replace	Replace undersized station	Construction		TBD				
Sanitary Sewer	Pumping Station	Hermitage	Replace	Replace undersized station	Contingency		TBD				
Sanitary Sewer	Sewer	Lancaster Ave	Replace	Replace VCP from St. Davids to Pembroke	Design / Engineering	90,000					
Sanitary Sewer	Sewer	Lancaster Ave	Replace	Replace VCP from St. Davids to Pembroke	Inspection			84,000			
Sanitary Sewer	Sewer	Lancaster Ave	Replace	Replace VCP from St. Davids to Pembroke	Construction		672,000				
Sanitary Sewer	Sewer	Lancaster Ave	Replace	Replace VCP from St. Davids to Pembroke	Contingency			84,000			
Sanitary Sewer	Sewer	Emergency Repairs	Replace	Emergency Repairs as needed	Construction	500,000	500,000	500,000	500,000	500,000	500,000
Sanitary Sewer	Admin	GIS Mapping	New	Annual scanning of plans, maint. Rpts, etc.	Design / Engineering	50,000	30,000	30,000	30,000	30,000	30,000
Sanitary Sewer	Pumping Station	Woods Lane	Replace	Replace aging station	Design / Engineering			80,000			
Sanitary Sewer	Pumping Station	Woods Lane	Replace	Replace aging station	Inspection					TBD	
Sanitary Sewer	Pumping Station	Woods Lane	Replace	Replace aging station	Construction					TBD	
Sanitary Sewer	Pumping Station	Woods Lane	Replace	Replace aging station	Contingency					TBD	
Sanitary Sewer	Sewer	Cowan's Alley	Replace	Replace VCP (many hurdles: unknown location)	Design / Engineering	150,000					
Sanitary Sewer	Sewer	Cowan's Alley	Replace	Replace VCP (many hurdles: unknown location)	Inspection					TBD	
Sanitary Sewer	Sewer	Cowan's Alley	Replace	Replace VCP (many hurdles: unknown location)	Construction					TBD	
Sanitary Sewer	Sewer	Cowan's Alley	Replace	Replace VCP (many hurdles: unknown location)	Contingency					TBD	
Sanitary Sewer	Sewer	Poplar Ave	Replace	Replace VCP (many hurdles: unknown location)	Design / Engineering	200,000					
Sanitary Sewer	Sewer	Poplar Ave	Replace	Replace VCP (many hurdles: unknown location)	Inspection				TBD		
Sanitary Sewer	Sewer	Poplar Ave	Replace	Replace VCP (many hurdles: unknown location)	Construction				TBD		
Sanitary Sewer	Sewer	Poplar Ave	Replace	Replace VCP (many hurdles: unknown location)	Contingency				TBD		
Sanitary Sewer	Pumping Station	King of Prussia	Replace	Replace aging station	Design / Engineering	150,000					
Sanitary Sewer	Pumping Station	King of Prussia	Replace	Replace aging station	Inspection				210,000		
Sanitary Sewer	Pumping Station	King of Prussia	Replace	Replace aging station	Construction				1,680,000		
Sanitary Sewer	Pumping Station	King of Prussia	Replace	Replace aging station	Contingency				210,000		
Sanitary Sewer	Sewer	Bloomingdale	Replace	Replace VCP	Design / Engineering					74,000	
Sanitary Sewer	Sewer	Bloomingdale	Replace	Replace VCP	Inspection						49,400
Sanitary Sewer	Sewer	Bloomingdale	Replace	Replace VCP	Construction						395,200
Sanitary Sewer	Sewer	Bloomingdale	Replace	Replace VCP	Contingency						49,400
Sanitary Sewer	Sewer	Pembroke Ave	Replace	Replace VCP	Design / Engineering				46,000		
Sanitary Sewer	Sewer	Pembroke Ave	Replace	Replace VCP	Inspection						39,500
Sanitary Sewer	Sewer	Pembroke Ave	Replace	Replace VCP	Construction					316,000	
Sanitary Sewer	Sewer	Pembroke Ave	Replace	Replace VCP	Contingency					39,500	
Sanitary Sewer	Sewer	Windermere	Replace	Replace VCP	Design / Engineering						
Sanitary Sewer	Sewer	Windermere	Replace	Replace VCP	Inspection						
Sanitary Sewer	Sewer	Windermere	Replace	Replace VCP	Construction						
Sanitary Sewer	Sewer	Windermere	Replace	Replace VCP	Contingency						
Sanitary Sewer	Sewer	Walnut Ave	Replace	Replace VCP	Design / Engineering						200,000
Sanitary Sewer	Sewer	Walnut Ave	Replace	Replace VCP	Inspection						
Sanitary Sewer	Sewer	Walnut Ave	Replace	Replace VCP	Construction						
Sanitary Sewer	Sewer	Walnut Ave	Replace	Replace VCP	Contingency						
Total						1,915,000	2,020,000	1,260,000	2,676,000	999,000	1,224,000

Radnor Township, PA

Five Year Capital Plan

Stormwater Category | Fund with Stormwater Fee Revenue

- MS4 Program
- Infrastructure
- Flood Reduction and Stormwater Management

Radnor Township, PA
Stormwater Fund Capital Forecast
As Amended with the 2019 Budget

	2018	2019	2020	2021	2022	2023	2024
	TMRCB	TMRCB	TMRCB	TMRCB	TMRCB	TMRCB	TMRCB
Balance Carried Forward	\$ 2,711,190	\$ 1,538,952	\$ (525,648)	\$ 145,852	\$ 988,852	\$ 2,071,352	\$ 2,303,352
Revenue Assuming \$29.00 per unit	1,135,000	1,135,000	1,135,000	1,135,000	1,135,000	1,135,000	1,135,000
Total Funds Available	3,846,190	2,673,952	609,352	1,280,852	2,123,852	3,206,352	3,438,352
Expenditures							
General Administrative Costs							
Update SW Fund Billing Database (3rd party)	30,000	30,300	30,600	30,900	31,200	31,500	31,800
Billing Costs (Printing + Postage)	11,200	11,300	11,400	11,500	11,600	11,700	11,800
Credit Card Fees	5,500	2,000	2,000	2,000	2,000	2,000	2,000
Legal Fees, General	2,500	5,000	7,500	7,600	7,700	7,800	7,900
MS4 Testing							
Admin and Testing							
Maintenance							
<i>Basin Retro Fits</i>							
Haviland		56,000					
KTMC		55,000					
Devon Square			84,000				
Port ledge			33,000				
Woods Lane #1			80,000				
Woods Lane #2			80,000				
Trianon		75,000					
Haymarket		30,000					
Cornerstone		250,000					
Montrose condominiums							
<i>Stream Bank Restoration (PRB)</i>							
Ithan Valley Park	Army Corps						
Warren Filip one Park	Army Corps						
Cowan Park	Army Corps						
Infrastructure							
Highview Outfall	42,177	TBD					
Wooton Road Storm Sewer Repair	16,000	TBD					
Arthur Road Storm Sewer	12,250	TBD					
Brookside Storm Sewer	12,750	TBD					
Arbor & Cumberland	26,025	TBD					
North Wayne Basin Repair & Cleaning	594,000	200,000					
Maplewood Outfall	118,526						
Malin Road Culvert	115,000	1,300,000					
Eagle Road Culvert Design			135,000	TBD			
Chamounix Road Culvert				140,000	TBD		
Earls Lane Culvert	32,000			100,000	TBD		
Plans, specs, for repair of 20 culverts	180,000						
Flood Reduction and Stormwater Management							
Radnor Trail							610,000
West Wayne Preserve						850,000	
Banbury Francis Windsor	49,000	TBD					
Upstream Projects of the NW Basin	48,980	TBD					
Midland Avenue S Wayne Parking SWM	190,660	TBD					
NW Flood Reduction, Poplar Bypass	137,310						
SEPTA Expanded		700,000					
<i>August 13, 2019 Severe Weather Event</i>							
Emergency Analysis of Culverts	29,000						
South Devon Avenue Culvert	350,360						
Roberts Road Culvert		485,000					
Gulph Creek Gabion	91,000						
Spring Mill Pipe Replacement	117,000						
Roberts Road Culvert	96,000	TBD					
Total Stormwater Fund Expenditures	2,307,238	3,199,600	463,500	292,000	52,500	903,000	663,500
Stormwater Fund Net Revenue	(1,172,238)	(2,064,600)	671,500	843,000	1,082,500	232,000	471,500
Ending Balance	\$ 1,538,952	\$ (525,648)	\$ 145,852	\$ 988,852	\$ 2,071,352	\$ 2,303,352	\$ 2,774,852

Radnor Township, PA
2019 Township Manager Recommended Budget

Special Assessment Fund #06

Radnor Township, PA
Special Assessment Fund (#006)
2019 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	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:									
Interest and Rents:									
Interest & Rents	119	432	931	325	325	1,336	1026%	500	-62.6%
Interest on Pay Plans	71,984	16,566	2,319	4,000	4,000	3,823	-95%	4,000	4.6%
Total Interest and Rents	\$ 72,103	\$ 16,998	\$ 3,250	\$ 4,325	\$ 4,325	\$ 5,160		\$ 4,500	
	\$ 65,446	\$ (55,105)	\$ (13,748)	\$ 1,075	\$ 1,075	\$ 1,910		\$ (660)	
	983%	-76%	-81%	33%	33%	59%		-13%	
Grants and Gifts:									
Miscellaneous	2,206	-	-	-	-	-	-100%	-	n/a
Cash Over / Short	-	-	-	-	-	-	n/a	-	n/a
Total Grants and Gifts	\$ 2,206	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	\$ 2,206	\$ (2,206)	\$ -	\$ -	\$ -	\$ -		\$ -	
	n/a	-100%	n/a	n/a	n/a	n/a		n/a	
Sewer Assessment Revenues:									
Atlee Road	8,177	-	-	8,000	8,000	2,000	-76%	-	-100.0%
Quaker Lane	-	-	-	1,500	1,500	2,596	n/a	-	-100.0%
Radnor Way	42,224	1,457	1,627	18,000	18,000	8,377	-80%	2,820	-66.3%
Hillside Circle	1,987	1,913	-	2,500	2,500	625	-69%	-	-100.0%
Conestoga Road	-	-	-	900	900	225	n/a	-	-100.0%
Gulph Creek Road	36,374	26,957	3,483	15,000	15,000	11,346	-69%	-	-100.0%
Total Sewer Assessment Revenue:	\$ 88,762	\$ 32,935	\$ 5,111	\$ 45,900	\$ 45,900	\$ 25,169		\$ 2,820	
	\$ 46,460	\$ (55,827)	\$ (27,824)	\$ 40,789	\$ 40,789	\$ 20,058		\$ (22,349)	
	110%	-63%	-84%	798%	798%	392%		-89%	
Transfers In (from other funds):									
From Other Funds	-	-	-	-	-	-	n/a	-	n/a
Total Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	n/a	n/a	n/a	n/a	n/a	n/a		n/a	
TOTAL SP.ASSMNT REVENUES	\$ 163,071	\$ 49,933	\$ 8,361	\$ 50,225	\$ 50,225	\$ 30,329		\$ 7,320	
	\$ 114,113	\$ (113,138)	\$ (41,572)	\$ 41,864	\$ 41,864	\$ 21,968		\$ (23,009)	
	233.08%	-69%	-83%	501%	501%	263%		-76%	
EXPENDITURES:									
Transfers Out (to other funds):									
To Debt Service Fund	49,819	49,899	45,539	45,539	45,539	-	-100%	44,664	n/a
Total Transfers Out	\$ 49,819	\$ 49,899	\$ 45,539	\$ 45,539	\$ 45,539	\$ -		\$ 44,664	
	\$ -	\$ 80	\$ (4,360)	\$ -	\$ -	\$ (45,539)		\$ 44,664	
	0%	0%	-9%	0%	0%	-100%		n/a	
TOTAL SP. ASSMNT EXPENDITURES	\$ 49,819	\$ 49,899	\$ 45,539	\$ 45,539	\$ 45,539	\$ -		\$ 44,664	
	\$ -	\$ 80	\$ (4,360)	\$ -	\$ -	\$ (45,539)		\$ 44,664	
	0.00%	0%	-9%	0%	0%	-100%		n/a	
FUND BALANCE									
Beginning Fund Balance, January 1	\$ 85,943	\$ 199,195	\$ 199,229	\$ 162,050	\$ 162,050	\$ 162,050	89%	\$ 192,379	
Revenues	163,071	49,933	8,361	50,225	50,225	30,329	-81%	7,320	
Expenditures	49,819	49,899	45,539	45,539	45,539	-	-100%	44,664	
Accrual / Misc Adjustments	-	-	-	-	-	-		-	
Ending Fund Balance, December 1	\$ 199,195	\$ 199,229	\$ 162,050	\$ 166,736	\$ 166,736	\$ 192,379	-3%	\$ 155,035	
Increase / (Decrease) In Fund Balance	\$ 113,252	\$ 34	\$ (37,178)	\$ 4,686	\$ 4,686	\$ 30,329		\$ (37,344)	

Radnor Township, PA
2019 Township Manager Recommended Budget

Police Investigation Fund #12

**Radnor Township, PA
Investigation Fund
2019 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	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:									
Interest and Rents:									
Interest & Rents	6	5	16	10	10	35	522%	40	15.7%
Total Interest and Rents	\$ 6	\$ 5	\$ 16	\$ 10	\$ 10	\$ 35		\$ 40	
	\$ (2)	\$ (1)	\$ 12	\$ (6)	\$ (6)	\$ 18		\$ 5	
	-22%	-17%	250%	-38%	-38%	113%		16%	
Miscellaneous:									
Police Drug Task Force	7,697	4,463	3,253	6,200	6,200	9,622	25%	6,200	-35.6%
Contributions	-	1,791	-	-	-	-	n/a	-	n/a
Forfeitures	-	8,880	22,047	-	-	5,958	n/a	10,000	67.8%
Total Miscellaneous	\$ 7,697	\$ 15,134	\$ 25,300	\$ 6,200	\$ 6,200	\$ 15,580		\$ 16,200	
	\$ 5,913	\$ 7,436	\$ 10,166	\$ (19,100)	\$ (19,100)	\$ (9,720)		\$ 620	
	331%	97%	67%	-75%	-75%	-38%		4%	
TOTAL INVESTIGATION FUND REVENUE	\$ 7,703	\$ 15,138	\$ 25,316	\$ 6,210	\$ 6,210	\$ 15,615		\$ 16,240	
	\$ 5,912	\$ 7,435	\$ 10,178	\$ (19,106)	\$ (19,106)	\$ (9,702)		\$ 625	
	330.01%	97%	67%	-75%	-75%	-38%		4%	

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
EXPENDITURES:									
Investigation Fund Activity:									
Communications	2,431	2,566	2,935	3,000	3,272	3,089	27%	3,250	5.2%
Police Department Activity	4,774	2,160	450	2,500	2,500	-	-100%	2,950	n/a
DTF-Operating Supplies	-	-	-	-	-	125	n/a	40	-68.0%
DTF-Training	80	270	-	-	-	975	1119%	-	-100.0%
Forfeitures	-	8,887	22,047	-	-	4,782	n/a	10,000	109.1%
Total Investigation Fund Activity	\$ 7,285	\$ 13,883	\$ 25,432	\$ 5,500	\$ 5,772	\$ 8,971		\$ 16,240	
TOTAL INV. FUND EXPENDITURES	\$ 7,285	\$ 13,883	\$ 25,432	\$ 5,500	\$ 5,772	\$ 8,971		\$ 16,240	
	\$ 71	\$ 6,598	\$ 11,549	\$ (19,932)	\$ (19,660)	\$ (16,461)		\$ 7,269	
	0.99%	91%	83%	-78%	-77%	-65%		81%	

Account Description	2015	2016	2017	2018	2018	2018	%Δ	2019
	FUND BALANCE							
Beginning Fund Balance, January 1	\$ 3,131	\$ 3,549	\$ 4,804	\$ 4,689	\$ 4,689	\$ 4,689	50%	\$ 11,332
Revenues	7,703	15,138	25,316	6,210	6,210	15,615	103%	16,240
Expenditures	7,285	13,883	25,432	5,500	5,772	8,971	23%	16,240
Accrual / Misc Adjustments	-	-	-	-	-	-		-
Ending Fund Balance, December 1	\$ 3,549	\$ 4,804	\$ 4,689	\$ 5,399	\$ 5,127	\$ 11,332	219%	\$ 11,332
Increase / (Decrease) In Fund Balance	\$ 417	\$ 1,255	\$ (116)	\$ 710	\$ 438	\$ 6,644		\$ -

Radnor Township, PA

2019 Township Manager Recommended Budget

Department of Justice Equitable Sharing Fund #14

Radnor Township, PA
US Department of Justice Equitable Sharing Fund (#14)
2019 Operating Budget Narrative



Department Summary:

The Radnor Police Department has recently 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	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:									
Interest and Rents:									
Interest & Rents	-	-	-	-	-	-	n/a	-	n/a
Total Interest and Rents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Grants and Gifts:									
DOJ Equitable Sharing Proceeds	-	-	-	-	-	-	n/a	-	n/a
Total Grants and Gifts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL DOJ EQUITABLE SHARING R	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
EXPENDITURES:									
DOJ Equitable Sharing Fund Activity:									
Police Department Activity	-	-	-	-	-	-	n/a	-	n/a
Total DOJ Equitable Sharing Fund Act	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL DOJ EQ.SHARING FUND EXP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Account Description	2015	2016	2017	2018	2018	2018	%Δ	2019
	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

2019 Township Manager Recommended Budget

Commemorative Shade Tree Fund #15

**Radnor Township, PA
Commemorative Shade Tree Fund (#015)
2019 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 Program	These appropriations use the donated funds from Chanticleer along with the residential contribution of \$35 to fund the purchase of “Big 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.
Street Tree Program	These appropriations use the donated funds from Chanticleer along with fines raised through the Code to replace trees along Township trees for decorative purposes.
Park Tree Program	These appropriations use the fees generated from the Code 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 Code to account for the contracted arborist’s time for the programs funded by this Fund.

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:									
Interest and Rents:									
Interest & Rents	91	364	855	2	2	1,140	1148%	1,000	-12%
Total Interest and Rents	\$ 91	\$ 364	\$ 855	\$ 2	\$ 2	\$ 1,140		\$ 1,000	
	\$ 38	\$ 273	\$ 490	\$ (853)	\$ (853)	\$ 286		\$ (140)	
	72%	299%	135%	-100%	-100%	33%		-12%	
Fines & Costs									
Shade Tree Fines	60,250	250	850	-	-	11,500	-81%	-	-100%
Total Fines and Costs	\$ 60,250	\$ 250	\$ 850	\$ -	\$ -	\$ 11,500		\$ -	
	\$ 53,250	\$ (60,000)	\$ 600	\$ (850)	\$ (850)	\$ 10,650		\$ (11,500)	
	761%	-100%	240%	-100%	-100%	1253%		-100%	
Grants & Gifts									
Donations	20,550	18,215	15,000	18,000	18,000	18,000	-12%	15,000	-17%
Total Grants and Gifts	\$ 20,550	\$ 18,215	\$ 15,000	\$ 18,000	\$ 18,000	\$ 18,000		\$ 15,000	
	\$ 2,450	\$ (2,335)	\$ (3,215)	\$ 3,000	\$ 3,000	\$ 3,000		\$ (3,000)	
	14%	-11%	-18%	20%	20%	20%		-17%	
Transfers In									
Transfer In: From General Fund	25,000	-	-	25,000	25,000	25,000	0%	25,000	0%
Total Transfers In	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000		\$ 25,000	
	\$ -	\$ (25,000)	\$ -	\$ 25,000	\$ 25,000	\$ 25,000		\$ -	
	0%	-100%	n/a	n/a	n/a	n/a		0%	
TOTAL COMMEMORATIVE SHADE	\$ 105,891	\$ 18,829	\$ 16,705	\$ 43,002	\$ 43,002	\$ 55,640		\$ 41,000	
	\$ 55,738	\$ (87,062)	\$ (2,125)	\$ 26,297	\$ 26,297	\$ 38,936		\$ (14,640)	
	111.14%	-82%	-11%	157%	157%	233%		-26%	
EXPENDITURES:									
Shade Tree Cost Center									
Big Tree Planting Program	1,928	20,800	24,800	15,000	15,000	15,000	678%	50,000	233%
Street Tree Program	5,277	-	3,475	83,000	83,000	83,000	1473%	32,446	-61%
Park Tree Replacement Program	-	-	-	6,000	7,925	3,901	n/a	-	-100%
Contractual Services: Arborist	-	3,340	4,895	15,000	17,290	21,569	n/a	20,000	-7%
Total Shade Tree Cost Center	\$ 7,204	\$ 24,140	\$ 33,170	\$ 119,000	\$ 123,215	\$ 123,470		\$ 102,446	
TOTAL COMMEMORATIVE SHADE	\$ 7,204	\$ 24,140	\$ 33,170	\$ 119,000	\$ 123,215	\$ 123,470		\$ 102,446	
	\$ (19,087)	\$ 16,936	\$ 9,030	\$ 85,830	\$ 90,045	\$ 90,300		\$ (21,024)	
	-72.60%	235%	37%	259%	271%	272%		-17%	
FUND BALANCE									
Beginning Fund Balance, January 1	\$ 73,166	\$ 151,052	\$ 145,742	\$ 129,276	\$ 129,276	\$ 129,276	77%	\$ 61,446	
Revenues	105,891	18,829	16,705	43,002	43,002	55,640	-47%	41,000	
Expenditures	7,204	24,140	33,170	119,000	123,215	123,470	1614%	102,446	
Accrual / Misc Adjustments	(20,801)	-	-	-	-	-		-	
Ending Fund Balance, December 1	\$ 151,052	\$ 145,742	\$ 129,276	\$ 53,278	\$ 49,063	\$ 61,446	-59%	\$ 0	
Increase / (Decrease) In Fund Balance	\$ 77,886	\$ (5,311)	\$ (16,465)	\$ (75,998)	\$ (80,213)	\$ (67,830)		\$ (61,446)	

Radnor Township, PA
2019 Township Manager Recommended Budget

Grant Fund #16

Radnor Township, PA
Grant Fund (#016)
2019 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	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:									
Interest and Rents:									
Interest & Rents	416	59	184	-	-	253	-39%	250	-1%
Total Interest and Rents	\$ 416	\$ 59	\$ 184	\$ -	\$ -	\$ 253		\$ 250	
	\$ 371	\$ (357)	\$ 125	\$ (184)	\$ (184)	\$ 69	37%	\$ (3)	-1%
	825%	-86%	212%	-100%	-100%	-100%		n/a	
Grants and Gifts									
State Grants	28,763	12,210	-	-	-	-	-100%	-	n/a
WREN Raingarden Grant	2,250	-	-	-	-	-	-100%	-	n/a
DCED Clem Macrone Park Grant	9,978	3,377	9,043	-	-	-	-100%	-	n/a
Total Grants and Gifts	\$ 40,991	\$ 15,587	\$ 9,043	\$ -	\$ -	\$ -		\$ -	
	\$ (915,287)	\$ (25,404)	\$ (6,544)	\$ (9,043)	\$ (9,043)	\$ (9,043)	-100%	\$ -	n/a
	-96%	-62%	-42%	-100%	-100%	-100%		n/a	
TOTAL REVENUES	\$ 41,406	\$ 15,646	\$ 9,227	\$ -	\$ -	\$ 253		\$ 250	
	\$ (914,916)	\$ (25,760)	\$ (6,419)	\$ (9,227)	\$ (9,227)	\$ (8,974)	-97%	\$ (3)	-1%
	-95.67%	-62%	-41%	-100%	-100%	-97%		n/a	
Grants									
Contractual Services	8,435	15,420	-	-	-	-	-100%	-	n/a
Contractual Services: Greenways	19	22,902	-	-	-	-	-100%	-	n/a
Contractual Services: Wren Raingarden	2,477	777	-	-	-	-	-100%	-	n/a
Contractual Services: Ardrossan	371	-	-	-	-	-	-100%	-	n/a
Contractual Services: DCED Macrone	10,190	38	-	-	-	-	-100%	-	n/a
Total Grants	\$ 21,493	\$ 39,137	\$ -	\$ -	\$ -	\$ -		\$ -	
TOTAL EXPENDITURES	\$ 21,493	\$ 39,137	\$ -	\$ -	\$ -	\$ -		\$ -	
	\$ (966,790)	\$ 17,644	\$ (39,137)	\$ -	\$ -	\$ -	n/a	\$ -	n/a
	-97.83%	82%	-100%	n/a	n/a	n/a		n/a	
FUND BALANCE									
Beginning Fund Balance, January 1	\$ 6,798	\$ 26,715	\$ 3,224	\$ 12,451	\$ 12,451	\$ 12,451	83%	\$ 12,703	
Revenues	41,406	15,646	9,227	-	-	253	-99%	250	
Expenditures	21,493	39,137	-	-	-	-	-100%	-	
Accrual / Misc Adjustments	3	-	-	-	-	-		-	
Ending Fund Balance, December 1	\$ 26,715	\$ 3,224	\$ 12,451	\$ 12,451	\$ 12,451	\$ 12,703	-52%	\$ 12,953	
Increase / (Decrease) In Fund Balance	\$ 19,916	\$ (23,491)	\$ 9,227	\$ -	\$ -	\$ 253		\$ 250	

Radnor Township, PA
2019 Township Manager Recommended Budget

Police K9 Fund #17

**Radnor Township, PA
K9 Police Fund (#017)
2019 Operating Budget Narrative**



Fund Summary:

This fund was created by the Board of Commissioners 2013 to account for the activity associated with all the activity of the K9 program. The Board of Commissioners approved this program on a two-year trial program provided that enough donations / contributions are raised to fund the activity. Because of those stipulations, the Township elected to create a special revenue fund to account for the revenue and expense activity for the program. The two-year trial period concluded at the end of 2015. At that time, the Board of Commissioners elected to keep the program moving forward.

With the implementation of the new accounting software which will allow the Township to report specifically on K9 activity, the accounting has been moved to the General Fund beginning in 2018.

Fundraising efforts and K9 specific donations are still generated and are credited to the program.

Service / Program Descriptions:

Name	Description
Police Overtime / Extra Duty	Accounts for the payroll related costs of the two officers for specific K9 activity time. Any time worked on regular shift is not charged to this fund since it's not specific to K9 Activity. For prescheduled details outside of normal working hours, the Township charges a fee to offset the cost of the officer, dog and equipment needed to perform a sweep.
Operating Supplies	Supplies needed to care for the canines.
Professional Development	Accounts for the K9 specific training needed for the officers and their canines.
Contractual Services	Accounts for contractual related costs for the program including uniform needs, veterinarian needs, etc.
Vehicles and Equipment	The program requires two vehicles: The Township successfully partnered with Land Rover of the Main Line to purchase an L4 Land Rover at \$20,000 for one of the K9 Units. Then, the Township retrofitted one of the older police vehicles for the other canine unit.

Radnor Township, PA
Police K9 Fund (#17) Budget Worksheet

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2014	2015	2016	2017	2017	2017	%Δ	2018	%Δ
REVENUES:									
Interest and Rents:									
Interest & Rents	9	7	0	5	5	1	-87%	-	-100%
Total Interest and Rents	\$ 9	\$ 7	\$ 0	\$ 5	\$ 5	\$ 1		\$ -	
	\$ 6	\$ (2)	\$ (7)	\$ (2)	\$ (2)	\$ (6)		\$ (1)	
	219%	-18%	-98%	-29%	-29%	-87%		-100%	
Departmental Earnings									
Extra Duty	-	3,864	-	-	-	1,776	-54%	-	-100%
Total Departmental Earnings	\$ -	\$ 3,864	\$ -	\$ -	\$ -	\$ 1,776		\$ -	
	\$ -	\$ 3,864	\$ (3,864)	\$ (3,864)	\$ (3,864)	\$ (2,088)		\$ (1,776)	
	n/a	n/a	-100%	-100%	-100%	-54%		-100%	
Grants and Gifts									
Contributions / Donations	35,221	19,793	25,084	14,200	14,200	17,407	-12%	-	-100%
Total Grants and Gifts	\$ 35,221	\$ 19,793	\$ 25,084	\$ 14,200	\$ 14,200	\$ 17,407		\$ -	
	\$ (1,746)	\$ (15,428)	\$ 5,291	\$ (5,593)	\$ (5,593)	\$ (2,386)		\$ (17,407)	
	-5%	-44%	27%	-28%	-28%	-12%		-100%	
Transfers In									
Transfer In: General Fund	-	-	9,100	7,500	7,500	7,500	n/a	-	-100%
Total Grants and Gifts	\$ -	\$ -	\$ 9,100	\$ 7,500	\$ 7,500	\$ 7,500		\$ -	
	\$ -	\$ -	\$ 9,100	\$ 7,500	\$ 7,500	\$ 7,500		\$ (7,500)	
	n/a	n/a	n/a	n/a	n/a	n/a		-100%	
TOTAL GRANT FUND REVENUES	\$ 35,229	\$ 23,664	\$ 34,184	\$ 21,705	\$ 21,705	\$ 26,684		\$ -	
	\$ (1,741)	\$ (11,565)	\$ 10,520	\$ (1,959)	\$ (1,959)	\$ 3,020		\$ (26,684)	
	-4.71%	-32.83%	44.46%	-8%	-8%	13%		-100%	

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2014	2015	2016	2017	2017	2017	%Δ	2018	%Δ
EXPENDITURES:									
Police Department									
Police Overtime - K9	5,094	4,914	4,536	5,200	5,200	4,180	-15%	-	-100%
Salaries - Extra Duty	2,139	2,802	5,008	2,700	2,700	2,806	0%	-	-100%
Social Security / Medicare Taxes	553	590	730	500	500	517	-12%	-	-100%
Uniforms	3,569	-	-	500	500	125	n/a	-	-100%
Operating Supplies	2,386	1,213	810	1,600	1,790	1,443	19%	-	-100%
Professional Development	7,000	-	-	500	500	125	n/a	-	-100%
Contractual Services	-	1,269	683	2,300	2,300	248	-80%	-	-100%
Vehicles and Equipment	51,904	10,293	4,590	10,000	11,368	9,223	-10%	-	-100%
Total Grants	\$ 72,645	\$ 21,081	\$ 16,357	\$ 23,300	\$ 24,858	\$ 18,667		\$ -	
TOTAL GRANT FUND EXPENDITURE	\$ 72,645	\$ 21,081	\$ 16,357	\$ 23,300	\$ 24,858	\$ 18,667		\$ -	
	\$ 72,645	\$ (51,564)	\$ (4,724)	\$ 2,219	\$ 3,777	\$ (2,414)		\$ (18,667)	
	n/a	-70.98%	-22.41%	11%	18%	-11%		-100%	

FUND BALANCE	2014	2015	2016	2017	2017	2017	%Δ	2018
	Beginning Fund Balance, January 1	\$ 36,970	\$ (1,091)	\$ 1,864	\$ 19,690	\$ 19,690	\$ 19,690	-1904%
Revenues	35,229	23,664	34,184	21,705	21,705	26,684	13%	-
Expenditures	72,645	21,081	16,357	23,300	24,858	18,667	-11%	-
Accrual / Misc Adjustments	(645)	372	-	-	-	-		-
Ending Fund Balance, December 1	\$ (1,091)	\$ 1,864	\$ 19,690	\$ 18,095	\$ 16,537	\$ 27,707	1387%	\$ 27,707
Increase / (Decrease) In Fund Balance	\$ (38,061)	\$ 2,955	\$ 17,827	\$ (1,595)	\$ (3,153)	\$ 8,017		\$ -

Radnor Township, PA
2019 Township Manager Recommended Budget

\$8.0 Million Settlement Fund #18

Radnor Township, PA
\$8.0 Million Tax Settlement Fund (#018)
2019 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
\$8.0M Settlement Fund (#18) Budget Worksheet

Account Description	Actual	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Township Manager Recommended Budget	
	2014	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:										
Local Enabling Taxes:										
Business Privilege - Audit	-	-	-	-	-	-	-	n/a	-	n/a
Total Local Enabling Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	\$ (8,000,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	-100%	n/a	n/a	n/a	n/a	n/a	n/a		n/a	
Interest and Rents										
Interest	2,733.53	2,072.39	3,096.02	4,751	-	-	-	-100%	-	n/a
Total Interest and Rents	\$ 2,734	\$ 2,072	\$ 3,096	\$ 4,751	\$ -	\$ -	\$ -		\$ -	
	\$ 2,020	\$ (661)	\$ 1,024	\$ 1,655	\$ (4,751)	\$ (4,751)	\$ (4,751)		\$ -	
	283%	-24%	49%	53%	-100%	-100%	-100%		n/a	
TOTAL GRANT FUND REVENUES	\$ 2,734	\$ 2,072	\$ 3,096	\$ 4,751	\$ -	\$ -	\$ -		\$ -	
	\$ (7,997,980)	\$ (661)	\$ 1,024	\$ 1,655	\$ (4,751)	\$ (4,751)	\$ (4,751)		\$ -	
	-99.97%	-24.19%	49%	53%	-100%	-100%	-100%		n/a	
EXPENDITURES:										
Administration										
Information Technology - ERP	-	57,200	253,534	229,994	300,632	300,632	632,381	1006%	-	-100%
Total Administration	\$ -	\$ 57,200	\$ 253,534	\$ 229,994	\$ 300,632	\$ 300,632	\$ 632,381		\$ -	
Police Equipment										
Equipment - Kiosk Improvement	-	450,000	-	-	-	-	-	-100%	-	n/a
Total Grants	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
Parks and Recreation										
Willows Improvements	156,365	343,516	290,619	1,559	-	-	-	-100%	-	n/a
Total Grants	\$ 156,365	\$ 343,516	\$ 290,619	\$ 1,559	\$ -	\$ -	\$ -		\$ -	
Transfers Out										
Stormwater Fund (#04)	-	-	-	-	-	-	-	n/a	-	n/a
Capital Improvement Fund (#05)	1,518,310	-	-	-	-	-	-	n/a	-	n/a
Willows Fund (#023)	-	-	-	-	500,000	500,000	375,000	n/a	-	-100%
Police Pension (#07)	-	-	-	-	-	-	-	n/a	-	n/a
Civilian Pension (#11)	-	-	-	-	-	-	-	n/a	-	n/a
Total Grants	\$ 1,518,310	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 375,000		\$ -	
TOTAL GRANT FUND EXPENDITURE	\$ 1,674,675	\$ 850,716	\$ 544,153	\$ 231,552	\$ 800,632	\$ 800,632	\$ 1,007,381		\$ -	
	\$ (2,257,015)	\$ (823,959)	\$ (306,564)	\$ (312,600)	\$ 569,080	\$ 569,080	\$ 775,829		\$ (1,007,381)	
	-57.41%	-49.20%	-36%	-57%	246%	246%	335%		-100%	
FUND BALANCE										
Beginning Fund Balance, January 1	\$ 4,069,023	\$ 2,397,082	\$ 1,548,438	\$ 1,007,382	\$ 1,007,382	\$ 1,007,382	\$ 1,007,382	-58%	\$ 0	
Revenues	2,734	2,072	3,096	4,751	-	-	-	-100%	-	
Expenditures	1,674,675	850,716	544,153	231,552	800,632	800,632	1,007,381	18%	-	
Accrual / Misc Adjustments	-	-	-	-	-	-	-		-	
Ending Fund Balance, December 1	\$ 2,397,082	\$ 1,548,438	\$ 1,007,382	\$ 780,580	\$ 206,749	\$ 206,749	\$ 0	-100%	\$ 0	
Increase / (Decrease) In Fund Balance	\$ (1,671,941)	\$ (848,644)	\$ (541,057)	\$ (226,801)	\$ (800,632)	\$ (800,632)	\$ (1,007,381)		\$ -	

Radnor Township, PA
2019 Township Manager Recommended Budget

Park Impact Fee Fund #21

Radnor Township, PA
Park Impact Fee Fund (#021)
2019 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	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:									
Permits:									
Subdivision / Land Development	230,627	52,971	-	35,000	35,000	157,453	-32%	35,000	-78%
Total Permits	\$ 230,627	\$ 52,971	\$ -	\$ 35,000	\$ 35,000	\$ 157,453		\$ 35,000	
	\$ 190,943	\$ (177,656)	\$ (52,971)	\$ 35,000	\$ 35,000	\$ 157,453		\$ (122,453)	-78%
	481%	-77%	-100%	n/a	n/a	n/a			
Interest and Rents									
Interest	96	728	1,759	-	-	2,581	2577%	2,750	7%
Total Interest and Rents	\$ 96	\$ 728	\$ 1,759	\$ -	\$ -	\$ 2,581		\$ 2,750	
	\$ 69	\$ 631	\$ 1,031	\$ (1,759)	\$ (1,759)	\$ 821		\$ 169	
	258%	655%	142%	-100%	-100%	47%		\$ 7%	
TOTAL REVENUES	\$ 230,723	\$ 53,699	\$ 1,759	\$ 35,000	\$ 35,000	\$ 160,034		\$ 37,750	
	\$ 191,012	\$ (177,025)	\$ (51,940)	\$ 33,241	\$ 33,241	\$ 158,274		\$ (122,284)	
	481.01%	-77%	-97%	1889%	1889%	8996%		-76%	
EXPENDITURES:									
Parks and Recreation									
Parks Improvements	-	-	-	-	-	-	n/a	-	n/a
Total Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
Transfers Out									
Willows Fund	-	-	-	325,000	325,000	325,000	n/a	-	-100%
Total Transfers	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000	\$ 325,000		\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000	\$ 325,000		\$ -	
	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000	\$ 325,000		\$ (325,000)	-100%
	n/a	n/a	n/a	n/a	n/a	n/a			
FUND BALANCE									
Beginning Fund Balance, January 1	\$ 39,711	\$ 270,434	\$ 324,133	\$ 325,893	\$ 325,893	\$ 325,893	721%	\$ 160,926	
Revenues	230,723	53,699	1,759	35,000	35,000	160,034	-31%	37,750	
Expenditures	-	-	-	325,000	325,000	325,000	n/a	-	
Accrual / Misc Adjustments	-	-	-	-	-	-		-	
Ending Fund Balance, December 1	\$ 270,434	\$ 324,133	\$ 325,893	\$ 35,893	\$ 35,893	\$ 160,926	-40%	\$ 198,676	
Increase / (Decrease) In Fund Balance	\$ 230,723	\$ 53,699	\$ 1,759	\$ (290,000)	\$ (290,000)	\$ (164,966)		\$ 37,750	

Radnor Township, PA

2019 Township Manager Recommended Budget

Park and Open Space Fund #22

Radnor Township, PA
Park & Open Space Fund (#022)
2019 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; either through voted millage (estimated to be 0.0500 mills) or General Fund Transfers at the \$180,000.

	2017	2018	2019	2020	2021	2022
Beg Balance	\$624,329	\$216,241	\$141,742	121,164	(21,314)	(140,942)
Revenue						
Realty Transfer	834,530	818,178	873,250	902,000	931,750	962,500
Grants / Interest	1,880	2,401	2,500	2,500	2,500	2,500
General Fund Transfers	-	160,000	160,000	-	-	-
Total Rev	836,410	980,579	1,035,750	904,500	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)	(74,499)	(20,578)	(142,478)	(119,628)	(85,378)
Ending Balance	\$216,241	\$141,742	121,164	(21,314)	(140,942)	(226,320)

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES									
Local Enabling Tax									
Local Enabling Tax	957,663	756,680	834,530	860,525	860,525	818,178	-15%	873,250	7%
Total Local Enabling Tax	\$ 957,663	\$ 756,680	\$ 834,530	\$ 860,525	\$ 860,525	\$ 818,178		\$ 873,250	
	250,724	200,983	77,850	25,995	25,995	(16,352)		55,072	
	35%	-21%	10%	3%	3%	-2%		7%	
Interest and Rents									
Interest Earnings	354	1,194	1,880	200	200	2,401	577%	2,500	4%
Total Interest and Rents	\$ 354	\$ 1,194	\$ 1,880	\$ 200	\$ 200	\$ 2,401		\$ 2,500	
	(16)	840	686	(1,680)	(1,680)	521		99	
	-4%	237%	57%	-89%	-89%	28%		4%	
Miscellaneous									
Refunds & Miscellaneous	100,005	-	-	-	-	-	-100%	-	n/a
Total Miscellaneous	\$ 100,005	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
	100,005	(100,005)	-	-	-	-		-	
	n/a	-100%	n/a	n/a	n/a	n/a		n/a	
Transfers In									
From General Fund	-	400,000	-	160,000	160,000	160,000	n/a	180,000	13%
From Grant Fund	-	-	-	-	-	-	n/a	-	n/a
Total Interest and Rents	\$ -	\$ 400,000	\$ -	\$ 160,000	\$ 160,000	\$ 160,000		\$ 180,000	
	(1,090,958)	400,000	(400,000)	160,000	160,000	160,000		20,000	
	-100%	n/a	-100%	n/a	n/a	n/a		13%	
TOTAL REVENUES	\$ 1,058,023	\$ 1,157,874	\$ 836,410	\$ 1,020,725	\$ 1,020,725	\$ 980,579		\$ 1,055,750	
	(10,739,535)	99,851	(321,464)	184,315	184,315	144,169		75,171	
	-91%	9%	-28%	22%	22%	17%		8%	
EXPENDITURES									
Other									
Professional Services	-	7,000	-	-	-	-	n/a	-	n/a
Total Other	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -		\$ -	
	(11,909,581)	7,000	(7,000)	-	-	-		-	
	-100%	n/a	-100%	n/a	n/a	n/a		n/a	
Transfers Out									
General Fund	-	-	-	-	29,480	29,480	n/a	29,480	0%
Debt Service Fund	965,814	1,245,698	1,244,498	1,025,598	1,025,598	1,025,598	6%	1,026,848	0%
Total Transfers Out	\$ 965,814	\$ 1,245,698	\$ 1,244,498	\$ 1,025,598	\$ 1,055,078	\$ 1,055,078		\$ 1,056,328	
	251,298	279,884	(1,200)	(218,900)	(189,420)	(189,420)		1,250	
	35%	29%	0%	-18%	-15%	-15%		0%	
TOTAL EXPENDITURES	\$ 965,814	\$ 1,252,698	\$ 1,244,498	\$ 1,025,598	\$ 1,055,078	\$ 1,055,078		\$ 1,056,328	
	(11,799,711)	286,884	(8,200)	(218,900)	(189,420)	(189,420)		1,250	
	-92%	30%	-1%	-18%	-15%	-15%		0%	
FUND BALANCE									
Beginning Fund Balance, January 1	\$ 161,811	\$ 859,020	\$ 624,329	\$ 216,241	\$ 216,241	\$ 216,241	34%	\$ 141,742	
Revenues	1,058,023	1,157,874	836,410	1,020,725	1,020,725	980,579	-7%	1,055,750	
Expenditures	965,814	1,252,698	1,244,498	1,025,598	1,055,078	1,055,078	9%	1,056,328	
Accrual / Misc Adjustments	605,000	(139,867)	-	-	-	-		-	
ENDING FUND BALANCE, December 31	\$ 859,020	\$ 624,329	\$ 216,241	\$ 211,368	\$ 181,888	\$ 141,742	-83%	\$ 141,164	
Increase / (Decrease) In Fund Balance	\$ 697,209	\$(234,691)	\$(408,088)	\$(4,873)	\$(34,353)	\$(74,499)		\$(578)	

Radnor Township, PA

2019 Township Manager Recommended 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 FUND	AMOUNT
GENERAL FUND (#001)	\$ 800,702
\$8.0M SETTLEMENT FUND (#018)	500,000
PARK IMPACT FEE FUND (#021)	500,000
SALE OF BOY SCOUT HOUSE	190,931
TOTAL PROCEEDS	1,991,633

To-date, the Township has engaged a professional architect to prepare improvement plans and cost estimates for the Mansion restoration / improvement. Updates are expected in November 2018 and will require Board direction on how to proceed (with the improvements and WPP).

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	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES									
Interest and Rents									
Interest & Rents	11	33	122	10	10	847	7486%	1,000	18%
Total Interest and Rents	\$ 11	\$ 33	\$ 122	\$ 10	\$ 10	\$ 847		\$ 1,000	
	\$ (3)	\$ 22	\$ 89	\$ (112)	\$ (112)	\$ 724		\$ 153	
	-19%	196%	270%	-92%	-92%	592%		18%	
Mansion Improvement Proceeds									
Donation	-	-	-	500,000	500,000	500,000	n/a	500,000	0%
Sale of Boy Scout House	-	-	-	190,958	190,958	190,931	n/a	-	-100%
Total Sale of Assets	\$ -	\$ -	\$ -	\$ 690,958	\$ 690,958	\$ 690,931		\$ 500,000	
	\$ -	\$ -	\$ -	\$ 690,958	\$ 690,958	\$ 690,931		\$ (190,931)	
	n/a	n/a	n/a	n/a	n/a	n/a		n/a	
Transfers In									
\$8.0M Settlement Fund	-	-	-	500,000	500,000	500,000	n/a	-	-100%
Park Impact Fee Fund	-	-	-	500,000	500,000	500,000	n/a	-	-100%
From General Fund	65,000	15,000	70,000	800,702	800,702	50,000	-23%	-	-100%
Total Transfers In	\$ 65,000	\$ 15,000	\$ 70,000	\$ 1,800,702	\$ 1,800,702	\$ 1,050,000		\$ -	
	\$ 65,000	\$ (50,000)	\$ 55,000	\$ 1,730,702	\$ 1,730,702	\$ 980,000		\$ (1,050,000)	
	n/a	-77%	367%	2472%	2472%	1400%		-100%	
TOTAL REVENUES	\$ 65,011	\$ 15,033	\$ 70,122	\$ 2,491,670	\$ 2,491,670	\$ 1,741,777		\$ 501,000	
	\$ 64,997	\$ (49,978)	\$ 55,089	\$ 2,421,548	\$ 2,421,548	\$ 1,671,655		\$ (1,240,777)	
	472022%	-77%	366%	3453%	3453%	2384%		-71%	
EXPENDITURES									
Willows Operations									
Salaries	415	290	46	-	-	441	6%	-	-100%
Social Security Taxes	32	23	3	-	-	33	4%	-	-100%
Utilities	9,407	8,242	7,397	10,000	10,000	11,641	24%	10,000	-14%
Operating Supplies	-	-	88	-	-	288	n/a	-	-100%
Contractual Services	6,941	5,300	587	7,000	7,000	4,608	-34%	7,000	52%
Professional Services	-	-	40,487	-	152	13	n/a	-	-100%
Maint. & Repairs: Bldgs & Fixtures	12,835	1,348	10,597	10,000	10,000	13,113	2%	10,000	-24%
Maint. & Repairs: Mach & Equipment	928	-	6,460	-	-	-	-100%	-	n/a
Capital Improvements	4,200	-	-	212,000	212,000	139,177	3214%	1,588,702	1041%
Total Willows Operations	\$ 34,759	\$ 15,203	\$ 65,665	\$ 239,000	\$ 239,152	\$ 169,314		\$ 1,615,702	
	\$ 20,183	\$ (19,556)	\$ 50,462	\$ 173,335	\$ 173,487	\$ 103,649		\$ 1,446,388	
	138%	-56%	332%	264%	264%	158%		854%	
Insurance									
Liability, Auto, Prop, Etc Insurance	-	-	6,356	-	-	7,874	n/a	8,000	2%
Total Insurance	\$ -	\$ -	\$ 6,356	\$ -	\$ -	\$ 7,874		\$ 8,000	
\$ Δ	\$ -	\$ -	\$ 6,356	\$ (6,356)	\$ (6,356)	\$ 1,518		\$ 126	
% Δ	n/a	n/a	n/a	-100%	-100%	24%		2%	
TOTAL EXPENDITURES	\$ 34,759	\$ 15,203	\$ 72,021	\$ 239,000	\$ 239,152	\$ 177,188		\$ 1,623,702	
	\$ 20,183	\$ (19,556)	\$ 56,818	\$ 166,979	\$ 167,131	\$ 105,167		\$ 1,446,514	
	138%	-56%	374%	232%	232%	146%		816%	
FUND BALANCE									
Beginning Fund Balance, January 1	\$ 71,286	\$ 99,722	\$ 99,552	\$ 97,654	\$ 97,654	\$ 97,654	37%	\$ 1,662,244	
Revenues	65,011	15,033	70,122	2,491,670	2,491,670	1,741,777	2579%	501,000	
Expenditures	34,759	15,203	72,021	239,000	239,152	177,188	410%	1,623,702	
Accrual / Misc Adjustments	(1,817)	-	-	-	-	-		-	
ENDING FUND BALANCE, December 31	\$ 99,722	\$ 99,552	\$ 97,654	\$ 2,350,324	\$ 2,350,172	\$ 1,662,244	1567%	\$ 539,542	
Increase / (Decrease) In Fund Balance	\$ 28,436	\$ (170)	\$ (1,898)	\$ 2,252,670	\$ 2,252,518	\$ 1,564,590		\$ (1,122,702)	

Radnor Township, PA
2019 Township Manager Recommended Budget

Debt Service Fund #24

Radnor Township, PA
Debt Service Fund (#024)
2019 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. For 2018 the following tables summarize the budgeted activity.

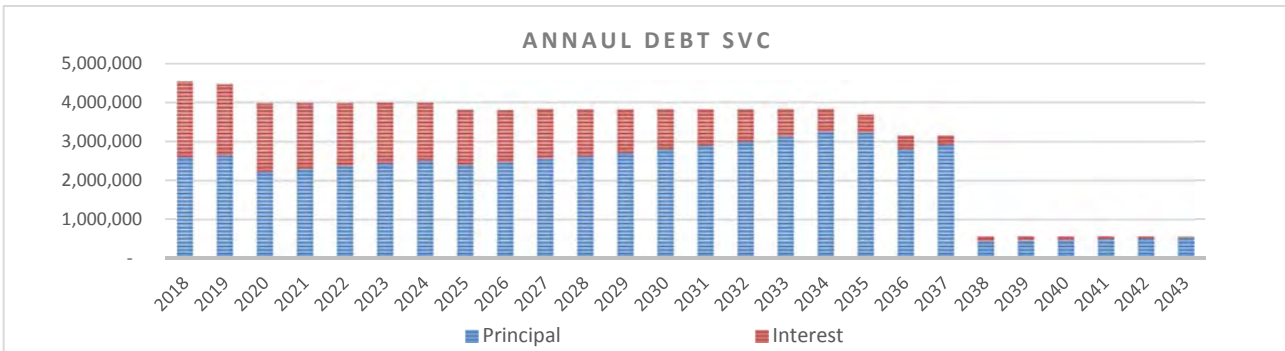
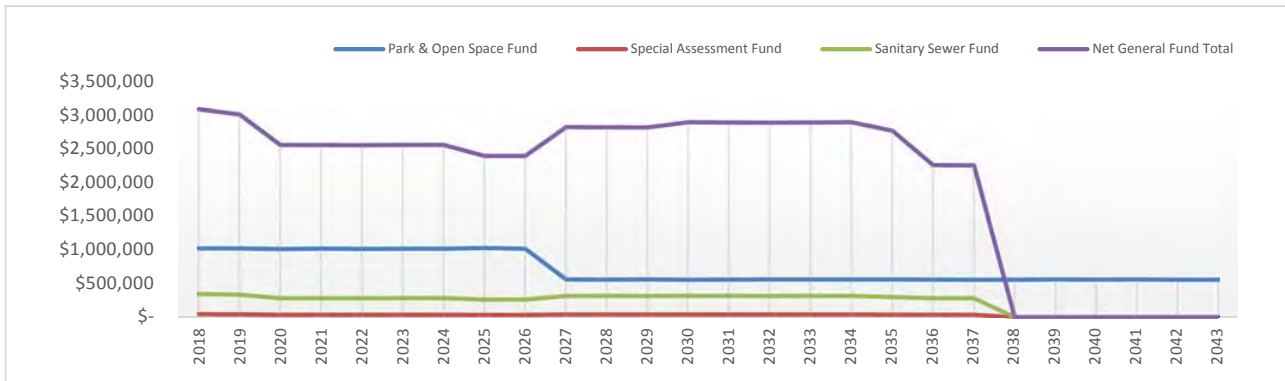
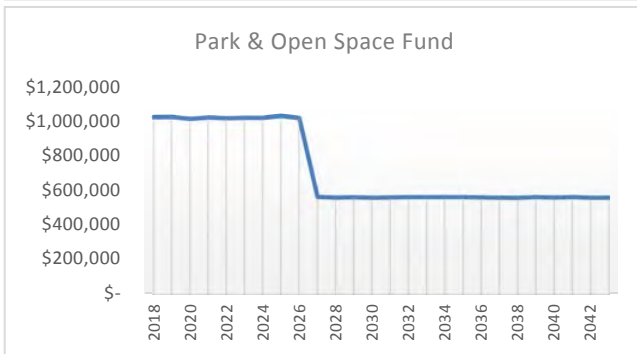
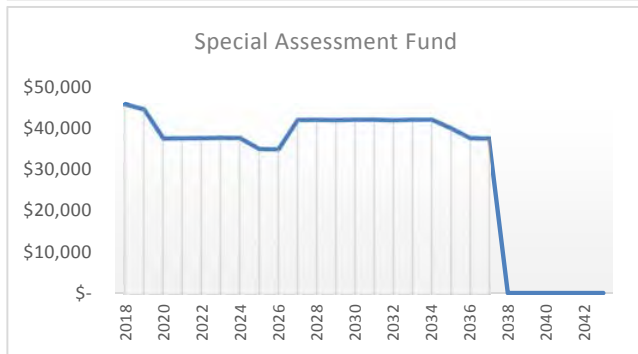
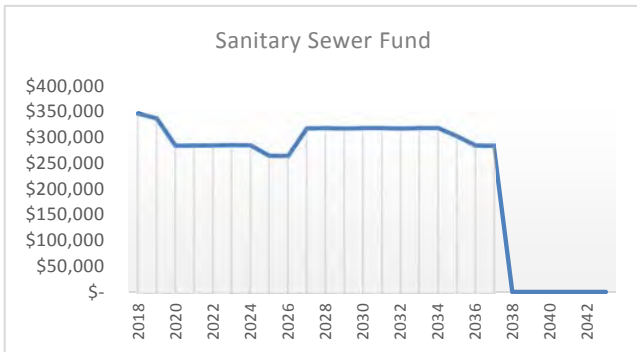
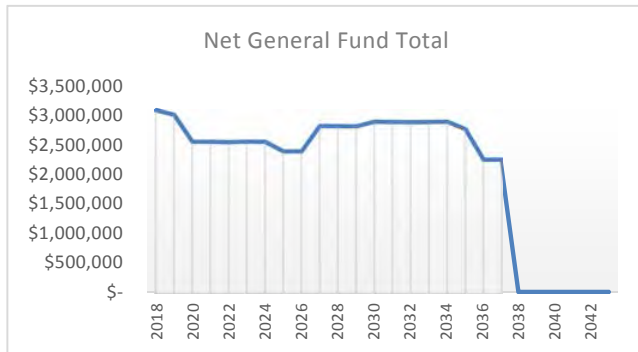
The Township's outstanding principal debt balance at December 31, 2018 will be \$58,770,000, up from \$56,825,000 at December 31, 2017. The increase is from the new sanitary sewer borrowing late in 2018. In 2019, the Township will pay down \$2,830,000 in principal, ending the year with an outstanding balance of \$55,940,000. The beginning outstanding balance is made up in non-voted general obligations of the Township and voted open space bonds. Currently the Township has seven 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, and Series 2018 borrowed for emergency Sanitary Sewer projects. The table below reflects the summary of budgeted debt obligation transactions for 2019.

Issue	Final Year of Maturity	Original Principal Amount	Balance January 1, 2019	2019 Additions	2019 Reductions	Balance December 31, 2019	Interest Payments
Non-Voted General Obligation Bonds:							
2012 Series Refund	2037	16,360,000	16,160,000	-	35,000	16,125,000	619,763
2013 Series Refund	2034	18,210,000	15,545,000	-	1,195,000	14,350,000	541,959
2015 Series Refund/Libr.	2035	7,740,000	4,955,000	-	525,000	4,430,000	142,431
2016 Series Park/Trail	2035	5,765,000	5,040,000	-	240,000	4,800,000	128,295
2018 Series Sewer	2028	4,545,000	4,545,000	-	190,000	4,355,000	200,000
Subtotal		52,620,000	46,245,000	-	2,185,000	44,060,000	1,632,448
Voted Open Space General Obligation Bonds							
2014 Series Ardrossan	2043	9,885,000	9,160,000	-	255,000	8,905,000	308,960
2015 Series Ref Various	2026	4,965,000	3,365,000	-	390,000	2,975,000	72,888
Subtotal		14,850,000	12,525,000	-	645,000	11,880,000	381,848
Grand Totals		67,470,000	58,770,000	-	2,830,000	55,940,000	2,014,296

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 2019 debt service.

Fund	Amount
General Fund – General Revenues / Real Estate Taxes	\$3,014,992
Sewer Fund – Sewer Rent	727,730
Special Assessment Fund – Infrastructure Projects	44,664
Parks & Open Space Fund – Real Estate Transfer Tax and Voted Millage	1,026,848
Wayne Art Center Repayment	30,063
Library Repayment (eliminated in 2010)	-
Total	\$4,844,297

**Radnor Township, PA
Debt Service Fund (#024)
2019 Operating Budget Narrative**



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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Township Manager Recommended Budget	
	2015	2016	2017	2018	2018	2018	%Δ	2019	%Δ
REVENUES:									
Interest and Rents:									
Interest & Rents	-	-	259	-	-	366	n/a	400	9.2%
Total Interest and Rents	\$ -	\$ -	\$ 259	\$ -	\$ -	\$ 366		\$ 400	
	\$ (1)	\$ -	\$ 259	\$ (259)	\$ (259)	\$ 107		\$ 34	
	-100%	n/a	n/a	-100%	-100%	41%		9%	
Debt Repayment Proceeds									
Art Center / Fire Company Pmts	191,062	110,561	110,519	30,063	30,063	30,063	-84%	30,063	0.0%
Total Debt Repayment Proceeds	\$ 191,062	\$ 110,561	\$ 110,519	\$ 30,063	\$ 30,063	\$ 30,063		\$ 30,063	
	\$ 140,623	\$ (80,501)	\$ (41)	\$ (80,456)	\$ (80,456)	\$ (80,457)		\$ 1	
	279%	-42%	0%	-73%	-73%	-73%		0%	
Transfers In (from other Funds):									
From Special Assessment Fund	49,819	49,899	45,539	45,889	45,889	45,889	-8%	44,664	-2.7%
From General Fund	2,924,000	2,997,000	2,991,145	3,090,519	3,090,519	3,090,519	6%	3,014,992	-2.4%
From Sewer Fund	368,550	369,147	344,356	346,992	346,992	346,992	-6%	337,730	-2.7%
From Parks & Open Space Fund	965,814	1,245,698	1,244,498	1,025,598	1,025,598	1,025,598	6%	1,026,848	0.1%
From Willows Fund	-	-	-	-	-	-	n/a	-	n/a
Total Transfers In	\$ 4,308,183	\$ 4,661,744	\$ 4,625,538	\$ 4,508,998	\$ 4,508,998	\$ 4,508,998		\$ 4,424,234	
	\$ 502,298	\$ 353,561	\$ (36,206)	\$ (116,540)	\$ (116,540)	\$ (116,540)		\$ (84,764)	
	-3%	-3%	-3%	-3%	-3%	-3%			
TOTAL DEBT SERVICE FUND REVENUE	\$ 4,499,245	\$ 4,772,305	\$ 4,736,316	\$ 4,539,061	\$ 4,539,061	\$ 4,539,426		\$ 4,454,697	
	\$ 642,921	\$ 273,060	\$ (35,989)	\$ (197,255)	\$ (197,255)	\$ (196,890)		\$ (84,730)	
	16.67%	6.07%	-0.75%	-4%	-4%	-4%		-2%	
EXPENDITURES:									
Debt Service:									
Interest	1,720,685	1,936,906	1,926,058	1,939,059	1,939,059	1,939,059	13%	1,814,296	-6.4%
Principal	2,700,000	2,835,000	2,810,000	2,600,000	2,600,000	2,600,000	-4%	2,640,000	1.5%
Park/Trail/Library Debt Service	-	-	-	-	-	-	n/a	-	n/a
Refunding Principal Redemption	-	-	-	-	-	-	n/a	-	n/a
Total Debt Service	\$ 4,420,685	\$ 4,771,906	\$ 4,736,058	\$ 4,539,059	\$ 4,539,059	\$ 4,539,058		\$ 4,454,296	
	\$ 242,588	\$ 351,221	\$ (35,848)	\$ (196,999)	\$ (196,999)	\$ (197,000)		\$ (84,762)	
	6%	8%	-1%	-4%	-4%	-4%		-2%	
TOTAL DEBT SERVICE EXPENDITURE	\$ 4,420,685	\$ 4,771,906	\$ 4,736,058	\$ 4,539,059	\$ 4,539,059	\$ 4,539,058		\$ 4,454,296	
	\$ 242,588	\$ 351,221	\$ (35,848)	\$ (196,999)	\$ (196,999)	\$ (197,000)		\$ (84,762)	
	5.81%	7.94%	-0.75%	-4%	-4%	-4%		-2%	
FUND BALANCE									
Beginning Fund Balance, January 1	\$ 1,204,728	\$ 1,067,520	\$ 1,067,919	\$ 1,068,177	\$ 1,068,177	\$ 1,068,177	-11%	\$ 1,068,545	
Revenues	4,499,245	4,772,305	4,736,316	4,539,061	4,539,061	4,539,426	1%	4,454,697	
Expenditures	4,420,685	4,771,906	4,736,058	4,539,059	4,539,059	4,539,058	3%	4,454,296	
Accrual / Misc Adjustments	(215,768)	-	-	-	-	-		-	
Ending Fund Balance, December 1	\$ 1,067,520	\$ 1,067,919	\$ 1,068,177	\$ 1,068,179	\$ 1,068,179	\$ 1,068,545	0%	\$ 1,068,946	
Increase / (Decrease) In Fund Balance	\$ (137,208)	\$ 399	\$ 258	\$ 2	\$ 2	\$ 368		\$ 401	

Radnor Township, PA
2019 Township Manager Recommended Budget

Exhibit A: Supplemental Information Section

Radnor Township, PA

2019 Township Manager Recommended Budget

2019 Fund Activity and Balance Summary Worksheet

Radnor Township, PA
Budget Fund Total Activity
For the Year Budgeted - 2019



	General Fund	Sewer Fund	Liquid Fuels Fund	Storm Water Mgmt. Fund	Capital Improvement Fund	Special Assessment Fund	Investigation Fund	DOJ Equitable Sharing Fund	Commem. Shade Tree Fund	Grant Fund	K9 Police Fund	\$8.0M Settlement Fund	Park Impact Fee Fund	Parks & Open Space Fund	Debt Service Fund	Aggregate Total For Governmental Funds	Enterprise Willows Fund	GRAND TOTAL ALL FUNDS
REVENUES																		
Taxes																		
Real Estate Tax	\$ 12,765,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,765,000	\$ -	\$ 12,765,000
Real Estate Transfer Tax	2,619,750	-	-	-	-	-	-	-	-	-	-	-	-	873,250	-	3,493,000	-	3,493,000
Miscellaneous Tax	1,641,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,641,000	-	1,641,000
Local Services Tax	1,166,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,166,000	-	1,166,000
Amusement Tax	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,000	-	20,000
Business Privilege Tax	8,848,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,848,000	-	8,848,000
Total Taxes	\$ 27,059,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 873,250	\$ -	\$ 27,933,000	\$ -	\$ 27,933,000
Permits and Licenses																		
Building Permits	1,560,000	-	-	-	-	-	-	-	-	-	-	-	35,000	-	-	1,595,000	-	1,595,000
Cable TV	750,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	750,000	-	750,000
All Others	1,030,950	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,030,950	-	1,030,950
Total Permits and Licenses	\$ 3,340,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ 3,375,950	\$ -	\$ 3,375,950
Other Sources																		
Fines	490,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	490,000	-	490,000
Interest and Rents	370,000	28,358	8,000	20,000	7,000	500	40	-	1,000	250	-	-	2,750	2,500	400	441,798	1,000	441,798
Grants and Gifts	1,471,220	-	900,000	-	-	-	-	-	15,000	-	-	-	-	-	-	2,386,220	500,000	2,886,220
Department Earnings	1,454,500	5,626,962	-	1,100,000	-	-	-	-	-	-	-	-	-	-	-	8,181,462	-	8,181,462
Special Assessments	-	-	-	-	-	6,820	-	-	-	-	-	-	-	-	-	6,820	-	6,820
Refunds and Miscellaneous	234,500	34,972	-	15,000	280,000	-	16,200	-	-	-	-	-	-	-	-	580,672	-	580,672
Debt Repayment Agreements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,063	30,063	-	30,063
Total Other Sources	\$ 4,020,220	\$ 5,690,292	\$ 908,000	\$ 1,135,000	\$ 287,000	\$ 7,320	\$ 16,240	\$ -	\$ 16,000	\$ 250	\$ -	\$ -	\$ 2,750	\$ 2,500	\$ 30,063	\$ 12,116,035	\$ 501,000	\$ 12,617,035
TOTAL REVENUES	\$ 34,420,920	\$ 5,690,292	\$ 908,000	\$ 1,135,000	\$ 287,000	\$ 7,320	\$ 16,240	\$ -	\$ 16,000	\$ 250	\$ -	\$ -	\$ 37,750	\$ 875,750	\$ 30,463	\$ 43,424,985	\$ 501,000	\$ 43,925,985
EXPENSES																		
General Government	3,260,166	199,923	-	-	306,640	-	-	-	-	-	-	-	-	-	-	3,766,729	-	3,766,729
Protection to Persons & Property	11,979,221	-	-	-	741,636	-	16,240	-	-	-	-	-	-	-	-	12,555,097	-	12,555,097
Public Works	6,876,575	5,044,072	100,000	548,840	523,489	-	-	-	-	-	-	-	-	-	-	13,092,976	-	13,092,976
Library	965,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	965,000	-	965,000
Park & Recreation	2,641,057	-	-	-	99,562	-	-	-	102,446	-	-	-	-	-	-	2,843,065	1,623,702	4,466,767
Retiree Benefit Expenses	4,339,207	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,339,207	-	4,339,207
Community Org. Contributions	275,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	275,000	-	275,000
Capital Outlay	-	1,915,000	808,000	1,758,398	-	-	-	-	-	-	-	-	-	-	-	4,481,398	-	4,481,398
Debt Service	5,000	310,500	-	-	-	-	-	-	-	-	-	-	-	-	4,454,296	-	4,769,796	
TOTAL EXPENSES	\$ 30,159,226	\$ 7,469,495	\$ 908,000	\$ 2,307,238	\$ 1,671,327	\$ -	\$ 16,240	\$ -	\$ 102,446	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,454,296	\$ 47,088,267	\$ 1,623,702	\$ 48,711,969
Operating Surplus / (Deficit)	\$ 4,261,694	\$ (1,779,203)	\$ -	\$ (1,172,238)	\$ (1,384,327)	\$ 7,320	\$ -	\$ -	\$ (86,446)	\$ 250	\$ -	\$ -	\$ 37,750	\$ 875,750	\$ (4,423,833)	\$ (3,663,282)	\$ (1,122,702)	\$ (4,785,984)
INTRAFUND TRANSFERS																		
Transfers for Interfund Loan Repayments	29,480	-	-	-	-	-	-	-	-	-	-	-	-	(29,480)	-	-	-	-
Transfers for Funding Allocations	(205,000)	-	-	-	-	-	-	-	25,000	-	-	-	-	180,000	-	-	-	-
Transfers for Capital Funding	(1,384,327)	-	-	-	1,384,327	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers for Debt Payments	(3,014,922)	(337,730)	-	-	-	(44,664)	-	-	-	-	-	-	-	(1,026,848)	4,424,234	-	-	
TOTAL TRANSFER ACTIVITY	\$ (4,574,839)	\$ (337,730)	\$ -	\$ -	\$ 1,384,327	\$ (44,664)	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ (876,328)	\$ 4,424,234	\$ -	\$ -	\$ -
FUND BALANCE																		
Beginning Fund Balance (Adjusted)	5,586,233	6,148,473	329,338	2,711,190	11,900	192,379	11,332	-	61,446	12,703	0	0	160,926	141,742	1,068,545	16,436,210	1,662,244	18,098,433
Operating Surplus / (Deficit)	4,261,694	(1,779,203)	-	(1,172,238)	(1,384,327)	7,320	-	-	(86,446)	250	-	-	37,750	875,750	(4,423,833)	(3,663,282)	(1,122,702)	(4,785,984)
Net Interfund Transfer Activity	(4,574,839)	(337,730)	-	-	1,384,327	(44,664)	-	-	23,000	-	-	-	-	(876,328)	4,424,234	-	-	-
Ending Fund Balance (Estimated)	\$ 5,273,088	\$ 4,031,541	\$ 329,338	\$ 1,538,952	\$ 11,900	\$ 155,035	\$ 11,332	\$ -	\$ 0	\$ 12,953	\$ 0	\$ 0	\$ 198,676	\$ 141,164	\$ 1,068,946	\$ 12,772,927	\$ 539,542	\$ 13,312,469

Radnor Township, PA

2019 Township Manager Recommended 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 - 2018



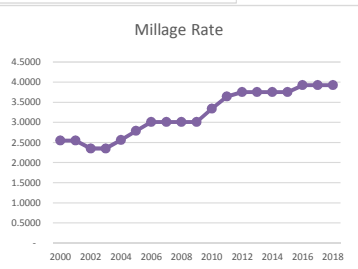
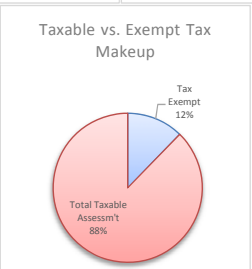
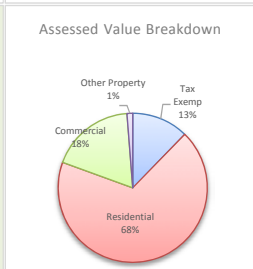
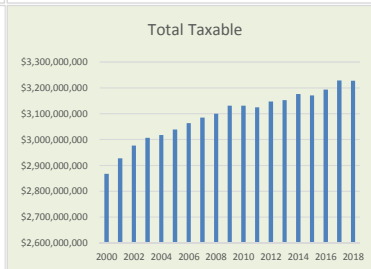
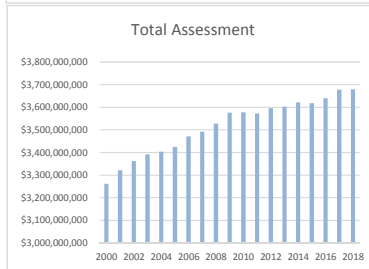
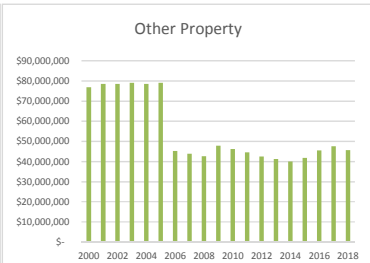
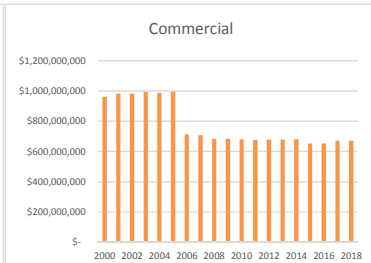
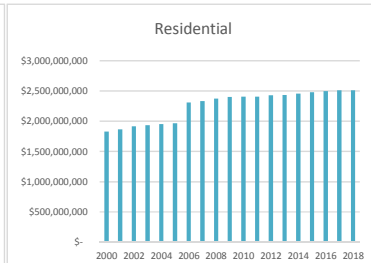
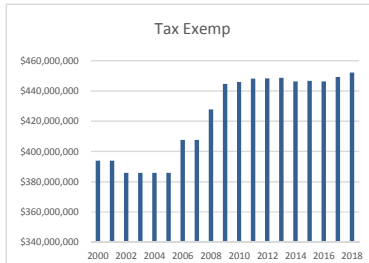
Year	Assessed Value Breakdown					Taxable Assessment Information			Millage Information		
	Tax Exempt	Residential	Commercial	Other Property	Total Assessment	Total Taxable	Annual % Δ	Running 5 Year CAGR %	Millage Rate	Annual % Δ	Running 5 Year CAGR %
2000	\$ 393,867,910	\$ 1,827,631,476	\$ 962,846,955	\$ 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%

Change

3,084,637 (27,046)

- (1,881,352)

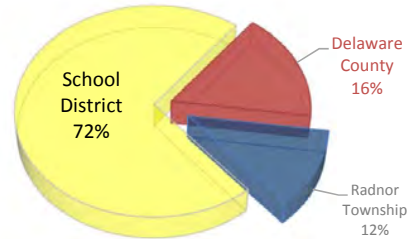
1,176,239 *County wide re-assessment, eff. January 2000



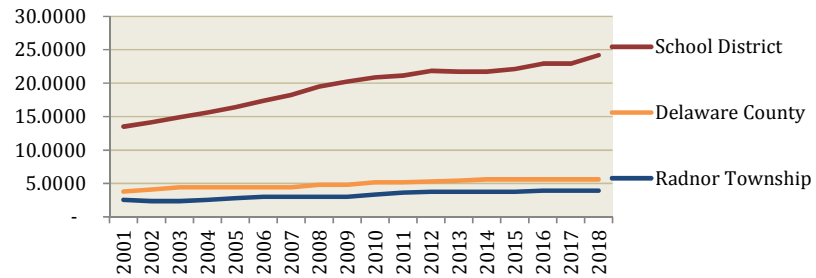
Radnor Township, PA
Real Estate Tax Breakdown
For the Years 2001-2017

Year	Total Assessed Value [c]	Taxable Assessed Value [c]	% Change	Millage Rates							
				School District		Delaware County		Radnor Township		Total	% Change
				%	Change	%	Change	%	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%

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 2012 Millage rate of 21.8227 is for the July 1, 2012 - June 30, 2013 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 2013 Total millage rate includes the 2013 millage rates for the Township and County, plus the 2012 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
2019 Township Manager Recommended Budget

Consumer Price Index

Radnor Township, PA
Philadelphia Region Consumer Price Index Summary Information

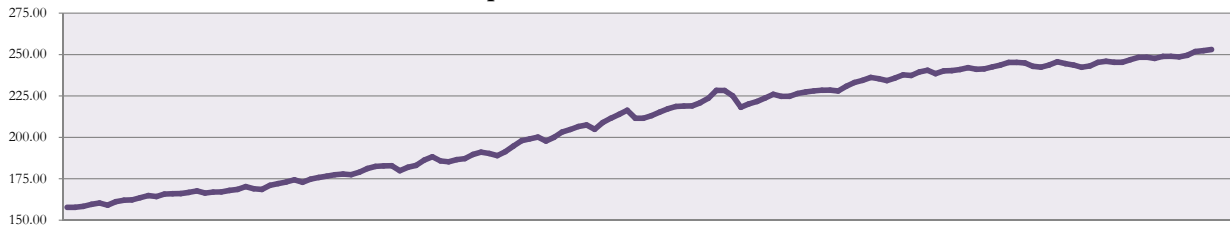


Consumer Price Index - All Urban Consumers

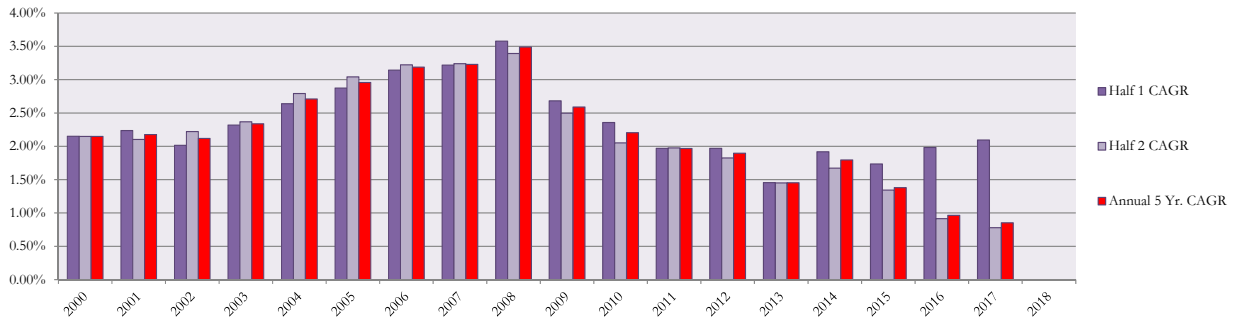
Series Id: CUURA102SA0 Not Seasonally Adjusted
 Area: Philadelphia-Wilmington-Atlantic City, PA-NJ-DE-MD
 Item: All items
 Base Period: 1982-84=100
 Link: [Department of Labor - Philadelphia Area CPI](#)

Column1	# of Yrs	Feb	Apr	Jun	Aug	Oct	Dec	Annual	%Δ	Annual 5 Yr.		HALF1	%Δ2	Half 1 CAGR	HALF2	%Δ3	Half 2 CAGR
										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	203.50	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%	1.73%	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%	1.98%	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%	2.09%	248.90	1.06%	0.78%	
2018	24.00	249.57	251.85	252.39	253.09						250.71	1.12%					

**Annual CPI - All Urban Consumers
Philadelphia Metro Area**



Five Year Compounded Annual Growth Rates



Radnor Township, PA
2019 Township Manager Recommended Budget

Sanitary Sewer Fund Forecast

Radnor Township, PA
 Sewer Rent Analysis: Water Usage (Actual) / Billing Statistics
 For the Year Budgeted, 2019

	2010	2011	2012	2013	Actual 2014	2015	2016	2017	Budget 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Revenue															
Interest Earnings	\$ 5,718	\$ 5,531	\$ 13,407	\$ 14,336	\$ 25,992	\$ 25,178	\$ 40,294	\$ 13,302	\$ 27,939	\$ 28,358	\$ 28,783	\$ 29,215	\$ 29,653	\$ 30,098	\$ 30,549
Rent-Current Year Face	4,558,667	4,942,308	4,949,494	4,884,536	4,829,184	4,808,700	4,645,693	4,829,840	5,046,145	5,478,556	5,921,531	6,299,113	6,629,113	6,924,752	7,194,008
Rent-Current Year Penalty	36,078	33,963	31,193	42,132	32,021	36,349	37,248	39,740	37,670	44,759	47,164	49,570	51,976	54,381	56,787
Rent-Prior Year	43,034	57,928	84,550	86,989	100,883	56,674	88,479	94,112	66,464	89,060	90,209	91,358	92,508	93,657	94,806
Connection Fees	2,550	9,067	2,568	11,092	16,800	10,150	20,016	9,350	16,139	9,710	8,461	7,213	5,965	4,716	3,468
Sewer Charges	10,851	6,741	7,963	7,478	6,754	5,685	6,754	8,548	18,814	4,878	4,803	4,729	4,655	4,581	4,507
Miscellaneous	15,063	23,296	19,519	16,210	26,345	21,325	32,046	29,964	26,900	34,972	37,130	39,288	41,445	43,603	45,761
Financing Proceeds	-	-	-	-	-	-	-	-	4,500,000	-	-	-	-	-	-
Transfers from General Fund	-	-	-	1,153,000	-	-	-	-	1,750,000	1,153,000	-	-	-	-	-
Revenue Total	4,671,961	5,078,835	5,108,694	6,215,773	5,041,079	4,964,061	4,863,337	6,774,857	10,893,070	5,690,292	6,138,082	6,950,486	7,309,035	7,576,788	7,843,896
Expenditures															
Operations	844,059	1,198,628	1,078,328	916,311	953,317	981,381	980,223	1,027,995	1,007,876	1,097,577	2,696,151	2,760,902	2,827,271	2,895,299	2,965,028
Operations-Current	844,059	1,198,628	1,078,328	916,311	953,317	981,381	980,223	1,027,995	1,007,876	1,097,577	2,696,151	2,760,902	2,827,271	2,895,299	2,965,028
Operations-New Staff	-	-	-	-	-	-	-	-	-	-	1,465,000	1,509,625	1,539,166	1,577,645	1,617,886
Operations-New Equipment	-	-	-	-	-	-	-	-	-	-	186,135	186,135	186,135	186,135	186,135
Capital	-	-	-	621,724	295,236	126,748	313,754	1,582,121	982,175	1,915,000	2,020,000	2,020,000	2,260,000	2,260,000	2,260,000
Debt Service	390,664	210,000	390,664	376,995	368,550	368,550	369,147	344,356	561,682	648,230	984,760	985,028	985,156	985,664	985,408
RHM	2,925,890	3,187,345	3,456,973	3,340,685	3,658,572	3,704,185	3,865,876	3,910,878	4,038,634	4,146,418	4,250,079	4,356,331	4,465,239	4,576,870	4,691,292
Expenditure Total	4,160,613	4,595,973	4,925,965	5,255,715	5,275,675	5,180,864	5,259,000	6,865,349	6,590,367	7,807,225	9,950,990	9,362,260	10,953,666	9,456,833	9,865,728
Net Revenue	511,348	482,862	182,729	960,058	(234,596)	(216,803)	(665,664)	(90,492)	4,302,703	(2,116,933)	(3,812,907)	488,226	1,053,666	1,019,955	344,158
Ending Fund Cash Balance	1,823,985	2,288,628	2,458,811	3,417,508	2,904,186	2,658,898	1,964,748	1,845,770	6,148,473	4,031,541	218,633	706,859	162,229	1,182,154	1,526,342

Water Usage | Provided by Aqua, PA

	Actual								Projected						
	2009 Usage 2010 Billing	2010 Usage 2011 Billing	2011 Usage 2012 Billing	2012 Usage 2013 Billing	2013 Usage 2014 Billing	2014 Usage 2015 Billing	2015 Usage 2016 Billing	2016 Usage 2017 Billing	2017 Usage 2018 Billing	2019	2020	2021	2022	2023	2024
1st Quarter	171,861.6	172,503.8	170,738.3	165,549.1	171,436.80	162,346.40	156,384.70	153,360.60	157,909.70	150,999.58	153,029.16	150,958.74	148,888.32	146,817.90	143,516.65
2nd Quarter	185,701.4	189,002.3	196,464.7	185,182.1	181,945.80	181,892.60	185,898.70	168,816.30	169,947.70	170,428.43	167,961.86	165,495.29	163,028.72	160,562.14	153,670.52
3rd Quarter	194,081.7	241,911.8	233,098.4	223,918.3	195,000.80	200,920.20	223,196.00	223,196.00	187,360.10	196,866.49	194,015.78	191,165.08	188,314.37	186,442.20	164,442.20
4th Quarter	183,217.6	194,758.4	169,049.8	185,595.3	182,752.90	179,873.00	178,445.80	185,681.40	180,775.89	180,775.89	180,775.89	180,775.89	180,775.89	179,799.50	179,711.29
Total Regular Meter Usage	734,862.3	798,176.3	766,851.2	760,244.7	731,136.3	725,032.0	721,322.0	728,028.3	696,813.4	703,170.4	695,538.5	687,906.7	680,374.9	672,643.0	641,375.9
Big Meters Usage	143,823.8	157,507.9	151,487.3	150,986.2	155,332.3	134,793.5	121,026.2	121,981.1	126,297.6	119,207.04	114,978.53	110,750.03	106,521.53	102,293.03	89,878.02
2nd Meter-Subtract	(26,967.0)	(51,135.0)	(46,310.0)	(64,714.0)	(47,228.0)	(46,223.0)	(51,197.3)	(41,018.0)	(58,984.0)	(55,614.08)	(57,097.43)	(58,580.77)	(60,064.11)	(61,547.46)	(53,257.02)
2nd Meter-Charges	624.0	815.0	807.0	757.0	713.0	647.0	665.0	787.0	564.0	648.94	636.98	625.01	613.04	601.08	504.37
Total Usage	852,343.1	905,364.2	872,335.5	847,183.9	839,953.6	814,249.5	791,815.9	819,778.4	764,691.0	767,412.3	754,056.6	740,701.0	727,345.3	713,989.7	678,100.3
Change in Usage +/-	-14.27%	6.22%	-3.65%	-2.88%	-0.85%	-2.76%	-2.76%	5.53%	-6.72%	0.36%	-1.74%	-1.77%	-1.80%	-1.84%	-5.03%

Sewer Rent Rates and Billing Data

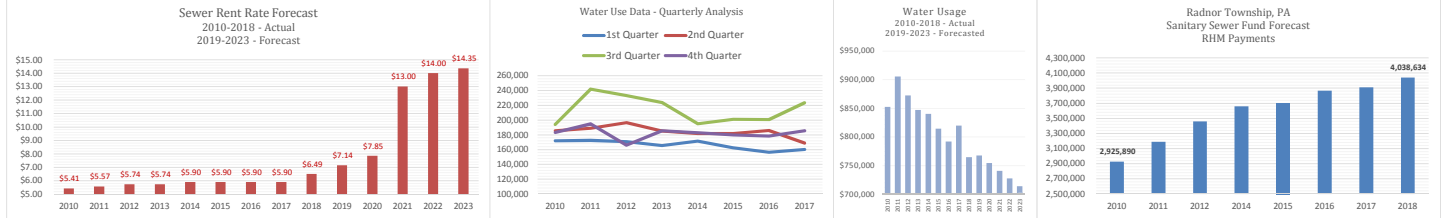
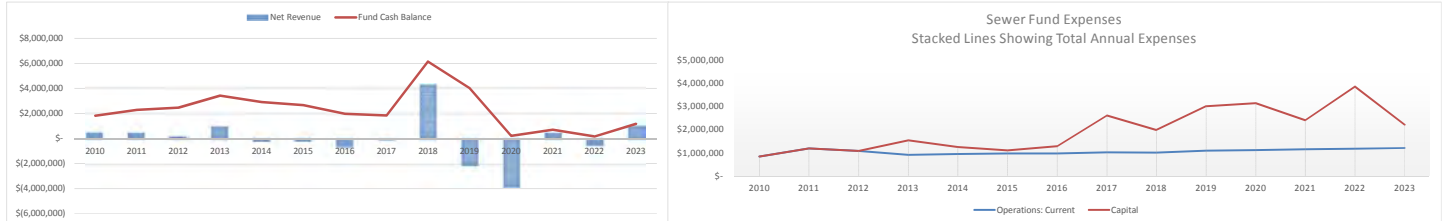
Sewer Rent Rate	\$ 5.41	\$ 5.57	\$ 5.74	\$ 5.74	\$ 5.90	\$ 5.90	\$ 5.90	\$ 5.90	\$ 5.90	\$ 6.49	\$ 7.14	\$ 7.85	\$ 13.00	\$ 14.00	\$ 14.35	\$ 14.71
Change in rate +/-	5.05%	2.96%	3.05%	0.00%	2.79%	0.00%	0.00%	0.00%	0.00%	10.00%	10.00%	10.00%	65.54%	7.69%	2.50%	2.50%
Avg. Res. Sewer Bill	Not Avail.	Not Avail.	Not Avail.	\$394.21	\$405.20	\$391.02	\$418.31	\$413.59	\$418.00	\$459.80	\$505.78	\$837.29	\$901.69	\$924.24	\$947.34	
\$/ft Annual				\$14.48	\$15.35	\$14.73	\$15.73	\$15.41	\$16.41	\$18.41	\$20.41	\$22.41	\$24.41	\$25.41	\$26.41	
\$/ft Monthly				n/a	\$9.92	\$9.92	\$9.92	\$9.92	\$9.92	\$9.92	\$9.92	\$9.92	\$9.92	\$9.92	\$9.92	

Billing Coverage Amounts / Ratio

Estimated Billing Amount	\$ 4,611,176	\$ 5,042,879	\$ 5,007,206	\$ 4,862,836	\$ 4,955,726	\$ 4,804,072	\$ 4,671,714	\$ 4,836,693	\$ 4,962,845	\$ 5,478,556	\$ 5,921,531	\$ 6,299,113	\$ 6,629,113	\$ 6,924,752	\$ 7,194,008
Total Expenditures (actual)	4,160,613	4,595,973	4,925,965	5,255,715	5,275,675	5,180,864	5,259,000	6,865,349	6,590,367	7,807,225	9,950,990	9,362,260	10,953,666	9,456,833	9,865,728
Net Revenue / (Deficit)	450,563	446,906	81,241	(392,879)	(319,949)	(376,792)	(857,286)	(2,028,656)	(1,627,522)	(2,328,669)	(4,029,459)	266,853	(770,832)	788,919	108,280
Revenue to Expenditure Ratio	113%	110%	102%	93%	94%	93%	84%	70%	75%	70%	60%	103%	93%	108%	101%

Precipitation (Inches)

Precipitation (Inches)	56.63	45.59	57.54	31.52	37.52	33.04	29.66	23.15							
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Radnor Township, PA

2019 Township Manager Recommended Budget

Full Time Employee Headcount Worksheets

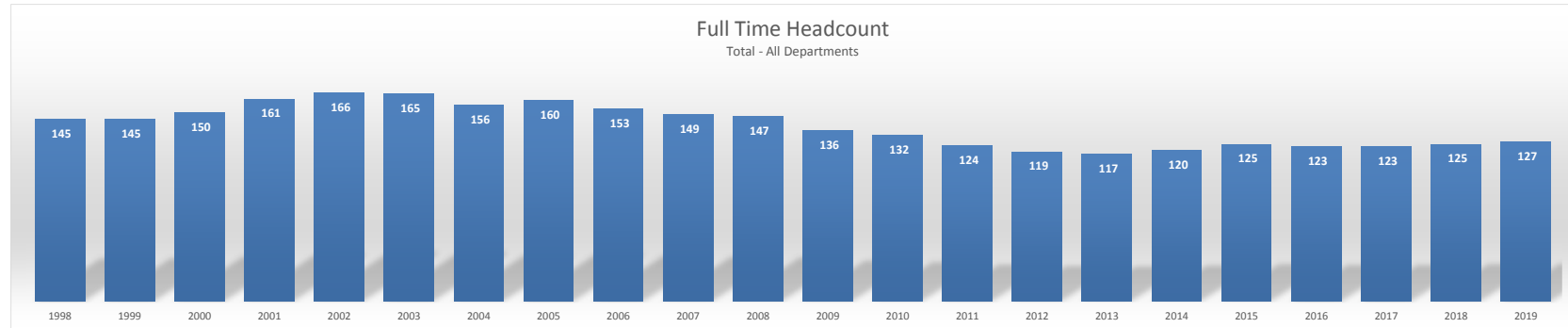
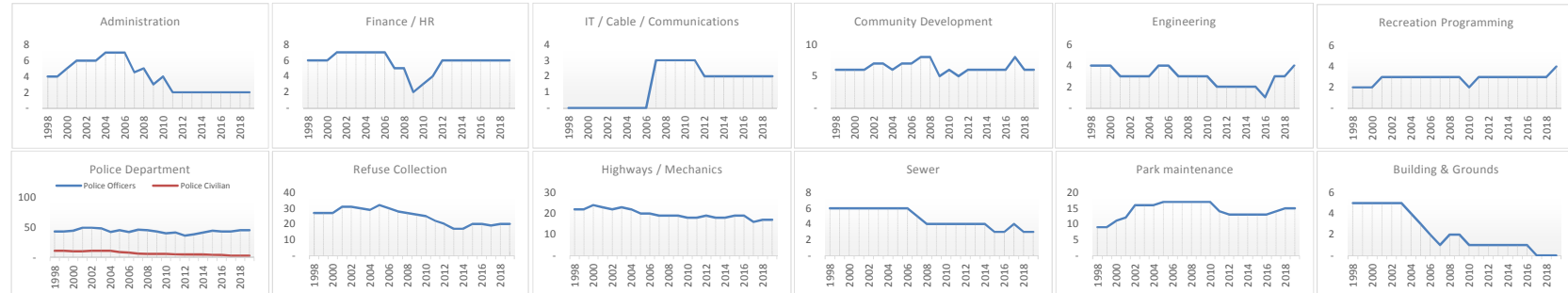
TOWNSHIP OF RADNOR, PENNSYLVANIA
FULL TIME TOWNSHIP GOVERNMENT EMPLOYEES BY FUNCTION/PROGRAM
 From 1998 - 2019

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

2019 Township Manager Recommended Budget

2019 Schedule of Wage and Related Benefit Expenditures

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2019

	Administration					Treasurer	
	Board of Commissioners	Zoning Hearing Board	Township Manager 100%	Executive Assistant 100%	Department Total	Treasurer	Department Total
Wages:							
Base Wages Full Time	14,700	2,100	179,520	78,402	274,722	26,000	26,000
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	-	-	-	12,000	12,000	-	-
CDL Bonus	-	-	-	-	-	-	-
Subtotal	\$ 14,700	\$ 2,100	\$ 179,520	\$ 90,402	\$ 286,722	\$ 26,000	\$ 26,000
Overtime	-	-	-	-	-	-	-
Longevity	-	-	-	-	-	-	-
Sick Pay Bonus	-	-	-	-	-	-	-
Medical Expense Reimb. Pay	-	-	-	-	-	-	-
Court Time	-	-	-	-	-	-	-
Total Wages	\$ 14,700	\$ 2,100	\$ 179,520	\$ 90,402	\$ 286,722	\$ 26,000	\$ 26,000
Payroll Liabilities							
Social Security and Medicare	1,125	161	9,429	6,916	17,630	1,989	1,989
Workers' Compensation	115	16	1,406	708	2,246	204	204
Total Payroll Liabilities	\$ 1,240	\$ 177	\$ 10,835	\$ 7,624	\$ 19,876	\$ 2,193	\$ 2,193
Post-Employment Expenses:							
Pension - Normal Cost	-	-	n/a	6,867	6,867	-	-
Pension - Amortization of UAAL	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	n/a	n/a	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ -	\$ -	\$ -	\$ 6,867	\$ 6,867	\$ -	\$ -
Insurance:							
Health Benefits	-	-	15,277	-	15,277	-	-
Term Life Premiums	-	-	258	142	400	-	-
Whole Life Premiums	-	-	n/a	n/a	-	-	-
Long-Term Disability Premiums	-	-	1,346	588	1,934	-	-
AD&D Insurance Premiums	-	-	18	18	36	-	-
Subtotal	-	-	1,623	748	2,371	-	-
Total Medical / Life Insurance Costs	\$ -	\$ -	\$ 16,900	\$ 748	\$ 17,648	\$ -	\$ -
Other Wage & Benefits:							
Police Extra Duty	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 15,940	\$ 2,277	\$ 207,255	\$ 105,641	\$ 331,113	\$ 28,193	\$ 28,193

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2019

	Finance Finance, Human Resources, IT, Switchboard									Department Total
	Finance Director	Asst. Finance Director	HR & Financial Coordinator	Revenue Coordinator	Expenditure Coordinator	Purchasing, Grants, & Contracts Coord.	Part-Time Cash Mgmt Coord.	Part-Time Act 511 Clerk	Part-Time Switchboard	
	80%	100%	100%	66%	100%	100%	100%	100%	100%	
Wages:										
Base Wages Full Time	126,225	126,650	77,027	53,212	49,185	91,048	-	-	-	523,347
Base Wages Part Time	-	-	-	-	-	-	27,460	13,835	40,807	82,102
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	-	-	-	-	12,000	-	-	-	-	12,000
CDL Bonus	-	-	-	-	-	-	-	-	-	-
Subtotal	\$ 126,225	\$ 126,650	\$ 77,027	\$ 53,212	\$ 61,185	\$ 91,048	\$ 27,460	\$ 13,835	\$ 40,807	\$ 617,449
Overtime	-	-	-	-	-	-	-	-	-	-
Longevity	-	-	3,125	3,911	-	6,975	-	-	-	14,011
Sick Pay Bonus	-	-	315	69	-	350	-	-	-	734
Medical Expense Reimb. Pay	-	-	-	66	-	100	-	-	-	166
Court Time	-	-	-	-	-	-	-	-	-	-
Total Wages	\$ 126,225	\$ 126,650	\$ 80,467	\$ 57,258	\$ 61,185	\$ 98,473	\$ 27,460	\$ 13,835	\$ 40,807	\$ 632,360
Payroll Liabilities										
Social Security and Medicare	7,291	8,662	6,156	4,380	4,680	7,533	2,101	1,059	3,122	44,984
Workers' Compensation	989	992	630	449	479	771	215	108	320	4,953
Total Payroll Liabilities	\$ 8,280	\$ 9,654	\$ 6,786	\$ 4,829	\$ 5,159	\$ 8,304	\$ 2,316	\$ 1,167	\$ 3,442	\$ 49,937
Post-Employment Expenses:										
Pension - Normal Cost	9,588	9,620	6,112	4,349	4,648	7,480	n/a	n/a	-	41,797
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	n/a	n/a	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 9,588	\$ 9,620	\$ 6,112	\$ 4,349	\$ 4,648	\$ 7,480	\$ -	\$ -	\$ -	\$ 41,797
Insurance:										
Health Benefits	22,693	28,367	19,263	21,639	-	32,786	-	-	-	124,748
Term Life Premiums	114	142	142	94	142	142	-	-	-	776
Whole Life Premiums	-	-	-	-	-	-	-	-	-	-
Long-Term Disability Premiums	947	950	601	428	369	735	206	104	306	4,646
AD&D Insurance Premiums	15	18	18	12	18	18	-	-	-	99
Subtotal	1,076	1,110	761	534	529	895	206	104	306	5,521
Total Medical / Life Insurance Costs	\$ 23,769	\$ 29,477	\$ 20,024	\$ 22,173	\$ 529	\$ 33,681	\$ 206	\$ 104	\$ 306	\$ 130,269
Other Wage & Benefits:										
Police Extra Duty	-	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 167,862	\$ 175,401	\$ 113,389	\$ 88,609	\$ 71,521	\$ 147,938	\$ 29,982	\$ 15,106	\$ 44,555	\$ 854,363

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2019

	Information Technology					Engineering					
	Web, Comm, Info. Coord.	IT Coordinator	IT Coordinator (Part-Time) / Police Network	IT Coordinator (Part-Time) / Meeting Cvr.	Department Total	Engineer	Engineering Inspector	Program Manager	Clerk	Department Total	
	100%	100%	100%	100%		100%	100%	100%	100%		
Wages:											
Base Wages Full Time	67,038	69,396	-	-	136,434	142,873	89,427	90,000	50,669	372,969	
Base Wages Part Time	-	-	12,057	23,332	35,389	-	-	-	-	-	
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	-	-	-	-	-	-	-	-	-	-	
CDL Bonus	-	-	-	-	-	-	-	-	-	-	
Subtotal	\$ 67,038	\$ 69,396	\$ 12,057	\$ 23,332	\$ 171,823	\$ 142,873	\$ 89,427	\$ 90,000	\$ 50,669	\$ 372,969	
Overtime	-	-	-	-	-	-	4,500	-	4,000	8,500	
Longevity	5,225	2,425	-	-	7,650	-	8,000	-	-	8,000	
Sick Pay Bonus	350	350	-	-	700	-	-	-	-	-	
Medical Expense Reimb. Pay	100	100	-	-	200	-	100	-	-	100	
Court Time	-	-	-	-	-	-	-	-	-	-	
Total Wages	\$ 72,713	\$ 72,271	\$ 12,057	\$ 23,332	\$ 180,373	\$ 142,873	\$ 102,027	\$ 90,000	\$ 54,669	\$ 389,569	
Payroll Liabilities											
Social Security and Medicare	5,562	5,529	923	1,785	13,799	8,898	8,149	6,885	4,489	28,421	
Workers' Compensation	570	566	94	183	1,413	7,152	5,107	4,505	428	17,192	
Total Payroll Liabilities	\$ 6,132	\$ 6,095	\$ 1,017	\$ 1,968	\$ 15,212	\$ 16,050	\$ 13,256	\$ 11,390	\$ 4,917	\$ 45,613	
Post-Employment Expenses:											
Pension - Normal Cost	5,523	5,490	n/a	n/a	11,013	10,853	7,750	-	n/a	18,603	
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	
OPEB - Normal Cost	-	-	n/a	n/a	-	-	-	-	n/a	-	
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	
Total Post-Employment Expenses	\$ 5,523	\$ 5,490	\$ -	\$ -	\$ 11,013	\$ 10,853	\$ 7,750	\$ -	\$ -	\$ 18,603	
Insurance:											
Health Benefits	32,786	9,882	-	-	42,668	15,277	32,786	28,367	9,882	86,312	
Term Life Premiums	142	142	-	-	284	142	52	142	52	388	
Whole Life Premiums	-	-	-	-	-	-	-	-	1,008	1,008	
Long-Term Disability Premiums	542	539	90	175	1,346	1,072	731	675	380	2,858	
AD&D Insurance Premiums	18	18	-	-	36	18	18	18	18	72	
Subtotal	702	699	90	175	1,666	1,232	801	835	1,458	4,326	
Total Medical / Life Insurance Costs	\$ 33,488	\$ 10,581	\$ 90	\$ 175	\$ 44,334	\$ 16,509	\$ 33,587	\$ 29,202	\$ 11,340	\$ 90,638	
Other Wage & Benefits:											
Police Extra Duty	-	-	-	-	-	-	-	-	-	-	
Clothing Allowance	-	-	-	-	-	-	-	-	-	-	
Boot Allowance	-	-	-	-	-	-	-	-	-	-	
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Position Total	\$ 117,856	\$ 94,437	\$ 13,164	\$ 25,475	\$ 250,932	\$ 186,285	\$ 156,620	\$ 130,592	\$ 70,926	\$ 544,423	

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2019

	Community Development								Department Total
	Comm. Dev. Director	Health Officers	Code Officials	Admin. Assistants	Fire Marshal	Part-Time Code Official	Part-Time Property Maint Official	Part-Time Admin.	
	100%	100%	100%	100%	100%	100%	100%	100%	
Wages:									
Base Wages Full Time	108,087	118,162	67,815	139,566	5,000	-	-	-	438,630
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	11,120	7,639	14,183	21,822	-	-	-	-	54,764
CDL Bonus	-	-	-	-	-	-	-	-	-
Subtotal	\$ 119,207	\$ 125,801	\$ 81,998	\$ 161,388	\$ 5,000	\$ -	\$ -	\$ -	\$ 493,394
Overtime	-	-	13,820	2,180	-	-	-	-	16,000
Longevity	-	-	-	12,875	-	-	-	-	12,875
Sick Pay Bonus	-	-	210	35	-	-	-	-	245
Medical Expense Reimb. Pay	-	-	100	200	-	-	-	-	300
Court Time	-	-	-	-	-	-	-	-	-
Total Wages	\$ 119,207	\$ 125,801	\$ 96,128	\$ 176,678	\$ 5,000	\$ -	\$ -	\$ -	\$ 522,814
Payroll Liabilities									
Social Security and Medicare	9,119	9,624	7,859	13,682	383	-	-	-	40,667
Workers' Compensation	7,120	7,514	5,310	1,384	-	-	-	-	21,328
Total Payroll Liabilities	\$ 16,239	\$ 17,138	\$ 13,169	\$ 15,066	\$ 383	\$ -	\$ -	\$ -	\$ 61,995
Post-Employment Expenses:									
Pension - Normal Cost	9,055	n/a	6,753	19,957	-	-	-	-	35,765
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	n/a	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 9,055	\$ -	\$ 6,753	\$ 19,957	\$ -	\$ -	\$ -	\$ -	\$ 35,765
Insurance:									
Health Benefits	-	9,882	-	-	-	-	-	-	9,882
Term Life Premiums	142	284	142	103	-	-	-	-	671
Whole Life Premiums	-	-	480	531	-	-	-	-	1,011
Long-Term Disability Premiums	811	36	509	1,143	-	-	-	-	2,499
AD&D Insurance Premiums	18	886	18	36	-	-	-	-	958
Subtotal	971	1,206	1,149	1,813	-	-	-	-	5,139
Total Medical / Life Insurance Costs	\$ 971	\$ 11,088	\$ 1,149	\$ 1,813	\$ -	\$ -	\$ -	\$ -	\$ 15,021
Other Wage & Benefits:									
Police Extra Duty	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 145,472	\$ 154,027	\$ 117,199	\$ 213,514	\$ 5,383	\$ -	\$ -	\$ -	\$ 635,595

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2019

Police Department												Department Total
Superintendent	Lieutenant	Sergeants	Corporals	Detectives	Staff-Traffic	Patrol	Admin Assistants	Supervisor of Parking & Aux. Svcs.	Parking Meter Enforcement	Crossing Guards		
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
Wages:												
Base Wages Full Time	163,372	135,883	566,169	103,798	407,642	305,731	2,599,598	118,744	85,129	-	-	4,486,066
Base Wages Part Time	-	-	-	-	-	-	-	-	-	100,000	97,000	197,000
Night Differential	3,889	3,889	19,444	3,889	15,556	11,667	116,667	-	-	-	-	175,001
On Call Bonus	556	556	2,778	556	2,222	1,667	16,667	-	-	-	-	25,002
Acting Sergeant Pay - Day	-	-	-	705	2,819	2,114	21,142	-	-	-	-	26,780
Acting Sergeant Pay - Night	-	-	-	51	205	154	1,540	-	-	-	-	1,950
Holiday Pay - Day	1,111	1,111	5,556	1,111	4,444	3,333	33,333	-	-	-	-	49,999
Holiday Pay - Night	67	67	333	67	267	200	2,000	-	-	-	-	3,001
Education Bonus	-	-	1,500	500	1,750	1,500	6,875	-	-	-	-	12,125
Acting Lieutenant Pay	-	-	10,000	-	-	-	-	-	-	-	-	10,000
K9 Off Duty Pay	-	-	-	-	-	-	5,200	-	-	-	-	5,200
Medical Opt-Out Sharing Plan	-	-	18,302	-	36,604	18,302	24,667	14,183	-	-	-	112,058
CDL Bonus	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	\$ 168,995	\$ 141,506	\$ 624,082	\$ 110,677	\$ 471,509	\$ 344,668	\$ 2,827,689	\$ 132,927	\$ 85,129	\$ 100,000	\$ 97,000	\$ 5,104,182
Overtime	-	6,598	27,492	5,040	19,794	12,825	128,251	5,600	-	-	-	205,600
Longevity	26,339	24,459	84,497	17,127	56,939	37,831	109,919	11,125	5,225	-	-	373,461
Sick Pay Bonus	-	-	-	-	-	-	-	105	-	-	-	105
Medical Expense Reimb. Pay	100	100	500	100	400	300	3,000	300	-	-	-	4,800
Court Time	444	444	2,222	444	1,778	1,333	13,333	-	-	-	-	19,998
Total Wages	\$ 195,878	\$ 173,107	\$ 738,793	\$ 133,388	\$ 550,420	\$ 396,957	\$ 3,082,192	\$ 150,057	\$ 90,354	\$ 100,000	\$ 97,000	\$ 5,708,146
Payroll Liabilities												
Social Security and Medicare	9,666	9,841	46,947	10,590	43,813	31,349	260,901	11,907	6,912	7,650	7,421	446,997
Workers' Compensation	9,248	8,173	34,880	6,298	26,105	18,741	145,520	1,176	4,523	5,973	5,794	266,431
Total Payroll Liabilities	\$ 18,914	\$ 18,014	\$ 81,827	\$ 16,888	\$ 69,918	\$ 50,090	\$ 406,421	\$ 13,083	\$ 11,435	\$ 13,623	\$ 13,215	\$ 713,428
Post-Employment Expenses:												
Pension - Normal Cost	31,840	28,138	120,091	21,682	89,877	64,528	458,086	11,391	6,863	-	-	832,496
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	550,000	-	-	-	-	550,000
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 31,840	\$ 28,138	\$ 120,091	\$ 21,682	\$ 89,877	\$ 64,528	\$ 1,008,086	\$ 11,391	\$ 6,863	\$ -	\$ -	\$ 1,382,496
Insurance:												
Health Benefits	36,604	12,731	129,511	36,604	73,207	73,207	667,360	21,270	17,558	-	-	1,068,052
Term Life Premiums	129	129	645	129	516	387	3,869	155	142	-	-	6,101
Whole Life Premiums	283	229	1,811	292	1,187	982	2,506	2,237	595	-	-	10,122
Long-Term Disability Premiums	1,423	1,203	4,880	907	3,484	2,577	20,321	974	678	-	-	36,447
AD&D Insurance Premiums	42	42	208	42	166	125	1,248	55	21	-	-	1,949
Subtotal	1,877	1,603	7,544	1,370	5,353	4,071	27,944	3,421	1,436	-	-	54,619
Total Medical / Life Insurance Costs	\$ 38,481	\$ 14,334	\$ 137,055	\$ 37,974	\$ 78,560	\$ 77,278	\$ 695,304	\$ 24,691	\$ 18,994	\$ -	\$ -	\$ 1,122,671
Other Wage & Benefits:												
Police Extra Duty	-	-	-	-	-	-	200,000	-	-	-	-	200,000
Clothing Allowance	-	-	-	-	2,500	-	-	-	-	-	-	2,500
Boot Allowance	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 202,500
Position Total	\$ 285,113	\$ 233,593	\$ 1,077,766	\$ 209,932	\$ 791,275	\$ 588,853	\$ 5,392,003	\$ 199,222	\$ 127,646	\$ 113,623	\$ 110,215	\$ 9,129,241

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2019

	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	10,891	-	-	-	10,891	5,446	34,891	-	26,047	1,278,085	-	1,344,469	
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	-	-	-	-	-	-	3,820	-	-	28,366	-	32,186	
CDL Bonus	-	-	-	-	-	-	-	-	300	15,000	-	15,300	
Subtotal	\$ 10,891	\$ -	\$ -	\$ -	\$ 10,891	\$ 5,446	\$ 38,711	\$ -	\$ 26,347	\$ 1,321,451	\$ 63,180	\$ 1,455,135	
Overtime	-	-	-	-	-	-	500	-	-	1,000	-	1,500	
Longevity	800	-	-	-	800	400	4,000	-	2,400	80,075	-	86,875	
Sick Pay Bonus	-	-	-	-	-	-	88	-	-	1,575	-	1,663	
Medical Expense Reimb. Pay	-	-	-	-	-	-	50	-	30	2,000	-	2,080	
Court Time	-	-	-	-	-	-	-	-	-	-	-	-	
Total Wages	\$ 11,691	\$ -	\$ -	\$ -	\$ 11,691	\$ 5,846	\$ 43,349	\$ -	\$ 28,777	\$ 1,406,101	\$ 63,180	\$ 1,547,253	
Payroll Liabilities													
Social Security and Medicare	894	-	-	-	894	447	3,335	-	2,201	107,641	4,833	118,457	
Workers' Compensation	585	-	-	-	585	5,852	340	-	1,441	70,383	3,163	81,179	
Total Payroll Liabilities	\$ 1,479	\$ -	\$ -	\$ -	\$ 1,479	\$ 6,299	\$ 3,675	\$ -	\$ 3,642	\$ 178,024	\$ 7,996	\$ 199,636	
Post-Employment Expenses:													
Pension - Normal Cost	888	-	-	-	888	444	3,293	-	2,186	91,065	-	96,988	
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-	-	
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-	-	-	-	
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-	-	
Total Post-Employment Expenses	\$ 888	\$ -	\$ -	\$ -	\$ 888	\$ 444	\$ 3,293	\$ -	\$ 2,186	\$ 91,065	\$ -	\$ 96,988	
Insurance:													
Health Benefits	3,279	-	-	-	3,279	1,639	-	-	5,267	406,970	-	413,876	
Term Life Premiums	14	-	-	-	14	7	26	-	43	1,032	-	1,108	
Whole Life Premiums	-	-	-	-	-	-	292	-	-	14,171	-	14,463	
Long-Term Disability Premiums	88	-	-	-	88	44	292	-	213	10,187	-	10,736	
AD&D Insurance Premiums	2	-	-	-	2	1	9	-	6	416	-	432	
Subtotal	104	-	-	-	104	52	619	-	262	25,806	-	26,739	
Total Medical / Life Insurance Costs	\$ 3,383	\$ -	\$ -	\$ -	\$ 3,383	\$ 1,691	\$ 619	\$ -	\$ 5,529	\$ 432,776	\$ -	\$ 440,615	
Other Wage & Benefits:													
Police Extra Duty	-	-	-	-	-	-	-	-	-	-	-	-	
Clothing Allowance	-	-	-	-	-	-	-	-	-	-	-	-	
Boot Allowance	-	-	-	-	-	-	-	-	-	-	-	-	
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Position Total	\$ 17,441	\$ -	\$ -	\$ -	\$ 17,441	\$ 14,280	\$ 50,936	\$ -	\$ 40,134	\$ 2,107,966	\$ 71,176	\$ 2,284,492	

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2019

	Public Works : General Services / Highway					Department Total	Mechanics		Department Total
	Public Works Director	Administrative Assistant	Superintendent - Operations	Supervisor: Solid Waste & Highway	Public Works Laborers		Supervisor: Fleet	Public Works Mechanics	
	60%	20%	25%	70%	100%		0%	100%	
Wages:									
Base Wages Full Time	65,349	13,957	-	60,777	767,029	907,112	-	216,003	216,003
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	-	1,528	-	-	-	1,528	-	14,183	14,183
CDL Bonus	-	-	-	700	10,000	10,700	-	3,000	3,000
Subtotal	\$ 65,349	\$ 15,485	\$ -	\$ 61,477	\$ 777,029	\$ 919,340	\$ -	\$ 233,186	\$ 233,186
Overtime	-	200	-	-	151,300	151,500	-	700	700
Longevity	4,800	1,600	-	5,600	67,450	79,450	-	8,350	8,350
Sick Pay Bonus	-	35	-	-	560	595	-	105	105
Medical Expense Reimb. Pay	-	20	-	70	1,100	1,190	-	300	300
Court Time	-	-	-	-	-	-	-	-	-
Total Wages	\$ 70,149	\$ 17,340	\$ -	\$ 67,147	\$ 997,439	\$ 1,152,075	\$ -	\$ 242,641	\$ 242,641
Payroll Liabilities									
Social Security and Medicare	5,366	1,330	-	5,137	87,879	99,712	-	18,616	18,616
Workers' Compensation	5,852	136	-	3,361	49,927	59,276	-	12,145	12,145
Total Payroll Liabilities	\$ 11,218	\$ 1,466	\$ -	\$ 8,498	\$ 137,806	\$ 158,988	\$ -	\$ 30,761	\$ 30,761
Post-Employment Expenses:									
Pension - Normal Cost	5,329	1,317	-	5,100	75,073	86,819	-	13,590	13,590
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 5,329	\$ 1,317	\$ -	\$ 5,100	\$ 75,073	\$ 86,819	\$ -	\$ 13,590	\$ 13,590
Insurance:									
Health Benefits	19,671	-	-	12,290	264,342	296,303	-	61,152	61,152
Term Life Premiums	85	10	-	99	567	761	-	155	155
Whole Life Premiums	-	117	-	-	6,946	7,063	-	1,113	1,113
Long-Term Disability Premiums	526	117	-	498	6,259	7,400	-	1,683	1,683
AD&D Insurance Premiums	12	4	-	15	229	260	-	62	62
Subtotal	623	248	-	612	14,001	15,484	-	3,013	3,013
Total Medical / Life Insurance Costs	\$ 20,294	\$ 248	\$ -	\$ 12,902	\$ 278,343	\$ 311,787	\$ -	\$ 64,165	\$ 64,165
Other Wage & Benefits:									
Police Extra Duty	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 106,990	\$ 20,371	\$ -	\$ 93,647	\$ 1,488,661	\$ 1,709,669	\$ -	\$ 351,157	\$ 351,157

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2019

	Recreational Programming - Administration					Department Total	Recreational Programming		Sulpizio Gym	
	Recreational Prog. Director	Program Supervisor	Program Coordinator	Event Supervisor	Part-Time Clerk		Day Camp Program Employees	Department Total	Programming PT Employees	Department Total
Wages:	100%	100%	100%	100%	100%					
Base Wages Full Time	108,087	65,630	45,925	41,005	-	260,647	-	-	-	-
Base Wages Part Time	-	-	-	-	-	-	115,000	115,000	-	-
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	-	-	-	-	-	-	-	-	-	-
CDL Bonus	-	-	-	-	-	-	-	-	-	-
Subtotal	\$ 108,087	\$ 65,630	\$ 45,925	\$ 41,005	\$ -	\$ 260,647	\$ 115,000	\$ 115,000	\$ -	\$ -
Overtime	-	-	-	-	-	-	-	-	-	-
Longevity	-	-	-	-	-	-	-	-	-	-
Sick Pay Bonus	-	-	-	-	-	-	-	-	-	-
Medical Expense Reimb. Pay	-	-	-	-	-	-	-	-	-	-
Court Time	-	-	-	-	-	-	-	-	-	-
Total Wages	\$ 108,087	\$ 65,630	\$ 45,925	\$ 41,005	\$ -	\$ 260,647	\$ 115,000	\$ 115,000	\$ -	\$ -
Payroll Liabilities										
Social Security and Medicare	8,268	5,021	3,513	3,137	-	19,939	8,798	8,798	-	-
Workers' Compensation	5,410	3,285	2,299	2,053	-	13,047	5,756	5,756	-	-
Total Payroll Liabilities	\$ 13,678	\$ 8,306	\$ 5,812	\$ 5,190	\$ -	\$ 32,986	\$ 14,554	\$ 14,554	\$ -	\$ -
Post-Employment Expenses:										
Pension - Normal Cost	8,210	-	-	-	n/a	8,210	-	-	-	-
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 8,210	\$ -	\$ -	\$ -	\$ -	\$ 8,210	\$ -	\$ -	\$ -	\$ -
Insurance:										
Health Benefits	19,263	15,277	15,277	9,882	-	59,699	-	-	-	-
Term Life Premiums	142	142	142	142	-	568	-	-	-	-
Whole Life Premiums	-	-	-	-	-	-	-	-	-	-
Long-Term Disability Premiums	811	492	345	308	-	1,956	-	-	-	-
AD&D Insurance Premiums	18	18	18	18	-	72	-	-	-	-
Subtotal	971	652	505	468	-	2,596	-	-	-	-
Total Medical / Life Insurance Costs	\$ 20,234	\$ 15,929	\$ 15,782	\$ 10,350	\$ -	\$ 62,295	\$ -	\$ -	\$ -	\$ -
Other Wage & Benefits:										
Police Extra Duty	-	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 150,209	\$ 89,865	\$ 67,519	\$ 56,545	\$ -	\$ 364,138	\$ 129,554	\$ 129,554	\$ -	\$ -

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2019

	Public Works : Park Maintenance						Department Total
	Public Works Director	Administrative Assistant	Superintendent - Operations	Supervisor: Parks & Sewers	Public Works Laborers	Part-Time / Seasonal	
	15%	10%	10%	60%	100%		
Wages:							
Base Wages Full Time	16,337	6,978	-	50,553	845,614	-	919,482
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	-	764	-	-	14,183	-	14,947
CDL Bonus	-	-	-	600	12,000	-	12,600
Subtotal	\$ 16,337	\$ 7,742	\$ -	\$ 51,153	\$ 871,797	\$ -	\$ 947,029
Overtime	-	100	-	-	6,000	-	6,100
Longevity	1,200	800	-	-	46,625	-	48,625
Sick Pay Bonus	-	18	-	-	1,225	-	1,243
Medical Expense Reimb. Pay	-	10	-	-	1,400	-	1,410
Court Time	-	-	-	-	-	-	-
Total Wages	\$ 17,537	\$ 8,670	\$ -	\$ 51,153	\$ 927,047	\$ -	\$ 1,004,407
Payroll Liabilities							
Social Security and Medicare	1,342	664	-	3,913	71,255	-	77,174
Workers' Compensation	5,852	68	-	2,561	46,322	-	54,803
Total Payroll Liabilities	\$ 7,194	\$ 732	\$ -	\$ 6,474	\$ 117,577	\$ -	\$ 131,977
Post-Employment Expenses:							
Pension - Normal Cost	1,332	659	-	-	63,107	-	65,098
Pension - Amortization of UAAL	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 1,332	\$ 659	\$ -	\$ -	\$ 63,107	\$ -	\$ 65,098
Insurance:							
Health Benefits	4,918	-	-	5,929	278,289	-	289,136
Term Life Premiums	21	5	-	85	671	-	782
Whole Life Premiums	-	58	-	-	8,341	-	8,399
Long-Term Disability Premiums	132	58	-	379	6,691	-	7,260
AD&D Insurance Premiums	3	2	-	12	270	-	287
Subtotal	156	123	-	476	15,973	-	16,728
Total Medical / Life Insurance Costs	\$ 5,074	\$ 123	\$ -	\$ 6,405	\$ 294,262	\$ -	\$ 305,864
Other Wage & Benefits:							
Police Extra Duty	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 31,137	\$ 10,184	\$ -	\$ 64,032	\$ 1,401,993	\$ -	\$ 1,507,346

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2019

	Sanitary Sewer Fund								Retirees
	Finance Director	Revenue Coordinator	Public Works Director	Superintendent - Operations	Public Works Admin. Asst.	Supervisor: Parks & Sewers	Public Works Laborers	Department Total	Department Total
	20%	34%	10%	10%	20%	40%	100%		
Wages:									
Base Wages Full Time	31,556	27,412	10,891	-	13,957	33,702	210,722	328,240	-
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	-	-	-	-	1,528	-	-	1,528	-
CDL Bonus	-	-	-	-	-	400	3,000	3,400	-
Subtotal	\$ 31,556	\$ 27,412	\$ 10,891	\$ -	\$ 15,485	\$ 34,102	\$ 213,722	\$ 333,168	\$ -
Overtime	-	-	-	-	200	-	9,900	10,100	-
Longevity	-	2,015	800	-	1,600	-	19,500	23,915	-
Sick Pay Bonus	-	36	-	-	35	-	455	526	-
Medical Expense Reimb. Pay	-	34	-	-	20	-	300	354	-
Court Time	-	-	-	-	-	-	-	-	-
Total Wages	\$ 31,556	\$ 29,497	\$ 11,691	\$ -	\$ 17,340	\$ 34,102	\$ 243,877	\$ 368,063	\$ -
Payroll Liabilities									
Social Security and Medicare	1,823	2,257	894	-	1,330	2,609	19,414	28,327	-
Workers' Compensation	247	231	5,852	-	136	1,707	12,208	20,381	-
Total Payroll Liabilities	\$ 2,070	\$ 2,488	\$ 6,746	\$ -	\$ 1,466	\$ 4,316	\$ 31,622	\$ 48,708	\$ -
Post-Employment Expenses:									
Pension - Normal Cost	2,397	2,241	888	-	1,317	-	18,525	25,368	-
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	2,682,810
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-
Total Post-Employment Expenses	\$ 2,397	\$ 2,241	\$ 888	\$ -	\$ 1,317	\$ -	\$ 18,525	\$ 25,368	\$ 2,682,810
Insurance:									
Health Benefits	5,673	11,147	3,279	-	-	3,953	76,960	101,012	1,656,397
Term Life Premiums	28	48	14	-	10	57	155	312	-
Whole Life Premiums	-	-	-	-	117	-	2,174	2,291	64,684
Long-Term Disability Premiums	237	221	88	-	117	253	1,727	2,643	-
AD&D Insurance Premiums	4	6	2	-	4	8	62	86	24,580
Subtotal	269	275	104	-	248	318	4,118	5,332	89,263
Total Medical / Life Insurance Costs	\$ 5,942	\$ 11,422	\$ 3,383	\$ -	\$ 248	\$ 4,271	\$ 81,078	\$ 106,344	\$ 1,745,661
Other Wage & Benefits:									
Police Extra Duty	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-
Total Other Wage & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Position Total	\$ 41,965	\$ 45,648	\$ 22,708	\$ -	\$ 20,371	\$ 42,689	\$ 375,102	\$ 548,483	\$ 4,428,471

Radnor Township, PA
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses
 For the Year Budgeted, 2019

	GRAND TOTALS		
	General Fund Totals	Sanitary Sewer Totals	Department Total
Wages:			
Base Wages Full Time	9,916,772	328,240	10,245,012
Base Wages Part Time	492,671	-	492,671
Night Differential	175,001	-	175,001
On Call Bonus	25,002	-	25,002
Acting Sergeant Pay - Day	26,780	-	26,780
Acting Sergeant Pay - Night	1,950	-	1,950
Holiday Pay - Day	49,999	-	49,999
Holiday Pay - Night	3,001	-	3,001
Education Bonus	12,125	-	12,125
Acting Lieutenant Pay	10,000	-	10,000
K9 Off Duty Pay	5,200	-	5,200
Medical Opt-Out Sharing Plan	253,666	1,528	255,194
CDL Bonus	41,600	3,400	45,000
Subtotal	\$ 11,013,767	\$ 333,168	\$ 11,346,935
Overtime	389,900	10,100	400,000
Longevity	640,097	23,915	664,012
Sick Pay Bonus	5,390	526	5,916
Medical Expense Reimb. Pay	10,546	354	10,900
Court Time	19,998	-	19,998
Total Wages	\$ 12,079,698	\$ 368,063	\$ 12,447,761
Payroll Liabilities			
Social Security and Medicare	938,077	28,327	966,404
Workers' Compensation	540,557	20,381	560,938
Total Payroll Liabilities	\$ 1,478,634	\$ 48,708	\$ 1,527,342
Post-Employment Expenses:			
Pension - Normal Cost	1,218,134	25,368	1,243,502
Pension - Amortization of UAAL	2,682,810	-	2,682,810
OPEB - Normal Cost	550,000	-	550,000
OPEB - Amortization of UAAL	-	-	-
Total Post-Employment Expenses	\$ 4,450,944	\$ 25,368	\$ 4,476,312
Insurance:			
Health Benefits	4,126,782	101,012	4,227,794
Term Life Premiums	12,008	312	12,320
Whole Life Premiums	107,863	2,291	110,154
Long-Term Disability Premiums	78,853	2,643	81,496
AD&D Insurance Premiums	28,845	86	28,931
Subtotal	227,569	5,332	232,901
Total Medical / Life Insurance Costs	\$ 4,354,351	\$ 106,344	\$ 4,460,695
Other Wage & Benefits:			
Police Extra Duty	200,000	-	200,000
Clothing Allowance	2,500	-	2,500
Boot Allowance	-	-	-
Total Other Wage & Benefits	\$ 202,500	\$ -	\$ 202,500
Position Total	\$ 22,566,127	\$ 548,483	\$ 23,114,610

Radnor Township, PA

2019 Township Manager Recommended 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:

- 1 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
- 2 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
- 3 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

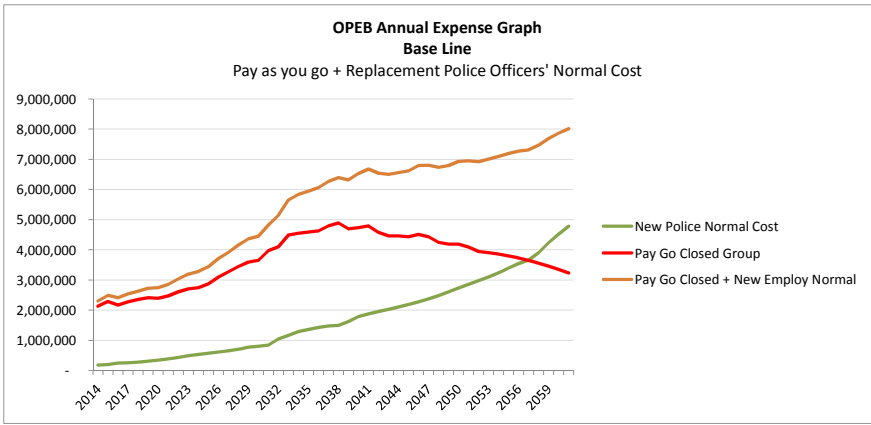
OPEB - Funded Plan Study

Projected Annual Costs, Accrued Liabilities and Trust Fund Assets

10 Year Ramp Up of Amortization + New Police Officer Hires

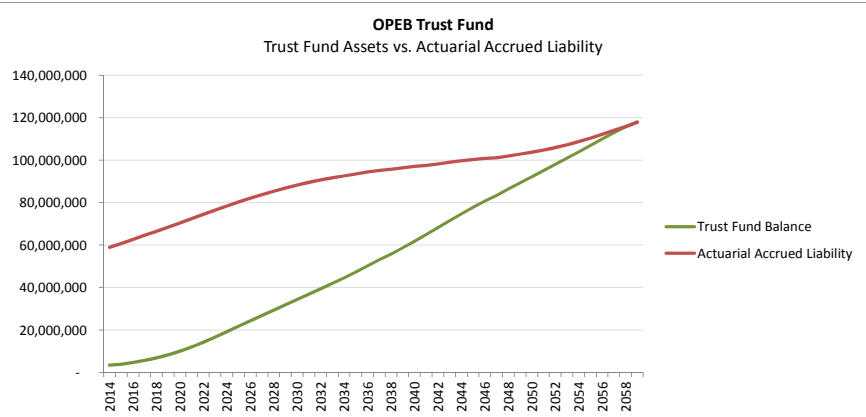
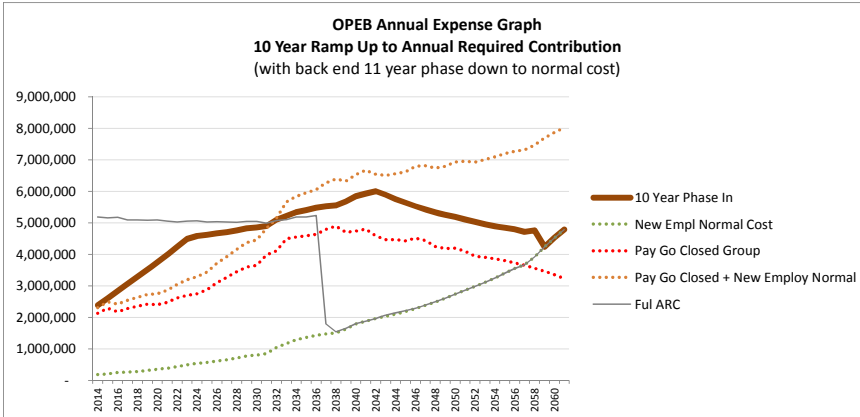
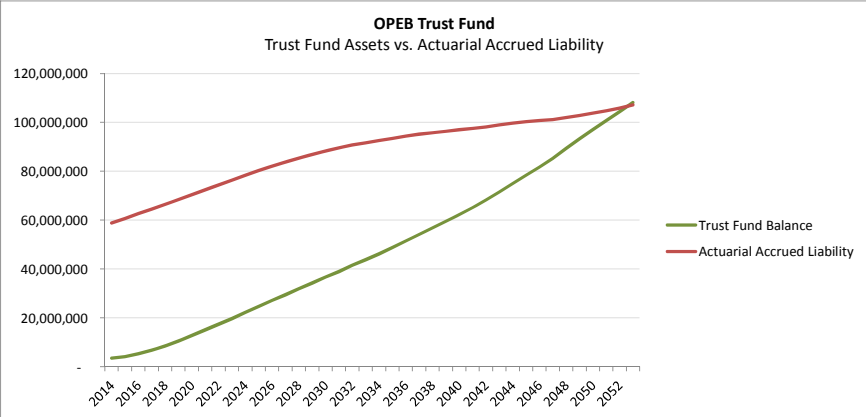
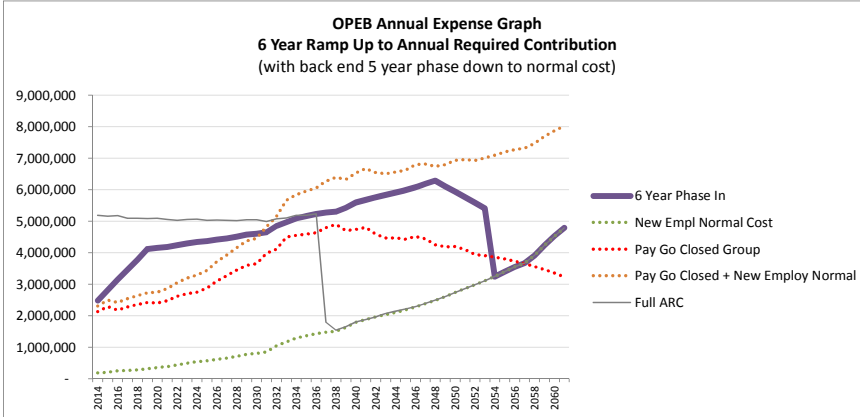
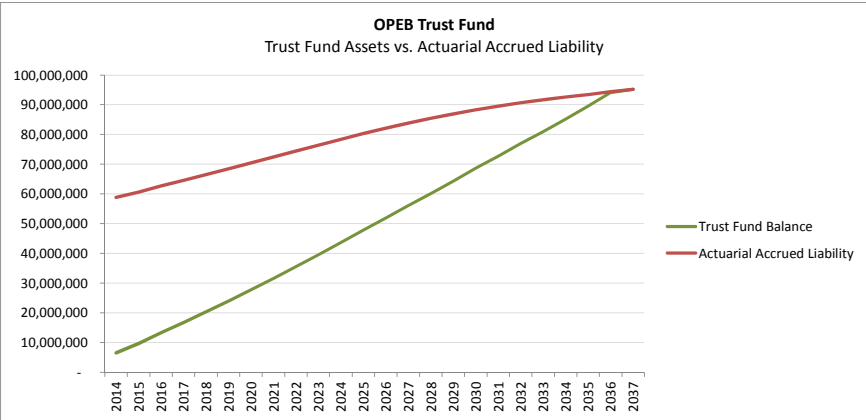
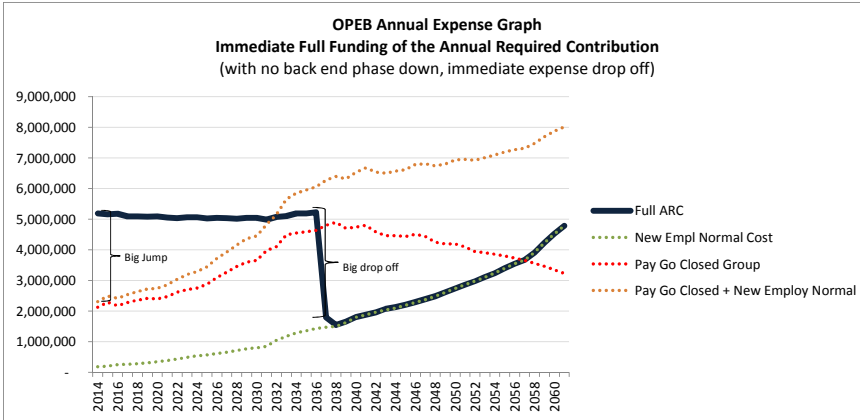
Amortization Assumption	4,050,000
Ramp Up Increment	200,000

Annual Township Costs				End of Year Funding Status			
	Annual Benefit Payments	New EE Normal Cost Deposit to Trust	Amort. Payment of Unfunded Liab.	Total OPEB Expenditures	Trust Fund Balance	Actuarial Accrued Liability	Unfunded Actuarial Accrued 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	2,381,989	3,414,418	58,879,986	(55,465,568)
2015	2,290,721	202,323	2,400,000	2,602,323	3,879,669	60,664,154	(56,784,485)
2016	2,172,250	244,626	2,600,000	2,844,626	4,726,630	62,668,697	(57,942,067)
2017	2,281,416	258,270	2,800,000	3,058,270	5,716,182	64,571,074	(58,854,892)
2018	2,354,219	277,724	3,000,000	3,277,724	6,896,916	66,485,177	(59,588,261)
2019	2,415,033	311,047	3,200,000	3,511,047	8,303,291	68,410,983	(60,107,692)
2020	2,396,974	348,125	3,400,000	3,748,125	10,028,090	70,453,592	(60,425,502)
2021	2,476,222	382,555	3,600,000	3,982,555	11,985,687	72,470,481	(60,484,794)
2022	2,614,524	431,530	3,800,000	4,231,530	14,142,049	74,410,477	(60,268,428)
2023	2,707,822	487,356	4,000,000	4,487,356	16,557,975	76,370,162	(59,812,187)
2024	2,755,078	534,787	4,050,000	4,584,787	19,132,793	78,373,361	(59,240,568)
2025	2,882,083	565,036	4,050,000	4,615,036	21,726,722	80,300,535	(58,573,813)
2026	3,109,785	617,008	4,050,000	4,667,008	24,261,647	82,095,179	(57,833,532)
2027	3,282,444	651,787	4,050,000	4,701,787	26,772,764	83,785,530	(57,012,766)
2028	3,465,836	706,635	4,050,000	4,756,635	29,268,338	85,348,908	(56,080,570)
2029	3,618,044	771,846	4,050,000	4,821,846	31,789,215	86,857,679	(55,068,464)
2030	3,677,140	799,247	4,050,000	4,849,247	34,391,836	88,371,078	(53,979,242)
2031	4,004,831	844,727	4,050,000	4,894,727	36,829,365	89,560,743	(52,731,378)
2032	4,143,250	1,042,919	4,050,000	5,092,919	39,436,356	90,745,923	(51,309,567)
2033	4,534,407	1,167,600	4,050,000	5,217,600	41,894,185	91,614,035	(49,719,850)
2034	4,606,025	1,289,695	4,050,000	5,339,695	44,513,093	92,535,879	(48,022,786)
2035	4,655,892	1,356,871	4,050,000	5,406,871	47,267,161	93,446,501	(46,179,340)
2036	4,708,493	1,426,603	4,050,000	5,476,603	50,162,293	94,387,575	(44,225,282)
2037	4,887,072	1,472,924	4,050,000	5,522,924	53,055,448	95,198,113	(42,142,665)
2038	5,199,249	1,500,675	4,050,000	5,550,675	55,794,370	95,742,568	(39,948,198)
2039	5,243,950	1,621,657	4,050,000	5,671,657	58,732,823	96,373,011	(37,640,188)
2040	5,422,421	1,793,784	4,050,000	5,843,784	61,797,163	97,006,321	(35,209,158)
2041	5,658,826	1,874,396	4,050,000	5,924,396	64,843,606	97,499,431	(32,655,825)
2042	5,618,727	1,955,569	4,050,000	6,005,569	68,148,410	98,136,762	(29,988,352)
2043	5,556,301	2,037,187	3,850,000	5,887,187	71,545,974	98,948,053	(27,402,079)
2044	5,739,539	2,098,431	3,650,000	5,748,431	74,774,435	99,665,673	(24,891,238)
2045	5,918,606	2,186,619	3,450,000	5,636,619	77,857,298	100,308,965	(22,451,667)
2046	6,211,890	2,279,568	3,250,000	5,529,568	80,678,554	100,761,700	(20,083,146)
2047	6,406,388	2,374,923	3,050,000	5,424,923	83,327,624	101,131,296	(17,803,672)
2048	6,046,531	2,482,547	2,850,000	5,332,547	86,363,383	101,988,136	(15,624,753)
2049	6,160,576	2,607,571	2,650,000	5,257,571	89,346,731	102,887,510	(13,540,779)
2050	6,356,164	2,738,549	2,450,000	5,188,549	92,199,718	103,758,394	(11,558,676)
2051	6,409,226	2,855,853	2,250,000	5,105,853	95,045,333	104,731,527	(9,686,194)
2052	6,493,442	2,977,695	2,050,000	5,027,695	97,856,626	105,784,205	(7,927,579)
2053	6,324,280	3,106,012	1,850,000	4,956,012	100,891,906	107,185,495	(6,293,589)
2054	6,422,409	3,237,397	1,650,000	4,887,397	103,897,030	108,680,915	(4,783,885)
2055	6,504,269	3,397,052	1,450,000	4,847,052	106,915,179	110,319,603	(3,404,424)
2056	6,507,308	3,543,823	1,250,000	4,793,823	110,012,877	112,175,696	(2,162,819)
2057	6,757,281	3,665,307	1,050,000	4,715,307	112,921,482	113,981,262	(1,059,780)
2058	7,036,484	3,908,843	850,000	4,758,843	115,725,308	115,826,199	(100,891)
2059	7,265,992	4,233,810		4,233,810	117,900,765	117,844,510	56,255
2060	7,518,071	4,521,684		4,521,684	120,209,912	119,983,831	226,081
2061	7,665,338	4,783,067		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

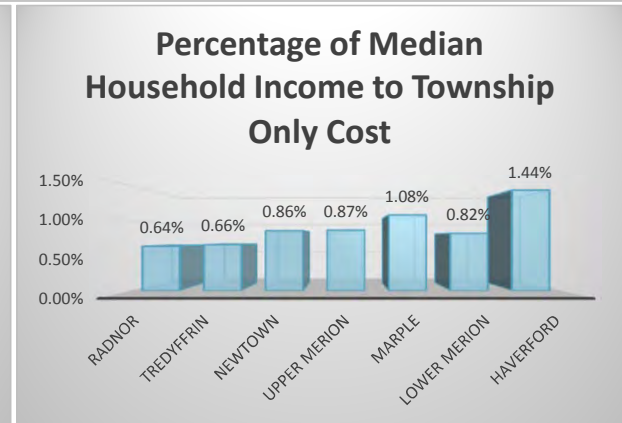
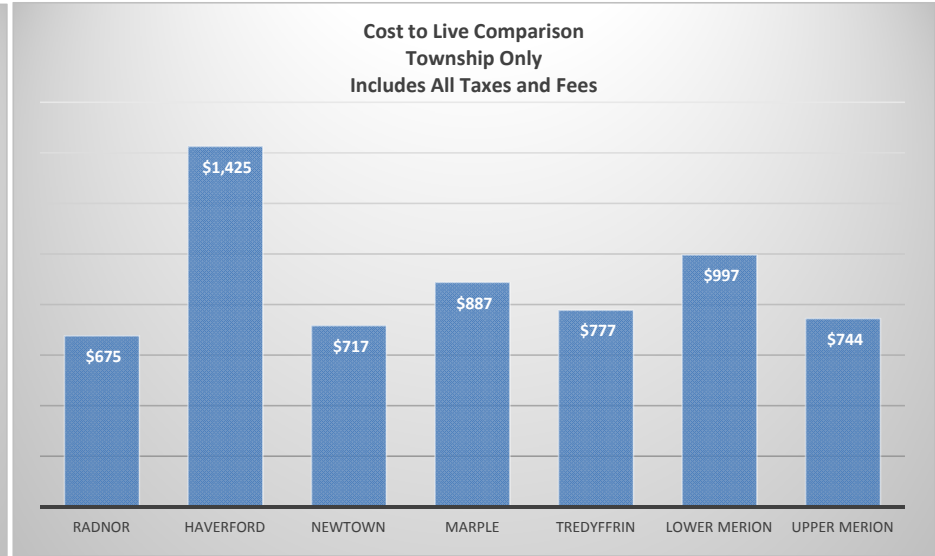
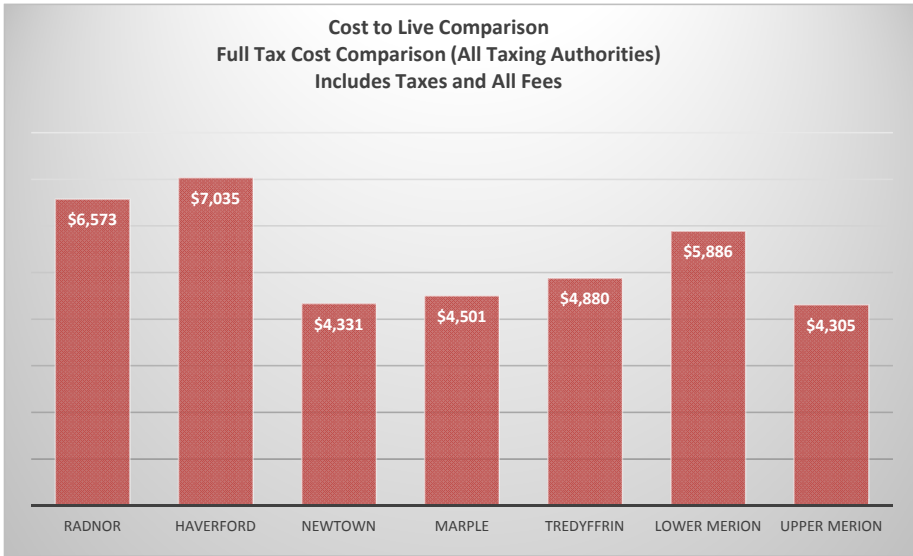
2019 Township Manager Recommended Budget

Exhibit C: Tax and fee comparison to surrounding communities

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
2018								
Area (sq. miles)		13.78	9.95	10.02	10.2	19.77	23.67	16.96
Estimated Population 2017		31,884	49,305	13,393	23,816	29,550	59,089	30,374
Per Capita Income 2016		\$53,456	\$44,070	\$56,573	\$38,070	\$63,030	\$76,767	\$49,263
Median Household Income 2016		\$106,209	\$99,043	\$83,628	\$82,041	\$118,462	\$121,483	\$85,676
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		3.9228	8.1850	3.0460	4.4800	2.3800	4.1900	2.1590
Real Estate Tax Millage - County		5.6040	5.6040	5.6040	5.6040	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		33.7135	31.7991	18.4885	18.4885	22.9810	28.7477	19.8900
Real Estate Taxes - Municipality		\$ 588.42	\$ 1,227.75	\$ 456.90	\$ 672.00	\$ 357.00	\$ 628.50	\$ 323.85
Real Estate Taxes - County		\$ 840.60	\$ 840.60	\$ 840.60	\$ 840.60	\$ 655.35	\$ 518.85	\$ 518.85
Real Estate Tax Millage - Montgomery County Comm Coll		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58.50	\$ 58.50
Real Estate Taxes - School District		\$ 5,057.03	\$ 4,769.87	\$ 2,773.28	\$ 2,773.28	\$ 3,447.15	\$ 4,312.16	\$ 2,983.50
Total Real Estate Taxes		\$ 6,486.05	\$ 6,838.22	\$ 4,070.78	\$ 4,285.88	\$ 4,459.50	\$ 5,518.01	\$ 3,884.70
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	\$ -	\$ 197.00	\$ 259.80	\$ 215.00	\$ 420.00	\$ 368.00	\$ 420.00
	Stormwater / Other Fee	\$ 87.00		\$ -	\$ -	\$ -	\$ -	\$ -
	Graduated						See cell 14X	Storm water see 28V
Total Real Estate Taxes + Trash/SWM Fee		\$ 6,573.05	\$ 7,035.22	\$ 4,330.58	\$ 4,500.88	\$ 4,879.50	\$ 5,886.01	\$ 4,304.70
Township Real Estate Taxes + Trash/SWM Fee		\$ 675.42	\$ 1,424.75	\$ 716.70	\$ 887.00	\$ 777.00	\$ 996.50	\$ 743.85

Radnor Township, PA
Cost to Live Comparison



Radnor Township, PA

2019 Township Manager Recommended 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!



Radnor Township, PA

301 Iven Ave

Wayne, PA 19087

www.radnor.com

610.688.5600