

# 2017 Township Manager's Recommended Comprehensive Budget

## Radnor Township, PA

301 Iven Ave, Wayne, PA 19087  
[www.radnor.com](http://www.radnor.com)

Version 1 – October 10, 2016



**Radnor Township, PA**  
**2017 Township Manager Recommended Comprehensive Budget (v1)**  
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# 2017 Township Manager's Recommended Comprehensive Budget

Radnor Township, PA

October 10, 2016

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

The Administration respectfully submits version 1 of the 2017 Comprehensive Annual Budget. This document includes an appropriation budget for all township funds for 2017, an updated 2017-2022 capital improvement plan, and the updated five-year financial forecast which projects revenue and expense trends through 2022. It is important to note that the legal requirement of adopting appropriations is limited to the 2017 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
- Five Year Financial Forecast 2018-2022
- 2017 Fund Budget Tables with department narratives
- 2016-2021 Capital and Infrastructure Plan
- Supporting Documentation and Schedules

## 2017 Budget Calendar



**September 7** – Administrative Budget kick-off meeting

**September 12** – Adopt Budget Calendar and set public hearing dates

**September 17** – Publish the Initial 2017 Forecast which will serve as the baseline for the budget discussions

**October 10** – Present the Township Manager's Recommended Budget for 2017, which will modify the initial forecast by refining forecasts with more accurate estimates

**October 24** – Adoption of the [Preliminary] Comprehensive Budget as required by the Home Rule Charter [§7.05A(2)] [6:30pm]

**November 7** – Public Hearing #1 on Comprehensive Budget satisfying the Home Rule Charter [§7.06C] [6:30pm]

**November 17** – Public Hearing #2 [6:00pm] [§7.06C]

**November 28** – Introduction of 2017 Final Comprehensive Budget Ordinances [§7.06C]

**December 12** – Scheduled adoption of the 2017 Comprehensive Budget

## 2017 Township Manager's Recommended Comprehensive Budget



### Administrative Summary:

The Administration prepared the 2017 budget recommendations with the following priorities: (1) maintain the excellent municipal programs and services offered by the Township, (2) continue build on the strengthening of the Township's overall financial position, (3) introduce a funding plan for the Township's long-term capital and infrastructure program, (4) and continue to prudently fund the Township's long-term liability plans. To address each of the administrative priorities, this budget includes the following features:

1. The 2017 budget proposes to continue to provide the same level of excellent service to our Stakeholders. As of the date of this report, there are ongoing personnel related discussions that may impact the final number of position headcounts, but those decisions will not negatively impact service delivery.
2. As reported in the "Stakeholders' Financial Summary" published by the Citizens Audit Review and Financial Advisory Committee ("CARFAC") in June 2016, the Township's general fund balance has been steadily improving since 2009. The Township Manager's Recommended Comprehensive Budget for 2017 shows revenues covering all appropriations with a slight net revenue of \$93,000.
3. The Administration has been working with CARFAC in 2016 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 is funded through current resources. The 2017 recommended budget proposes the use of small financing issues (\$3.5 million +/-) to generate the resources needed to fund the long-term portion of the capital program. Generally, the long-term capital items include signals, buildings, and infrastructure. The proposal is to borrow funds every three to four years in amounts needed to fund the projects needed. It is further recommended that the Township use developer offsets, grants and other one-time resources to offset project costs in an effort to keep borrowing as low as possible. CARFAC and the Administration will present this in more detail at the October 24, 2016 Board of Commissioner meeting.
4. 2017 will mark the fourth year of the OPEB funding plan and the recommended budget includes the appropriations needed to meet the plan's funding requirements. 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. At the same time, CARFAC will be making recommendations to utilize one-time fund balance excesses to further pay down on the underfunded pension liability at the October 24, 2016 Board meeting. The recommendation is based on the Township's ongoing priority to address the underfunding of the pension and OPEB liabilities and to further insulate the Township from future actuarial losses, which drive up the annual pension expense.

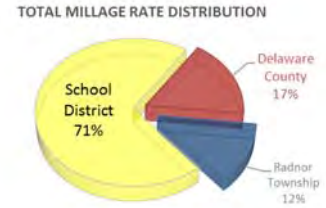
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## 2017 Township Manager's Recommended Comprehensive Budget



### Significant revenue changes included in the 2017 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.



The table below reflects the Township's millage rates since 2010 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
2010	3.3411	-	3.3411	0.3311	11.0%	Operations
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

**Anticipated One-Time Permitting Fees**

As forecasted, it is anticipated that the Township will receive a significant one-time permitting fee resulting from the development at Villanova University in 2017. Additional one-time (re)development proceeds are forecasted for future years. The 145 KOP redevelopment figures are dependent upon zoning / development approvals that are still undetermined, which make those figures more uncertain than the others. CARFAC will be making a recommendation on the use of these proceeds at the October 24, 2016 meeting. A summary of the forecasted revenue modifications (over the base/regular revenue) are as follows (in \$1,000's):

Additional Revenue Sources:	2017	2018	2019	2020	2021	2022
Villanova Dorm/Perf. Arts Center	\$2,000	\$375	\$150	\$1000	\$ -	\$ -
145 KOP Site Redevelopment	-	-	720	181	-	-
Ardrossan Housing Development	-	123	157	190	223	230
<b>Total</b>	<b>\$2,000</b>	<b>\$498</b>	<b>\$1,027</b>	<b>\$1,371</b>	<b>\$223</b>	<b>\$230</b>

**Stormwater Fee**

The Township Manager's 2017 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. 2017 marks the fourth year that the fee will be levied. The stormwater fee and associated expenses are accounted for in the Township's Stormwater Management Fund #04.

**Sanitary Sewer Rent**

The 2017 Township Manager's recommended budget holds the sewer rent rate at \$5.90; the same level since 2014. The table below shows the sewer rent rate history going back to 2010. Please see the Sewer Fund #02 detail later in this budget report for more information on the fund, its activity and future rate considerations.

## 2017 Township Manager's Recommended Comprehensive Budget



**Sanitary  
Sewer Rent**  
(cont'd)



**Ardrossan /  
Open Space  
Acquisition**

In December 2014, the Township executed the purchase agreement for 71 acres of open space at a purchase price of \$11,653,820. The funding plan to pay off the voted bond portion of the purchase includes utilizing the one quarter percent of the realty transfer tax, deposited into the Park and Open Space Fund (#22), 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
<b>Total Sources</b>	<b>\$ 11,795,247</b>

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 and 2016. As reported in last year's budget, it is anticipated that the millage will be necessary in 2017 as cash balances have been exhausted.

	2015	2016	2017	2018	2019	2020
Begging Cash Balance	161,811	173,060	255,487	(268,281)	(550,659)	(811,112)
Revenue:						
Realty Transfer (25%)	957,663	722,076	750,000	772,500	795,675	819,550
Grants/ Interest	100,360	1,049	200	200	200	200
Total Revenue	1,058,023	723,125	750,200	772,700	795,875	819,750
Expenditures:						
Debt Service	(965,814)	(1,245,698)	(1,273,978)	(1,055,078)	(1,056,328)	(1,046,978)
Total Expenditures	(965,814)	(1,245,698)	(1,273,978)	(1,055,078)	(1,056,328)	(1,046,978)
<b>Rev. Over/(Under) Exp.</b>	<b>92,209</b>	<b>(522,573)</b>	<b>(523,778)</b>	<b>(282,378)</b>	<b>(260,653)</b>	<b>(227,228)</b>
Millage Necessary to Cover	n/a	n/a	0.1000	0.1000	0.1000	0.1000

## 2017 Township Manager's Recommended Comprehensive Budget



### Significant expenditure changes included in the 2017 Budget:

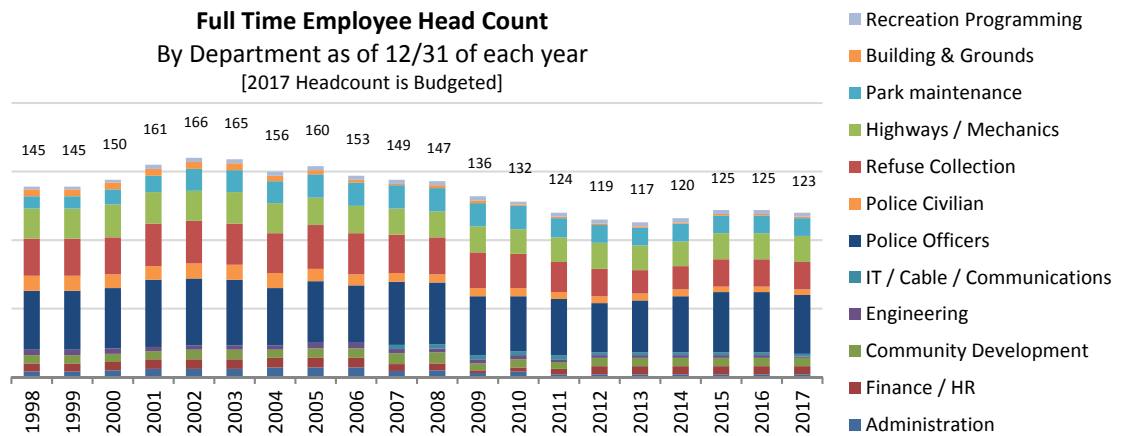
#### Employee Wages

The 2017 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 with regard to 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 1/1/2017.
- **Non-Uniform, Union Employees:** The Radnor Association of Township Employees (RATE) collective bargaining agreement expires at 12/31/2016. Using prior years as the baseline, an assumed increase of 2.75% has been included in the budget, subject to negotiation through the collective bargaining process.
- **Non-Union Full and Part-Time Employees:** The budget includes an assumed 2.75% increase except for the Township Manager and Police Superintendent. Any increase authorized will be based on performance, as determined by the Township Manager, and will be subject to separate Board approval via' Wage & Salary Schedule.

#### Staffing Assumption

The 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 2017 budget. The Township Manager is communicating those situations with the Board.



#### 2016 vs 2017 full time staffing change by department:

Department	Δ	Department	Δ
Administration	-	PW: Engineering	(1)
Finance	-	PW: Refuse	-
Community Development	-	PW: Highway/Mech.	-
Info Tech	-	PW: Park Maintenance	-
Police: Uniformed	(1)	PW: Building & Grounds	-
Police: Civilian	-	Rec. Programming	-



## 2017 Township Manager’s Recommended Comprehensive Budget

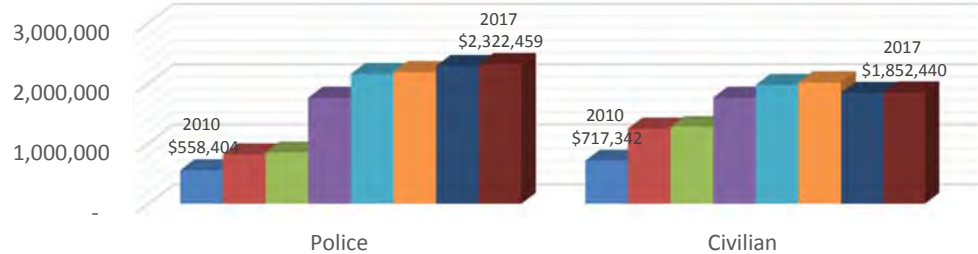


**Pension Obligations**

The 2017 budget includes funding the full amount of the Township’s Minimum Municipal Obligation (MMO) as adopted via Resolution 2016-97 on September 26, 2016. The table below shows the total Township share of the MMO since 2010:

Year	Uniform Plan	Civilian Plan	Gross MMO Obligation	Less: State Aid	Net Township Expense
2010	\$ 558,404	\$ 717,342	\$ 1,275,746	\$ 589,341	\$ 686,405
2011	822,301	1,252,960	2,075,261	985,572	1,089,689
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	700,000	3,474,899

Gross Pension MMO Expenses  
[Before State Aid]



**Pension Funding Forecast**

In addition to funding the pension MMO, a recommendation will be discussed at the October 24, 2016 meeting regarding decisions to help offset future pension actuarial losses and/or to help pay down on the amortization of the unfunded portion of the pension liability. Assumptions are included in the forecast section that suggest excesses should be allocated to pension and that the Board consider further reducing the rate of return assumption from 7.5% to either 7.25% or even 7.0%. Here are some key points to consider ahead of the CARFAC discussion:

- The Actuarial Loss/(Gain) rows for each plan represent known changes in the amortization of the unfunded liability over the forecast period. These are prior years’ actuarial losses that will be fully amortized and be removed from our annual MMO
- The Excess Fund Bal Investment / Act. Gain represent one-time lump sum investments into the plans and the corresponding actuarial gain generated from those investments.
- A reduction in rate of return assumption results in an increase in annual MMO expense. The table below (ROI Assumption Cost and Act. Gain) show what the cost and reward are for lowering the rate of return to 7.25%, as calculated by the Township’s actuarial firm.

	2017	2018	2019	2020	2021	2022
<b>MMO Changes Totals (from below)</b>	<b>\$260,256</b>	<b>\$233,370</b>	<b>\$124,678</b>	<b>\$(54,370)</b>	<b>\$(53,656)</b>	<b>\$(53,656)</b>
Actuarial Loss/(Gain)   Civilian	-	(236,255)	(344,947)	(353,672)	(353,672)	(353,672)
Actuarial Loss/(Gain)   Police	-	209,369	209,369	39,046	39,760	39,760
Excess Fund Bal Investment	-	-	-	-	-	-
Excess FB Resulting Act. Gain	-	-	-	-	-	-
ROI Assumption Cost	260,256	260,256	260,256	260,256	260,256	260,256
ROI Assumption Act. Gain	n/a	(48,117)	(48,117)	(144,351)	(144,351)	(192,468)

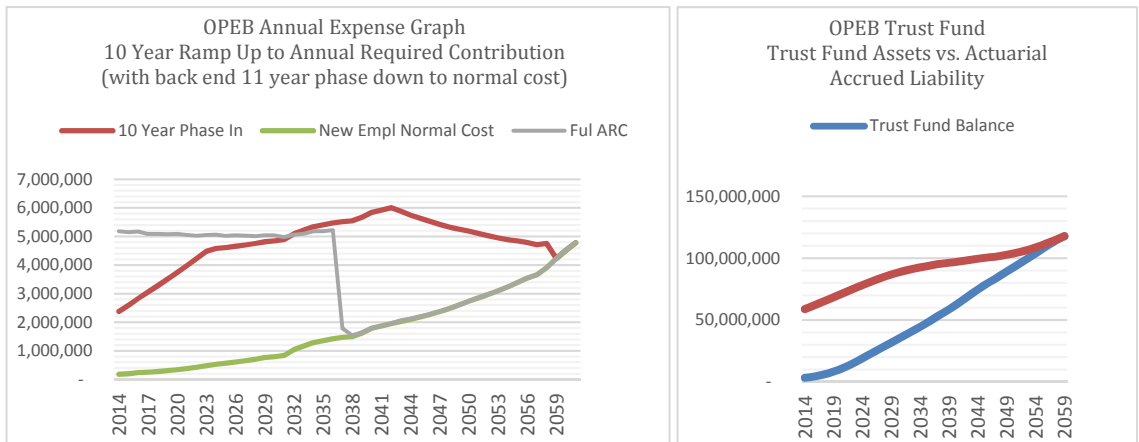
## 2017 Township Manager’s Recommended Comprehensive Budget



### Other Post-Employment Benefits Funding Plan

In June 2013, CARFAC and the Administration presented to the Board of Commissioners several OPEB Funding Plan options. Those options ranged from staying with the “pay as you go” approach to fully funding the Annual Required Contribution (ARC) immediately. In between those two extremes, phased-in ARC funding plans were also explored. The Board initiated the funding plan in 2014. The 2017 Township Manager’s recommended budget includes continuing with year two of the 10-year phase in plan. The Plan, as adopted, 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). Consequently, the 2017 Budget includes \$800,000 needed to continue the OPEB funding plan.

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 (2059):



### Capital Funding

The Township Manager’s recommended budget includes some new assumptions on how a portion of the Township’s Capital Plan will be funded. As noted earlier, CARFAC will be presenting their recommendation at the October 24, 2016 Board meeting. Here is a brief introduction of the assumptions included in the forthcoming recommendation:

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. In simple terms, the Township will utilize current year revenues to fund these capital items. Generally, the capital items included in this category are vehicles, department equipment, and information technology.
- **Pay-as-you-use:** This category assumes that the Township will return to the practice of issuing small amounts of debt (i.e. bonds, bank loans, combination, etc.) to fund these assets. Going back through the Township’s debt history, from 1990 through 2007, the Township issued bonds every three to four years to fund its capital program. CARFAC and the Administration are recommending that we return to that practice with a couple of qualifications: (a) that the Township use developer contributions, grants, one-time revenues and other non-tax sources to offset the amount of bonds necessary to the greatest extent possible, and (b) that in no case shall the final maturity of the financing instrument exceed the useful life of the asset it is financing.

## 2017 Township Manager’s Recommended Comprehensive Budget



**Capital Funding**  
(Cont’d)

Here is a summary table of how the financing sources and uses are forecasted to work. Note that the financial forecast includes this funding strategy:

	2017	2018	2019	2020	2021	2022
<b>Sources</b>	\$3,500,000	\$ -	\$ -	\$3,500,000	\$ -	\$ -
<b>Uses</b>	(1,093,000)	(880,500)	(1,335,000)	(722,000)	(405,000)	(606,000)
<b>Balance</b>	<b>\$2,407,000</b>	<b>\$1,526,500</b>	<b>\$191,500</b>	<b>\$2,969,500</b>	<b>\$2,564,500</b>	<b>\$1,958,500</b>
<b>Debt Service</b>	<b>(223,000)</b>	<b>(219,000)</b>	<b>(221,000)</b>	<b>(439,000)</b>	<b>(437,000)</b>	<b>(435,000)</b>

Additional notes:

- The uses are heavier in the near term. It is anticipated that the uses in years 2020 – 2022 would increase as projects are identified.
- The debt service represents that principal + interest expense associated with the \$3.5 million in financing issued.
- The General Fund’s current portion of the Township’s debt service expense will step down by approximately \$450,000 in 2020. So the additional debt issued as part of this program will fill that gap. Consequently, in the near term, the debt expense associated with this program will not add additional cost to the operating statement. At the same time, the Township is able to generate funds to pay for the long-term portion of the capital program.

**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 2017 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 2017, the importance of the Act 511 tax revenue, and a comparative look at the global finances of the Township from 2013 through the 2017 budget.

*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 2017:

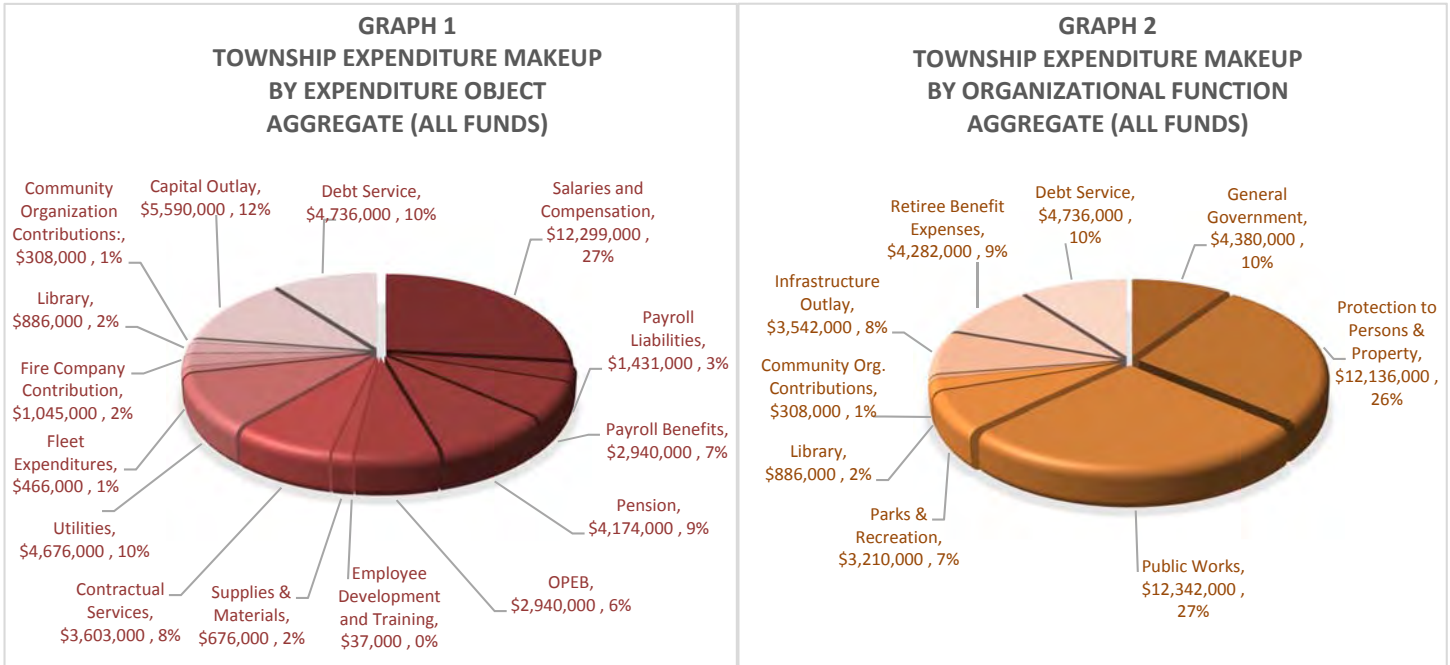
Category	Description
<b>Protection of Persons and Property</b>	This category includes the Township’s <i>Police Department</i> , the Township’s <i>Community Development Department</i> (code enforcement) and the Township’s contributions to the three <i>fire companies</i> that provide service to Radnor properties (Radnor Fire Company, Bryn Mawr Fire Company and Broomall Fire Company).
<b>Public Works</b>	This category includes all of the departments that provide basic municipal and infrastructure services. Those include: <i>Garbage collection, recycling and yard waste collection, leaf collection, snow &amp; ice removal, street cleaning, traffic signals / signage, curbs &amp; sidewalks, road resurfacing / maintenance, fleet mechanics, street barricades</i>

2017 Township Manager’s Recommended Comprehensive Budget



Category	Description
	(used for community festivals, parades, etc.), <i>storm and sanitary sewer maintenance, and other general highway services.</i>
<b>Parks &amp; Recreation</b>	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.
<b>General Government</b>	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 of the computer and networking as well as the public access / government channel responsibilities and the Township web site maintenance.
<b>Debt Service</b>	This category summarizes all of 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.
<b>Library Contributions</b>	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).
<b>Community Organization Contributions</b>	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.
<b>Retiree Benefits</b>	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.
<b>Transfers to Other Funds</b>	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.

## 2017 Township Manager's Recommended Comprehensive Budget



As indicated by graphs above, the total expenditures budgeted for 2017 are \$45,644,000. This figure includes the expenditures from all of 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 \$3.9 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
<b>Real Estate Taxes</b> (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).

## 2017 Township Manager's Recommended Comprehensive Budget

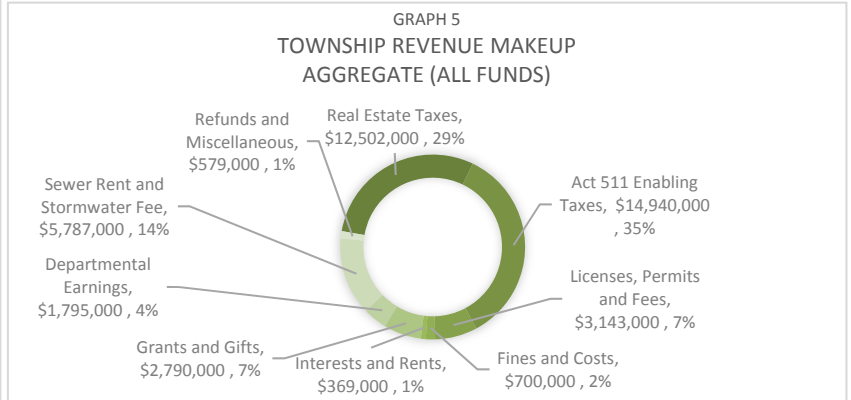
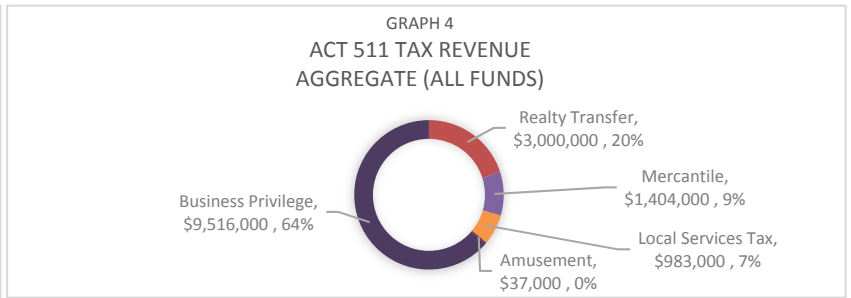


**Act 511 Taxes**  
(35% of total revenues)

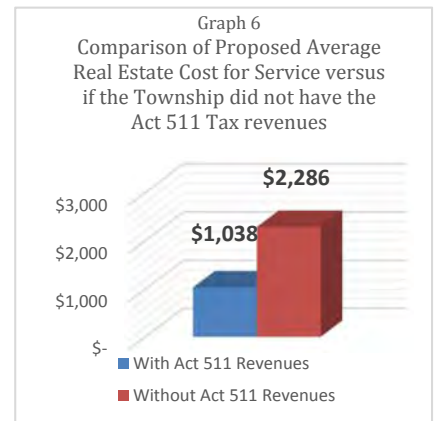
These revenues are generated from five sources: Real Estate Transfer taxes, Business Privilege taxes, Mercantile taxes, Local Services tax (LST), and Amusement tax. The business privilege, mercantile and amusement taxes are paid by qualifying businesses in Radnor Township and the LST is paid for by all of 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.



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 \$14,940,000 would have to be made up from real estate taxes. That would equate to a 120% tax increase. The information shown in Graph 6 assumes that all other services would be funded and that the median assessed residential value is \$264,710. 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.

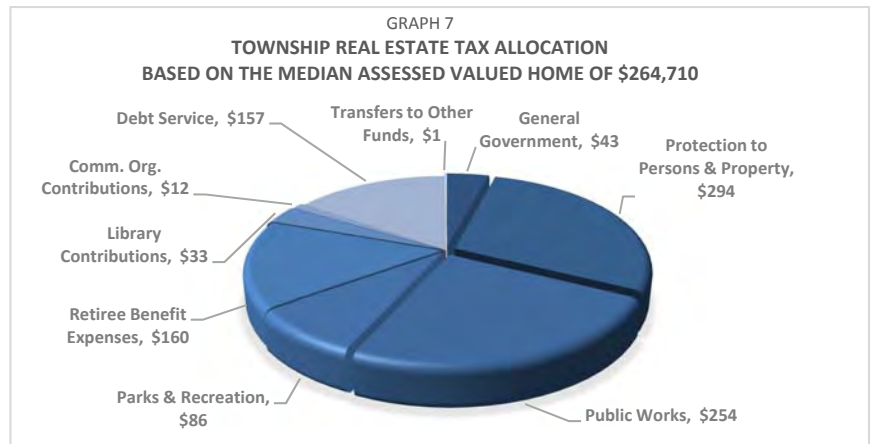


## 2017 Township Manager's Recommended Comprehensive Budget



The following information allocates the 2017 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 2017 operating millage rate of 3.9228 into the broad service categories:

Service Category:	Millage
General Government	0.1616
Protection to Persons & Property	1.1091
Public Works	0.9577
Parks & Recreation	0.3241
Retiree Benefit Expenses	0.6039
Library Contributions	0.1249
Community Organization Contr.	0.0435
Debt Service	0.5935
Infrastructure	0.0000
Transfers to Other Funds	0.0046



The last graph of this section takes another look at the 2017 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.

Graph 8  
2017 Median Real Estate Cost for Service



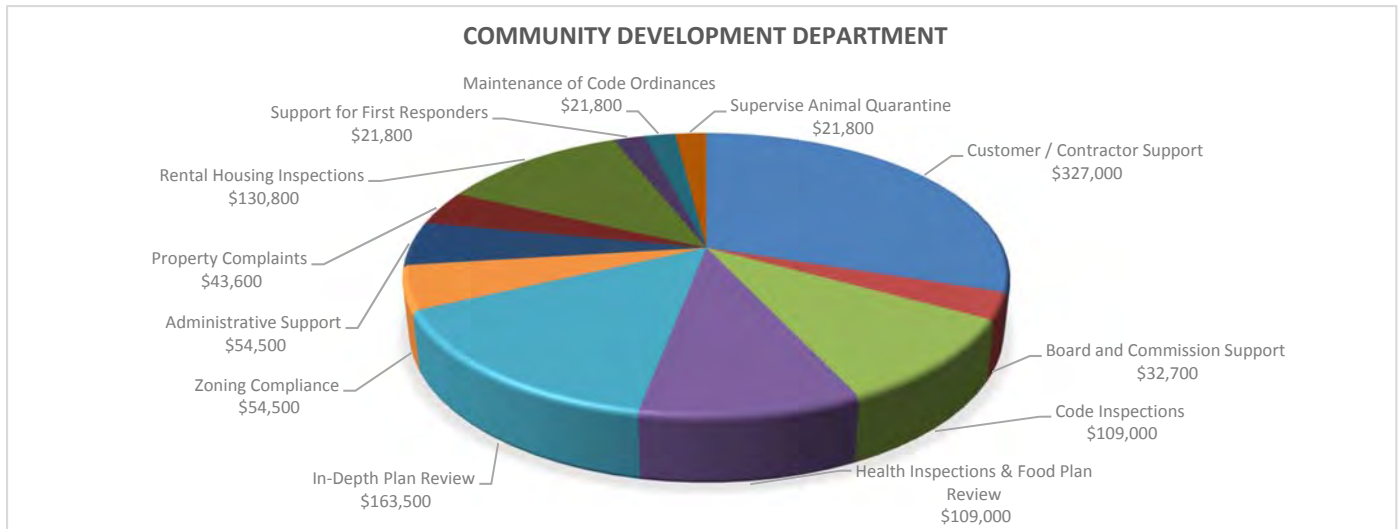
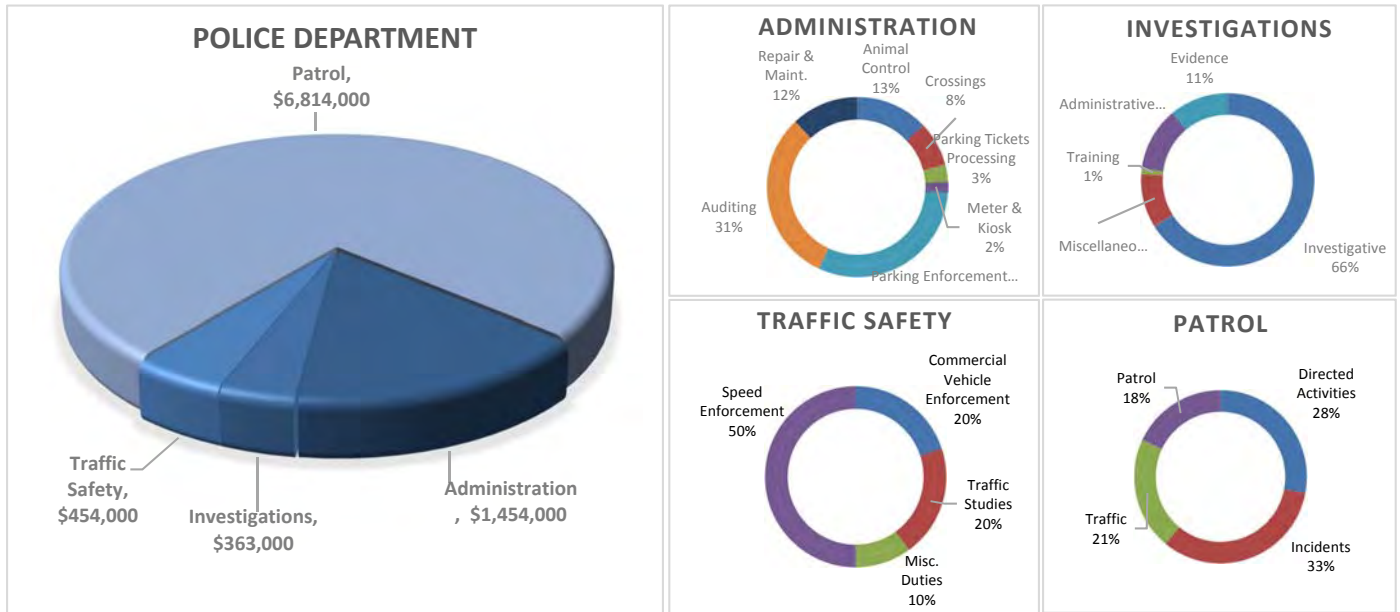
### Departmental Budget Allocations by Program or Service:

*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 2017. 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

## 2017 Township Manager's Recommended Comprehensive Budget

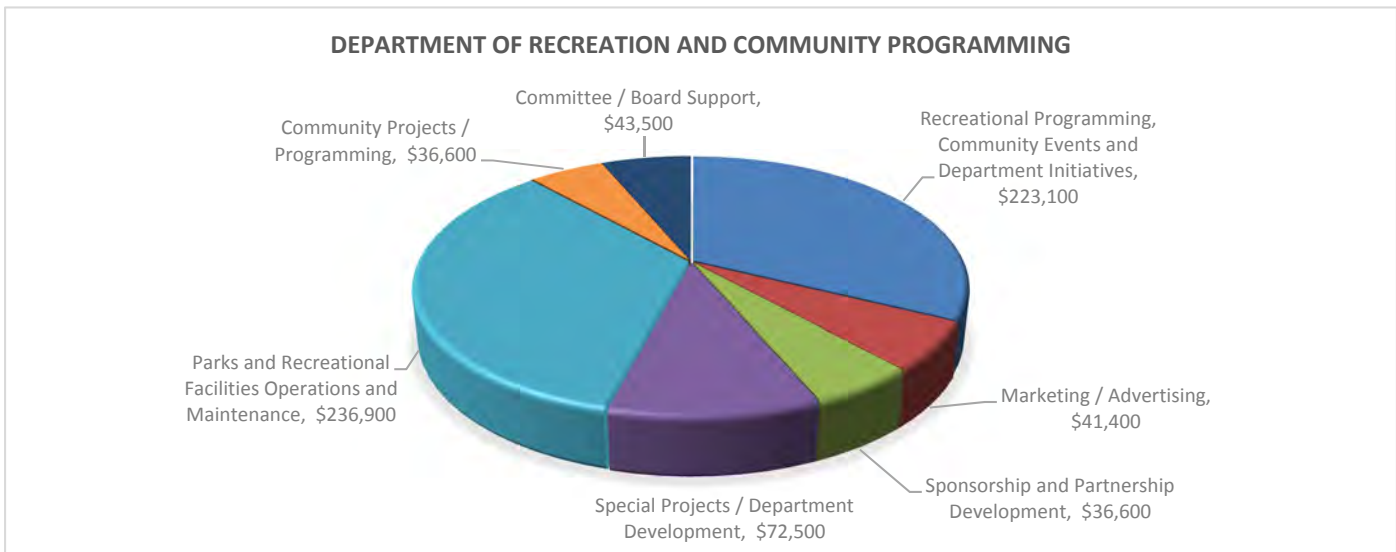
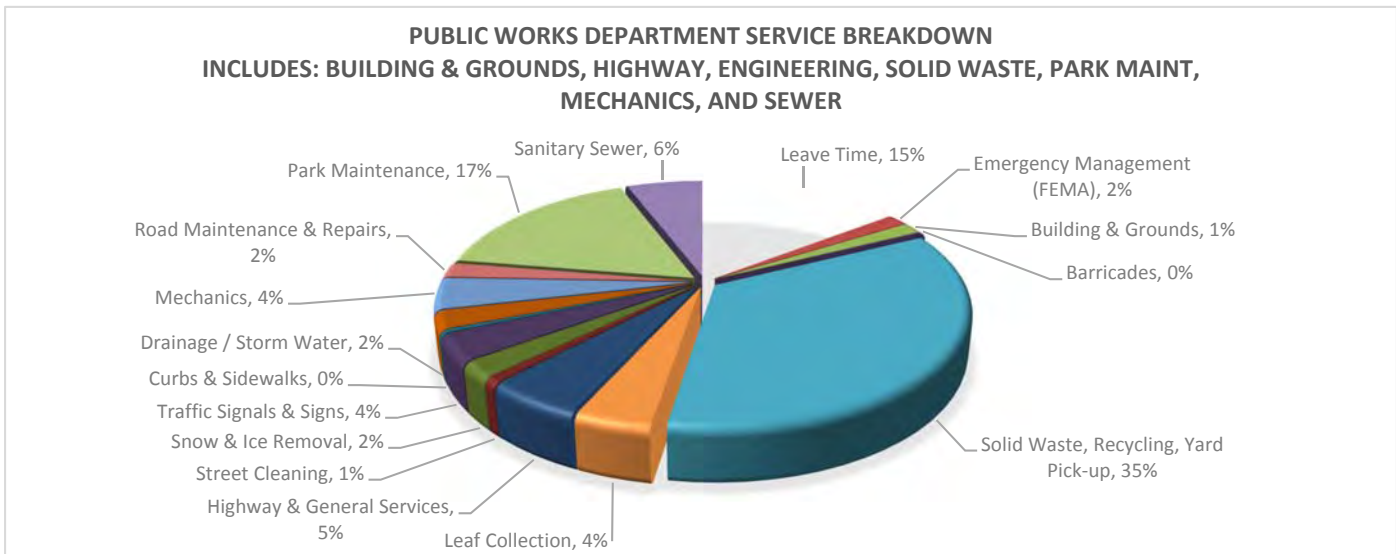
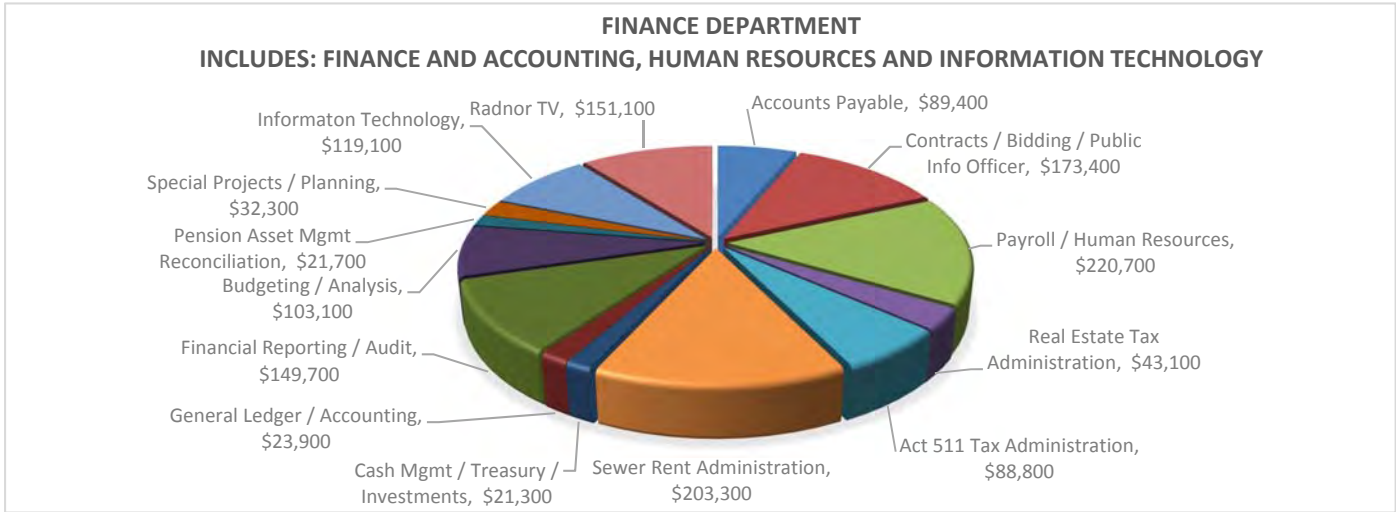


capita cost of these various services and programs. For example, the total budgeted amount for Solid Waste collection in 2016 is \$3,103,093 (including capital) which calculates to a per capita cost of approximately \$98.41 based on a population of 31,531. It should be noted that these costs do not include the OPEB funding plan. 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.





## 2017 Township Manager's Recommended Comprehensive Budget



## 2017 Township Manager's Recommended Comprehensive Budget



### Aggregate Financial Information (All Government Funds):

	2013 Actual	2014 Actual	2015 Actual	2016 Forecast	2017 Recomm.	%Δ
<b>REVENUES</b>						
Real Estate Taxes	\$11,720,793	\$11,803,429	\$11,773,342	\$12,444,830	\$12,504,358	0.5%
Act 511 Enabling Taxes:						
Realty Transfer	3,401,284	2,827,758	3,830,652	2,992,034	3,000,000	0.3%
Mercantile	689,552	1,396,668	1,328,898	1,326,695	1,404,043	5.8%
Local Services Tax	882,248	909,874	1,019,034	1,049,887	983,000	-6.4%
Amusement	35,070	37,856	23,762	38,534	37,000	-4.0%
Business Privilege	18,282,349	9,085,391	9,409,945	9,184,813	9,515,745	3.6%
Licenses, Permits and Fees	2,710,837	3,543,883	4,173,983	3,452,930	3,143,200	-9.0%
Fines and Costs	626,099	758,786	613,968	623,065	700,000	12.3%
Interests and Rents	254,885	287,577	291,576	376,507	368,858	-2.0%
Grants and Gifts	2,112,153	2,830,255	2,236,109	2,307,030	2,790,375	21.0%
Departmental Earnings	1,732,258	1,653,276	1,725,080	1,834,801	1,794,519	-2.2%
Sewer Rent / Stormwater Revenue	5,032,226	6,058,352	5,992,577	5,901,970	5,787,494	-1.9%
Special Assessments	53,393	48,888	160,746	51,614	49,900	-3.3%
Refunds and Miscellaneous	517,766	1,158,463	875,591	602,118	529,488	-12.1%
Debt Proceeds <sup>1</sup>	18,883,902	9,999,289	-	-	-	n/a
Intrafund Transfers	1,322,763	1,115,958	590,000	49,100	32,500	-33.8%
<b>TOTAL REVENUES</b>	<b>\$68,257,578</b>	<b>\$53,515,694</b>	<b>\$44,045,261</b>	<b>\$42,235,928</b>	<b>\$42,638,428</b>	<b>1.0%</b>
<b>EXPENDITURES:</b>						
Salaries and Compensation:						
Salaries and Wages	9,435,772	10,309,487	10,288,505	10,604,501	\$11,243,419	6.0%
Longevity	496,463	577,288	598,526	622,428	635,588	2.1%
Sick Pay Bonus	9,170	8,680	8,470	8,890	8,775	-1.3%
Medical Expense Reimbursement	9,000	8,300	7,700	7,600	10,600	39.5%
Overtime	398,607	602,491	661,951	568,211	400,400	-29.5%
PR Liabilities and Benefits:						
Soc. Sec. / Med. Taxes	751,407	834,602	835,565	855,687	907,535	6.1%
Workers' Comp Prem.	427,462	407,799	496,841	481,917	513,633	6.6%
Unemployment	47,846	38,849	9,346	5,942	10,000	68.3%
Pension	6,427,608	4,139,918	4,211,212	4,137,606	4,174,474	0.9%
Medical Insurance	2,711,759	2,807,220	2,766,586	2,767,952	2,797,141	1.1%
OPEB Funding	4,910,737	1,964,864	2,423,870	2,697,707	2,939,715	9.0%
Life and Dis. Ins	184,326	241,564	209,710	139,282	142,436	2.3%
Employee Dev. and Training	31,382	33,077	32,250	42,067	37,436	-11.0%
Supplies & Materials:						
Office sup. / postage	58,900	65,625	60,083	60,464	66,101	9.3%
Operating supplies	470,415	777,662	829,254	513,350	610,043	18.8%
Contractual Services:						
General	1,525,076	1,836,433	1,732,441	1,842,359	1,657,886	-10.0%
Legal / Professional	1,753,327	1,711,028	1,849,485	1,590,223	1,230,756	-22.6%
Insurance	408,543	375,600	420,192	363,293	389,993	7.3%
Maintenance & Repairs (non-fleet)	257,418	346,156	378,342	327,489	324,075	-1.0%
Utilities	3,963,901	4,338,604	4,393,869	4,506,714	4,675,635	3.7%
Fleet Expenditures						
Gas, Oil, Lubricants	341,194	394,894	215,880	165,805	248,832	50.1%
Tires, Batteries, Access.	61,080	52,149	47,864	49,123	52,112	6.1%
Repair & Maintenance (fleet only)	182,082	171,332	211,344	211,587	165,320	-21.9%
Community Organization Contrib.						
Fire Companies	854,640	849,806	911,471	949,140	1,044,761	10.1%
Radnor Memorial Library	849,024	900,116	885,496	913,523	885,507	-3.1%
Other Community Organizations	235,358	243,284	283,177	307,117	308,127	0.3%
Capital Outlay	1,983,093	14,670,836	3,943,658	3,652,431	5,411,974	48.2%
Debt Service						
Principal <sup>1</sup>	21,220,462	2,495,000	2,700,000	2,989,500	2,810,000	-6.0%
Interest	1,845,484	1,683,097	1,720,685	1,755,434	1,926,058	9.7%
Bank Charges	3,348	145,244	3,424	3,599	-	-100.0%
Miscellaneous	5,207	10,675	9,689	24,517	15,000	-38.8%
Intrafund Transfers	1,322,763	1,115,958	590,000	40,000	32,500	-18.8%
<b>TOTAL EXPENDITURES</b>	<b>\$63,182,854</b>	<b>\$54,157,640</b>	<b>\$43,736,885</b>	<b>\$43,205,458</b>	<b>\$45,675,833</b>	<b>5.7%</b>

<sup>1</sup> Includes bond refinancing transactions in 2013

## 2017 Township Manager's Recommended Comprehensive Budget



### Debt Service Summary

The Township's outstanding principal debt balance at 12/31/2016 will be \$59,635,000, which is made up of \$45,660,000 in non-voted general obligations of the Township and \$13,975,000 in voted open space bonds. Currently the Township has seven 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, and Series 2016 park/trail improvement bonds. The table below reflects the summary of budgeted debt obligation transactions for 2017.

Issue	Final Year of Maturity	Original Principal Amount	Balance January 1, 2017	2017 Additions	2017 Reductions	Balance December 31, 2017	Interest Payments
<b>Non-Voted General Obligation Bonds:</b>							
2012 Series Refund	2037	16,360,000	16,230,000	-	35,000	16,195,000	620,777.50
2013 Series Refund	2034	18,210,000	17,320,000	-	600,000	16,720,000	567,757.16
2015 Series SWAP Term	2018	2,465,000	1,460,000	-	1,025,000	435,000	19,493.76
2015 Series Refund	2024	2,785,000	2,785,000	-	-	2,785,000	82,925.00
2015 Series Library	2035	2,490,000	2,360,000	-	95,000	2,265,000	73,212.51
2016 Series Park/Trail	2035	5,765,000	5,505,000	-	230,000	5,275,000	142,395.00
<b>Subtotal</b>			<b>\$45,660,000</b>	<b>-</b>	<b>\$1,985,000</b>	<b>\$43,675,000</b>	<b>\$1,506,560.93</b>
<b>Voted Open Space General Obligation Bonds</b>							
2014 Series Ardrossan	2043	9,885,000	9,645,000	-	240,000	9,405,000	323,510.00
2015 Series Ref Various	2026	4,965,000	4,330,000	-	585,000	3,745,000	95,987.50
<b>Subtotal</b>			<b>\$13,975,000</b>	<b>-</b>	<b>\$825,000</b>	<b>\$13,150,000</b>	<b>\$419,497.50</b>
<b>Grand Totals</b>			<b>\$59,635,000</b>	<b>\$ -</b>	<b>\$2,810,000</b>	<b>\$56,825,000</b>	<b>\$1,926,058.43</b>

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 2017 debt service.

Fund	Amount
General Fund – General Revenues / Real Estate Taxes	\$2,991,146
Sewer Fund – Sewer Rent	344,356
Special Assessment Fund – Infrastructure Projects	45,539
Parks & Open Space Fund – Real Estate Transfer Tax and Voted Millage	1,244,498
Wayne Art Center and Radnor Fire Company Repayment	110,519
Library Repayment (eliminated in 2010)	-
<b>Total</b>	<b>\$4,736,058</b>

### Capital Funding for 2016

The table below summarizes the various sources and uses of funds and project categories as detailed in the Five-Year Capital Plan (see page 118). Normally, the resources needed to provide the necessary funding for the Plan would come from the General Fund. General Fund allocations come from a direct transfer (of millage / tax revenue)

## 2017 Township Manager's Recommended Comprehensive Budget



and the funding mandated by Chapter §44.12 of the Township Administrative Code. The Township has benefited over the past three years from one-time, unexpected revenues that have funded the annual capital requirements.

	2017	2018	2019	2020	2021	2022
<b>SOURCES:</b>						
General Fund	1,184,229	1,500,983	1,446,966	1,781,236	1,278,836	1,166,836
PEG / Cable Funding	160,000	160,000	160,000	160,000	160,000	160,000
Interest Income	6,000	6,000	6,000	6,000	6,000	6,000
Sale of Property	40,000	20,000	20,000	20,000	20,000	20,000
Contributions	-	-	-	-	-	-
Sewer Rent Fee Income	20,000	210,000	585,000	745,000	1,345,000	145,000
Storm Water Fee Income	1,200,000	800,000	677,035	677,035	677,035	677,035
Liquid Fuels Grant	831,442	851,653	872,369	893,604	806,410	829,295
<b>Total Sources</b>	<b>\$3,558,249</b>	<b>\$3,538,032</b>	<b>\$3,657,301</b>	<b>\$4,173,354</b>	<b>\$4,293,281</b>	<b>\$3,004,166</b>

<b>USES:</b>						
Pay-as-you-go Group:						
Department Vehicles & Equip:						
Police	131,700	217,500	306,670	368,500	200,000	308,500
Engineering	-	-	-	-	-	-
Public Works: Solid Waste	225,035	257,589	218,300	263,300	268,300	255,000
Public Works: Highway	248,458	334,958	243,300	387,300	267,300	184,600
Public Works: Park Maintenance	175,300	261,550	175,000	221,050	128,800	-
Public Works: Sanitary Sewer	36,000	36,000	122,200	112,200	40,200	40,200
Community Development	-	35,000	-	-	35,000	35,000
Information Technology	61,300	58,050	31,300	26,300	48,300	26,300
PEG / Radnor TV	199,400	203,300	132,360	136,750	137,600	130,400
Fire Service Contributions	283,036	283,036	283,036	283,036	283,036	283,036
Park Improvements (General)	66,000	36,000	243,000	281,000	96,000	130,000
Subtotal   Pay-as-you-go	\$1,426,229	\$1,722,983	\$1,755,166	\$2,079,436	\$1,505,036	\$1,393,036
Pay-as-you-use Group:						
Infrastructure Improvements:						
Sanitary Sewer <sup>2</sup>	20,000	210,000	585,000	745,000	1,345,000	145,000
Storm Water Management <sup>2</sup>	1,200,000	800,000	677,035	677,035	677,035	677,035
Road and Bridge <sup>2</sup>	1,493,020	1,241,049	1,212,300	1,034,083	1,014,410	987,295
Traffic Control Systems	500,000	112,500	522,000	300,000	220,000	220,000
Township Building and Grounds	35,000	141,000	136,000	175,000	-	225,000
Municipal Parking Lots	36,000	250,000	250,000	20,000	-	26,000
Willows Improvements	-	-	-	-	-	-
Park Improvements <sup>1, 3</sup> (Non-2016 GOB's)	-	-	-	311,000	350,000	700,000
Library Facility Improvements <sup>1</sup>	-	-	-	-	-	-
Special Assessment Improvements	-	-	-	-	-	-
<b>TOTAL - ALL USES</b>	<b>\$3,284,020</b>	<b>\$2,754,549</b>	<b>\$3,382,335</b>	<b>\$3,262,118</b>	<b>\$3,606,445</b>	<b>\$2,980,330</b>

Footnotes:

1. The Capital Plan summary above does not include the Library, Park and Trail projects included with the bond issues. Those projects are now being tracked in a special bond payment fund (#500, 501) within the Township's accounting software system. The projects included in the Capital Plan summary are those needing funding.
2. Portions of the Pay-as-you-use group include programs that generate specific resources to fund them. For example, the sanitary sewer, stormwater and a majority of the road and bridge group all have annual revenues that are generated to help pay for capital. Therefore, no borrowing would be necessary for those capital expenses.
3. The Park Improvements in the Pay-as-you-use Group represent those bondable projects that were removed from the Park Improvement Bonds, Series 2016

## 2017 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 in an effort 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,

A blue ink handwritten signature of Robert A. Zienkowski, written over a horizontal line.

Robert A. Zienkowski,  
Township Manager/ Secretary

A black ink handwritten signature of William M. White, written over a horizontal line.

William M. White,  
Finance Director



# Radnor Township, PA

## 2017 Township Manager Recommended Budget

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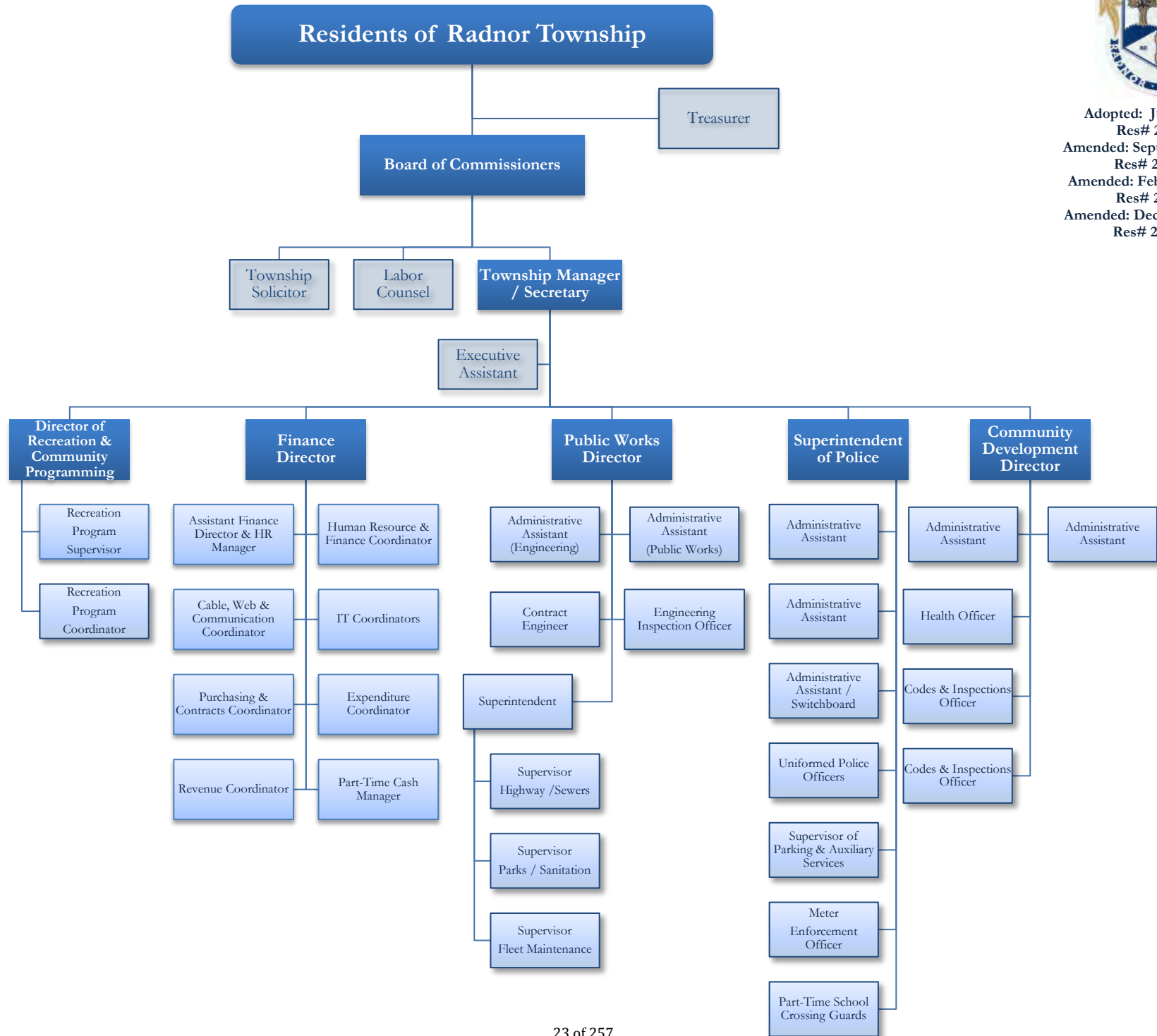
### Organizational Charts

- Administrative Organizational Chart
- Fund Accounting Organizational Chart

# RADNOR TOWNSHIP ORGANIZATIONAL CHART

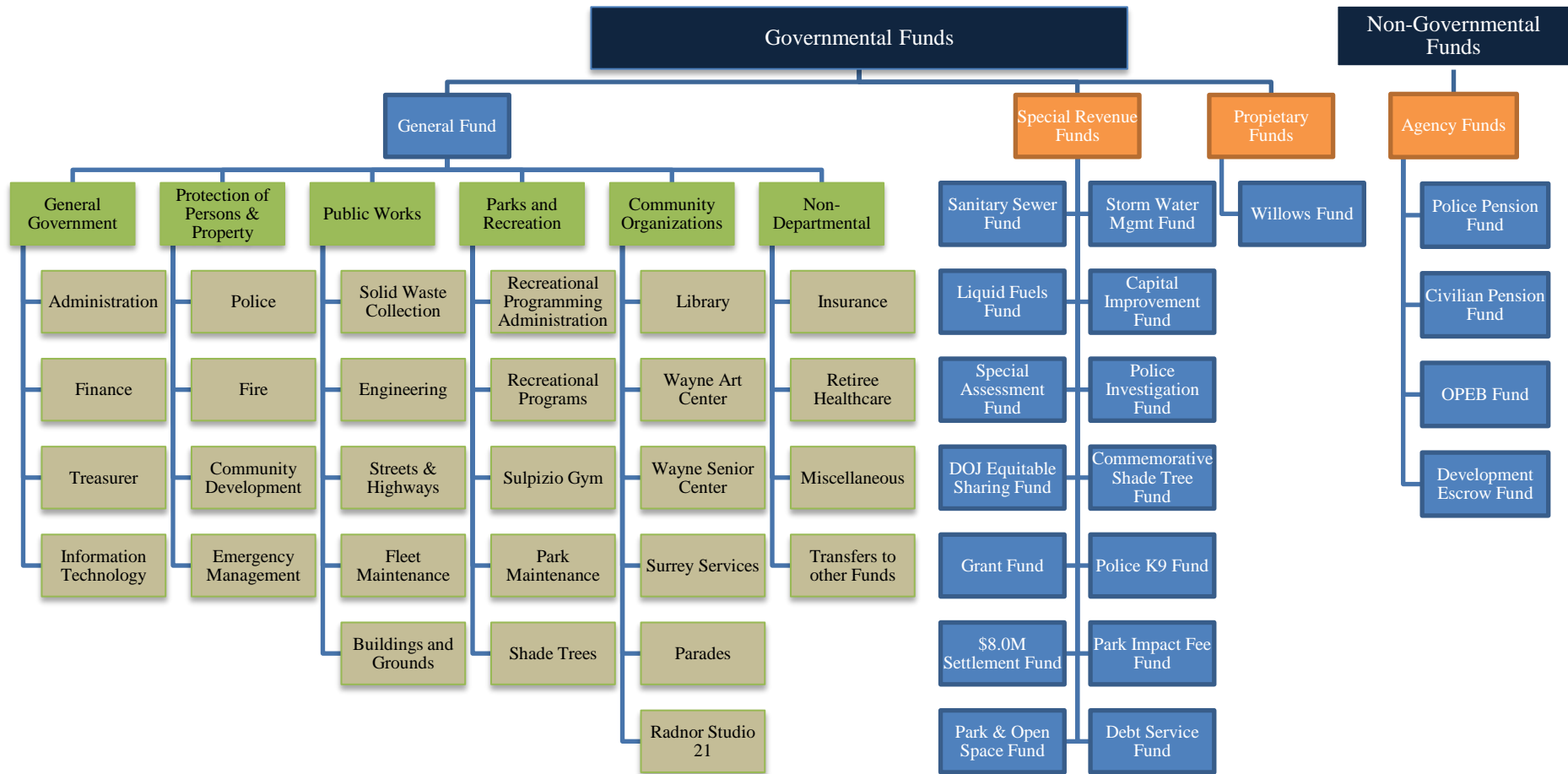


Adopted: June 20, 2011  
 Res# 2011-87  
 Amended: September 26, 2011  
 Res# 2011-116  
 Amended: February 25, 2013  
 Res# 2013-20  
 Amended: December 16, 2013  
 Res# 2013-144



# Radnor Township, PA

## Fund Accounting Organizational Chart





**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Five Year Financial Forecast Section

**Radnor Township, PA  
Five Year Forecast  
Discussion and Assumptions**



**Executive Summary:**

The five-year forecast was developed with the assistance of the Citizens’ Audit Review & Financial Advisory Committee (CARFAC) back in 2012. The goal of the forecast is to identify revenue and expenditure trends based on today’s operations, and then be able to incorporate different assumptions and immediately see the impact. The forecast is built only on the General Fund given that all operating millage is deposited into that fund. The forecast formula is build using the following:

[Base Operations – as proposed for 2017 + Revenue and Expense Modifications = Forecasted Results]

What is difficult to capture in a static document, is the forecast’s ability to change assumptions and see different results. For example, later in this summary is an explanation of the major assumptions used in developing the forecast graphs depicted on the pages that follow. We can change the Act 511 tax revenue assumptions to show what an economic slow-down might to property tax rates. At the same time, we can see what a spike in healthcare costs might do to the bottom line. In so much as the outcomes are limitless, the forecast shown in this section is based on a set of assumptions we feel to be reasonable. They are not meant to be absolutely accurate, but instead, to show sensitivity and relationships as they relate to future real estate tax rates. The discussions that follow are significant items that are outside the base, but will have future implications on the Township’s budgets:

**Revenue Modification Assumptions:**

Revenue Name	Description
Real Estate Tax Increase	The 2017 Township Manager Recommended Budget has a tax increase of 0%. For the forecast period, no additional real estate tax increases are built into the forecast
Villanova Dormitory/ Performing Arts Development Project	This project was approved in 2015 and therefore is moving forward. Based on estimates provided by Villanova, the forecast includes the anticipated revenue to be generated from the project from 2016 – 2019, with the largest share realized in 2017. In years 2017 – 2018, the amounts include the revenue generated from the parking / dormitory buildings while the 2019 amount (\$1M) is for the performing arts center.
PennMed Development Project	PennMed purchased 145 King of Prussia from BioMed in 2015. The forecast includes a significantly reduced revenue estimate compared to the development plan submitted by BioMed. At this point, estimates have been entered with the thought that something will be developed at the site. The time and magnitude are still being debated. Given the process, we have pushed any revenue consideration out to 2019, which may still be optimistic.
Ardrossan Development	This forecast captures the estimated revenue that will be realized as a result of the 71+/- new homes being constructed on the balance of the Ardrossan site. The forecast assumptions include a phased-in building plan over the five year period, and include increased real estate values, building permit revenue and real estate transfer taxes.

**Radnor Township, PA  
Five Year Forecast  
Discussion and Assumptions**



**Expenditure Modification Assumptions:**

Expenditure Name	Description						
Pension Funding	<p>The Township’s annual pension expense is referred to as our MMO which stands for the minimum municipal obligation. This payment is calculated based on a State mandated formula which takes the annual pensionable payroll times the normal cost and administrative expenses, net of employee contributions. Then, since the Township has an unfunded liability, the MMO includes the annual amortization to pay that down.</p> <p>The normal cost is a percentage that is calculated by an actuary and is meant to value today’s cost of providing the future benefit. If all the assumptions hold, then the normal cost should provide enough assets to fully fund the future obligation. In years where variances from those assumptions occur, actuarial gains / losses are generated. Those gains / losses are amortized over a period of time, approximately 15 years.</p> <p>As noted in the executive summary section of this budget, CARFAC and the Administration have been working on a review of the pension funding situation and have developed recommendations that will be presented at the October 24, 2016 Board of Commissioner meeting. Those recommendations will involve the following table and discussions:</p> <ul style="list-style-type: none"> <li>• The Actuarial Loss/(Gain) represents <i>known</i> changes in the amortization of the unfunded liability over the forecast period. These are prior years’ actuarial losses that will be fully amortized and be removed from our annual MMO</li> <li>• The Excess Fund Bal Investment / Act. Gain represents one-time lump sum investments into the plans and the corresponding actuarial gain generated from those investments.</li> <li>• A reduction in rate of return assumption results in an increase in annual MMO expense. The table below (ROI Assumption Cost and Act. Gain) show what the cost and reward are for lowering the rate of return to 7.25%, as calculated by the Township’s actuarial firm.</li> </ul>						
		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>MMO Changes Totals</b> (from below)	<b>\$260,256</b>	<b>\$233,370</b>	<b>\$124,678</b>	<b>\$(54,370)</b>	<b>\$(53,656)</b>	<b>\$(53,656)</b>
	Actuarial Loss/(Gain)   Civilian	-	(236,255)	(344,947)	(353,672)	(353,672)	(353,672)
	Actuarial Loss/(Gain)   Police	-	209,369	209,369	39,046	39,760	39,760
	Excess Fund Bal Investment	-	-	-	-	-	-
	Excess FB Resulting Act. Gain	-	-	-	-	-	-
	ROI Assumption Cost	260,256	260,256	260,256	260,256	260,256	260,256
	ROI Assumption Act. Gain	n/a	(48,117)	(48,117)	(144,351)	(144,351)	(192,468)

Radnor Township, PA  
 Five Year Forecast  
 Discussion and Assumptions



Expenditure Name	Description																																			
Capital Program Modifications	<p>As noted in the Executive Summary, CARFAC will be presenting their recommendation at the October 24, 2016 Board meeting. Here is a brief introduction of the assumptions included in the forthcoming recommendation:</p> <p>The Capital Plan has been divided into two broad categories;</p> <ul style="list-style-type: none"> <li>• <b><u>Pay-as-you-go</u></b>: As the name suggests, these capital items include short-term assets and are funded through current resources. In simple terms, the Township will utilize current year revenues to fund these capital items. Generally, the capital items included in this category are vehicles, department equipment, and information technology.</li> <li>• <b><u>Pay-as-you-use</u></b>: This category assumes that the Township will return to the practice of issuing small amounts of debt (i.e. bonds, bank loans, combination, etc.) to fund these assets. Going back through the Township’s debt history, from 1990 through 2007, the Township issued bonds every three to four years to fund its capital program. CARFAC and the Administration are recommending that we return to that practice with a couple of qualifications: (a) that the Township use developer contributions, grants, one-time revenues and other non-tax sources to offset the amount of bonds necessary to the greatest extent possible, and (b) that in no case shall the final maturity of the financing instrument exceed the useful life of the asset it is financing.</li> </ul> <p>Here is a summary table of how the financing sources and uses are forecasted to work. Note that the financial forecast includes this funding strategy:</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th></th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td><b>Sources</b></td> <td>\$3,500,000</td> <td>\$ -</td> <td>\$ -</td> <td>\$3,500,000</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td><b>Uses</b></td> <td>(1,093,000)</td> <td>(880,500)</td> <td>(1,335,000)</td> <td>(722,000)</td> <td>(405,000)</td> <td>(606,000)</td> </tr> <tr> <td><b>Balance</b></td> <td><b>\$2,407,000</b></td> <td><b>\$1,526,500</b></td> <td><b>\$191,500</b></td> <td><b>\$2,969,500</b></td> <td><b>\$2,564,500</b></td> <td><b>\$1,958,500</b></td> </tr> <tr> <td><b>Debt Service</b></td> <td><b>(223,000)</b></td> <td><b>(219,000)</b></td> <td><b>(221,000)</b></td> <td><b>(439,000)</b></td> <td><b>(437,000)</b></td> <td><b>(435,000)</b></td> </tr> </tbody> </table> <p>Additional notes:</p> <ul style="list-style-type: none"> <li>• The uses are heavier in the near term. It is anticipated that the uses in years 2020 – 2022 would increase as projects are identified.</li> <li>• The debt service represents that principal + interest expense associated with the \$3.5 million in financing issued.</li> <li>• The General Fund’s current portion of the Township’s debt service expense will step down by approximately \$450,000 in 2020. So the additional debt issued as part of this program will fill that gap. Consequently, in the near term, the debt expense associated with this program will not add additional cost to the operating statement. At the same time, the Township is able to generate funds to pay for the long-term portion of the capital program.</li> </ul>		2017	2018	2019	2020	2021	2022	<b>Sources</b>	\$3,500,000	\$ -	\$ -	\$3,500,000	\$ -	\$ -	<b>Uses</b>	(1,093,000)	(880,500)	(1,335,000)	(722,000)	(405,000)	(606,000)	<b>Balance</b>	<b>\$2,407,000</b>	<b>\$1,526,500</b>	<b>\$191,500</b>	<b>\$2,969,500</b>	<b>\$2,564,500</b>	<b>\$1,958,500</b>	<b>Debt Service</b>	<b>(223,000)</b>	<b>(219,000)</b>	<b>(221,000)</b>	<b>(439,000)</b>	<b>(437,000)</b>	<b>(435,000)</b>
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**Radnor Township, PA  
Five Year Forecast  
Discussion and Assumptions**



**Significant Base Operation Forecast Assumptions:**

Category Name	Assumption Discussion
Act 511 Business Taxes	<p>The revenues generated by this category represent about 1/3 of the General Fund revenues for the Township. Specific growth assumptions include (in each of the cases, the growth percentage is based on a conservative look back at the last 10 years of actual activity):</p> <ul style="list-style-type: none"> <li>• Business Privilege Growth: 3.75% per year</li> <li>• Mercantile Growth: 2.50%</li> <li>• Reality Transfer Growth: 2.67% per year</li> <li>• Local Services Tax Growth: 1.00% per year</li> </ul>
Other Revenue Growth	<p>Each non-tax revenue source received by the township carries a specific growth assumption. When all of those are aggregated, the annual overall revenue growth is forecasted to be as follows (these growth numbers include the Act 511 revenues):</p> <ul style="list-style-type: none"> <li>• 2018: 1.3%</li> <li>• 2019: 1.9%</li> <li>• 2020: 1.9%</li> <li>• 2021: 1.9%</li> <li>• 2022: 2.0%</li> </ul>
Wage and Benefit Expense Growth	<p>Wages are assumed to increase by 2.75% per year over the forecast period. Benefit growth is based on historical trends in each of the respective expense categories based on trends or market information that is available today.</p>
Overall Expenditure Growth	<p>Each revenue source received by the township carries a specific growth assumption. When all of those are aggregated, the annual overall revenue growth is forecasted to be as follows:</p> <ul style="list-style-type: none"> <li>• 2017: 3.3%</li> <li>• 2018: 0.7%</li> <li>• 2019: 1.4%</li> <li>• 2020: 0.4%</li> <li>• 2021: 1.5%</li> </ul>

**Radnor Township, PA**

Financial Forecast Planning Worksheet

Revenue and Expense Modifications to Current Base Operations over Forecast Period



**Base Financial Summary:**

	2016		2017		2018	2019	2020	2021	2022
	Budget	Forecast	Budget	Forecast					
<b>Beginning Cash Balance</b>	\$ 10,410,816	\$ 10,410,816	\$ 10,645,469		\$ 10,737,999	\$ 10,166,192	\$ 9,988,570	\$ 9,970,786	\$ 10,511,709
<b>Base Revenues</b>									
Real Estate Taxes	12,430,304	12,444,830	12,502,305		12,534,049	12,565,786	12,597,519	12,629,249	12,660,977
Act 511 Revenues	14,188,044	13,869,887	14,189,788		14,517,420	14,972,005	15,442,247	15,928,728	16,431,954
All Other Revenue	7,436,856	7,823,796	7,578,420		7,671,099	7,836,272	8,007,739	8,185,691	8,370,325
<b>Total Revenue</b>	<b>\$ 34,055,204</b>	<b>\$ 34,138,513</b>	<b>\$ 34,270,513</b>		<b>\$ 34,722,568</b>	<b>\$ 35,374,063</b>	<b>\$ 36,047,506</b>	<b>\$ 36,743,668</b>	<b>\$ 37,463,256</b>
<b>Base Expenditures</b>									
Salaries and Wages	11,637,904	11,424,877	11,891,261		12,069,240	12,249,889	12,433,247	12,619,356	12,808,256
Payroll Liabilities and Benefits	11,120,915	10,879,867	11,259,670		11,649,696	12,017,791	12,389,017	12,763,439	13,141,121
Capital Expenditures	1,232,923	1,235,384	1,239,283		1,556,743	1,503,443	1,838,440	1,336,778	1,225,527
Debt Service	2,969,635	2,969,635	2,991,146		3,090,520	3,014,992	2,557,809	2,558,960	2,555,150
All Other Expenditures	6,825,073	6,915,651	6,764,124		6,895,451	6,732,615	6,813,582	6,890,771	6,974,203
Net Transfers Out to Other Funds	34,100	40,000	32,500		32,725	32,957	33,195	33,441	33,695
<b>Total Expenses</b>	<b>\$ 33,820,550</b>	<b>\$ 33,465,413</b>	<b>\$ 34,177,984</b>		<b>\$ 35,294,374</b>	<b>\$ 35,551,685</b>	<b>\$ 36,065,290</b>	<b>\$ 36,202,745</b>	<b>\$ 36,737,950</b>
<b>Base Net Revenues</b>	<b>\$ 234,654</b>	<b>\$ 673,100</b>	<b>\$ 92,529</b>		<b>\$ (571,806)</b>	<b>\$ (177,622)</b>	<b>\$ (17,784)</b>	<b>\$ 540,923</b>	<b>\$ 725,305</b>
<b>Ending Cash Balance</b>	<b>\$ 10,645,469</b>	<b>\$ 11,083,915</b>	<b>\$ 10,737,999</b>		<b>\$ 10,166,192</b>	<b>\$ 9,988,570</b>	<b>\$ 9,970,786</b>	<b>\$ 10,511,709</b>	<b>\$ 11,237,014</b>

**Modifications:**

Revenues [Incremental]:

Real Estate Tax Incremental Change	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ardrossan Bond Voted Millage	-	-	-	-	-	-	-	-	-
Villanova Dorm / Perf. Arts Development Project	2,000,000		375,000	150,000	1,000,000				
Penn Medicine Development Impact	-		-	720,400	181,000				
Ardrossan Development	-		123,343	156,686	190,029	223,372	230,073		
<b>Total Revenue Modifications</b>	<b>\$ 2,000,000</b>		<b>\$ 498,343</b>	<b>\$ 1,027,086</b>	<b>\$ 1,371,029</b>	<b>\$ 223,372</b>	<b>\$ 230,073</b>		

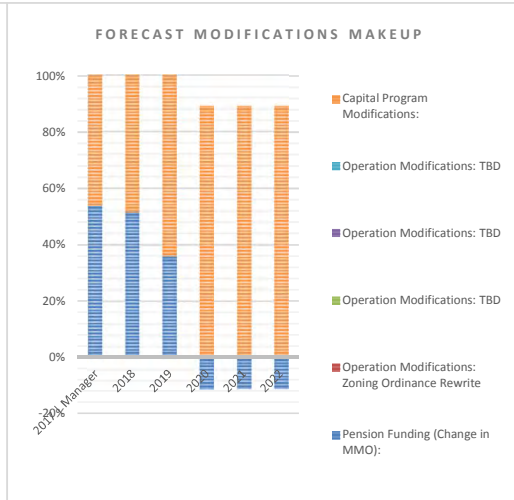
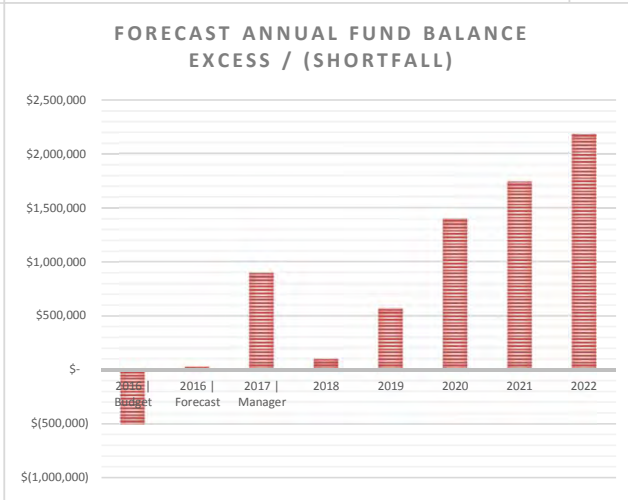
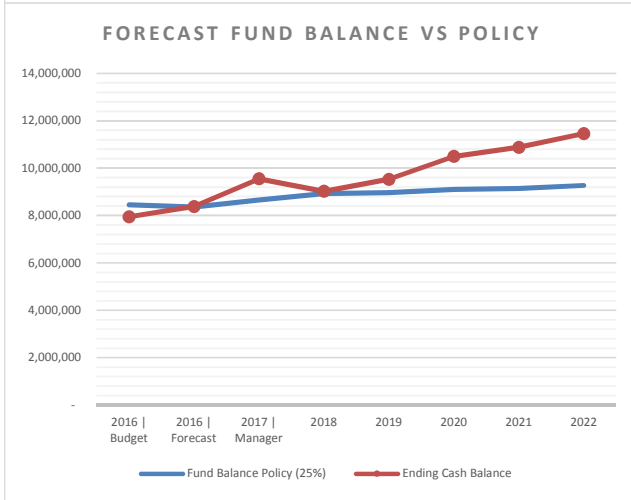
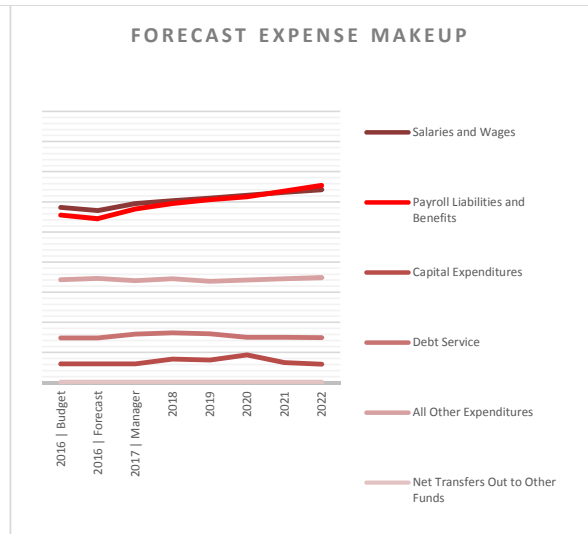
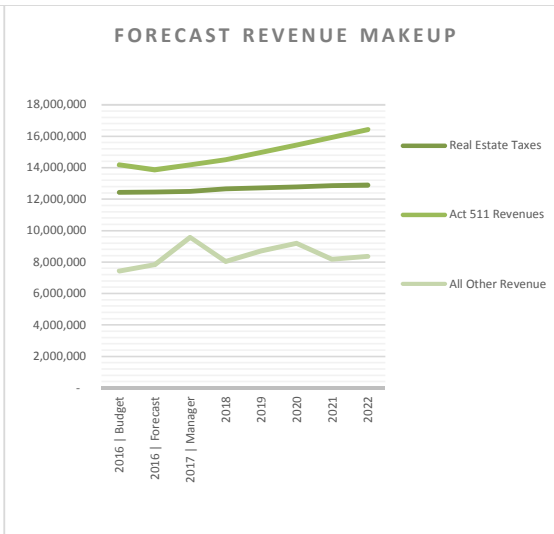
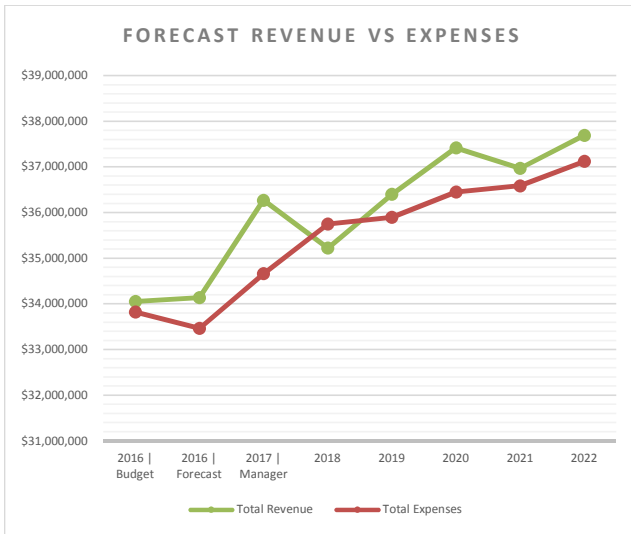
Expenditures [Incremental]:

<b>Pension Funding (Change in MMO):</b>	<b>260,256</b>	<b>233,370</b>	<b>124,678</b>	<b>(54,370)</b>	<b>(53,656)</b>	<b>(53,656)</b>			
Actuarial Losses/(Gains)   Civilian Plan	-	(236,255)	(344,947)	(353,672)	(353,672)	(353,672)			
Actuarial Losses/(Gains)   Police Plan	-	209,369	209,369	39,046	39,760	39,760			
Excess Funding Plan   Investment	-	-	-	-	-	-			
Excess Funding Plan   Actuarial (Gain)	n/a	n/a	-	-	-	-			
Interest Rate Assumption:	260,256	260,256	260,256	260,256	260,256	260,256			
Interest Rate Assumption Actuarial (Gain)	n/a	(48,117)	(48,117)	(144,351)	(144,351)	(192,468)			
<b>Operation Modifications: Zoning Ordinance Rewrite</b>	-	-	-	-	-	-			
<b>Operation Modifications: TBD</b>	-	-	-	-	-	-			
<b>Operation Modifications: TBD</b>	-	-	-	-	-	-			
<b>Operation Modifications: TBD</b>	-	-	-	-	-	-			
<b>Capital Program Modifications:</b>	<b>223,000</b>	<b>219,000</b>	<b>221,000</b>	<b>439,000</b>	<b>437,000</b>	<b>435,000</b>			
Borrowing Program	223,000	219,000	221,000	439,000	437,000	435,000			
Cash Program (Excess FB Only)	-	-	-	-	-	-			
<b>Total Expenditure Modifications</b>	<b>\$ 483,256</b>	<b>\$ 452,370</b>	<b>\$ 345,678</b>	<b>\$ 384,630</b>	<b>\$ 383,344</b>	<b>\$ 381,344</b>			

**Modified Financial Summary:**

	2016		2017		2018	2019	2020	2021	2022
	Budget	Forecast	Budget	Forecast					
<b>Beginning Cash Balance</b>	\$ 10,410,816	\$ 10,410,816	\$ 7,942,610		\$ 9,551,884	\$ 9,026,051	\$ 9,529,837	\$ 10,498,452	\$ 10,879,404
Less: Allocation of Excess (if avail.)	(2,702,859)	(2,702,859)	-		-	-	-	-	-
<b>Net Beginning Cash Balance</b>	<b>\$ 7,707,957</b>	<b>\$ 7,707,957</b>	<b>\$ 7,942,610</b>		<b>\$ 9,551,884</b>	<b>\$ 9,026,051</b>	<b>\$ 9,529,837</b>	<b>\$ 10,498,452</b>	<b>\$ 10,879,404</b>
<b>Modified Revenues</b>									
Real Estate Taxes	12,430,304	12,444,830	12,502,305		12,657,392	12,722,472	12,787,548	12,852,621	12,891,050
Act 511 Revenues	14,188,044	13,869,887	14,189,788		14,517,420	14,972,005	15,442,247	15,928,728	16,431,954
All Other Revenue	7,436,856	7,823,796	9,578,420		8,046,099	8,706,672	9,188,739	8,185,691	8,370,325
<b>Total Revenue</b>	<b>\$ 34,055,204</b>	<b>\$ 34,138,513</b>	<b>\$ 36,270,513</b>		<b>\$ 35,220,911</b>	<b>\$ 36,401,149</b>	<b>\$ 37,418,535</b>	<b>\$ 36,967,040</b>	<b>\$ 37,693,329</b>
<b>Modified Expenditures</b>									
Salaries and Wages	11,637,904	11,424,877	11,891,261		12,069,240	12,249,889	12,433,247	12,619,356	12,808,256
Payroll Liabilities and Benefits	11,120,915	10,879,867	11,519,926		11,883,065	12,142,468	12,334,647	12,709,782	13,087,464
Capital Expenditures	1,232,923	1,235,384	1,239,283		1,556,743	1,503,443	1,838,440	1,336,778	1,225,527
Debt Service	2,969,635	2,969,635	3,214,146		3,309,520	3,235,992	2,996,809	2,995,960	2,990,150
All Other Expenditures	6,825,073	6,915,651	6,764,124		6,895,451	6,732,615	6,813,582	6,890,771	6,974,203
Net Transfers Out to Other Funds	34,100	40,000	32,500		32,725	32,957	33,195	33,441	33,695
<b>Total Expenses</b>	<b>\$ 33,820,550</b>	<b>\$ 33,465,413</b>	<b>\$ 34,661,239</b>		<b>\$ 35,746,744</b>	<b>\$ 35,897,363</b>	<b>\$ 36,449,919</b>	<b>\$ 36,586,088</b>	<b>\$ 37,119,294</b>
<b>Modified Net Revenues</b>	<b>\$ 234,654</b>	<b>\$ 673,100</b>	<b>\$ 1,609,274</b>		<b>\$ (525,833)</b>	<b>\$ 503,786</b>	<b>\$ 968,615</b>	<b>\$ 380,952</b>	<b>\$ 574,035</b>
<b>Ending Cash Balance</b>	<b>\$ 7,942,610</b>	<b>\$ 8,381,056</b>	<b>\$ 9,551,884</b>		<b>\$ 9,026,051</b>	<b>\$ 9,529,837</b>	<b>\$ 10,498,452</b>	<b>\$ 10,879,404</b>	<b>\$ 11,453,439</b>
Fund Balance Policy (15%)	5,067,968	5,013,812	5,194,311		5,357,103	5,379,661	5,462,509	5,482,897	5,562,840
Excess / (Shortfall)	2,874,643	3,367,244	4,357,573		3,668,948	4,150,176	5,035,944	5,396,507	5,890,599
Act 511 Revenue Percentage	41.66%	40.63%	41.41%		41.81%	42.32%	42.84%	43.35%	43.86%
Fund Balance Policy (25%)	8,446,613	8,356,353	8,657,185		8,928,505	8,966,102	9,104,181	9,138,162	9,271,400
Fund Balance Excess / (Shortfall)	\$ (504,002)	\$ 24,703	\$ 894,699		\$ 97,546	\$ 563,736	\$ 1,394,271	\$ 1,741,242	\$ 2,182,039

## Radnor Township, PA Financial Forecast Graph Summary



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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>REVENUES:</b>		
<b>Real Estate Taxes:</b>		
Current Year - Discount	(228,672)	n/a
Current Year - Face	12,405,161	1%
Current Year - Penalties	54,307	40%
Prior Year	92,056	-22%
Delinquent	121,152	-2%
Interim	58,301	-16%
<b>Total Real Estate Taxes</b>	<b>\$ 12,502,305</b>	
	\$ 57,475	0%
<b>Local Enabling Taxes</b>		
Realty Transfer Tax	2,250,000	-1%
Mercantile Tax	1,338,300	9%
Mercantile Tax: Discovery Firm	15,743	38%
Local Services Tax	983,000	-6%
Amusement Tax	37,000	-4%
Business Privilege Tax	8,941,800	6%
Business Privilege Tax: Discovery Firm	118,945	57%
Mercantile - Audit	50,000	-46%
Business Privilege - Audit	450,000	-32%
Attorney Fee Reimbursements	5,000	n/a
<b>Total Local Enabling Taxes</b>	<b>\$ 14,189,788</b>	
	\$ 319,901	2%
<b>License and Permits</b>		
Contractor License Revenue	38,000	2%
Plan Review Fees	29,000	-11%
Zoning	9,000	-14%
Beverage	12,000	10%
UCC Act 45 Transfer	-	n/a
Building	1,079,000	-16%
Mechanical	66,000	7%
Street Opening	5,000	-61%
Subdivision Fees	20,000	-34%
Public Works & Engineering Fees	239,000	11%
Professional Services Reimbursement	307,500	-15%
Housing	173,000	5%
Health	80,000	2%
Burning	1,000	31%
Plumbing	75,000	1%
Electrical	140,000	-32%
Dorm Inspection Program	-	n/a
HARB	1,000	-5%
DRB	15,000	3%
Sewage Enforcement Fees	8,000	16%
ZHC - Residential	9,000	12%
ZHC - Non-Residential	8,000	10%
Cable TV Franchise Fees	725,000	3%
Right-of-Way Fees	3,000	0%
Film Permits	1,700	127%
Certificate of Occupancy Transfer Fee	64,000	-13%
<b>Total License and Permits</b>	<b>\$ 3,108,200</b>	
	\$ (291,759)	-9%

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
(224,487)	-2%	(220,379)	n/a	(216,346)	n/a	(212,387)	n/a	(208,500)	n/a
12,430,369	0%	12,455,629	0%	12,480,939	0%	12,506,302	0%	12,531,715	0%
54,464	0%	54,622	0%	54,781	0%	54,940	0%	55,099	0%
92,783	1%	93,516	1%	94,255	1%	95,000	1%	95,750	1%
122,315	1%	123,489	1%	124,675	1%	125,872	1%	127,080	1%
58,604	1%	58,909	1%	59,215	1%	59,523	1%	59,833	1%
<b>\$ 12,534,049</b>		<b>\$ 12,565,786</b>		<b>\$ 12,597,519</b>		<b>\$ 12,629,249</b>		<b>\$ 12,660,977</b>	
\$ 31,744	0%	\$ 31,737	0%	\$ 31,733	0%	\$ 31,730	0%	\$ 31,728	0%
2,235,600	-1%	2,295,300	3%	2,356,575	3%	2,419,500	3%	2,484,075	3%
1,327,700	-1%	1,360,900	3%	1,394,900	2%	1,429,800	3%	1,465,500	2%
16,137	2%	16,540	2%	16,953	3%	17,377	2%	17,812	2%
1,039,500	6%	1,049,900	1%	1,060,400	1%	1,071,000	1%	1,081,700	1%
37,000	0%	37,000	0%	37,000	0%	37,000	0%	37,000	0%
9,234,300	3%	9,580,600	4%	9,939,900	4%	10,312,600	4%	10,699,300	4%
122,183	3%	126,765	4%	131,519	4%	136,451	4%	141,568	4%
50,000	0%	50,000	0%	50,000	0%	50,000	0%	50,000	0%
450,000	0%	450,000	0%	450,000	0%	450,000	0%	450,000	0%
5,000	0%	5,000	0%	5,000	0%	5,000	0%	5,000	0%
<b>\$ 14,517,420</b>		<b>\$ 14,972,005</b>		<b>\$ 15,442,247</b>		<b>\$ 15,928,728</b>		<b>\$ 16,431,954</b>	
\$ 327,632	2%	\$ 454,585	3%	\$ 470,242	3%	\$ 486,481	3%	\$ 503,226	3%
39,520	4%	41,101	4%	42,745	4%	44,455	4%	46,233	4%
30,160	4%	31,366	4%	32,621	4%	33,926	4%	35,283	4%
9,360	4%	9,734	4%	10,124	4%	10,529	4%	10,950	4%
12,480	4%	12,979	4%	13,498	4%	14,038	4%	14,600	4%
-	-100%	-	n/a	-	n/a	-	n/a	-	n/a
1,122,160	4%	1,167,046	4%	1,213,728	4%	1,262,277	4%	1,312,768	4%
68,640	4%	71,386	4%	74,241	4%	77,211	4%	80,299	4%
5,200	4%	5,408	4%	5,624	4%	5,849	4%	6,083	4%
20,800	4%	21,632	4%	22,497	4%	23,397	4%	24,333	4%
248,560	4%	258,502	4%	268,842	4%	279,596	4%	290,780	4%
312,113	1%	316,794	1%	321,546	1%	326,369	1%	331,265	1%
179,920	4%	187,117	4%	194,601	4%	202,386	4%	210,481	4%
83,200	4%	86,528	4%	89,989	4%	93,589	4%	97,332	4%
1,040	4%	1,082	4%	1,125	4%	1,170	4%	1,217	4%
78,000	4%	81,120	4%	84,365	4%	87,739	4%	91,249	4%
145,600	4%	151,424	4%	157,481	4%	163,780	4%	170,331	4%
-	-100%	-	n/a	-	n/a	-	n/a	-	n/a
1,040	4%	1,082	4%	1,125	4%	1,170	4%	1,217	4%
15,600	4%	16,224	4%	16,873	4%	17,548	4%	18,250	4%
8,320	4%	8,653	4%	8,999	4%	9,359	4%	9,733	4%
9,360	4%	9,734	4%	10,124	4%	10,529	4%	10,950	4%
8,320	4%	8,653	4%	8,999	4%	9,359	4%	9,733	4%
746,750	3%	769,153	3%	792,227	3%	815,994	3%	840,474	3%
3,120	4%	3,245	4%	3,375	4%	3,510	4%	3,650	4%
1,768	4%	1,839	4%	1,912	4%	1,989	4%	2,068	4%
66,560	4%	69,222	4%	71,991	4%	74,871	4%	77,866	4%
<b>\$ 3,217,591</b>		<b>\$ 3,331,024</b>		<b>\$ 3,448,653</b>		<b>\$ 3,570,639</b>		<b>\$ 3,697,145</b>	
\$ 109,391	4%	\$ 113,433	4%	\$ 117,630	4%	\$ 121,985	4%	\$ 126,506	4%



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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>Fines and Costs</b>		
Police	475,000	11%
District Justice	225,000	17%
<b>Total Fines and Costs</b>	<b>\$ 700,000</b>	
	\$ 77,185	12%
<b>Interest and Rents</b>		
Interest Earnings	190,000	5%
Property & Equipment	130,000	2%
<b>Total Interest and Rents</b>	<b>\$ 320,000</b>	
	\$ 12,218	4%
<b>Grants and Gifts</b>		
Payments In Lieu of Taxes	47,000	-1%
Public Utility Realty Tax	28,000	n/a
Federal, State & County	150,000	-13%
State Pension Aid	700,000	1%
Crossing Guard Contributions (RTSD)	-	n/a
County Highway Aid	36,720	-50%
State Snow Removal	54,000	100%
Public Access Grant	57,000	-1%
Shade Tree Contributions	-	n/a
Grounds Maintenance Agreement	-	n/a
Volunteer Fire Relief Aid	350,000	-1%
Police Drug Task Force Reimb.	17,500	3%
<b>Total Grants and Gifts</b>	<b>\$ 1,440,220</b>	
	\$ 1,637	0%
<b>Departmental Earnings</b>		
Parking Meters - Kiosks	500,000	7%
Parking Meters - Church	94,000	58%
Alarm System Fees	15,000	8%
Police Extra Duty	340,000	-11%
Recreation Fees	400,000	-14%
Prepaid Parking	30,000	0%
Meter Bags	2,500	402%
Police Parking Permit	10,500	0%
Rear Door Trash Fee	95,000	2%
Refuse Collection Fee	37,000	2%
Sulpizio Gym Fees	40,000	-12%
Police Service Fees	40,000	9%
Police Live Scan Fees	15,000	13%
Recreation Sponsorship/ Adv. Rev.	65,000	0%
Kiosk Advertising	-	n/a
<b>Total Departmental Earnings</b>	<b>\$ 1,684,000</b>	
	\$ (40,244)	-2%

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
489,250	3%	503,928	3%	519,045	3%	534,617	3%	550,655	3%
225,802	0%	226,607	0%	227,414	0%	228,224	0%	229,038	0%
<b>\$ 715,052</b>		<b>\$ 730,534</b>		<b>\$ 746,459</b>		<b>\$ 762,841</b>		<b>\$ 779,693</b>	
\$ 15,052	2%	\$ 15,482	2%	\$ 15,925	2%	\$ 16,382	2%	\$ 16,852	2%
194,750	2%	199,619	2%	204,609	2%	209,724	2%	214,968	2%
133,250	3%	136,581	3%	139,996	3%	143,496	3%	147,083	2%
<b>\$ 328,000</b>		<b>\$ 336,200</b>		<b>\$ 344,605</b>		<b>\$ 353,220</b>		<b>\$ 362,051</b>	
\$ 8,000	3%	\$ 8,200	2%	\$ 8,405	2%	\$ 8,615	3%	\$ 8,831	2%
47,000	0%	47,000	0%	47,000	0%	47,000	0%	47,000	0%
28,790	3%	29,602	3%	30,437	3%	31,296	3%	32,179	3%
126,518	-16%	126,518	0%	126,518	0%	126,518	0%	126,518	0%
707,000	1%	714,070	1%	721,211	1%	728,423	1%	735,707	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
36,720	0%	36,720	0%	36,720	0%	36,720	0%	36,720	0%
54,000	0%	54,000	0%	54,000	0%	54,000	0%	54,000	0%
81,197	42%	81,197	0%	81,197	0%	81,197	0%	81,197	0%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
350,000	0%	350,000	0%	350,000	0%	350,000	0%	350,000	0%
17,899	2%	18,306	2%	18,723	2%	19,149	2%	19,585	2%
<b>\$ 1,449,123</b>		<b>\$ 1,457,413</b>		<b>\$ 1,465,806</b>		<b>\$ 1,474,303</b>		<b>\$ 1,482,906</b>	
\$ 8,903	1%	\$ 8,290	1%	\$ 8,393	1%	\$ 8,497	1%	\$ 8,603	1%
515,000	3%	530,450	3%	546,364	3%	562,754	3%	579,637	3%
96,820	3%	99,725	3%	102,716	3%	105,798	3%	108,972	3%
15,450	3%	15,914	3%	16,391	3%	16,883	3%	17,389	3%
243,600	-28%	247,254	1%	250,963	2%	254,727	1%	258,548	2%
392,578	-2%	385,294	-2%	378,145	-2%	371,128	-2%	364,242	-2%
30,900	3%	31,827	3%	32,782	3%	33,765	3%	34,778	3%
2,575	3%	2,652	3%	2,732	3%	2,814	3%	2,898	3%
10,815	3%	11,139	3%	11,474	3%	11,818	3%	12,172	3%
89,715	-6%	84,725	-6%	80,012	-6%	75,561	-6%	71,357	-6%
38,898	5%	40,893	5%	42,991	5%	45,197	5%	47,515	5%
39,258	-2%	38,529	-2%	37,814	-2%	37,113	-2%	36,424	-2%
41,200	3%	42,436	3%	43,709	3%	45,020	3%	46,371	3%
15,450	3%	15,914	3%	16,391	3%	16,883	3%	17,389	3%
65,000	0%	65,000	0%	65,000	0%	65,000	0%	65,000	0%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
<b>\$ 1,597,259</b>		<b>\$ 1,611,752</b>		<b>\$ 1,627,483</b>		<b>\$ 1,644,461</b>		<b>\$ 1,662,694</b>	
\$ (86,741)	-5%	\$ 14,492	1%	\$ 15,731	1%	\$ 16,978	1%	\$ 18,233	1%

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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>Miscellaneous</b>		
Insurance Refunds	-	-100%
Sale of Property, Equipment	-	-100%
Premium Payments - Flex	-	n/a
Miscellaneous	100,000	1%
Premium Payments	160,000	6%
Advertising & Sponsorship Fees	1,000	100%
Cash Over / Short	-	-100%
Sale of Recycled Materials	-	-100%
Federal Medical Subsidy	65,000	4%
Tax Anticipation Revenue Notes	-	n/a
<b>Total Miscellaneous</b>	<b>\$ 326,000</b>	
	\$ (4,412)	-1%
<b>Transfers In</b>		
Transfer In: Sewer Overhead	-	n/a
Transfer In: Sewer Fund	-	n/a
Transfer In: Liquid Fuels Fund	-	n/a
Transfer In: Capital Improvement Fund	-	n/a
Transfer In: Park & Open Space Fund	-	n/a
Transfer In: Willows Fund	-	n/a
<b>Total Transfers In</b>	<b>\$ -</b>	
	\$ -	n/a
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 34,270,513</b>	
	\$ 132,000	0%

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
101,500	1%	103,023	1%	104,568	1%	106,136	1%	107,728	1%
163,668	2%	167,421	2%	171,259	2%	175,185	2%	179,202	2%
1,000	0%	1,000	0%	1,000	0%	1,000	0%	1,000	0%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
29,026	0%	29,026	0%	29,026	0%	29,026	0%	29,026	0%
68,880	6%	68,880	6%	68,880	6%	68,880	6%	68,880	6%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
<b>\$ 364,074</b>		<b>\$ 369,349</b>		<b>\$ 374,733</b>		<b>\$ 380,228</b>		<b>\$ 385,836</b>	
\$ 38,074	12%	\$ 5,275	1%	\$ 5,384	1%	\$ 5,495	1%	\$ 5,608	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
\$ -		\$ -		\$ -		\$ -		\$ -	
	#DIV/0!		n/a		n/a		n/a		n/a
<b>\$ 34,722,568</b>		<b>\$ 35,374,063</b>		<b>\$ 36,047,506</b>		<b>\$ 36,743,668</b>		<b>\$ 37,463,256</b>	
\$ 452,055	1%	\$ 651,495	2%	\$ 673,442	2%	\$ 696,162	2%	\$ 719,588	2%

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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>ADMINISTRATION</b>		
Salaries	289,632	5%
Social Security Taxes	17,853	-9%
Workers' Compensation	2,098	-20%
Pension Benefits	11,662	-47%
Health Benefits	36,851	3%
Life & Disability Insurance	2,340	1%
Office Supplies	3,100	74%
Postage	10,558	277%
Advertising & Printing	22,100	-14%
Professional Development	750	14%
Dues & Subscriptions	2,900	29%
Contractual Services	35,000	3%
Comprehensive Plan Update (2016)	50,000	n/a
Legal Services - General (solicitor)	250,000	25%
Legal Services - Special (Labor + Other)	150,000	-9%
Miscellaneous	15,000	-39%
Minor Office Equipment	5,000	-51%
<b>TOTAL ADMINISTRATION</b>	<b>\$ 904,842</b>	
\$ Δ	\$ 80,523	
% Δ	10%	
<b>FINANCE</b>		
Salaries	549,393	4%
Longevity	10,603	8%
Sick Pay Bonus	617	-13%
Medical Exp. Reimbursements	166	0%
Social Security Taxes	40,194	2%
Workers' Compensation	4,060	-19%
Pension Allocation	66,062	-26%
Medical Insurance Premiums	147,541	2%
Group, Life & Disability Insurance	4,969	2%
Office Supplies	4,250	34%
Postage	5,000	8%
Credit Card Fees	1,200	n/a
Bond Premium	2,175	3%
Professional Development	500	-88%
Dues & Subscriptions	2,200	54%
Contractual Services	40,000	-4%
Professional Services	37,150	10%
Act 511 - Legal Services	50,000	17%
Act 511 - Audit Services	95,000	-49%
Act 511 - Discovery Service Contract	33,672	-60%
Minor Office Equipment	1,000	18%
<b>TOTAL FINANCE</b>	<b>\$ 1,095,753</b>	
\$ Δ	\$ (133,236)	
% Δ	-11%	

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
293,976	1%	298,386	2%	302,861	1%	307,404	1%	312,015	1%
18,121	1%	18,392	2%	18,668	1%	18,948	2%	19,232	1%
2,129	1%	2,161	1%	2,193	1%	2,226	1%	2,260	2%
11,778	1%	11,896	1%	12,015	1%	12,135	1%	12,256	1%
37,696	2%	38,560	2%	39,444	2%	40,348	2%	41,273	2%
2,375	1%	2,411	1%	2,447	1%	2,483	2%	2,521	1%
3,100	0%	3,100	0%	3,100	0%	3,100	0%	3,100	0%
10,558	0%	10,558	0%	10,558	0%	10,558	0%	10,558	0%
22,100	0%	22,100	0%	22,100	0%	22,100	0%	22,100	0%
750	0%	750	0%	750	0%	750	0%	750	0%
2,900	0%	2,900	0%	2,900	0%	2,900	0%	2,900	0%
35,000	0%	35,000	0%	35,000	0%	35,000	0%	35,000	0%
-	-100%	-	n/a	-	n/a	-	n/a	-	n/a
250,000	0%	250,000	0%	250,000	0%	250,000	0%	250,000	0%
100,000	-33%	100,000	0%	100,000	0%	100,000	0%	100,000	0%
15,000	0%	15,000	0%	15,000	0%	15,000	0%	15,000	0%
5,075	1%	5,151	1%	5,228	1%	5,307	1%	5,386	1%
<b>\$ 810,557</b>		<b>\$ 816,365</b>		<b>\$ 822,265</b>		<b>\$ 828,261</b>		<b>\$ 834,352</b>	
\$ (94,285)		\$ 5,807		\$ 5,901		\$ 5,995		\$ 6,092	
-10%		1%		1%		1%		1%	
557,634	1%	565,998	1%	574,488	1%	583,105	1%	591,852	1%
10,762	1%	10,923	2%	11,087	1%	11,254	1%	11,422	1%
627	1%	636	1%	646	1%	655	1%	665	2%
168	1%	171	1%	174	2%	176	1%	179	1%
40,797	1%	41,409	1%	42,030	2%	42,661	1%	43,301	2%
4,121	1%	4,183	1%	4,246	1%	4,309	1%	4,374	2%
66,723	1%	67,390	1%	68,064	1%	68,745	1%	69,432	1%
150,924	2%	154,384	2%	157,923	2%	161,544	2%	165,247	2%
5,044	1%	5,119	1%	5,196	1%	5,274	1%	5,353	2%
4,250	0%	4,250	0%	4,250	0%	4,250	0%	4,250	0%
5,000	0%	5,000	0%	5,000	0%	5,000	0%	5,000	0%
1,218	1%	1,236	2%	1,255	2%	1,274	1%	1,293	2%
2,208	2%	2,241	1%	2,274	1%	2,308	1%	2,343	1%
500	0%	500	0%	500	0%	500	0%	500	0%
2,200	0%	2,200	0%	2,200	0%	2,200	0%	2,200	0%
40,600	1%	41,209	1%	41,827	1%	42,455	1%	43,091	1%
37,707	2%	38,273	2%	38,847	2%	39,430	2%	40,021	1%
50,750	1%	51,511	1%	52,284	1%	53,068	1%	53,864	1%
96,425	1%	97,871	1%	99,339	1%	100,830	1%	102,342	1%
34,177	1%	34,690	1%	35,210	1%	35,738	1%	36,274	2%
1,000	0%	1,000	0%	1,000	0%	1,000	0%	1,000	0%
<b>\$ 1,112,835</b>		<b>\$ 1,130,196</b>		<b>\$ 1,147,841</b>		<b>\$ 1,165,776</b>		<b>\$ 1,184,005</b>	
\$ 17,081		\$ 17,361		\$ 17,645		\$ 17,935		\$ 18,229	
2%		2%		2%		2%		2%	

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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>TREASURER</b>		
Salaries	26,000	0%
Social Security Taxes	1,989	2%
Workers' Compensation	188	-21%
Office Supplies	1,230	-8%
Postage	4,546	0%
Bond Premium	4,818	310%
Dues & Subscriptions	50	n/a
Contractual Services	2,870	1%
Minor Office Equipment	-	n/a
<b>TOTAL TREASURER</b>	<b>\$ 41,691</b>	
\$ Δ	\$ 3,647	
% Δ	10%	
<b>INFORMATION TECHNOLOGY</b>		
Salaries	147,800	8%
Longevity	2,600	-47%
Sick Pay Bonus	375	-46%
Medical Exp. Reimbursements	200	100%
Social Security Taxes	11,549	10%
Workers' Compensation	1,093	-15%
Pension Allocation	16,313	-29%
Medical Insurance Premiums	50,024	56%
Group, Life & Disability Insurance	1,448	13%
Office Supplies	500	0%
Operating Supplies	10,000	30%
Professional Development	2,500	-1%
Dues & Subscriptions	-	n/a
Contractual Services	100,000	-11%
Minor Office Equipment	850	187%
Contracted Maint. & Repairs	-	n/a
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>\$ 345,253</b>	
\$ Δ	\$ 10,447	
% Δ	3%	

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
26,000	0%	26,000	0%	26,000	0%	26,000	0%	26,000	0%
2,019	1%	2,049	1%	2,080	1%	2,111	2%	2,143	1%
191	1%	194	1%	197	2%	200	1%	203	1%
1,230	0%	1,230	0%	1,230	0%	1,230	0%	1,230	0%
4,546	0%	4,546	0%	4,546	0%	4,546	0%	4,546	0%
4,890	1%	4,964	2%	5,038	1%	5,114	1%	5,190	1%
50	0%	50	0%	50	0%	50	0%	50	0%
2,913	1%	2,957	2%	3,001	1%	3,046	1%	3,092	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
<b>\$ 41,839</b>		<b>\$ 41,989</b>		<b>\$ 42,142</b>		<b>\$ 42,297</b>		<b>\$ 42,454</b>	
\$ 148		\$ 150		\$ 152		\$ 155		\$ 157	
0%		0%		0%		0%		0%	
150,017	2%	152,267	1%	154,551	1%	156,870	1%	159,223	1%
2,639	1%	2,679	1%	2,719	2%	2,760	2%	2,801	1%
381	1%	386	1%	392	1%	398	1%	404	1%
203	1%	206	1%	209	1%	212	1%	215	1%
11,723	1%	11,899	1%	12,077	2%	12,258	1%	12,442	2%
1,109	2%	1,126	1%	1,143	2%	1,160	2%	1,177	2%
16,476	1%	16,641	1%	16,808	1%	16,976	1%	17,145	1%
51,171	2%	52,344	2%	53,545	2%	54,772	2%	56,028	2%
1,470	1%	1,492	1%	1,514	1%	1,537	1%	1,560	1%
500	0%	500	0%	500	0%	500	0%	500	0%
10,000	0%	10,000	0%	10,000	0%	10,000	0%	10,000	0%
2,500	0%	2,500	0%	2,500	0%	2,500	0%	2,500	0%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
91,500	-9%	92,873	1%	94,266	1%	95,680	2%	97,115	1%
850	0%	850	0%	850	0%	850	0%	850	0%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
<b>\$ 340,539</b>		<b>\$ 345,763</b>		<b>\$ 351,073</b>		<b>\$ 356,472</b>		<b>\$ 361,961</b>	
\$ (4,714)		\$ 5,224		\$ 5,310		\$ 5,399		\$ 5,489	
-1%		2%		2%		2%		2%	

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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>COMMUNITY DEVELOPMENT</b>		
Salaries	543,001	22%
Part-Time Wages	41,318	-43%
Overtime	16,000	-52%
Longevity	16,550	6%
Sick Pay Bonus	490	-13%
Medical Exp. Reimbursements	400	33%
Social Security Taxes	47,260	15%
Workers' Compensation	17,985	15%
Pension Allocation	69,416	-25%
Medical Insurance Premiums	51,428	6%
Group, Life & Disability Insurance	6,058	30%
Communications	3,750	1%
Uniforms	3,000	100%
Boot Allowance	600	0%
Office Supplies	4,900	9%
Postage	5,200	18%
Operating Supplies	-	n/a
Credit Card Fees	2,500	11%
Advertising & Printing	5,500	8%
Professional Development	3,000	-18%
Dues & Subscriptions	2,500	87%
Contractual Services: Prop Maint.	20,000	-64%
Contractual Services	210,000	24%
Legal Services - Zoning Hearing Board	15,750	25%
Contractual Services: Health Insp.	-	-100%
UCC Act 45 Transfer	-	-100%
Minor Office Equipment	550	70%
Gas, Oil & Lubricants	2,100	23%
Tires, Batteries & Accessories	300	n/a
Repair Parts	500	213%
Contracted Maint. & Repair	-	-100%
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$ 1,090,056</b>	
\$ Δ	\$ 33,716	
% Δ	3%	

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
551,146	1%	559,413	1%	567,804	1%	576,321	1%	584,966	2%
41,938	1%	42,567	1%	43,206	1%	43,854	1%	44,512	1%
16,240	1%	16,484	1%	16,731	1%	16,982	1%	17,237	1%
16,798	2%	17,050	1%	17,306	2%	17,566	1%	17,829	1%
497	1%	505	1%	512	1%	520	2%	528	1%
406	1%	412	1%	418	1%	425	1%	431	1%
47,968	1%	48,688	2%	49,418	2%	50,160	2%	50,912	1%
18,255	1%	18,529	1%	18,807	1%	19,089	2%	19,375	1%
70,110	1%	70,811	1%	71,519	1%	72,235	1%	72,957	1%
52,607	2%	53,813	2%	55,047	2%	56,309	2%	57,600	2%
6,149	1%	6,241	1%	6,335	1%	6,430	1%	6,526	1%
3,750	0%	3,750	0%	3,750	0%	3,750	0%	3,750	0%
3,045	1%	3,091	1%	3,137	1%	3,184	1%	3,232	1%
600	0%	600	0%	600	0%	600	0%	600	0%
4,900	0%	4,900	0%	4,900	0%	4,900	0%	4,900	0%
5,200	0%	5,200	0%	5,200	0%	5,200	0%	5,200	0%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
2,538	1%	2,576	1%	2,614	1%	2,653	1%	2,693	1%
5,583	1%	5,666	1%	5,751	2%	5,837	1%	5,925	2%
5,500	83%	3,000	-45%	5,500	83%	3,000	-45%	5,500	83%
2,500	0%	2,500	0%	2,500	0%	2,500	0%	2,500	0%
20,300	1%	20,605	1%	20,914	1%	21,227	1%	21,546	1%
175,000	-17%	175,000	0%	175,000	0%	175,000	0%	175,000	0%
15,750	0%	15,750	0%	15,750	0%	15,750	0%	15,750	0%
-	-100%	-	n/a	-	n/a	-	n/a	-	n/a
-	-100%	-	n/a	-	n/a	-	n/a	-	n/a
550	0%	550	0%	550	0%	550	0%	550	0%
2,132	2%	2,163	1%	2,196	1%	2,229	2%	2,262	1%
305	1%	309	2%	314	2%	318	1%	323	2%
508	1%	515	1%	523	1%	531	1%	539	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
<b>\$ 1,070,273</b>		<b>\$ 1,080,688</b>		<b>\$ 1,096,302</b>		<b>\$ 1,107,119</b>		<b>\$ 1,123,142</b>	
\$ (19,782)		\$ 10,414		\$ 15,614		\$ 10,817		\$ 16,023	
-2%		1%		1%		1%		1%	

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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>POLICE</b>		
Salaries	4,683,178	7%
PT Meter Enforcement Salaries	100,000	23%
Overtime	190,000	-18%
Longevity	371,438	4%
Sick Pay Bonus	140	n/a
Medical Exp. Reimbursements	4,100	58%
Extra Duty	200,000	-10%
Court Time	16,100	-6%
Crossing Guard	97,000	5%
Social Security Taxes	415,843	10%
Workers' Compensation	201,642	-15%
Pension Allocation	879,871	-42%
Medical Insurance Premiums	975,966	-1%
Group, Life & Disability Insurance	53,945	34%
OPEB Allocation	350,000	-7%
Communications	22,243	19%
Uniforms	67,432	32%
Office Supplies	5,638	-11%
Emergency Management Materials	-	-100%
Postage	3,536	-59%
Operating Supplies	30,750	-25%
Training Supplies	2,563	-51%
Credit Card Fees	28,700	-6%
Rentals	-	n/a
Professional Development	13,489	-11%
Dues & Subscriptions	974	-75%
Contractual Services	123,308	-30%
Accreditation Expenses	-	-100%
Legal Services - General	-	-100%
Contractual Services - Animal Control	2,563	n/a
P.A.L. Programming	-	n/a
Minor Office Equipment	3,000	4754%
Maint. & Repair: Parking Meters	2,500	-71%
Maint. & Repair: Comm. Equip.	2,500	n/a
Gas, Oil & Lubricants	75,006	51%
Tires, Batteries & Accessories	8,153	17%
Repair Parts	12,353	-6%
Contracted Maint. & Repairs	9,141	-70%
<b>TOTAL POLICE</b>	<b>\$ 8,953,073</b>	
\$ Δ	\$ (457,076)	
% Δ	-5%	
<b>FIRE</b>		
Radnor Fire: Insurance (Liability & WC)	75,977	-28%
Radnor Fire: Rentals (Hydrant Water)	142,800	-5%
Bryn Mawr Fire Co. Contrib. (Operations)	102,750	0%
Broomall Fire Co. Contrib. (Operations)	7,193	3%
Radnor Fire: Contrib. (Capital and Ops)	100,805	0%
RFC: Add'l ALS Subsidy	125,000	n/a
Volunteer Fire Relief Aid (State)	350,000	0%
Radnor Fire: Gas, Oil & Lubricants	17,096	88%
<b>TOTAL FIRE</b>	<b>\$ 921,621</b>	
\$ Δ	\$ 96,494	
% Δ	12%	

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
4,753,426	1%	4,824,727	1%	4,897,098	2%	4,970,555	1%	5,045,113	2%
101,500	1%	103,023	1%	104,568	1%	106,136	1%	107,728	1%
192,850	1%	195,743	1%	198,679	1%	201,659	1%	204,684	1%
377,010	1%	382,665	1%	388,405	1%	394,231	1%	400,144	1%
142	2%	144	1%	146	1%	149	1%	151	2%
4,162	2%	4,224	1%	4,287	2%	4,352	1%	4,417	2%
203,000	1%	206,045	1%	209,136	1%	212,273	1%	215,457	1%
16,342	1%	16,587	1%	16,835	1%	17,088	1%	17,344	2%
98,455	1%	99,932	2%	101,431	1%	102,952	1%	104,497	1%
422,081	1%	428,412	1%	434,838	1%	441,361	1%	447,981	1%
204,666	2%	207,736	1%	210,852	1%	214,015	1%	217,225	1%
888,670	1%	897,557	1%	906,532	1%	915,598	1%	924,754	1%
998,341	2%	1,021,229	2%	1,044,642	2%	1,068,592	2%	1,093,091	2%
54,754	1%	55,576	1%	56,409	1%	57,256	2%	58,114	1%
375,000	7%	375,000	0%	375,000	0%	375,000	0%	375,000	0%
22,243	0%	22,243	0%	22,243	0%	22,243	0%	22,243	0%
67,432	0%	67,432	0%	67,432	0%	67,432	0%	67,432	0%
5,638	0%	5,638	0%	5,638	0%	5,638	0%	5,638	0%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
3,536	0%	3,536	0%	3,536	0%	3,536	0%	3,536	0%
30,750	0%	30,750	0%	30,750	0%	30,750	0%	30,750	0%
2,563	0%	2,563	0%	2,563	0%	2,563	0%	2,563	0%
29,131	1%	29,567	1%	30,011	1%	30,461	1%	30,918	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
13,489	0%	13,489	0%	13,489	0%	13,489	0%	13,489	0%
974	0%	974	0%	974	0%	974	0%	974	0%
125,158	1%	127,035	1%	128,941	1%	130,875	1%	132,838	2%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
2,601	1%	2,640	2%	2,680	1%	2,720	1%	2,761	2%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
3,000	0%	3,000	0%	3,000	0%	3,000	0%	3,000	0%
2,500	0%	2,500	0%	2,500	0%	2,500	0%	2,500	0%
2,500	0%	2,500	0%	2,500	0%	2,500	0%	2,500	0%
76,131	2%	77,273	1%	78,432	1%	79,609	1%	80,803	1%
8,275	2%	8,399	1%	8,525	1%	8,653	1%	8,783	1%
12,538	1%	12,726	1%	12,917	1%	13,111	1%	13,308	1%
9,278	2%	9,417	1%	9,559	1%	9,702	2%	9,847	1%
<b>\$ 9,108,136</b>		<b>\$ 9,240,283</b>		<b>\$ 9,374,550</b>		<b>\$ 9,510,972</b>		<b>\$ 9,649,584</b>	
\$ 155,063	2%	\$ 132,148	1%	\$ 134,267	1%	\$ 136,421	1%	\$ 138,612	1%
77,117	2%	78,273	1%	79,448	1%	80,639	2%	81,849	1%
144,942	2%	147,116	1%	149,323	2%	151,563	1%	153,836	1%
104,291	1%	105,856	1%	107,443	1%	109,055	2%	110,691	1%
7,301	1%	7,410	1%	7,522	1%	7,634	1%	7,749	1%
102,317	2%	103,852	1%	105,410	1%	106,991	2%	108,596	1%
128,438	3%	131,970	3%	135,599	3%	139,328	3%	143,159	3%
350,000	0%	350,000	0%	350,000	0%	350,000	0%	350,000	0%
17,352	1%	17,613	2%	17,877	1%	18,145	1%	18,417	1%
<b>\$ 931,758</b>		<b>\$ 942,090</b>		<b>\$ 952,621</b>		<b>\$ 963,355</b>		<b>\$ 974,297</b>	
\$ 10,137	1%	\$ 10,332	1%	\$ 10,531	1%	\$ 10,734	1%	\$ 10,942	1%

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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>EMERGENCY MANAGEMENT</b>		
Salaries - Regular	-	-100%
Salaries - Overtime	-	-100%
Sick Pay Bonus	-	n/a
Medical Exp. Reimbursements	-	n/a
Social Security Taxes	-	-100%
Workers' Compensation	-	n/a
Unemployment	-	n/a
Pension Allocation	-	n/a
Medical Insurance Premiums	-	n/a
Group, Life & Disability Insurance	-	n/a
Operating Supplies	-	-100%
Contractual Services	-	-100%
Legal Services - Special	-	n/a
Minor Equipment	-	-100%
Gas, Oil, Lubricants	-	n/a
Tires, Batteries & Acc.	-	n/a
Repair Parts	-	n/a
Contracted Maint. & Repairs	-	n/a
<b>TOTAL EMERGENCY MANAGEMENT</b>	<b>\$ -</b>	
\$ Δ	\$ (280,735)	
% Δ	-100%	
<b>BUILDING &amp; GROUNDS</b>		
Salaries	128,122	27%
Overtime	1,300	-86%
Longevity	4,400	-24%
Sick Pay Bonus	-	-100%
Medical Exp. Reimbursements	145	32%
Social Security Taxes	10,092	17%
Workers' Compensation	11,155	80%
Pension Allocation	15,747	-42%
Medical Insurance Premiums	49,808	15%
Group, Life & Disability Insurance	1,841	49%
Utilities	150,000	10%
Stormwater Fee	20,700	0%
Communications	55,350	-6%
Boot Allowance	220	304%
Operating Supplies	13,250	-9%
Contractual Services	41,000	-46%
Minor Office Equipment	2,600	0%
Maint. & Repair: Township Hall Bldg.	61,500	-39%
<b>TOTAL BUILDING &amp; GROUNDS</b>	<b>\$ 567,230</b>	
\$ Δ	\$ (44,337)	
% Δ	-7%	

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
\$ -		\$ -		\$ -		\$ -		\$ -	
#DIV/0!		n/a		n/a		n/a		n/a	
130,044	2%	131,995	1%	133,975	1%	135,984	1%	138,024	1%
1,320	1%	1,339	1%	1,359	2%	1,380	2%	1,400	1%
4,466	2%	4,533	2%	4,601	1%	4,670	2%	4,740	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
147	1%	149	1%	152	1%	154	1%	156	1%
10,243	1%	10,397	1%	10,553	1%	10,711	1%	10,872	1%
11,322	2%	11,492	1%	11,664	1%	11,839	1%	12,017	1%
15,905	1%	16,064	1%	16,224	1%	16,386	1%	16,550	1%
50,949	2%	52,118	2%	53,312	2%	54,535	2%	55,785	2%
1,869	1%	1,897	1%	1,925	1%	1,954	1%	1,984	1%
152,250	1%	154,534	1%	156,852	1%	159,205	1%	161,593	1%
20,700	0%	20,700	0%	20,700	0%	20,700	0%	20,700	0%
55,350	0%	55,350	0%	55,350	0%	55,350	0%	55,350	0%
220	0%	220	0%	220	0%	220	0%	220	0%
13,250	0%	13,250	0%	13,250	0%	13,250	0%	13,250	0%
41,615	1%	42,239	2%	42,873	2%	43,516	1%	44,169	1%
2,600	0%	2,600	0%	2,600	0%	2,600	0%	2,600	0%
62,423	1%	63,359	1%	64,309	1%	65,274	1%	66,253	1%
<b>\$ 574,672</b>		<b>\$ 582,235</b>		<b>\$ 589,920</b>		<b>\$ 597,728</b>		<b>\$ 605,662</b>	
\$ 7,443		\$ 7,563		\$ 7,685		\$ 7,808		\$ 7,934	
1%		1%		1%		1%		1%	

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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>SOLID WASTE</b>		
Salaries	1,412,281	1%
Seasonal Wages	63,180	26%
Overtime	2,000	-44%
Longevity	79,150	3%
Sick Pay Bonus	3,500	22%
Medical Exp. Reimbursements	2,090	66%
Social Security Taxes	119,415	7%
Workers' Compensation	75,167	5%
Pension Allocation	186,905	-38%
Medical Insurance Premiums	514,442	-5%
Group, Life & Disability Insurance	27,347	21%
Uniforms	1,200	53%
Boot Allowance	3,060	0%
Postage	-	n/a
Operating Supplies	50,000	281%
Credit Card Fees	1,250	-2%
Disposal Fees	246,000	13%
Contractual Services	-	n/a
Gas, Oil & Lubricants	62,258	30%
Tires, Batteries & Accessories	26,484	0%
Repair Parts	29,647	-5%
Contracted Maint. & Repairs	39,529	-18%
<b>TOTAL SOLID WASTE</b>	<b>\$ 2,944,906</b>	
\$ Δ	\$ (21,869)	
% Δ	-1%	
<b>ENGINEERING</b>		
Salaries	188,805	8%
Overtime	8,500	147%
Longevity	6,500	-42%
Sick Pay Bonus	140	-33%
Medical Exp. Reimbursements	200	0%
Social Security Taxes	15,148	6%
Workers' Compensation	10,400	56%
Pension Allocation	24,451	-44%
Medical Insurance Premiums	68,215	7%
Group, Life & Disability Insurance	1,484	-29%
Communications	-	n/a
Boot Allowance	150	0%
Office Supplies	1,025	-25%
Postage	718	207%
Credit Card Fees	-	-100%
Professional Development	700	47%
Dues & Subscriptions	300	253%
Contractual Services: Retainer	46,125	36%
Contractual Services: Special Proj.	100,000	-16%
Contractual Services: Reimbursable	307,500	-29%
Contractual Services: Grading Permit Revi	10,000	-71%
Minor Office Equipment	2,495	-16%
Gasoline, Oil, Lubricants	1,000	35%
Repair Parts	500	300%
<b>TOTAL ENGINEERING</b>	<b>\$ 794,353</b>	
\$ Δ	\$ (155,446)	
% Δ	-16%	

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
1,433,466	1%	1,454,968	1%	1,476,792	1%	1,498,944	2%	1,521,428	1%
64,128	2%	65,090	1%	66,066	2%	67,057	1%	68,063	1%
2,030	1%	2,060	1%	2,091	1%	2,123	1%	2,155	1%
80,337	1%	81,542	2%	82,765	1%	84,007	1%	85,267	1%
3,553	1%	3,606	1%	3,660	1%	3,715	1%	3,770	1%
2,121	2%	2,153	1%	2,185	1%	2,218	2%	2,252	2%
121,206	1%	123,025	1%	124,870	1%	126,743	1%	128,644	1%
76,294	1%	77,439	1%	78,600	1%	79,779	1%	80,976	1%
188,774	1%	190,662	1%	192,568	1%	194,494	1%	196,439	1%
526,237	2%	538,302	2%	550,643	2%	563,267	2%	576,181	2%
27,758	1%	28,174	1%	28,596	2%	29,025	1%	29,461	1%
1,200	0%	1,200	0%	1,200	0%	1,200	0%	1,200	0%
3,060	0%	3,060	0%	3,060	0%	3,060	0%	3,060	0%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
50,000	0%	50,000	0%	50,000	0%	50,000	0%	50,000	0%
1,250	0%	1,250	0%	1,250	0%	1,250	0%	1,250	0%
249,690	1%	253,435	1%	257,237	1%	261,095	1%	265,012	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
63,192	1%	64,140	1%	65,102	1%	66,078	1%	67,070	2%
26,881	1%	27,284	1%	27,694	1%	28,109	1%	28,531	1%
30,092	1%	30,543	1%	31,001	1%	31,466	1%	31,938	1%
40,122	1%	40,724	2%	41,335	2%	41,955	1%	42,584	1%
<b>\$ 2,991,390</b>		<b>\$ 3,038,656</b>		<b>\$ 3,086,716</b>		<b>\$ 3,135,586</b>		<b>\$ 3,185,280</b>	
\$ 46,484		\$ 47,266		\$ 48,061		\$ 48,870		\$ 49,693	
2%		2%		2%		2%		2%	
191,637	1%	194,511	1%	197,429	1%	200,390	1%	203,396	1%
8,628	2%	8,757	1%	8,888	1%	9,022	1%	9,157	1%
6,598	1%	6,696	1%	6,797	1%	6,899	1%	7,002	2%
142	2%	144	1%	146	1%	149	1%	151	2%
203	1%	206	1%	209	1%	212	1%	215	1%
15,375	1%	15,605	1%	15,840	1%	16,077	1%	16,318	1%
10,556	1%	10,714	1%	10,875	2%	11,038	2%	11,204	1%
24,695	1%	24,942	1%	25,192	1%	25,443	1%	25,698	1%
69,779	2%	71,378	2%	73,015	2%	74,689	2%	76,401	2%
1,506	1%	1,529	1%	1,552	1%	1,575	2%	1,599	2%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
150	0%	150	0%	150	0%	150	0%	150	0%
1,025	0%	1,025	0%	1,025	0%	1,025	0%	1,025	0%
718	0%	718	0%	718	0%	718	0%	718	0%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
700	0%	700	0%	700	0%	700	0%	700	0%
300	0%	300	0%	300	0%	300	0%	300	0%
46,816	1%	47,519	2%	48,231	1%	48,955	2%	49,689	1%
101,500	1%	103,023	1%	104,568	1%	106,136	1%	107,728	1%
312,113	1%	316,794	1%	321,546	1%	326,369	1%	331,265	1%
10,150	1%	10,302	1%	10,457	1%	10,614	1%	10,773	1%
2,532	1%	2,570	2%	2,608	1%	2,648	1%	2,687	1%
1,015	1%	1,030	1%	1,046	1%	1,061	1%	1,077	1%
508	1%	515	1%	523	1%	531	1%	539	1%
<b>\$ 806,644</b>		<b>\$ 819,130</b>		<b>\$ 831,814</b>		<b>\$ 844,701</b>		<b>\$ 857,793</b>	
\$ 12,290		\$ 12,486		\$ 12,685		\$ 12,887		\$ 13,092	
2%		2%		2%		2%		2%	



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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>PUBLIC WORKS DEPARTMENT</b>		
Salaries	858,691	3%
Overtime	146,500	31%
Longevity	65,800	0%
Sick Pay Bonus	1,120	32%
Medical Exp. Reimbursements	1,215	0%
Social Security Taxes	76,785	1%
Workers' Compensation	97,185	97%
Pension Allocation	115,367	-46%
Medical Insurance Premiums	346,326	2%
Group, Life & Disability Insurance	14,626	-1%
Communications	5,650	-2%
Highway: Uniforms	3,175	25%
Boot Allowance	1,800	0%
Highway: Office Supplies	500	-41%
Highway: Postage	500	6%
Highway: Operating Supplies	15,000	-3%
Highway: Credit Card Fees	-	-100%
Highway: Rentals	-	n/a
Highway: Professional Development	1,700	n/a
Highway: Dues & Subscriptions	250	20%
Highway: Contractual Services	5,000	-49%
Highway: Contractual Svcs: Matsonford Foot-Bridge	40,000	n/a
Highway: Contractual Svcs: Storm Sewer	-	n/a
Highway: Minor Office Equipment	300	1%
Highway: Maint. & Repairs: Mach. & Equip	15,000	0%
Highway: Maint. & Repairs: Comm. Equip	1,000	33%
Highway: Gas, Oil & Lubricants	50,000	61%
Highway: Tires, Batteries & Accessories	10,500	-8%
Highway: Repair Parts	34,500	8%
Highway: Contracted Maint. & Repairs	6,000	84%
Highway: MIER-Machinery & Equip.	-	n/a
Street Cleaning: Contractual Services	3,500	-59%
Snow & Ice: Operating Supplies	200,000	152%
Snow & Ice: Contractual Services	5,000	65%
Snow & Ice: Maint. & Repair	4,500	-82%
Traffic Signal: Lighting	12,300	2%
Traffic Signal: Operating Supplies	20,500	-22%
Traffic Signal: Maint. & Repair	51,250	-14%
Street Lighting	189,625	3%
Street Lighting: Maint. & Repairs	102,500	17%
Curb & Sidewalks: Operating Supplies	4,100	0%
Drainage: Operating Supplies	3,793	-48%
Road Maintenance: Operating Supplies	12,300	16%
Road Maintenance: Rentals	-	n/a
Road Maintenance: Contractual Services	5,023	310%
County Aid: Liquid Fuels	36,720	-24%
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 2,565,599</b>	
\$ Δ	\$ 169,299	
% Δ	7%	

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
871,571	1%	884,645	1%	897,914	1%	911,383	1%	925,054	2%
148,698	2%	150,928	2%	153,192	1%	155,490	1%	157,822	1%
66,787	2%	67,789	1%	68,806	2%	69,838	1%	70,885	2%
1,137	2%	1,154	1%	1,171	1%	1,189	1%	1,207	2%
1,233	1%	1,252	1%	1,270	2%	1,290	1%	1,309	1%
77,937	1%	79,106	1%	80,292	1%	81,497	1%	82,719	2%
98,642	1%	100,122	1%	101,624	1%	103,148	1%	104,695	2%
116,521	1%	117,686	1%	118,863	1%	120,051	1%	121,252	1%
354,266	2%	362,388	2%	370,696	2%	379,195	2%	387,888	2%
14,845	2%	15,068	1%	15,294	1%	15,524	1%	15,756	1%
5,650	0%	5,650	0%	5,650	0%	5,650	0%	5,650	0%
3,175	0%	3,175	0%	3,175	0%	3,175	0%	3,175	0%
1,800	0%	1,800	0%	1,800	0%	1,800	0%	1,800	0%
500	0%	500	0%	500	0%	500	0%	500	0%
500	0%	500	0%	500	0%	500	0%	500	0%
15,000	0%	15,000	0%	15,000	0%	15,000	0%	15,000	0%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
1,700	0%	1,700	0%	1,700	0%	1,700	0%	1,700	0%
250	0%	250	0%	250	0%	250	0%	250	0%
5,000	1%	5,075	1%	5,151	1%	5,307	1%	5,386	1%
40,000	197%	-	-100%	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
309	1%	309	2%	314	2%	318	1%	323	2%
15,225	1%	15,453	1%	15,685	1%	15,920	2%	16,159	2%
1,015	1%	1,030	1%	1,046	1%	1,061	1%	1,077	1%
50,750	1%	51,511	1%	52,284	1%	53,068	1%	53,864	1%
10,658	1%	10,817	1%	10,980	1%	11,144	1%	11,311	1%
35,018	2%	35,543	1%	36,076	1%	36,617	2%	37,166	1%
6,090	1%	6,181	1%	6,274	1%	6,368	1%	6,464	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
3,553	1%	3,606	1%	3,660	1%	3,715	1%	3,770	1%
203,000	1%	206,045	1%	209,136	1%	212,273	1%	215,457	1%
5,075	1%	5,151	1%	5,228	1%	5,307	1%	5,386	1%
4,568	2%	4,636	2%	4,706	2%	4,776	1%	4,848	2%
12,485	1%	12,672	1%	12,862	1%	13,055	1%	13,251	1%
20,808	1%	21,120	2%	21,436	2%	21,758	1%	22,084	1%
52,019	1%	52,799	1%	53,591	2%	54,395	1%	55,211	1%
192,469	2%	195,356	1%	198,286	1%	201,261	2%	204,279	1%
104,038	1%	105,598	1%	107,182	2%	108,790	1%	110,422	1%
4,162	2%	4,224	1%	4,287	2%	4,352	1%	4,417	2%
3,849	2%	3,907	1%	3,966	1%	4,025	1%	4,086	1%
12,485	1%	12,672	1%	12,862	1%	13,055	1%	13,251	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
5,098	1%	5,175	1%	5,252	1%	5,331	1%	5,411	1%
37,271	1%	37,830	2%	38,397	1%	38,973	1%	39,558	1%
<b>\$ 2,684,023</b>		<b>\$ 2,605,498</b>		<b>\$ 2,646,436</b>		<b>\$ 2,688,048</b>		<b>\$ 2,730,345</b>	
\$ 118,424		\$ (78,525)		\$ 40,938		\$ 41,612		\$ 42,297	
5%		-3%		2%		2%		2%	

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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>TOOLS &amp; MACHINERY</b>		
Salaries	250,107	9%
Overtime	700	-64%
Longevity	9,750	10%
Sick Pay Bonus	-	-100%
Medical Exp. Reimbursements	300	50%
Social Security Taxes	19,955	11%
Workers' Compensation	11,406	-4%
Pension Allocation	32,513	-36%
Medical Insurance Premiums	50,024	3%
Group, Life & Disability Insurance	3,203	25%
Communications	308	-18%
Uniforms	5,125	-6%
Boot Allowance	450	0%
Operating Supplies	13,000	-25%
Gas, Oil, Lubricants	2,372	51%
<b>TOTAL TOOLS &amp; MACHINERY</b>	<b>\$ 399,215</b>	
\$ Δ	\$ 11	
% Δ	0%	
<b>RECREATIONAL PROGRAMMING A</b>		
Salaries	204,101	2%
Part-Time Wages	29,120	24%
Overtime	-	-100%
Longevity	-	n/a
Sick Pay Bonus	-	n/a
Medical Exp. Reimbursements	-	-100%
Social Security Taxes	16,112	-2%
Workers' Compensation	9,767	9%
Pension Allocation	29,147	-20%
Medical Insurance Premiums	52,996	9%
Group, Life & Disability Insurance	2,386	27%
Office Supplies	2,500	131%
Postage	1,000	73%
Professional Development	1,000	300%
Dues & Subscriptions	500	270%
Minor Equipment	40	n/a
Gas, Oil & Lubricants	100	170%
Tires, Batteries & Accessories	125	300%
Repair Parts	400	-25%
Contracted Maint. & Repairs	-	n/a
<b>TOTAL RECREATIONAL PROGRAM</b>	<b>\$ 349,294</b>	
\$ Δ	\$ 9,604	
% Δ	3%	

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
253,859	1%	257,667	1%	261,532	1%	265,455	1%	269,437	2%
711	1%	721	1%	732	1%	743	1%	754	1%
9,896	1%	10,045	1%	10,195	1%	10,348	1%	10,504	2%
-	-100%	-	n/a	-	n/a	-	n/a	-	n/a
305	1%	309	2%	314	2%	318	1%	323	2%
20,255	2%	20,558	1%	20,867	2%	21,180	1%	21,498	1%
11,577	1%	11,751	1%	11,927	1%	12,106	1%	12,288	1%
32,838	1%	33,167	1%	33,498	1%	33,833	1%	34,172	1%
51,171	2%	52,344	2%	53,545	2%	54,772	2%	56,028	2%
3,252	1%	3,300	1%	3,350	1%	3,400	2%	3,451	1%
308	0%	308	0%	308	0%	308	0%	308	0%
5,125	0%	5,125	0%	5,125	0%	5,125	0%	5,125	0%
450	0%	450	0%	450	0%	450	0%	450	0%
13,000	0%	13,000	0%	13,000	0%	13,000	0%	13,000	0%
2,408	2%	2,444	2%	2,480	1%	2,518	1%	2,555	1%
<b>\$ 405,154</b>		<b>\$ 411,189</b>		<b>\$ 417,323</b>		<b>\$ 423,556</b>		<b>\$ 429,891</b>	
\$ 5,939		\$ 6,035		\$ 6,134		\$ 6,234		\$ 6,335	
1%		1%		1%		1%		1%	
207,162	1%	210,270	1%	213,424	1%	216,625	1%	219,875	2%
29,557	1%	30,000	1%	30,450	1%	30,907	1%	31,371	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	-100%	-	n/a	-	n/a	-	n/a	-	n/a
-	-100%	-	-100%	-	n/a	-	n/a	-	n/a
16,354	1%	16,599	1%	16,848	2%	17,101	2%	17,357	2%
9,914	1%	10,062	1%	10,213	1%	10,366	2%	10,522	1%
29,438	1%	29,733	1%	30,030	1%	30,330	1%	30,634	1%
54,211	2%	55,453	2%	56,725	2%	58,025	2%	59,356	2%
2,422	1%	2,458	1%	2,495	1%	2,533	1%	2,571	1%
2,500	0%	2,500	0%	2,500	0%	2,500	0%	2,500	0%
1,000	0%	1,000	0%	1,000	0%	1,000	0%	1,000	0%
1,000	0%	1,000	0%	1,000	0%	1,000	0%	1,000	0%
500	0%	500	0%	500	0%	500	0%	500	0%
41	1%	41	1%	42	1%	42	1%	43	2%
102	1%	103	1%	105	1%	106	1%	108	1%
127	1%	129	1%	131	1%	133	1%	135	1%
406	1%	412	1%	418	1%	425	1%	431	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
<b>\$ 354,732</b>		<b>\$ 360,261</b>		<b>\$ 365,881</b>		<b>\$ 371,593</b>		<b>\$ 377,400</b>	
\$ 5,439		\$ 5,528		\$ 5,620		\$ 5,713		\$ 5,807	
2%		2%		2%		2%		2%	

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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>PARKS MAINTENANCE</b>		
Salaries	973,482	8%
Seasonal Wages	-	-100%
Overtime	10,200	-11%
Longevity	48,050	2%
Sick Pay Bonus	1,330	-6%
Medical Exp. Reimbursements	1,380	42%
Social Security Taxes	78,886	10%
Workers' Compensation	49,608	2%
Pension Allocation	127,819	-43%
Medical Insurance Premiums	329,467	4%
Group, Life & Disability Insurance	17,301	15%
Utilities	47,300	-3%
Communications	1,800	-6%
Uniforms	1,700	63%
Boot Allowance	2,055	0%
Operating Supplies	64,750	16%
Professional Development	1,000	90%
Dues & Subscriptions	60	-43%
Contractual Services	7,250	19%
Minor Equipment	2,500	67%
Maint. & Repairs: Bldgs & Fixtures	12,375	-2%
Maint. & Repairs: Mach. & Equip.	16,400	90%
Gas, Oil & Lubricants	28,150	60%
Tires, Batteries & Accessories	4,950	164%
Repair Parts	12,850	2%
Contracted Maint. & Repairs	9,900	-36%
Mier-Machinery & Equipment	-	n/a
<b>TOTAL PARKS MAINTENANCE</b>	<b>\$ 1,850,564</b>	
\$ Δ	\$ 24,130	
% Δ	1%	
<b>SHADE TREES</b>		
Operating Supplies	-	n/a
Trees: Chanticleer Tree Program	-	n/a
Contractual Services	100,000	28%
<b>TOTAL SHADE TREES</b>	<b>\$ 100,000</b>	
\$ Δ	\$ 21,671	
% Δ	28%	
<b>RECREATION PROGRAMS</b>		
Salaries: Part-Time	82,000	-5%
Sick Pay Bonus	-	n/a
Medical Exp. Reimbursements	-	n/a
Social Security Taxes	6,273	-3%
Workers' Compensation	3,595	359%
Unemployment	-	n/a
Pension Allocation	-	n/a
Medical Insurance Premiums	-	n/a
Group, Life & Disability Insurance	-	n/a
Recreation Supplies	34,500	26%
Credit Card Fees	5,000	-11%
Rentals	85,000	-38%
Contractual Services	85,000	9%
<b>TOTAL RECREATION PROGRAMS</b>	<b>\$ 301,368</b>	
\$ Δ	\$ (39,811)	
% Δ	-12%	

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
988,085	1%	1,002,906	1%	1,017,949	1%	1,033,219	1%	1,048,717	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
10,353	1%	10,508	1%	10,666	1%	10,826	1%	10,988	1%
48,771	1%	49,502	1%	50,245	1%	50,999	2%	51,763	1%
1,350	1%	1,370	1%	1,391	2%	1,412	1%	1,433	1%
1,401	1%	1,422	1%	1,443	1%	1,465	1%	1,487	1%
80,070	1%	81,271	2%	82,490	1%	83,727	1%	84,983	1%
50,352	1%	51,107	1%	51,874	1%	52,652	1%	53,442	1%
129,098	1%	130,389	1%	131,692	1%	133,009	1%	134,339	1%
337,021	2%	344,748	2%	352,651	2%	360,736	2%	369,007	2%
17,560	1%	17,824	1%	18,091	1%	18,362	1%	18,638	1%
48,010	1%	48,730	1%	49,461	1%	50,202	1%	50,956	1%
1,800	0%	1,800	0%	1,800	0%	1,800	0%	1,800	0%
1,700	0%	1,700	0%	1,700	0%	1,700	0%	1,700	0%
2,055	0%	2,055	0%	2,055	0%	2,055	0%	2,055	0%
65,721	2%	66,707	1%	67,708	1%	68,723	1%	69,754	1%
1,000	0%	1,000	0%	1,000	0%	1,000	0%	1,000	0%
60	0%	60	0%	60	0%	60	0%	60	0%
7,359	1%	7,469	1%	7,581	2%	7,695	2%	7,810	1%
2,538	1%	2,576	1%	2,614	1%	2,653	1%	2,693	1%
12,561	1%	12,749	1%	12,940	2%	13,134	1%	13,331	2%
16,646	2%	16,896	1%	17,149	2%	17,406	1%	17,667	2%
28,572	1%	29,001	1%	29,436	1%	29,877	1%	30,326	2%
5,024	1%	5,100	1%	5,176	1%	5,254	2%	5,333	2%
13,043	1%	13,238	1%	13,437	1%	13,639	1%	13,843	2%
10,049	1%	10,199	1%	10,352	1%	10,507	2%	10,665	2%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
<b>\$ 1,880,196</b>		<b>\$ 1,910,325</b>		<b>\$ 1,940,961</b>		<b>\$ 1,972,113</b>		<b>\$ 2,003,790</b>	
\$ 29,632		\$ 30,130		\$ 30,636		\$ 31,152		\$ 31,677	
2%		2%		2%		2%		2%	
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
101,500	1%	103,023	1%	104,568	1%	106,136	1%	107,728	1%
<b>\$ 101,500</b>		<b>\$ 103,023</b>		<b>\$ 104,568</b>		<b>\$ 106,136</b>		<b>\$ 107,728</b>	
\$ 1,500		\$ 1,522		\$ 1,545		\$ 1,569		\$ 1,592	
1%		1%		1%		1%		1%	
83,230	1%	84,478	2%	85,746	2%	87,032	1%	88,337	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
6,367	1%	6,463	1%	6,560	1%	6,658	2%	6,758	1%
3,649	1%	3,703	1%	3,759	1%	3,815	1%	3,873	1%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
34,500	0%	34,500	0%	34,500	0%	34,500	0%	34,500	0%
5,000	0%	5,000	0%	5,000	0%	5,000	0%	5,000	0%
85,000	0%	85,000	0%	85,000	0%	85,000	0%	85,000	0%
85,000	0%	85,000	0%	85,000	0%	85,000	0%	85,000	0%
<b>\$ 302,746</b>		<b>\$ 304,144</b>		<b>\$ 305,564</b>		<b>\$ 307,005</b>		<b>\$ 308,468</b>	
\$ 1,378		\$ 1,399		\$ 1,420		\$ 1,441		\$ 1,463	
0%		0%		0%		0%		0%	

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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>SULPIZIO GYM</b>		
Salaries: Part-Time / Programming	-	n/a
Overtime	-	-100%
Sick Pay Bonus	-	n/a
Medical Exp. Reimbursements	-	n/a
Social Security Taxes	-	-100%
Workers' Compensation	-	n/a
Unemployment	-	n/a
Pension Allocation	-	n/a
Medical Insurance Premiums	-	n/a
Group, Life & Disability Insurance	-	n/a
Utilities	14,000	-5%
Communications	2,200	64%
Office Supplies	-	n/a
Operating Supplies	4,500	n/a
Credit Card Fees	750	132%
Contractual Services	10,000	-15%
Maint. & Repair: Bldgs & Fixtures	5,550	92%
Maint. & Repair: Mach & Equip.	3,000	-10%
<b>TOTAL SULPIZIO GYM</b>	<b>\$ 40,000</b>	
\$ Δ	\$ (280)	
% Δ	-1%	
<b>LIBRARY</b>		
Professional Services	-	n/a
Contributions	880,507	-3%
Maint. & Repair: Buildings & Fixtures	5,000	-43%
<b>TOTAL LIBRARY</b>	<b>\$ 885,507</b>	
\$ Δ	\$ (28,016)	
% Δ	-3%	
<b>COMMUNITY ORGANIZATION CON</b>		
Radnor Studio 21 (PEG Pass-through)	57,000	-1%
Wayne Art Center	16,475	0%
Surrey Services	-	-100%
Wayne Senior Services	172,652	41%
Parades	8,000	0%
Radnor Historical Society	15,000	-3%
Other	-	n/a
WBA-Parking Rev Share	14,000	1%
WPC-Parking Rev Share	25,000	1%
<b>TOTAL COMMUNITY ORGANIZATIO</b>	<b>\$ 308,127</b>	
\$ Δ	\$ 1,010	
% Δ	0%	
<b>RETIREE AND LIABILITY INSURANC</b>		
Workers' Compensation	-	n/a
Liability, Auto, Prop, Etc Insurance	360,000	5%
Unemployment	10,000	68%
Group Life & Disability	-	-100%
Health Benefits: Retirees	1,730,506	4%
Retiree Pension: Amort of UAAL	2,551,943	79%
<b>TOTAL RETIREE AND LIABILITY IN</b>	<b>\$ 4,652,449</b>	
\$ Δ	\$ 1,194,963	
% Δ	35%	

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
14,210	1%	14,423	1%	14,639	1%	14,859	1%	15,082	1%
2,200	0%	2,200	0%	2,200	0%	2,200	0%	2,200	0%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
4,500	0%	4,500	0%	4,500	0%	4,500	0%	4,500	0%
750	0%	750	0%	750	0%	750	0%	750	0%
10,150	1%	10,302	1%	10,457	1%	10,614	1%	10,773	1%
5,633	1%	5,718	2%	5,804	1%	5,891	1%	5,979	1%
3,045	1%	3,091	1%	3,137	1%	3,184	1%	3,232	1%
<b>\$ 40,488</b>		<b>\$ 40,984</b>		<b>\$ 41,487</b>		<b>\$ 41,997</b>		<b>\$ 42,516</b>	
\$ 488		\$ 496		\$ 503		\$ 511		\$ 518	
1%		1%		1%		1%		1%	
<b>LIBRARY</b>									
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
893,715	1%	907,120	1%	920,727	2%	934,538	1%	948,556	1%
5,000	0%	5,000	0%	5,000	0%	5,000	0%	5,000	0%
<b>\$ 898,715</b>		<b>\$ 912,120</b>		<b>\$ 925,727</b>		<b>\$ 939,538</b>		<b>\$ 953,556</b>	
\$ 13,208		\$ 13,406		\$ 13,607		\$ 13,811		\$ 14,018	
1%		1%		1%		1%		1%	
<b>COMMUNITY ORGANIZATION CON</b>									
57,855	1%	58,723	2%	59,604	1%	60,498	1%	61,405	1%
16,722	2%	16,973	2%	17,228	1%	17,486	2%	17,748	1%
-	-100%	-	n/a	-	n/a	-	n/a	-	n/a
175,242	1%	177,870	2%	180,538	2%	183,247	2%	185,995	1%
8,120	1%	8,242	1%	8,365	1%	8,491	1%	8,618	1%
15,225	1%	15,453	1%	15,685	1%	15,920	2%	16,159	2%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
14,210	1%	14,423	1%	14,639	1%	14,859	1%	15,082	1%
25,375	1%	25,756	1%	26,142	1%	26,534	1%	26,932	1%
<b>\$ 312,749</b>		<b>\$ 317,440</b>		<b>\$ 322,202</b>		<b>\$ 327,035</b>		<b>\$ 331,940</b>	
\$ 43,622		\$ 4,691		\$ 4,762		\$ 4,833		\$ 4,906	
16%		1%		2%		1%		1%	
<b>RETIREE AND LIABILITY INSURANC</b>									
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
365,400	1%	370,881	1%	376,444	1%	382,091	1%	387,822	1%
10,150	1%	10,302	1%	10,457	1%	10,614	1%	10,773	1%
-	-100%	-	n/a	-	n/a	-	n/a	-	n/a
1,770,180	2%	1,810,764	2%	1,852,278	2%	1,894,745	2%	1,938,184	2%
2,577,462	1%	2,603,237	1%	2,629,269	1%	2,655,562	1%	2,682,118	1%
<b>\$ 4,723,193</b>		<b>\$ 4,795,184</b>		<b>\$ 4,868,449</b>		<b>\$ 4,943,011</b>		<b>\$ 5,018,897</b>	
\$ 70,744		\$ 71,992		\$ 73,264		\$ 74,562		\$ 75,886	
2%		2%		2%		2%		2%	

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

Account Description	Township Manager Recommended Budget	
	2017	%Δ
<b>DEBT SERVICE</b>		
Service Charges	-	-100%
<b>DEBT SERVICE</b>	<b>\$ -</b>	
\$ Δ	\$ (3,599)	
% Δ	-100%	
<b>TRANSFER TO OTHER FUNDS</b>		
Liquid Fuels Fund	-	n/a
Capital Improvement	-	-100%
Capital Improvement (Prog. Funding)	1,184,229	45%
Capital Improvement (Excess FB)	-	n/a
Police Pension	-	n/a
OPEB Liability	859,209	30%
Storm Water Fund	-	n/a
Civilian Pension	-	n/a
Grant Fund	-	n/a
Park & Open Space Fund	-	n/a
Willows	-	-100%
Shade Tree Fund	25,000	0%
K9 Fund	7,500	n/a
Debt Service	2,991,146	1%
<b>TRANSFER TO OTHER FUNDS</b>	<b>\$ 5,067,083</b>	
\$ Δ	\$ 231,462	
% Δ	5%	
<b>GRAND TOTAL GENERAL FUND</b>	<b>\$ 34,177,984</b>	
\$ Δ	\$ 712,570	
% Δ	2%	

	2017
<b>FUND BALANCE</b>	
Beginning Fund Balance, January 1	\$ 11,083,915
Revenues	34,270,513
Expenditures	34,177,984
Accrual Adjustments	-
<b>ENDING FUND BALANCE</b>	<b>\$ 11,176,444</b>
Increase / (Decrease) In Fund Balance	\$ 92,529
Increase / (Decrease) In Fund Balance (net of Transfer	\$ 5,159,612

FIVE YEAR FORECAST									
2018	%Δ	2019	%Δ	2020	%Δ	2021	%Δ	2022	%Δ
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
\$ -		\$ -		\$ -		\$ -		\$ -	
#DIV/0!		n/a		n/a		n/a		n/a	
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	-100%	-	n/a	-	n/a	-	n/a	-	n/a
1,500,983	27%	1,446,966	-4%	1,781,236	23%	1,278,836	-28%	1,166,836	-9%
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
1,059,209	23%	1,259,209	n.a	1,459,209	n.a	1,659,209	n.a	1,859,209	n.a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
-	n/a	-	n/a	-	n/a	-	n/a	-	n/a
25,000	0%	25,000	0%	25,000	0%	25,000	0%	25,000	0%
7,725	3%	7,957	3%	8,195	3%	8,441	3%	8,695	3%
3,090,520	3%	3,014,992	-2%	2,557,809	-15%	2,558,960	0%	2,555,150	0%
<b>\$ 5,683,436</b>		<b>\$ 5,754,123</b>		<b>\$ 5,831,449</b>		<b>\$ 5,530,446</b>		<b>\$ 5,614,889</b>	
\$ 616,353		\$ 70,687		\$ 77,326		\$ (301,003)		\$ 84,443	
12%		1%		1%		-5%		2%	
<b>\$ 35,175,574</b>		<b>\$ 35,551,685</b>		<b>\$ 36,065,290</b>		<b>\$ 36,202,745</b>		<b>\$ 36,737,950</b>	
\$ 1,036,591	3%	\$ 376,111	1%	\$ 513,605	1%	\$ 137,455	0%	\$ 535,206	1%

2018	2019	2020	2021	2022
\$ 11,176,444	\$ 10,723,438	\$ 10,545,816	\$ 10,528,031	\$ 11,068,955
34,722,568	35,374,063	36,047,506	36,743,668	37,463,256
35,175,574	35,551,685	36,065,290	36,202,745	36,737,950
-	-	-	-	-
<b>\$ 10,723,438</b>	<b>\$ 10,545,816</b>	<b>\$ 10,528,031</b>	<b>\$ 11,068,955</b>	<b>\$ 11,794,260</b>
\$ (453,006)	\$ (177,622)	\$ (17,784)	\$ 540,923	\$ 725,305
\$ 5,230,430	\$ 5,576,501	\$ 5,813,665	\$ 6,071,369	\$ 6,340,194

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Departmental Budget Narratives

2017 Fund Budget Worksheets

Five Year Capital and Infrastructure Plan

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Administration Department



**Radnor Township, PA  
Administration Department  
2017 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:**

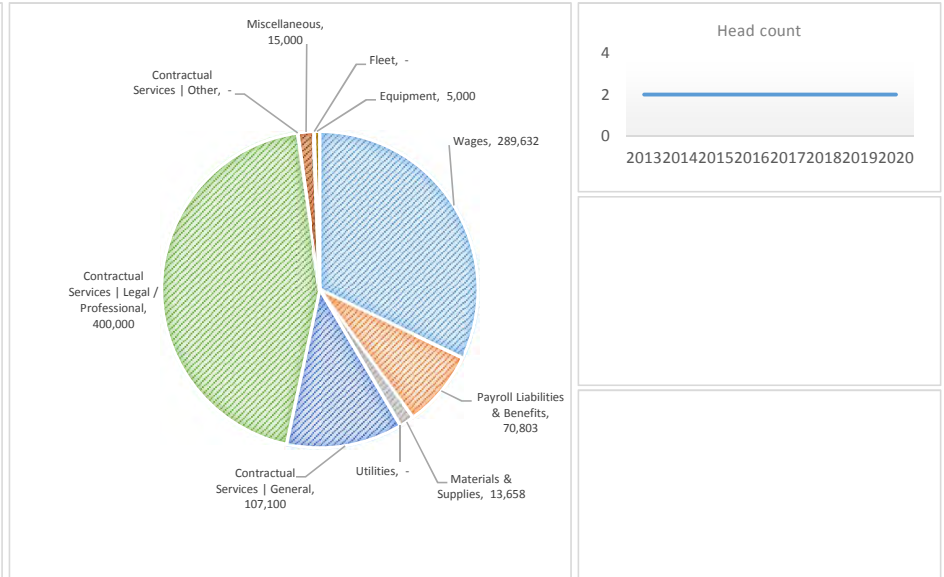
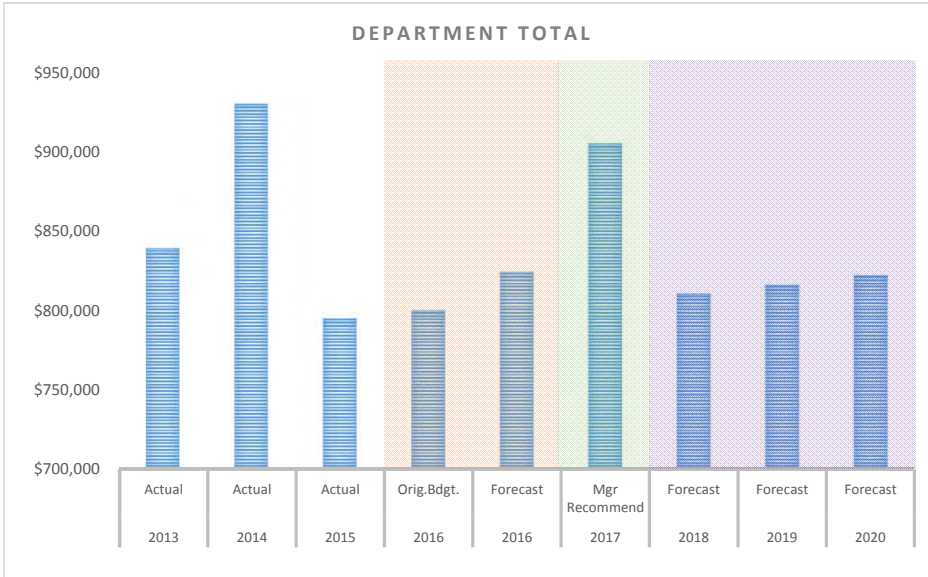
Name	Description
Board of Commissioners Support	Staff works to prepare the agenda packets and other materials as needed by the Board. All subcommittee meetings are coordinated within the department. Research and documentation is provided to the Commissioners on various topics
Legal Support	The Township 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.

**Fund:** GENERAL FUND  
**CAFR Category:** General Government  
**Department:** Administration  
**Divisions:** Board of Commissioners, Township Manager, Solicitor, Zoning Hearing Board

Budget Year Growth Over Current Year 9.77%  
 Compounded Four Year Average Growth Rate 1.90%  
 Percentage of Department to General Fund Total 2.65%



	2013 Actual	2014 Actual	2015 Actual	2016 Orig.Bdgt.	2016 Forecast	2017 Mgr Recommend	2018 Forecast	2019 Forecast	2020 Forecast
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<b>Non-Financials:</b>									
Head count	2	2	2	2	2	2	2	2	2

	2013 Actual	2014 Actual	2015 Actual	2016 Orig.Bdgt.	2016 Forecast	2017 Mgr Recommend	2018 Forecast	2019 Forecast	2020 Forecast
<b>Expenditures:</b>									
Wages	269,250	286,272	280,153	284,124	275,918	289,632	293,976	298,386	302,861
Payroll Liabilities & Benefits	109,861	80,902	82,719	82,142	82,244	70,803	72,098	73,420	74,767
Employee Development & Training	2,111	-	5,322	3,400	2,908	3,650	3,650	3,650	3,650
Materials & Supplies	13,549	10,664	10,536	15,800	4,589	13,658	13,658	13,658	13,658
Utilities	-	-	-	-	-	-	-	-	-
Contractual Services   General	83,050	121,014	47,485	97,500	59,485	107,100	57,100	57,100	57,100
Contractual Services   Legal / Professional	356,059	420,510	354,214	315,000	364,515	400,000	350,000	350,000	350,000
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	5,207	10,675	9,689	1,800	24,517	15,000	15,000	15,000	15,000
Fleet	-	-	-	-	-	-	-	-	-
Equipment	-	-	4,967	500	10,142	5,000	5,075	5,151	5,228
<b>Department Total</b>	<b>\$ 839,087</b>	<b>\$ 930,037</b>	<b>\$ 795,085</b>	<b>\$ 800,266</b>	<b>\$ 824,320</b>	<b>\$ 904,842</b>	<b>\$ 810,557</b>	<b>\$ 816,365</b>	<b>\$ 822,265</b>

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Finance Department

**Radnor Township, PA  
Finance Department  
2017 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.
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).
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

**Radnor Township, PA  
Finance Department  
2017 Operating Budget Narrative**



Name	Description
Revenue Collection	<p>planning and required continuing disclosure.</p> <p>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.</p>
Audit Compliance	<p>As required by State Law, the Finance Department works with our independent auditors in the completion of an annual financial audit.</p>
Insurance Management	<p>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.</p>
Grant Management	<p>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.</p>

**Line Item Descriptions:**

Line Item	Description												
Professional Development	<p>This accounts for the membership costs for the various organizations such as ICMA, GFOA, AICPA along with any required continuing education requirements.</p>												
Dues & Subscriptions	<p>This will account for various publication subscriptions such as governing periodicals and relevant journals</p>												
Contractual Services	<p>This will account for the Township's Act 511 software, financial accounting software, ADP processing (Retiree Payroll), grant software, and other items.</p> <table data-bbox="678 1612 1455 1822"> <thead> <tr> <th data-bbox="678 1612 1338 1648"><u>Vendor</u></th> <th data-bbox="1338 1612 1455 1648"><u>Estimate</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="678 1648 1338 1684">Act 511 Software License</td> <td data-bbox="1338 1648 1455 1684">\$28,500</td> </tr> <tr> <td data-bbox="678 1684 1338 1719">ECivis, Inc Grant Software License</td> <td data-bbox="1338 1684 1455 1719">7,380</td> </tr> <tr> <td data-bbox="678 1719 1338 1755">ADP Retiree Payroll Processing</td> <td data-bbox="1338 1719 1455 1755">3,000</td> </tr> <tr> <td data-bbox="678 1755 1338 1791">CAFR Printing / Publishing</td> <td data-bbox="1338 1755 1455 1791">1,000</td> </tr> <tr> <td data-bbox="678 1791 1338 1822">Miscellaneous</td> <td data-bbox="1338 1791 1455 1822">120</td> </tr> </tbody> </table>	<u>Vendor</u>	<u>Estimate</u>	Act 511 Software License	\$28,500	ECivis, Inc Grant Software License	7,380	ADP Retiree Payroll Processing	3,000	CAFR Printing / Publishing	1,000	Miscellaneous	120
<u>Vendor</u>	<u>Estimate</u>												
Act 511 Software License	\$28,500												
ECivis, Inc Grant Software License	7,380												
ADP Retiree Payroll Processing	3,000												
CAFR Printing / Publishing	1,000												
Miscellaneous	120												

**Radnor Township, PA  
Finance Department  
2017 Operating Budget Narrative**



Professional Services	<p>This will account for the following items scheduled for 2014:</p> <table border="0"> <thead> <tr> <th style="text-align: left;"><u>Vendor</u></th> <th style="text-align: right;"><u>Estimate</u></th> </tr> </thead> <tbody> <tr> <td>Independent Audit (CPA Firm TBD)</td> <td style="text-align: right;">\$30,000</td> </tr> <tr> <td>DCED Filing Requirement Fee</td> <td style="text-align: right;">650</td> </tr> <tr> <td>GFOA Filing / Application Fee</td> <td style="text-align: right;">500</td> </tr> <tr> <td>Mockenhaupt Benefits Group (Actuary)</td> <td style="text-align: right;">3,000</td> </tr> <tr> <td>Cozen O'Connor (Bond Counsel)</td> <td style="text-align: right;">3,000</td> </tr> </tbody> </table>	<u>Vendor</u>	<u>Estimate</u>	Independent Audit (CPA Firm TBD)	\$30,000	DCED Filing Requirement Fee	650	GFOA Filing / Application Fee	500	Mockenhaupt Benefits Group (Actuary)	3,000	Cozen O'Connor (Bond Counsel)	3,000
<u>Vendor</u>	<u>Estimate</u>												
Independent Audit (CPA Firm TBD)	\$30,000												
DCED Filing Requirement Fee	650												
GFOA Filing / Application Fee	500												
Mockenhaupt Benefits Group (Actuary)	3,000												
Cozen O'Connor (Bond Counsel)	3,000												
Act 511 Legal / Audit Services	<p>This accounts for the Township's related costs for legal / audit services relating to our administration of the Act 511 taxes.</p> <table border="0"> <thead> <tr> <th style="text-align: left;"><u>Vendor</u></th> <th style="text-align: right;"><u>Estimate</u></th> </tr> </thead> <tbody> <tr> <td>Brown &amp; Silbergeld, PC (Legal Services @ \$265/hr)</td> <td style="text-align: right;">\$50,000</td> </tr> <tr> <td>Veritax (Auditing Services @ \$165/hr + incentive)</td> <td style="text-align: right;">90,000</td> </tr> </tbody> </table>	<u>Vendor</u>	<u>Estimate</u>	Brown & Silbergeld, PC (Legal Services @ \$265/hr)	\$50,000	Veritax (Auditing Services @ \$165/hr + incentive)	90,000						
<u>Vendor</u>	<u>Estimate</u>												
Brown & Silbergeld, PC (Legal Services @ \$265/hr)	\$50,000												
Veritax (Auditing Services @ \$165/hr + incentive)	90,000												
Minor Office Equipment	<p>This accounts for the various small items that are needed by the department such as calculators, staplers, keyboards, monitors, etc.</p>												

Fund: GENERAL FUND

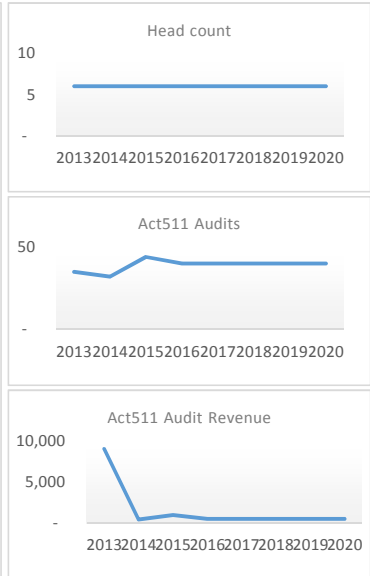
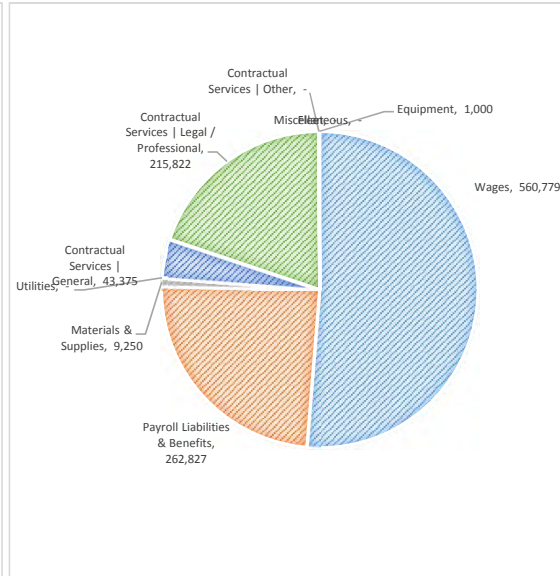
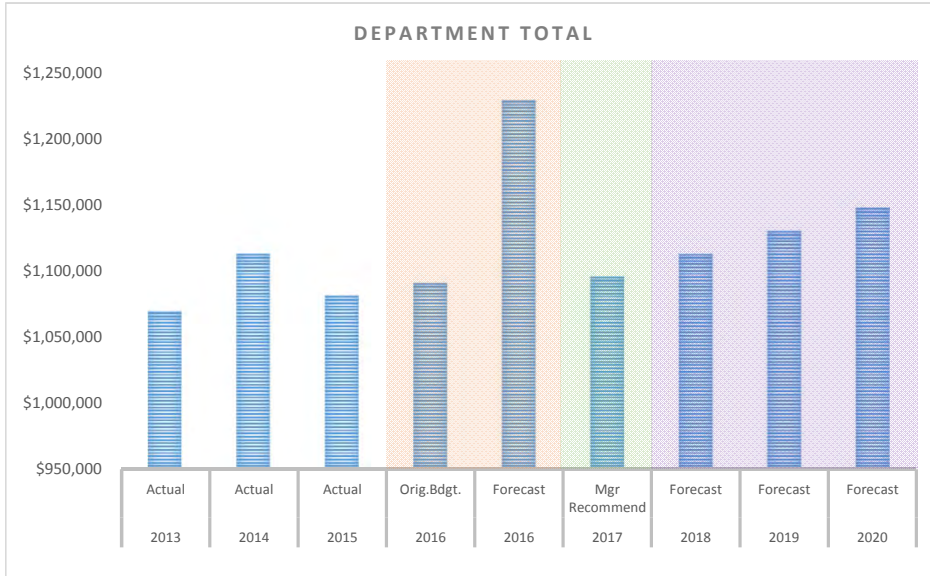
CAFR Category: General Government

Department: Finance

Divisions: Accounting and Reporting, Human Resources, Act 511, Right to Know

Budget Year Growth Over Current Year  
 Compounded Four Year Average Growth Rate  
 Percentage of Department to General Fund Total

●	-10.84%
●	0.60%
●	3.21%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig. Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Non-Financials:**

Head count	6	6	6	6	6	6	6	6	6
Act511 Audits	35	32	44	40	40	40	40	40	40
Act511 Audit Revenue	8,984	421	959	505	754	505	505	505	505

**Expenditures:**

Wages	487,652	531,735	538,451	545,447	540,235	560,779	569,191	577,729	586,395
Payroll Liabilities & Benefits	276,571	291,622	288,836	289,543	283,878	262,827	267,609	272,486	277,460
Employee Development & Training	6,696	3,115	3,582	2,700	5,704	2,700	2,700	2,700	2,700
Materials & Supplies	10,004	9,160	8,660	9,775	7,827	9,250	9,250	9,250	9,250
Utilities	-	-	-	-	-	-	-	-	-
Contractual Services   General	75,184	68,883	86,380	73,320	43,347	43,375	44,026	44,686	45,356
Contractual Services   Legal / Professional	213,088	207,850	155,499	170,000	347,152	215,822	219,059	222,345	225,680
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-
Equipment	641	686	410	500	846	1,000	1,000	1,000	1,000

<b>Department Total</b>	<b>\$ 1,069,836</b>	<b>\$ 1,113,052</b>	<b>\$ 1,081,818</b>	<b>\$ 1,091,285</b>	<b>\$ 1,228,989</b>	<b>\$ 1,095,753</b>	<b>\$ 1,112,835</b>	<b>\$ 1,130,196</b>	<b>\$ 1,147,841</b>
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**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Elected Treasurer



**Radnor Township, PA  
Treasurer [Elected] Department  
2017 Operating Budget Narrative**



**Department Summary:**

Office of the Treasurer and Township Real Estate Tax Collector – John Osborne



**Service / Program Descriptions:**

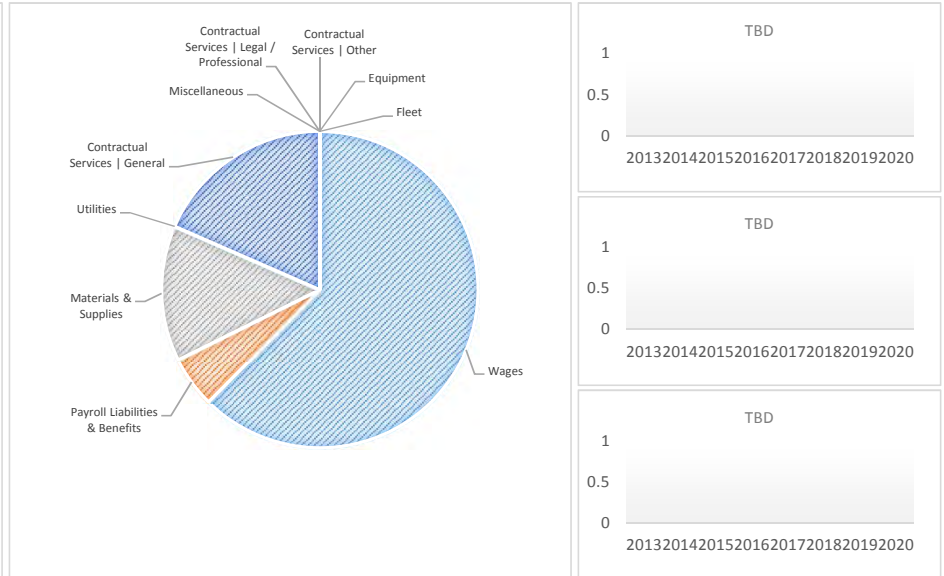
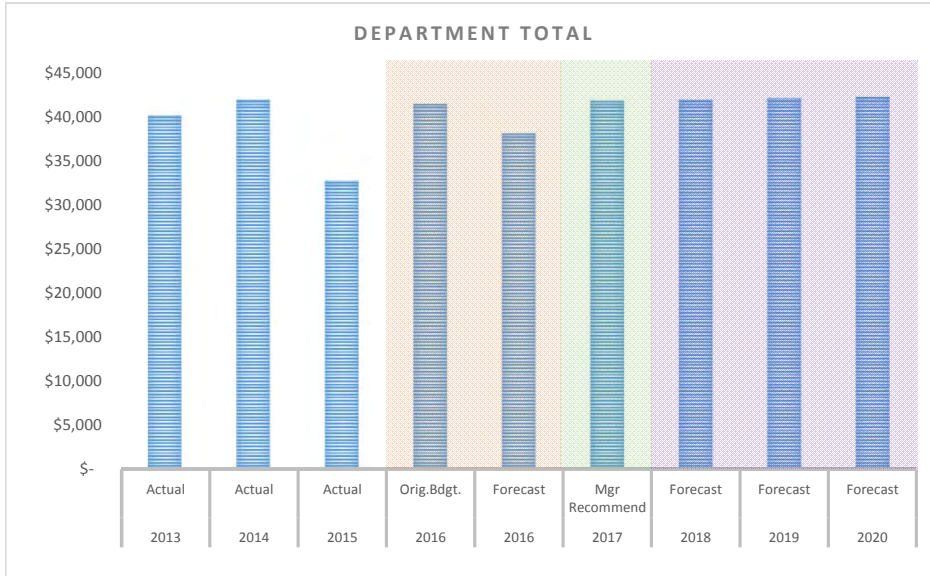
Name	Description
Office of the Treasurer	Primary responsibility is the collection of Real Estate Taxes. Receive all Township taxes, revenues, fines and fees- keep records of receipts. Disburse funds, surcharge any shortages or actions that cause a financial loss to the Township. Maintain communication 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

Fund: GENERAL FUND  
 CAFR Category: General Government  
 Department: [Elected] Treasurer  
 Division: Treasurer

Budget Year Growth Over Current Year 9.59%  
 Compounded Four Year Average Growth Rate 1.00%  
 Percentage of Department to General Fund Total 0.12%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Non-Financials:**

TBD	Will be filled out with final budget
TBD	Will be filled out with final budget
TBD	Will be filled out with final budget

**Expenditures:**

Wages	26,000	27,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Payroll Liabilities & Benefits	2,045	2,145	2,141	2,177	2,183	2,177	2,210	2,243	2,277
Employee Development & Training	-	112	308	50	(13)	50	50	50	50
Materials & Supplies	5,128	9,823	1,481	5,635	5,871	5,776	5,776	5,776	5,776
Utilities	-	-	-	-	-	-	-	-	-
Contractual Services   General	6,898	2,768	2,777	7,500	4,003	7,688	7,803	7,920	8,039
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-	-
<b>Department Total</b>	<b>\$ 40,071</b>	<b>\$ 41,848</b>	<b>\$ 32,707</b>	<b>\$ 41,362</b>	<b>\$ 38,044</b>	<b>\$ 41,691</b>	<b>\$ 41,839</b>	<b>\$ 41,989</b>	<b>\$ 42,142</b>

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Information Technology

**Radnor Township, PA  
Information Technology Department  
2017 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 ( <a href="http://www.radnor.com">www.radnor.com</a> ) 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

**Radnor Township, PA  
Information Technology Department  
2017 Operating Budget Narrative**



Name	Description
	pickup while township offices are closed. A weekly newsletter is also distributed which includes information about upcoming events and timely news items.
Oversight and operation of the township's government access channel	RTV, the Township's government access channel, operates to keep residents informed of the township services, programs and activities through its electronic bulletin board and videos. In addition to videotaping and airing all township board meetings live, replaying videotaped meetings, RTV also produces original programming such as Radnor Health Matters and Radnor 411, which highlights each township department and their current operations. RTV will also be producing an end-of-the-year State of the Township program.
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.

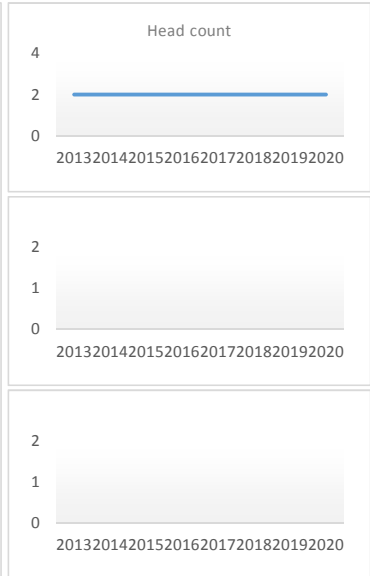
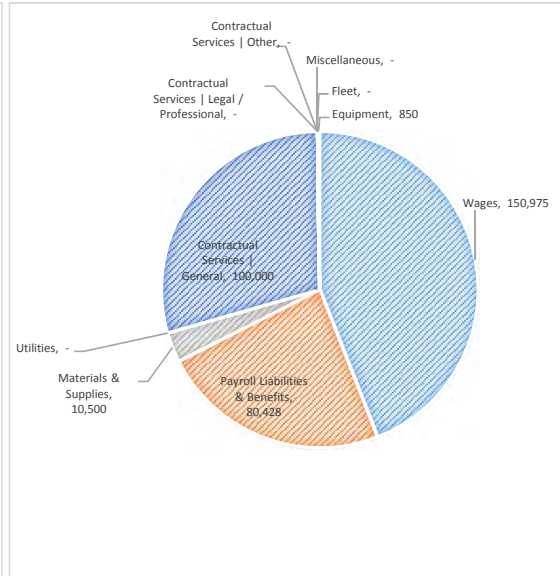
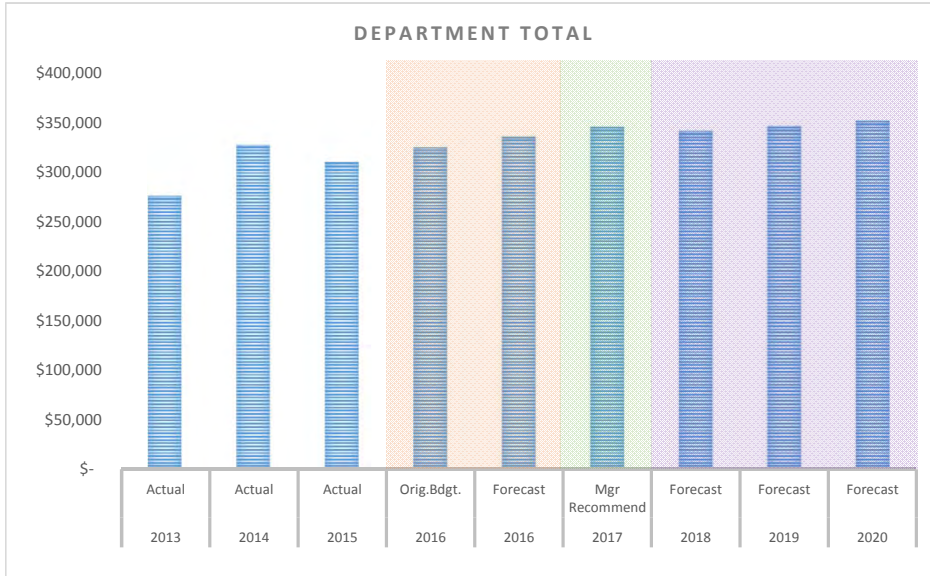
**Line Item Descriptions:**

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	<p>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.</p> <table data-bbox="649 1827 1461 1965"> <thead> <tr> <th data-bbox="649 1827 1331 1858"><u>Vendor</u></th> <th data-bbox="1331 1827 1461 1858"><u>Estimate</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="649 1858 1331 1890">Tiger Direct</td> <td data-bbox="1331 1858 1461 1890">\$7,000</td> </tr> <tr> <td data-bbox="649 1890 1331 1921">Micro Center</td> <td data-bbox="1331 1890 1461 1921">1,000</td> </tr> <tr> <td data-bbox="649 1921 1331 1965">Ricoh Copier Supplies</td> <td data-bbox="1331 1921 1461 1965">2,000</td> </tr> </tbody> </table>	<u>Vendor</u>	<u>Estimate</u>	Tiger Direct	\$7,000	Micro Center	1,000	Ricoh Copier Supplies	2,000
<u>Vendor</u>	<u>Estimate</u>								
Tiger Direct	\$7,000								
Micro Center	1,000								
Ricoh Copier Supplies	2,000								

**Radnor Township, PA  
Information Technology Department  
2017 Operating Budget Narrative**



Contractual Services	<p>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.</p> <table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;"><u>Vendor</u></th> <th style="text-align: right;"><u>Estimate</u></th> </tr> </thead> <tbody> <tr> <td>CivicPlus/ CivicReady/ Civic Send Suite</td> <td style="text-align: right;">31,500</td> </tr> <tr> <td>DocuScan USA – Laserfische Renewal</td> <td style="text-align: right;">4,000</td> </tr> <tr> <td>Copier Lease Contract</td> <td style="text-align: right;">30,500</td> </tr> <tr> <td>Planet Tech: M365 Licensing</td> <td style="text-align: right;">12,000</td> </tr> <tr> <td>Great America Leasing – Plotter/Scanner</td> <td style="text-align: right;">4,200</td> </tr> <tr> <td>Mitel Leasing – Phone lease</td> <td style="text-align: right;">12,000</td> </tr> <tr> <td>Other / Miscellaneous</td> <td style="text-align: right;">5,800</td> </tr> </tbody> </table>	<u>Vendor</u>	<u>Estimate</u>	CivicPlus/ CivicReady/ Civic Send Suite	31,500	DocuScan USA – Laserfische Renewal	4,000	Copier Lease Contract	30,500	Planet Tech: M365 Licensing	12,000	Great America Leasing – Plotter/Scanner	4,200	Mitel Leasing – Phone lease	12,000	Other / Miscellaneous	5,800
<u>Vendor</u>	<u>Estimate</u>																
CivicPlus/ CivicReady/ Civic Send Suite	31,500																
DocuScan USA – Laserfische Renewal	4,000																
Copier Lease Contract	30,500																
Planet Tech: M365 Licensing	12,000																
Great America Leasing – Plotter/Scanner	4,200																
Mitel Leasing – Phone lease	12,000																
Other / Miscellaneous	5,800																
Minor Office Equipment	Office equipment such as printers, scanners, and digital cameras.																
Contracted Maintenance and Repairs	Technical support services for network and PC equipment.																



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

<b>Non-Financials:</b>									
Head count	2	2	2	2	2	2	2	2	2

Expenditures:	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast
Wages	122,240	136,264	137,949	140,219	142,657	150,975	153,240	155,538	157,871
Payroll Liabilities & Benefits	64,526	70,077	69,812	70,064	68,216	80,428	81,950	83,502	85,087
Employee Development & Training	-	-	360	2,500	2,525	2,500	2,500	2,500	2,500
Materials & Supplies	9,091	12,105	8,568	10,400	8,216	10,500	10,500	10,500	10,500
Utilities	-	-	-	-	-	-	-	-	-
Contractual Services   General	78,857	107,540	92,547	100,000	112,896	100,000	91,500	92,873	94,266
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-
Equipment	671	862	556	850	296	850	850	850	850
<b>Department Total</b>	<b>\$ 275,385</b>	<b>\$ 326,849</b>	<b>\$ 309,791</b>	<b>\$ 324,033</b>	<b>\$ 334,806</b>	<b>\$ 345,253</b>	<b>\$ 340,539</b>	<b>\$ 345,763</b>	<b>\$ 351,073</b>

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Community Development



**Radnor Township, PA  
Community Development Department  
2017 Operating Budget Narrative**



**Department Summary:**

The Community Development Department serves the residents of Radnor Township through the administration and enforcement of regulatory Ordinances adopted by the Board of Commissioners to assure the health, safety, and welfare of everyone involved in the Radnor experience. The Community Development Department consists of the Director of Community Development, Two (2) full time Codes Officials, One (1) Health Officer, One (1) Health Inspector, One (1) part time Property Maintenance Inspector, Two (2) Administrative Assistants, 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 nine (9) 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
Environmental Advisory Council	

**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.

**Radnor Township, PA  
Community Development Department  
2017 Operating Budget Narrative**



Name	Description
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.
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.

**Radnor Township, PA  
Community Development Department  
2017 Operating Budget Narrative**



**Line Item Descriptions:**

<b>Line Item</b>	<b>Description</b>
Office Supplies 01-416-4240	This line item includes daily operating office supplies including but not limited to paper, pens, folders, business cards, ink cartridges, etc.
Advertising and Printing 01-416-4310	This line item includes costs associated with legal advertisement costs and any special mailings that require printing services.
Professional Development 01-416-4340	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 01-416-4345	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 01-416-4360	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 01-416-4361	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 and the Rental Housing Appeals Board.
Property Maintenance Contractual Services 01-416-4359	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 01-416-4410	This line item covers replacement parts, computers, printers and other small office equipment items.
Clothing 01-416-4230	This line item covers clothing for Codes Officials for identification purposes. This helps convey the professional image the Township Staff pride themselves in showing.

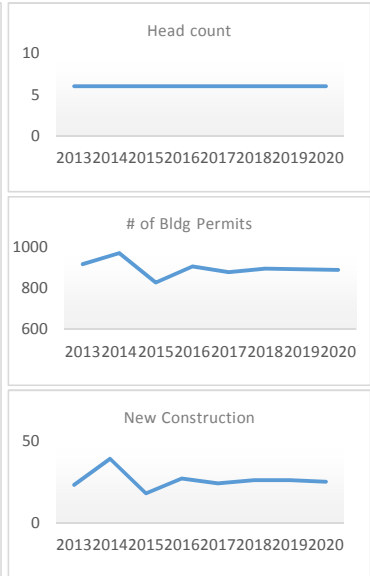
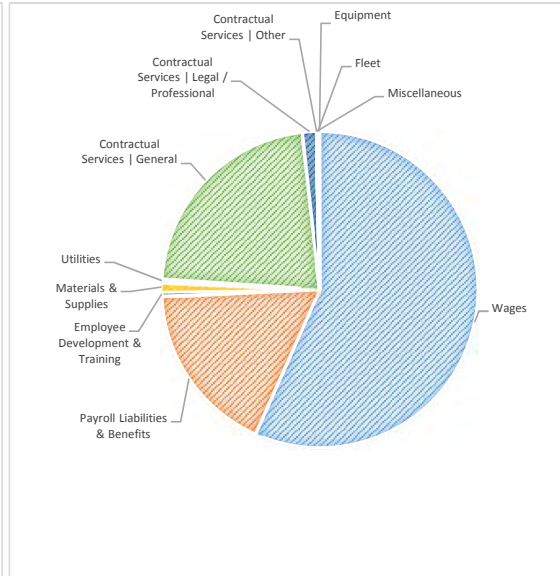
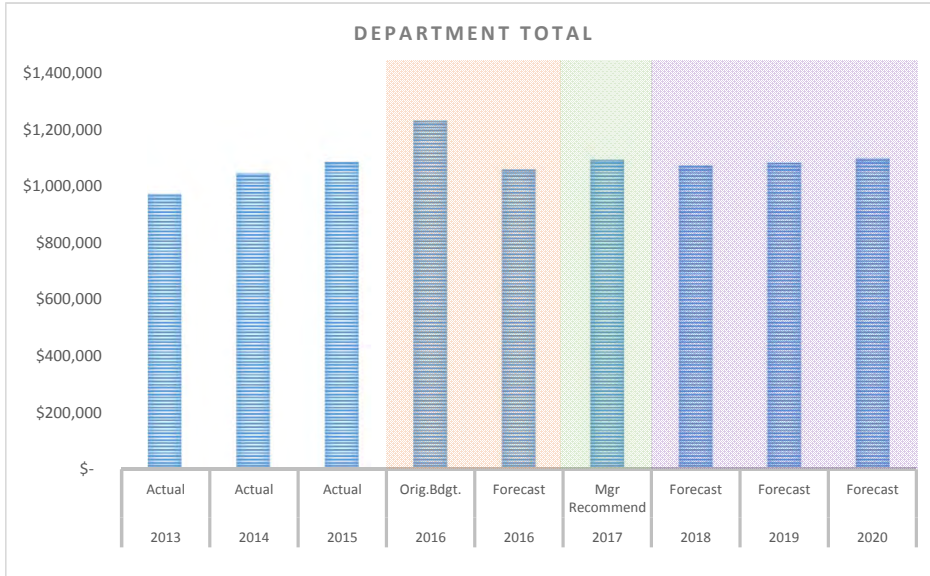
Fund: GENERAL FUND

CAFR Category: Protection to Persons and Property

Department: Community Development

Divisions: Codes, Property Maintenance, Property Rentals, Health

Budget Year Growth Over Current Year 3.19%  
 Compounded Four Year Average Growth Rate 2.95%  
 Percentage of Department to General Fund Total 3.19%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Non-Financials:**

Head count	6	6	6	6	6	6	6	6	6
# of Bldg Permits	916	971	828	905	901	878	895	891	888
New Construction	23	39	18	27	28	24	26	26	25

**Expenditures:**

Wages	489,865	560,000	568,489	613,777	569,322	617,759	627,026	636,431	645,978
Payroll Liabilities & Benefits	231,970	222,949	269,329	234,904	202,638	192,146	195,089	198,082	201,126
Employee Development & Training	4,406	4,048	3,031	5,000	5,018	5,500	8,000	5,500	8,000
Materials & Supplies	8,890	8,201	11,273	10,100	8,904	10,100	10,100	10,100	10,100
Utilities	3,751	3,730	3,616	3,750	3,720	3,750	3,750	3,750	3,750
Contractual Services   General	217,008	227,438	213,957	341,390	251,837	241,600	207,065	207,537	208,016
Contractual Services   Legal / Professional	10,000	11,596	10,400	15,750	12,572	15,750	15,750	15,750	15,750
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	3,367	3,621	2,775	2,900	2,007	2,900	2,944	2,988	3,032
Equipment	1,103	970	445	550	323	550	550	550	550

<b>Department Total</b>	<b>\$ 970,360</b>	<b>\$ 1,042,553</b>	<b>\$ 1,083,316</b>	<b>\$ 1,228,121</b>	<b>\$ 1,056,340</b>	<b>\$ 1,090,056</b>	<b>\$ 1,070,273</b>	<b>\$ 1,080,688</b>	<b>\$ 1,096,302</b>
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**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Police

**Radnor Township, PA  
Police Department  
2017 Operating Budget Narrative**



**Department Summary:**

Radnor Police Department provides twenty-four hour police coverage within Radnor Township. The current staffing of the police department consists of 42 officers and 1 Superintendent of Police. 30 of these officers are the makeup of the patrol division. 4 Detectives and 2 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 a 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 RCPO and Radnor Townwatch which are volunteer residents that augment many of the functions of the Police Department which expands our full service 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 2016 the township continued the fourth year of the deer culling. 259 deer were culled thinning out a larges herds of deer throughout the township. In 2017 a maintenance program is being 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. The bike patrol officer integrates the officer into community 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 2017 as well.

**Radnor Township, PA  
Police Department  
2017 Operating Budget Narrative**



Name	Description
<b>Crossing Guards</b>	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.
<b>Detective Bureau</b>	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.
<b>Emergency Alert System</b>	The police department continues to provide crime alerts and information via electronic means such as e-mail or phone text.
<b>Major Incident Response Team (M.I.R.T.)</b>	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.
<b>Patrol Division</b>	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.
<b>S.W.A.T.</b>	The Radnor Police Department operates as a member of the regional Delaware County S.W.A.T. team. There are currently four officers and two hostage negotiators assigned to this regional team.
<b>Highway Patrol/Traffic Safety/ Motor Carrier Safety Patrol</b>	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 systems for residents and some institutions are administered by the Unit.

**Radnor Township, PA  
Police Department  
2017 Operating Budget Narrative**



Name	Description
	<p>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><b>DUI Checkpoints/Roving Patrol Enforcement</b></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><b>Buckle Up PA-Aggressive Driving Enforcement Grants</b></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><b>eCitations</b></p>	<p>The eCitation process is a faster more accurate process that incorporates in-car scanners and printers that eliminates the traditional hand written traffic citations. 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 police department database. Officers spend less time with each violation. United Public Safety, currently providing the Police Department's parking ticket</p>



**Radnor Township, PA  
Police Department  
2017 Operating Budget Narrative**



Name	Description
	system, will expand to manage the eCitation system, the burglar alarm and fire alarm citation processes.
<b>Video Camera Systems</b>	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.

**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. In 2016 the police department intends to implement tablets for patrol 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 2017 we expect general uniform maintenance for existing officers, detectives, parking and auxiliary services personnel and safety equipment for crossing guards.

**Radnor Township, PA  
Police Department  
2017 Operating Budget Narrative**



Line Item	Description
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 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.
Operating Supplies	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.
Professional Development	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 2017 we plan to continue in house training in use of force and de-escalation training In-house certified training officers substantially lower training costs.
Dues and Subscriptions	Funds for executive police association memberships.

**Radnor Township, PA  
Police Department  
2017 Operating Budget Narrative**



Line Item	Description
Contractual Services	Items budget for police operations which are used more than once and provided for by businesses. Many are professional services. Items include: Accurant (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.
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 2017.

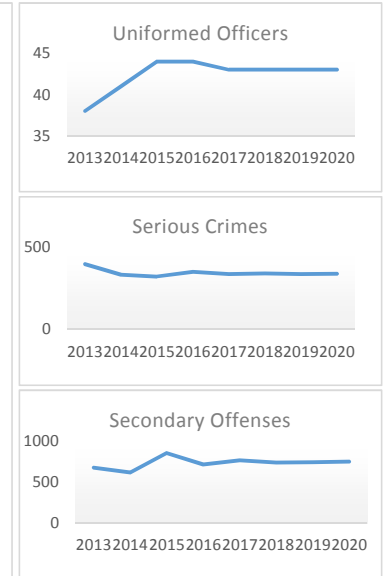
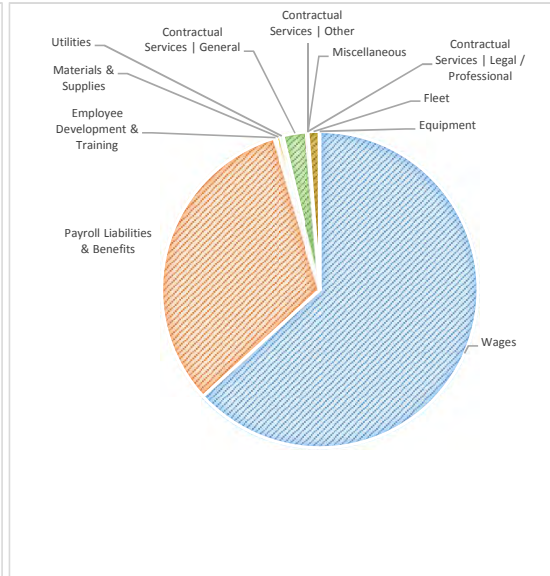
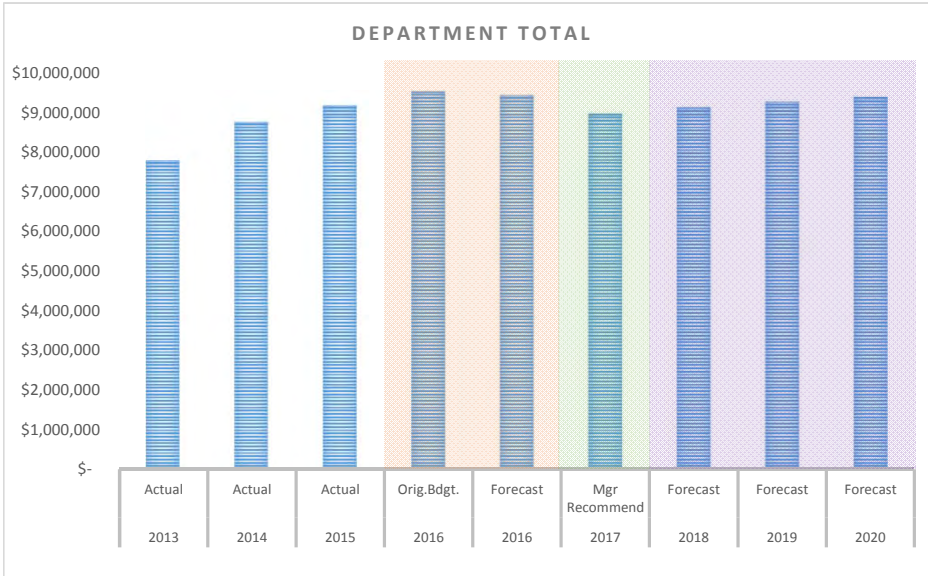
Fund: GENERAL FUND

CAFR Category: Protection to Persons and Property

Department: Police Department

Divisions: Administration, Traffic Safety, Detectives, Patrol, K9, Animal Control

Budget Year Growth Over Current Year -4.86%  
 Compounded Four Year Average Growth Rate 3.60%  
 Percentage of Department to General Fund Total 26.2%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Non-Financials:**

Uniformed Officers	38	41	44	44	44	43	43	43	43
Serious Crimes	396	331	321	349	334	335	339	336	337
Secondary Offenses	672	613	849	711	724	761	732	739	744

**Expenditures:**

Wages	4,592,911	5,128,429	5,125,013	5,503,614	5,363,325	5,661,956	5,746,886	5,833,089	5,920,585
Payroll Liabilities & Benefits	2,858,066	3,234,619	3,300,032	3,558,950	3,524,475	2,877,267	2,943,513	2,985,510	3,028,275
Employee Development & Training	11,841	17,519	18,366	16,610	24,141	17,026	17,026	17,026	17,026
Materials & Supplies	35,700	43,273	50,508	48,950	58,738	39,924	39,924	39,924	39,924
Utilities	11,529	14,397	13,774	21,700	18,688	22,243	22,243	22,243	22,243
Contractual Services   General	139,466	154,810	286,824	241,087	236,132	222,003	224,322	226,675	229,064
Contractual Services   Legal / Professional	1,714	-	235,043	-	110,000	-	-	-	-
Contractual Services   Other	3,574	4,682	8,916	5,000	(25,660)	5,000	5,000	5,000	5,000
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	116,551	134,479	111,098	105,900	100,247	104,653	106,223	107,816	109,433
Equipment	732	6,765	5,923	3,000	62	3,000	3,000	3,000	3,000
<b>Department Total</b>	<b>\$ 7,772,085</b>	<b>\$ 8,738,971</b>	<b>\$ 9,155,495</b>	<b>\$ 9,504,811</b>	<b>\$ 9,410,149</b>	<b>\$ 8,953,073</b>	<b>\$ 9,108,136</b>	<b>\$ 9,240,283</b>	<b>\$ 9,374,550</b>

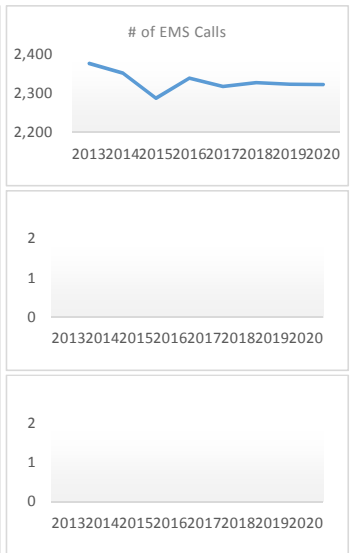
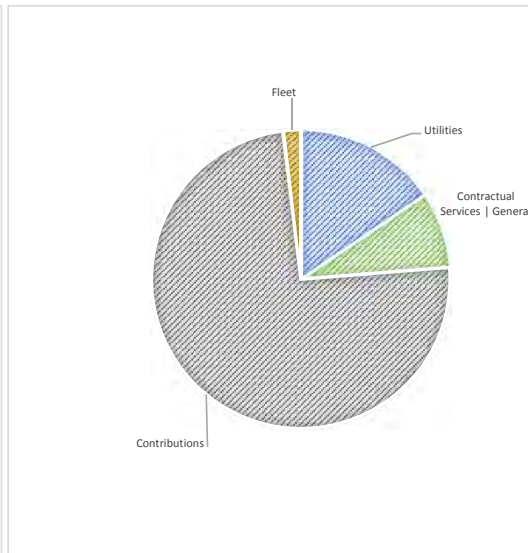
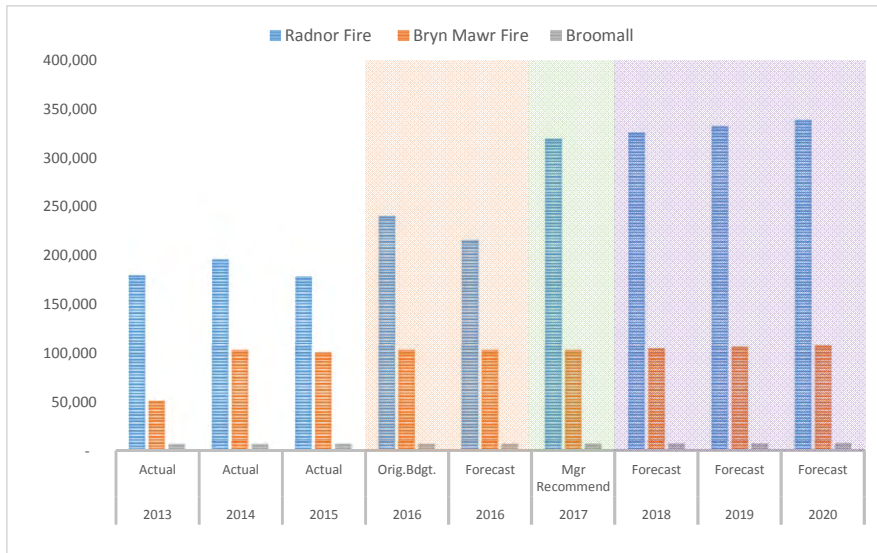
**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Fire Contributions

**Fund:** GENERAL FUND  
**CAFR Category:** Protection to Persons and Property  
**Department:** Fire Contributions  
**Divisions:** Radnor Fire Company, Bryn Mawr Fire Company and Broomall Fire Co.

Budget Year Growth Over Current Year: 11.69%  
 Compounded Four Year Average Growth Rate: 4.61%  
 Percentage of Department to General Fund Total: 2.70%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig. Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

<b>Non-Financials:</b>									
# of EMS Calls	2,376	2,351	2,287	2,338	2,325	2,317	2,327	2,323	2,322

**Expenditures:**

Wages	-	-	-	-	-	-	-	-	-
Payroll Liabilities & Benefits	-	-	-	-	-	-	-	-	-
Employee Development & Training	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	-	-	-	-	-	-	-	-
Utilities	139,422	139,337	139,601	140,000	149,944	142,800	144,942	147,116	149,323
Contractual Services   General	61,172	75,363	66,741	72,000	105,549	75,977	77,117	78,273	79,448
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Contributions	543,469	574,443	561,694	610,555	560,555	685,748	692,347	699,087	705,973
Fleet	25,445	25,049	13,048	17,300	9,079	17,096	17,352	17,613	17,877
Equipment	-	-	-	-	-	-	-	-	-
<b>Department Total</b>	<b>\$ 769,507</b>	<b>\$ 814,192</b>	<b>\$ 781,083</b>	<b>\$ 839,855</b>	<b>\$ 825,127</b>	<b>\$ 921,621</b>	<b>\$ 931,758</b>	<b>\$ 942,090</b>	<b>\$ 952,621</b>

<b>Subtotal by Fire Company</b>									
Radnor Fire	179,317	195,893	177,896	240,105	215,433	318,878	325,224	331,707	338,333
Bryn Mawr Fire	51,250	102,531	100,000	102,750	102,750	102,750	104,291	105,856	107,443
Broomall	6,500	6,663	7,000	7,000	7,000	7,193	7,301	7,410	7,522
Non-Contribution Pass Through [RFC]	393,019	369,768	356,587	350,000	350,000	350,000	350,000	350,000	350,000

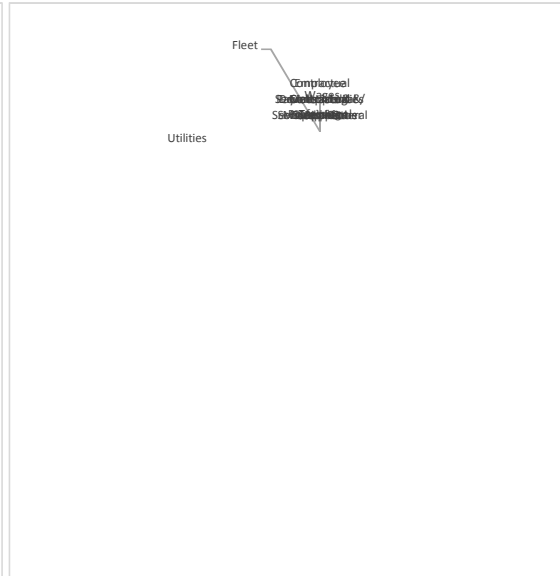
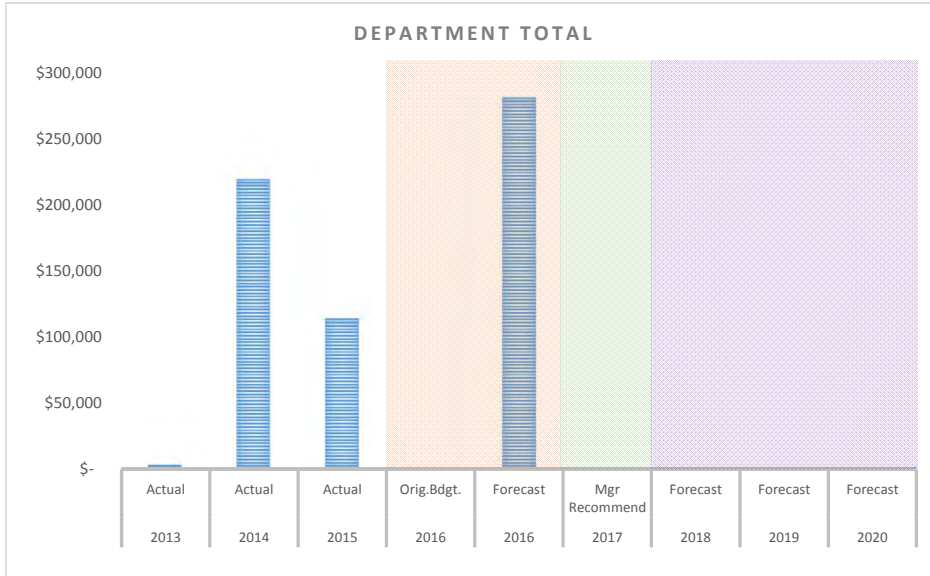
**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Emergency Operations Center

Fund: GENERAL FUND  
 CAFR Category: Protection to Persons and Property  
 Department: Emergency Management  
 Divisions: Emergency Operations Center ("EOC")

Budget Year Growth Over Current Year -100.00%  
 Compounded Four Year Average Growth Rate -100.00%  
 Percentage of Department to General Fund Total 0.00%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig. Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Non-Financials:**

- Number of Incidents
- Hours Invested
- Calls for Service

**Expenditures:**

Wages	-	134,591	82,511	-	137,731	-	-	-	-
Payroll Liabilities & Benefits	-	9,961	5,887	-	10,292	-	-	-	-
Employee Development & Training	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	1,249	18,593	-	71,520	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-
Contractual Services   General	4,100	63,465	1,623	-	60,113	-	-	-	-
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	-	-	5,649	-	-	-	-	-	-
Equipment	-	9,547	-	-	1,079	-	-	-	-
<b>Department Total</b>	<b>\$ 4,100</b>	<b>\$ 218,814</b>	<b>\$ 114,263</b>	<b>-</b>	<b>\$ 280,735</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Public Works Building & Grounds

**Radnor Township, PA**  
**Public Works Department: Building & Grounds**  
**2017 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 custodial staff currently consists of one (1) full time employee. The responsibilities are to clean and maintain the Township Building and the Sulpezio 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)
Utilities	This item funds utilities; water and electric. (PECO, Aqua PA)
Communications	Internet, land lines, cell phones (Verizon, Sprint)

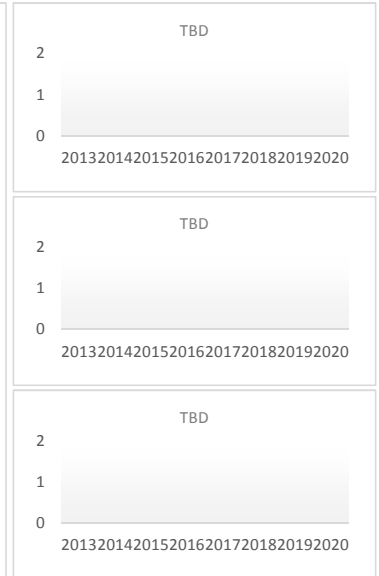
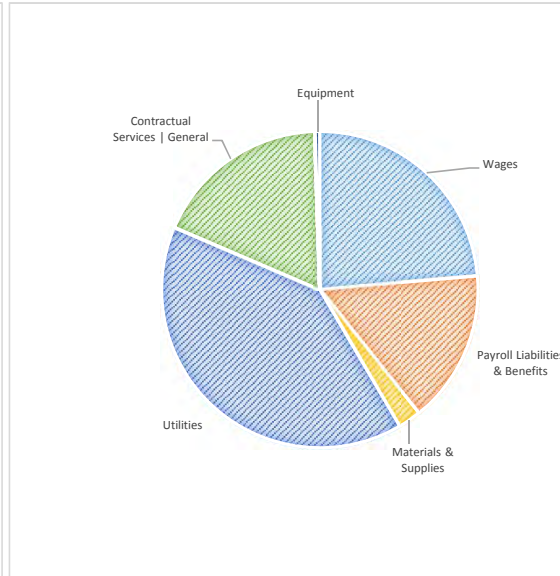
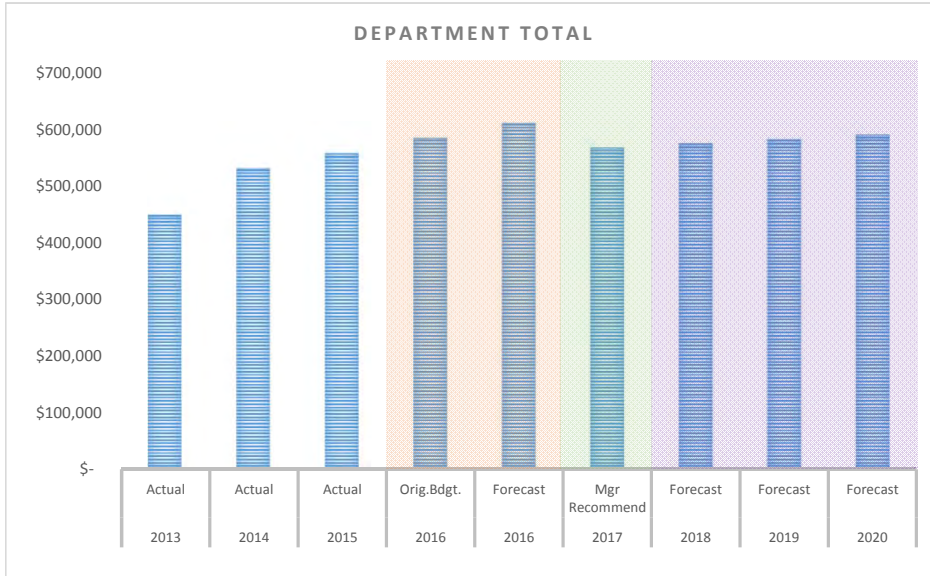
**Radnor Township, PA**  
**Public Works Department: Building & Grounds**  
**2017 Operating Budget Narrative**



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, Aethern)
Maintenance & Repair: Township Buildings	This line item funds any expense incurred for building maintenance plumbing, electrical, HVAC, roofing, generator, fencing. (D'Antonio Plumbing, Fenco, Jim Miller Roofing, JJ White)
Minor Office Equipment	This line item funds fax machines, and other small items of office equipment.

Fund: GENERAL FUND  
 CAFR Category: General Government  
 Department: Public Works  
 Divisions: Building & Grounds

Budget Year Growth Over Current Year -7.25%  
 Compounded Four Year Average Growth Rate 6.01%  
 Percentage of Department to General Fund Total 1.66%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Non-Financials:**

TBD  
 TBD  
 TBD

**Expenditures:**

Wages	90,525	89,438	101,507	133,052	116,606	133,967	135,977	138,016	140,087
Payroll Liabilities & Benefits	75,627	83,694	79,522	96,928	86,378	88,643	90,288	91,967	93,679
Employee Development & Training	-	-	-	-	-	-	-	-	-
Materials & Supplies	6,020	7,751	11,326	7,000	14,622	13,250	13,250	13,250	13,250
Utilities	187,304	240,310	225,890	244,242	215,822	226,050	228,300	230,584	232,902
Contractual Services   General	88,292	109,946	138,230	100,218	175,538	102,720	104,258	105,818	107,402
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-
Equipment	1,408	-	679	2,600	2,600	2,600	2,600	2,600	2,600
<b>Department Total</b>	<b>\$ 449,176</b>	<b>\$ 531,140</b>	<b>\$ 557,153</b>	<b>\$ 584,040</b>	<b>\$ 611,567</b>	<b>\$ 567,230</b>	<b>\$ 574,672</b>	<b>\$ 582,235</b>	<b>\$ 589,920</b>

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Public Works Solid Waste

**Radnor Township, PA**  
**Public Works Department: Solid Waste**  
**2017 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 ( <a href="http://www.radnor.com">www.radnor.com</a> ) for this service once a week except for holiday weeks. This is 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)

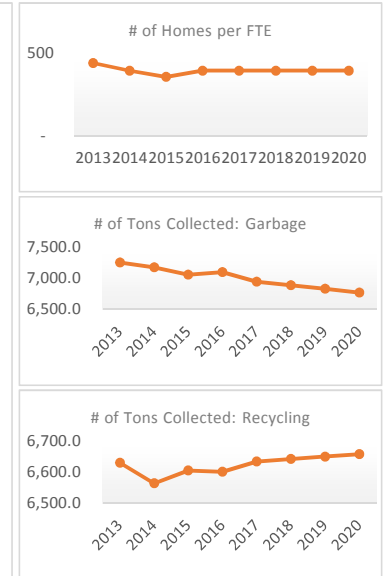
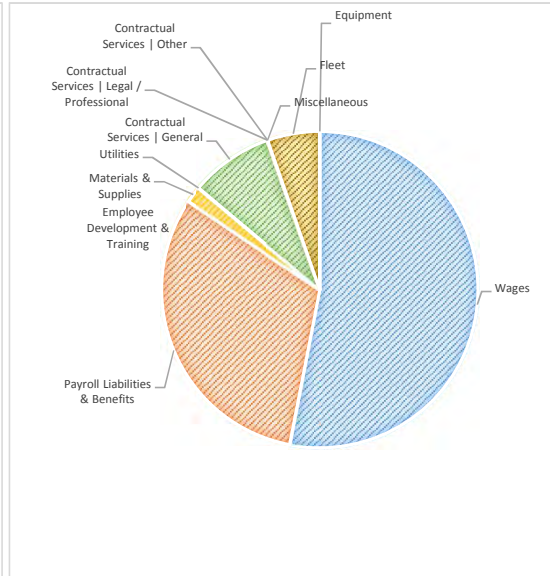
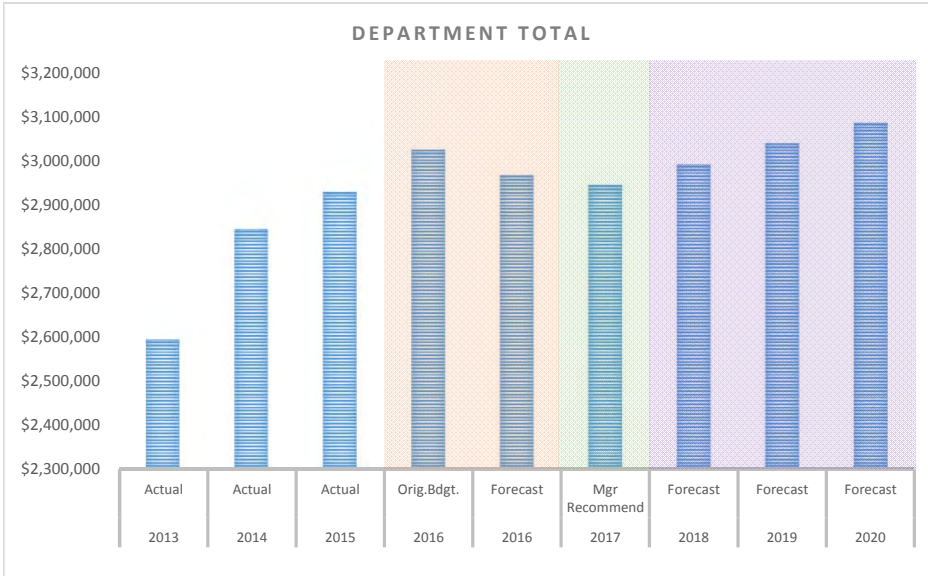
**Radnor Township, PA**  
**Public Works Department: Solid Waste**  
**2017 Operating Budget Narrative**



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 2017, waste disposal is billed at \$33/ton. (DCSWA)

Fund: GENERAL FUND  
 CAFR Category: Health and Sanitation  
 Department: Public Works  
 Divisions: Solid Waste

Budget Year Growth Over Current Year -0.74%  
 Compounded Four Year Average Growth Rate 3.21%  
 Percentage of Department to General Fund Total 8.62%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

<b>Non-Financials:</b>									
# of Homes per FTE	441	395	357	395	395	395	395	395	395
# of Tons Collected: Garbage	7,251.0	7,176.8	7,055.5	7,100.0	7,002.3	6,944.8	6,887.4	6,830.0	6,772.5
# of Tons Collected: Recycling	6,629.0	6,563.0	6,604.0	6,600.0	6,650.0	6,632.9	6,640.8	6,648.7	6,656.6

<b>Expenditures:</b>									
Wages	1,301,115	1,461,673	1,486,616	1,559,841	1,527,457	1,562,201	1,585,634	1,609,419	1,633,560
Payroll Liabilities & Benefits	849,702	925,987	1,048,925	1,051,142	1,050,169	923,277	940,269	957,600	975,278
Employee Development & Training	-	-	-	-	-	-	-	-	-
Materials & Supplies	10,638	10,883	10,576	10,400	13,138	50,000	50,000	50,000	50,000
Utilities	-	-	-	-	-	-	-	-	-
Contractual Services   General	232,177	244,307	241,177	243,960	221,923	251,510	255,200	258,945	262,747
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	201,668	202,150	141,797	159,800	154,088	157,918	160,287	162,691	165,131
Equipment	-	-	-	-	-	-	-	-	-
<b>Department Total</b>	<b>\$ 2,595,300</b>	<b>\$ 2,845,000</b>	<b>\$ 2,929,091</b>	<b>\$ 3,025,143</b>	<b>\$ 2,966,775</b>	<b>\$ 2,944,906</b>	<b>\$ 2,991,390</b>	<b>\$ 3,038,656</b>	<b>\$ 3,086,716</b>



**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Public Works Engineering

**Radnor Township, PA  
Engineering Department  
2016 Operating Budget Narrative**



**Department Summary:**

The Engineering Department is Township liaison for Subdivision and Land Development (SALDO) i.e. Planning Commission, Shade Tree Commission, and the Stormwater Management Advisory Committee. The Engineering Department is under the umbrella of the Public Works Department, under the direct supervision of the Director of Public Works, a registered Professional Engineer. The use of Gannett Fleming for SALDO and Zoning reviews, as well as project design and permitting, Gilmore and Associates for Traffic Engineering, project design, and permitting, CH2M for stormwater issues, and staff, provides the Township with a vast amount of engineering resources.

**Service / Program Descriptions:**

Name	Description
Subdivision and Land Development (SALDO) Review	The Engineering Department, through the use of a contracted engineering firm, reviews all subdivision and land development projects in the Township, and administers the projects through the process of the Planning Commission, Shade Tree Commission, and Board of Supervisors. The fees for these reviews are charged to the applicant and reimbursed to the Township. The Township Engineer along with the Director of Public Works, 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 and administered by the Engineering Department.
Road Opening Permits	All Road Opening Permits are administered by the Engineering Department. The projects are inspected by the Engineering Inspector and/or Superintendent of Operations.
Shade Tree Commission	The Engineering Department processes all clearing permits in conjunction with the Shade Tree Commission, and investigates issues regarding non-permitted tree removal, and enforcing the Shade Tree Ordinance. 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 Engineering Department administers professional escrow accounts and escrow inspections.
Resident Concerns	The Engineering Department, in conjunction with Public Works, responds to resident's concerns regarding stormwater, grading, tree removal, and utility work.

**Radnor Township, PA  
Engineering Department  
2016 Operating Budget Narrative**



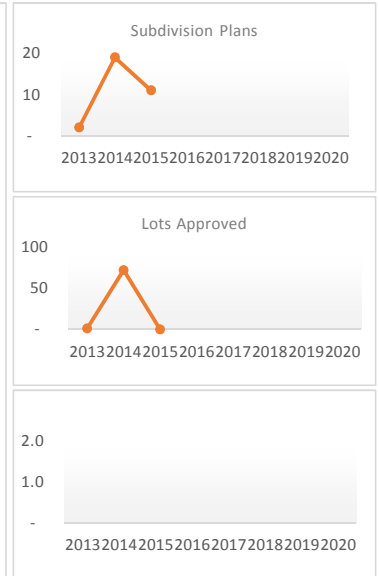
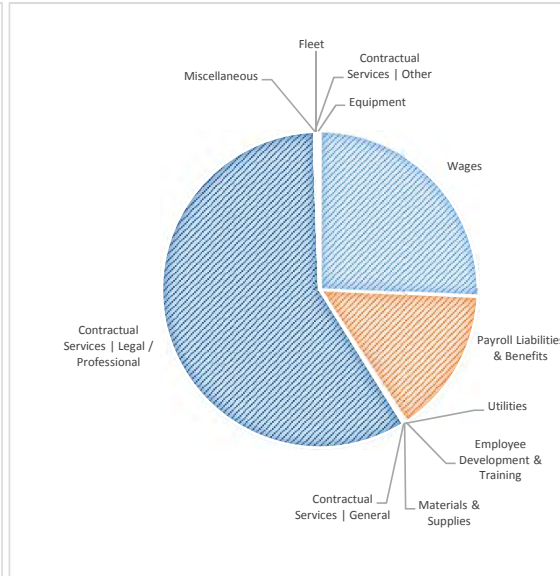
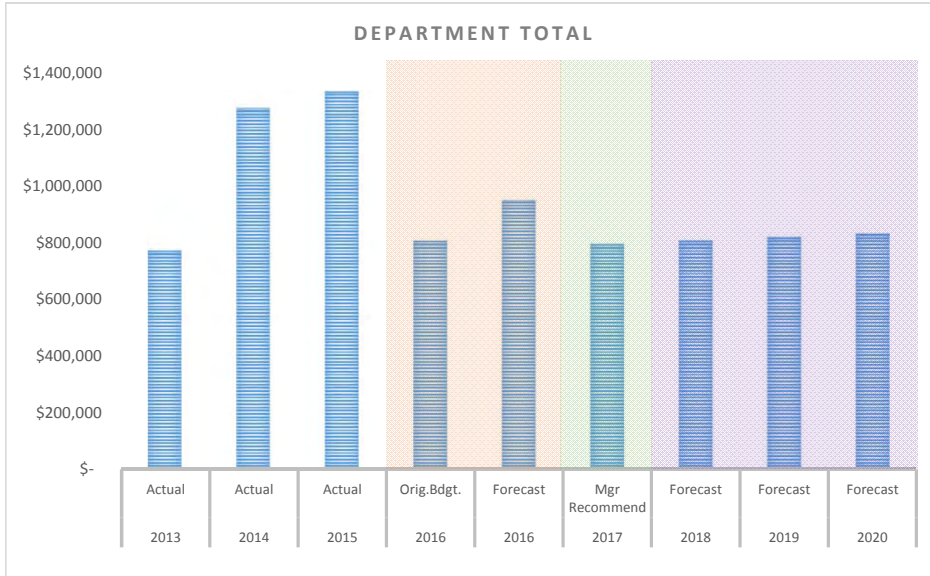
Name	Description
Inspections	Inspections for grading permits, on site sanitary sewer systems, escrow releases, and utility work are performed by the Engineering Department.

**Line Item Descriptions:**

Line Item	Description
01-429-4340 Professional Development	Professional Engineering PE PDH's, SEO PDH's, seminars.
01-429-4345 Dues and Subscriptions	Sewage Enforcement Officer, American Society of Civil Engineers (SEO, ASCE)
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)	Includes two, two half days per week at the Township building to addresses resident concerns and other smaller projects during this time.
01-429-4365 Contractual Services (Consulting Engineer Reimbursable)	Engineering services for Subdivision and Land Development reviews, reimbursed by the applicant, and grading permits.
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.

Fund: GENERAL FUND  
 CAFR Category: Highways  
 Department: Public Works  
 Divisions: Engineering

Budget Year Growth Over Current Year -16.37%  
 Compounded Four Year Average Growth Rate 0.70%  
 Percentage of Department to General Fund Total 2.32%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Non-Financials:**

Subdivision Plans	2	19	11						
Lots Approved	1	72	-						

**Expenditures:**

Wages	176,256	182,612	185,105	203,642	189,017	204,145	207,207	210,315	213,470
Payroll Liabilities & Benefits	97,844	128,617	131,868	140,449	130,562	119,697	121,911	124,169	126,472
Employee Development & Training	729	663	701	1,000	560	1,000	1,000	1,000	1,000
Materials & Supplies	1,918	1,700	2,823	1,700	1,601	1,743	1,743	1,743	1,743
Utilities	-	-	-	-	-	-	-	-	-
Contractual Services   General	-	213	250	150	262	150	150	150	150
Contractual Services   Legal / Professional	493,233	955,680	1,008,862	455,000	623,975	463,625	470,579	477,638	484,802
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	2,320	2,491	1,103	1,900	866	1,500	1,523	1,545	1,569
Equipment	109	40	127	2,495	2,957	2,495	2,532	2,570	2,608
<b>Department Total</b>	<b>\$ 772,409</b>	<b>\$ 1,272,016</b>	<b>\$ 1,330,839</b>	<b>\$ 806,336</b>	<b>\$ 949,800</b>	<b>\$ 794,353</b>	<b>\$ 806,644</b>	<b>\$ 819,130</b>	<b>\$ 831,814</b>

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Public Works Highway

**Radnor Township, PA  
Public Works Department  
2017 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**  
**2017 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 85.37 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  
2017 Operating Budget Narrative**



Name	Description
Snow Removal	The PWD performs snow removal on the Township’s 85.37 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
01-430-4230 - Uniforms	Contractually required safety shirts and sweat shirts
01-430-4240 – Office Supplies	Computer printer paper, pens & pencils, printer ink (Office Basics)
01-430-4245 - Postage	Postage of mailings sent by the PWD (USPS)
01-430-4250 – 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)
01-004-430-4330 - Rentals	Used for short term rental of equipment needed for specific projects that are not in the Township’s fleet
01-430-430-4350 – Dues and Subscriptions	Membership in the American Public Works Association, Arbor Day Foundation, and for training of highway division personnel (LTAP, APWA, DVIT)
01-004-430-4360 – 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)
01-004-430-4430 – 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  
2017 Operating Budget Narrative**



01-004-430-4470 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
01-004430-4510 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)
01-004-430-4530 Tires, Batteries, and Accessories	Tires for all highway equipment, batteries, and replacement parts. (Ardmore tires, NAPA, CCC)
01-004-430-4530 – 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 01-004-431-4360 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 01-004-432-4250 Operating Services	This line item funds de-icing salt, magnesium chloride and snow meals. (Oceanport for 2016-2017, Manella's, Municipal Supply, HA DeHart,)
Snow and Ice Removal 01-004-432-4360 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 01-004-433-4211 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 01-004-433-4250 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 01-004-433-4450 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 01-004-434-4212 Street Lighting	This line item funds the utility (electric) costs associated with operating all street lights on Township and state roads. (PECO)

**Radnor Township, PA**  
**Public Works Department**  
**2017 Operating Budget Narrative**



<p>Street Lighting 01-004-434-4420 Maintenance and Repair Street Lighting</p>	<p>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 &amp; Sons Electric)</p>
<p>Curbs and Sidewalks 01-004-435-4250 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 01-004-436-4250 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 01-004-438-4250 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 01-004-438-4330 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 01-004-438-4360 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>

Fund: GENERAL FUND

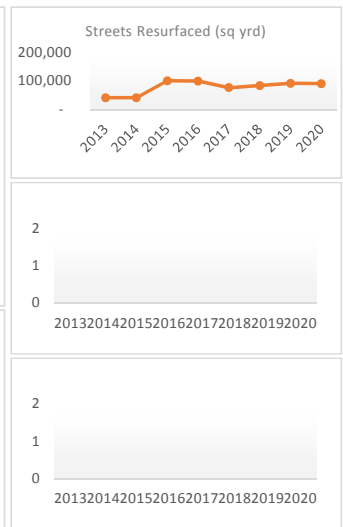
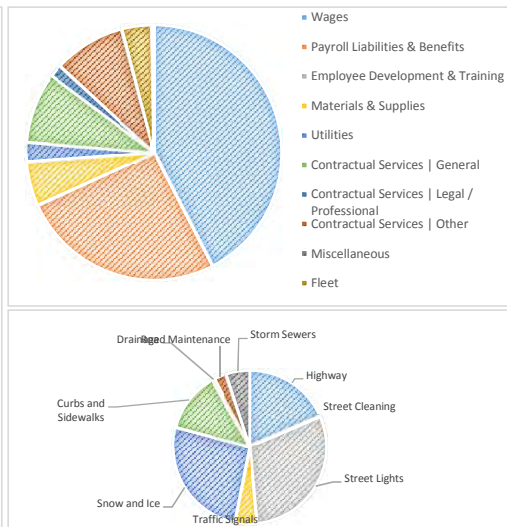
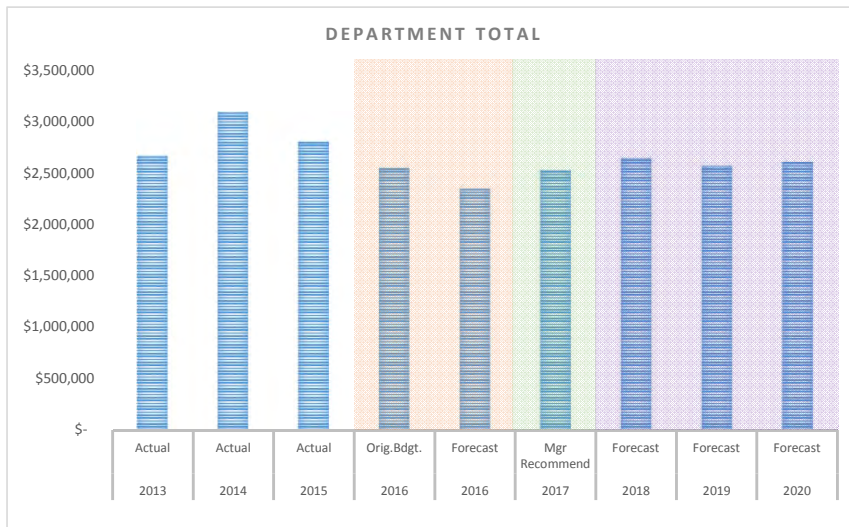
CAFR Category: Highways

Department: Public Works

Divisions: Highway, Snow/Ice, Street Cleaning, Street Lights, Curbs/ Sidewalks, Traffic Signals, Drainage, Road Repairs

Budget Year Growth Over Current Year  
 Compounded Four Year Average Growth Rate  
 Percentage of Department to General Fund Total

●	7.71%
●	-1.34%
	7.40%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig. Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

<b>Non-Financials:</b>									
Streets Resurfaced (sq yrd)	41,636	41,563	101,089	100,000	100,000	76,858	83,902	92,370	90,626

Expenditures:	2013	2014	2015	2016	2016	2017	2018	2019	2020
Wages	1,102,111	1,246,086	1,235,246	1,050,560	1,015,678	1,073,326	1,089,426	1,105,767	1,122,354
Payroll Liabilities & Benefits	719,964	752,935	739,061	715,772	692,736	650,288	662,211	674,369	686,769
Employee Development & Training	2,333	340	225	1,950	209	1,950	1,950	1,950	1,950
Materials & Supplies	110,772	157,889	138,103	150,950	136,446	142,193	144,085	146,007	147,957
Utilities	57,337	87,802	93,420	59,150	89,951	61,400	62,236	63,085	63,947
Contractual Services   General	94,342	449,828	225,439	226,193	105,416	227,298	230,633	234,018	237,453
Contractual Services   Legal / Professional	-	-	-	-	-	40,000	118,800	-	-
Contractual Services   Other	201,508	249,801	249,047	225,300	228,916	230,425	233,881	237,389	240,950
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	128,285	135,906	94,926	113,800	75,185	96,000	97,440	98,902	100,385
Equipment	252,642	14,014	26,032	6,000	3,258	6,000	6,090	6,181	6,274
<b>Department Total</b>	<b>\$ 2,669,296</b>	<b>\$ 3,094,600</b>	<b>\$ 2,801,498</b>	<b>\$ 2,549,675</b>	<b>\$ 2,347,796</b>	<b>\$ 2,528,879</b>	<b>\$ 2,646,752</b>	<b>\$ 2,567,668</b>	<b>\$ 2,608,038</b>

Department Breakdown (Non-Payroll)	2013	2014	2015	2016	2016	2017	2018	2019	2020
Highway	413,169	204,503	175,852	170,793	130,511	148,925	150,760	152,622	154,511
Street Cleaning	-	-	-	-	-	-	-	-	-
Street Lights	218,702	216,274	251,729	235,000	243,994	240,875	244,488	248,155	251,877
Traffic Signals	39,193	80,451	56,734	39,000	62,856	37,300	37,860	38,427	39,004
Snow and Ice	80,427	451,183	222,195	212,000	90,931	208,500	211,628	214,802	218,024
Curbs and Sidewalks	63,731	125,573	95,920	100,000	87,702	102,500	104,038	105,598	107,182
Drainage	8,622	3,298	3,014	4,000	4,086	4,100	4,162	4,224	4,287
Road Maintenance	21,044	13,958	21,524	20,600	19,092	21,116	21,432	21,754	22,080
Storm Sewers	-	-	-	-	-	40,000	118,800	-	-

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Public Works Mechanics

**Radnor Township, PA**  
**Public Works Department: Mechanics**  
**2017 Operating Budget Narrative**



**Department Summary:**

The Public Works Department Fleet Maintenance Division is responsible for keeping over 140 pieces of vehicles, equipment and trailers inspected, maintained, and in good operating order. These are all Township rolling stock, servicing all departments: Police, Public Works, Park 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
<b>Vehicle Maintenance</b>	The Fleet Maintenance Department is responsible for the maintenance and repair of 140 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.
<b>Miscellaneous Responsibilities</b>	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. (Cyntas)

**Radnor Township, PA**  
**Public Works Department: Mechanics**  
**2017 Operating Budget Narrative**

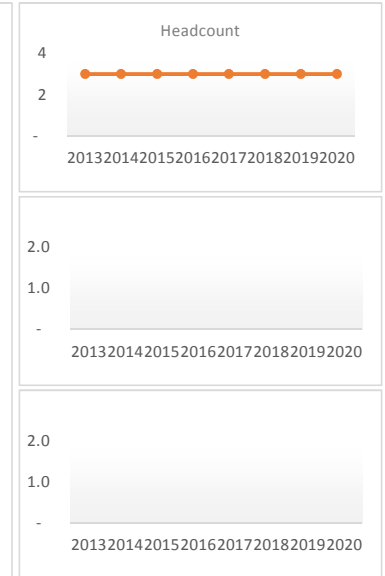
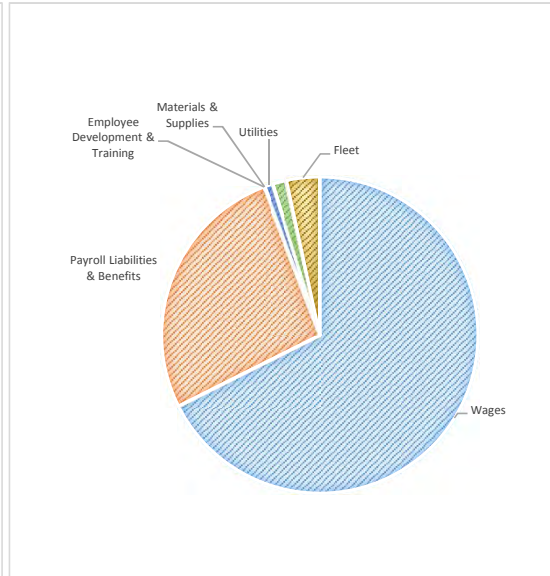
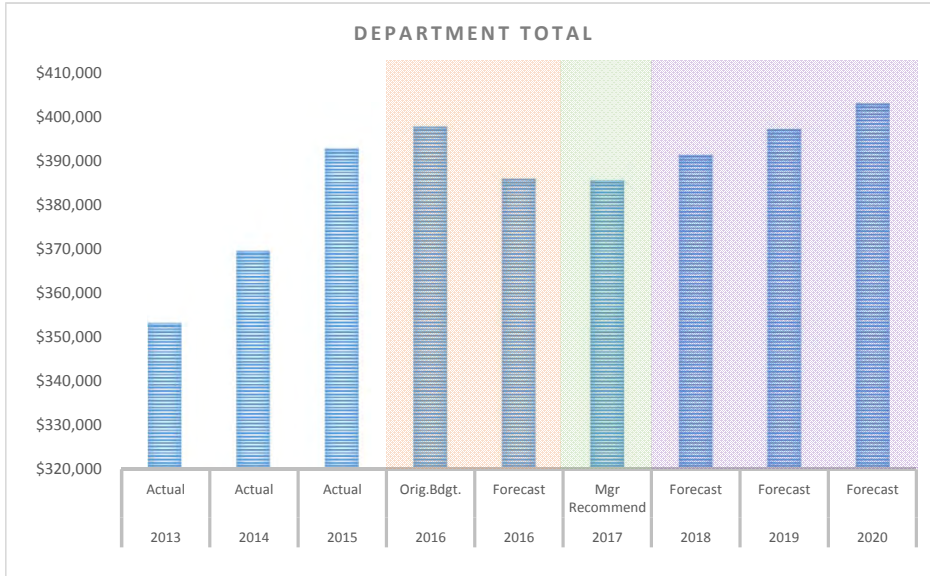


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<b>Line Item</b>	<b>Description</b>
Gasoline, Oil & Lubricants	This line item funds the cost of all fuel and fluids used in operating the Fleet Maintenance Division, a utility truck with welding and tool carrying capabilities, and a pickup truck with 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, Rafferty GMC, Ford)

Fund: GENERAL FUND  
 CAFR Category: Highways  
 Department: Public Works  
 Divisions: Mechanics

Budget Year Growth Over Current Year -0.08%  
 Compounded Four Year Average Growth Rate 2.20%  
 Percentage of Department to General Fund Total 1.13%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

<b>Non-Financials:</b>									
Headcount	3	3	3	3	3	3	3	3	3

<b>Expenditures:</b>									
Wages	212,053	231,790	243,630	253,904	241,641	260,557	264,466	268,433	272,459
Payroll Liabilities & Benefits	121,115	113,795	123,785	122,632	117,820	102,793	104,569	106,379	108,223
Employee Development & Training	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	390	388	450	450	450	450	450	450
Utilities	2,186	2,594	3,274	3,261	2,566	3,203	3,252	3,300	3,350
Contractual Services   General	5,879	6,921	8,386	5,300	5,832	5,433	5,433	5,433	5,433
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	12,009	13,995	13,195	12,000	17,433	13,000	13,000	13,000	13,000
Equipment	-	-	-	-	-	-	-	-	-
<b>Department Total</b>	<b>\$ 353,243</b>	<b>\$ 369,484</b>	<b>\$ 392,658</b>	<b>\$ 397,547</b>	<b>\$ 385,742</b>	<b>\$ 385,437</b>	<b>\$ 391,169</b>	<b>\$ 396,995</b>	<b>\$ 402,915</b>

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Public Works Park Maintenance



**Radnor Township, PA**  
**Public Works Department: Parks Maintenance**  
**2017 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**  
**2017 Operating Budget Narrative**

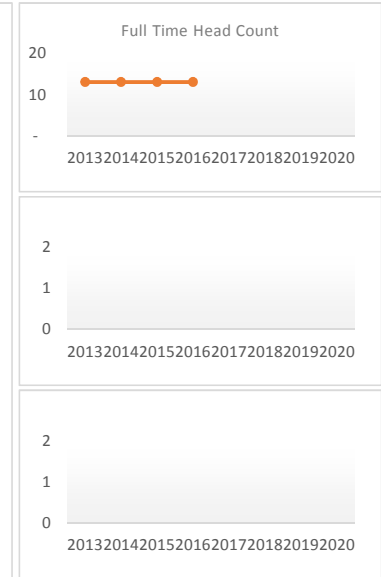
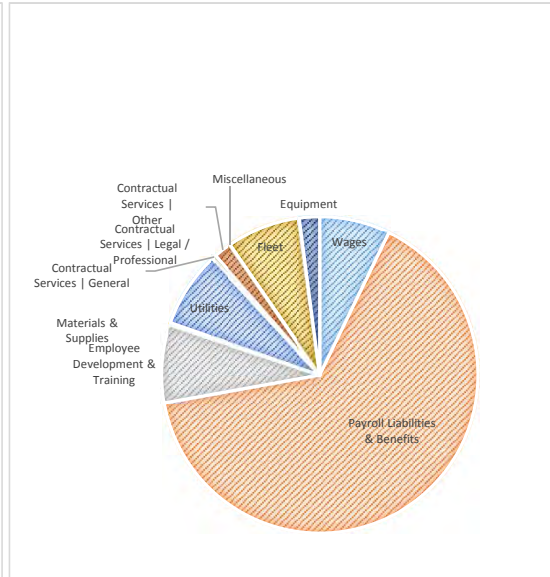
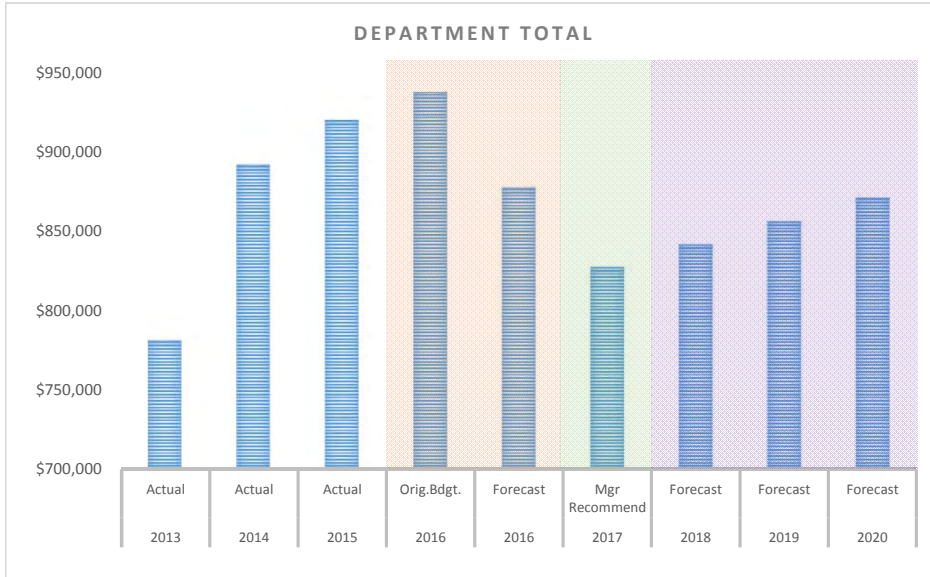


**Line Item Descriptions: Parks Maintenance**

<b>Line Item</b>	<b>Description</b>
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, Lee's Power and Equipment, Lawn and Golf Supply, 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. (Lee's Power & Equipment, New Holland Equipment, Berwyn Lawn Mower, Lawn & Golf, Cherry Valley Tractor)

Fund: GENERAL FUND  
 CAFR Category: Parks and Recreation  
 Department: Public Works  
 Divisions: Park Maintenance

Budget Year Growth Over Current Year: -5.71%  
 Compounded Four Year Average Growth Rate: 1.44%  
 Percentage of Department to General Fund Total: 2.42%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Non-Financials:**

Full Time Head Count	13	13	13	13	11				
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**Expenditures:**

Wages	31,690	53,989	59,208	59,765	61,306	59,580	60,474	61,381	62,302
Payroll Liabilities & Benefits	556,489	613,658	631,428	643,850	614,315	537,553	547,589	557,829	568,277
Employee Development & Training	52,605	47,376	49,853	72,800	56,462	65,750	66,721	67,707	68,708
Materials & Supplies	-	1,698	1,773	2,055	2,055	2,055	2,055	2,055	2,055
Utilities	50,663	70,948	65,757	52,177	64,038	64,601	65,570	66,553	67,552
Contractual Services   General	1,702	6,843	4,116	3,060	3,071	3,560	3,560	3,560	3,560
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	11,610	5,168	16,769	21,000	14,143	14,875	15,098	15,325	15,554
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	63,059	68,659	56,920	62,500	40,693	62,350	63,285	64,235	65,198
Equipment	13,687	23,670	34,157	20,000	21,533	17,150	17,407	17,668	17,933
<b>Department Total</b>	<b>\$ 781,504</b>	<b>\$ 892,009</b>	<b>\$ 919,980</b>	<b>\$ 937,207</b>	<b>\$ 877,615</b>	<b>\$ 827,474</b>	<b>\$ 841,759</b>	<b>\$ 856,312</b>	<b>\$ 871,138</b>

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Recreation and Community  
Programming

**Radnor Township  
Department Recreation & Community Programming  
2017 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 of Township facilities that include 26 parks (2 that are Radnor Township School District-owned), the Willows Mansion and Cottage, 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 coordination of the maintenance of all 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><b>Recreational Programming and Events</b></p> <p><b>Department Time Concentration: 32.3%</b></p>	<p>A cornerstone of the high quality of life enjoyed by Radnor residents is a fantastic array of more than 125 recreation programs and community events annually for all of 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. The Department’s creation and implementation of recreational programming is accomplished by the use of RTSD schools, Sulpizio Gym, the Willows Mansion, Radnor Trail, Radnor Skatepark, on the grounds of Township parks and at other local facilities. The Department also works in cooperation with the local community sports and civic organizations. Conceptual development of programming is a top priority for the Department and ongoing needs assessments and evaluations are conducted to measure success. Staff members are responsible for the on-site management, overall direction, 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><b>Personnel and Vendor Management</b></p>	<p>The Director of the Department manages two full-time staff members; over 40 part-time, seasonal staff members; a seasonal internship program in cooperation with area colleges/universities; over 100 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 all of these individuals and entities who provide leadership in the specific programming areas along with developing and managing the corresponding contractual agreements.</p>
<p><b>Inventory Management</b></p>	<p>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.</p>

**Radnor Township  
Department Recreation & Community Programming  
2017 Operating Budget Narrative**



<p><b>Department Services, Daily Communications, and Customer Service</b></p>	<p>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.</p>
<p><b>Department Services and General Administration</b></p>	<p>Process and record programming and event registrations and receipts; currently oversee two registration methods, process income receipts and documentation for all parks and recreational facilities (permitted usage at the RAC, park areas and athletic fields); conduct all associated financial deposits each day; process and develop 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.</p>
<p><b>Administrative Policies and Processes</b></p>	<p>The Department continually develops and modifies administrative policies and procedures along with continued legal and risk review such as those related to program and event registration and delivery, staffing and contracted programming, training, all parks and recreation facilities including athletic fields, and sponsorships and advertising.</p>
<p><b>Marketing and Advertising</b></p> <p><b>Department Time Concentration: 6%</b></p>	<p>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. 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. Avenues for dissemination of information are continually evaluated for new ideas and implementation into its marketing plan. The Department oversees the Township's Advertising Policy &amp; Plan, inclusive of many areas such as the Township website and other Township-owned properties.</p>
<p><b>Sponsorships and Partnerships</b></p> <p><b>Department Time Concentration: 5.3%</b></p>	<p>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 delivery, promotional synergies, and other strategic cooperative ventures. This</p>

**Radnor Township  
Department Recreation & Community Programming  
2017 Operating Budget Narrative**



	<p>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 direction of the Board of Commissioners.</p>
<p><b>Special Projects and Department Development</b></p> <p><b>Department Time Concentration: 10.5%</b></p>	<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 parks and recreation facility capital planning, parks and recreation facility feasibility, public-private partnerships, online registration and facility management processes, and health and wellness initiatives.</p>
<p><b>Planning and Goal Setting</b></p>	<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>
<p><b>Budgeting and Financial Monitoring</b></p>	<p>Provide long- and short-term guidance and leadership in the preparation of the operating budget for <i>Recreation Administration, Recreational Programming, Sulpizio Gym and the Willows</i> areas. Work with the Administration and Parks &amp; 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>
<p><b>Reporting and Analyses</b></p>	<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>
<p><b>Research and Networking</b></p>	<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), PRPS (PA Recreation and Parks Society) and NRPA (National Recreation Parks &amp; Recreation Association) organizations along with 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  
2017 Operating Budget Narrative**



<p><b>Parks and Recreational Facilities Operations and Maintenance</b></p> <p><b>Department Time Concentration: 34.3%</b></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 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><b>Parks, Facilities, and Athletic Field Scheduling</b></p>	<p>The Department schedules all of the activities that take place within Township parks and recreational facilities such as group picnics, community events, athletic field usage, Radnor Memorial Turf field lights, tennis court rentals, birthday parties at Radnor Activity Center, and informal usages at the Willows Cottage. The Department also reserves facilities for 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 50 user groups/institutions throughout this year-long process. There is continued evaluation underway of the policies for usage and fee allocation/identification.</p>
<p><b>The Willows Park, Mansion, and Cottage</b></p>	<p>The Willows Property is a 47-acre estate owned by Radnor Township that includes the Willows Park, Mansion and Cottage.</p> <p>There is continued evaluation by the Board of Commissioners to find a viable use for the Willows Mansion that will allow for its continued public use, public usage of the park with minimal impacts, building improvements to ensure code compliance consistent with intended use, and building updates.</p> <p>The Department continues to work with the Public Works Department to oversee the Willows Cottage and events occur there on a very infrequent basis.</p> <p>The Department oversees many components of park including the permitted usage of the picnic areas and community events and programs each year. Maintenance and improvements are coordinated with the Public Works Department.</p>
<p><b>Radnor Activity Center at Sulpizio Gymnasium</b></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. Cooperation takes place with the</p>



**Radnor Township  
Department Recreation & Community Programming  
2017 Operating Budget Narrative**



	Public Works Department to identify and address recreational needs, general maintenance needs, and capital improvement projects within the facility.
<b>Community Projects and Programming</b>  <b>Department Time Concentration:</b> <b>5.3%</b>	The Department coordinates and supports a variety community programs and projects that consist of 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.
<b>Community Sports and Civic Organizations</b>	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.
<b>Committees/Boards</b>  <b>Department Time Concentration:</b> <b>6.3%</b>	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**

<b>Line Item</b>	<b>Description</b>
<b>Office Supplies</b> <b>01-005-450-4240</b>	Covers items or products needed for completion of daily office work such as paper, pens, pencils, tape, ink cartridges, labels, folders, binders, envelopes, nameplates; copier machine expense portion to Department and paper supplies; website expense portion to Department; checks portion to Department.
<b>Postage</b> <b>01-005-450-4245</b>	Covers mailings done through the office.

**Radnor Township  
Department Recreation & Community Programming  
2017 Operating Budget Narrative**



Line Item	Description
<b>Professional Development 01-005-450-4340</b>	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.
<b>Dues and Subscriptions 01-005-450-4345</b>	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.
<b>Gas, Oil &amp; Lubricants 01-005-450-4510</b>	Allocates funding to cover gas and fluids for Department vehicle.
<b>Tires, Batteries and Accessories 01-005-450-4520</b>	Allocates funding to cover tires, batteries and additional accessories for Department vehicle.
<b>Repair Parts 01-005-450-4530</b>	Allocates funding to cover parts for Department vehicle.
<b>Contracted Maintenance and Repairs 01-005-450-4540</b>	Allocates funding to cover maintenance and parts for Department vehicle.

***Recreation Programs***

Line Item	Description
<b>Salaries: Part-Time 01-005-454-4010</b>	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. All of the items 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  
Department Recreation & Community Programming  
2017 Operating Budget Narrative**



Line Item	Description
<b>Recreation Supplies</b> <b>01-005-454-4260</b>	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. The majority of the items 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.
<b>Rentals</b> <b>01-005-454-4330</b>	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 weekly 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. All of the items 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.
<b>Contractual Services</b> <b>01-005-454-4360</b>	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, cellular phone services for applicable Department staff; 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. All of the items 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.

**Sulpizio Gym**

Line Item	Description
<b>Utilities</b> <b>01-005-455-4210</b>	Allocates funding to cover building utility bills such as water, electric, and gas.
<b>Communications</b> <b>01-005-455-4220</b>	Allocates funding to cover internal phone lines, internet and related expenses or repairs.

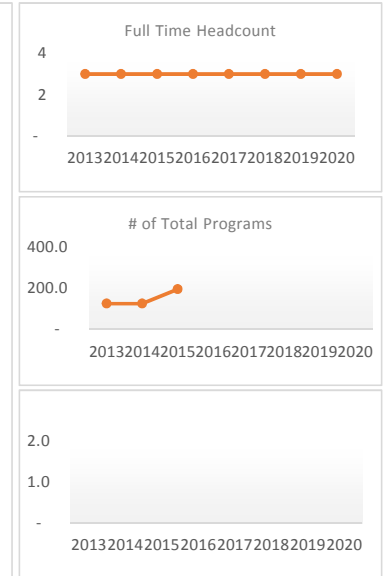
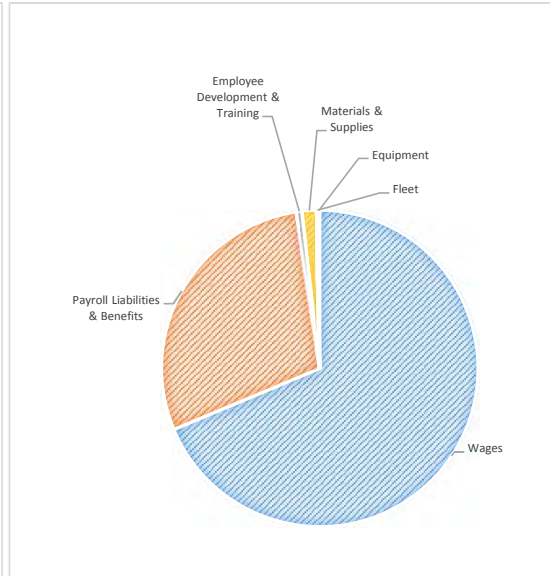
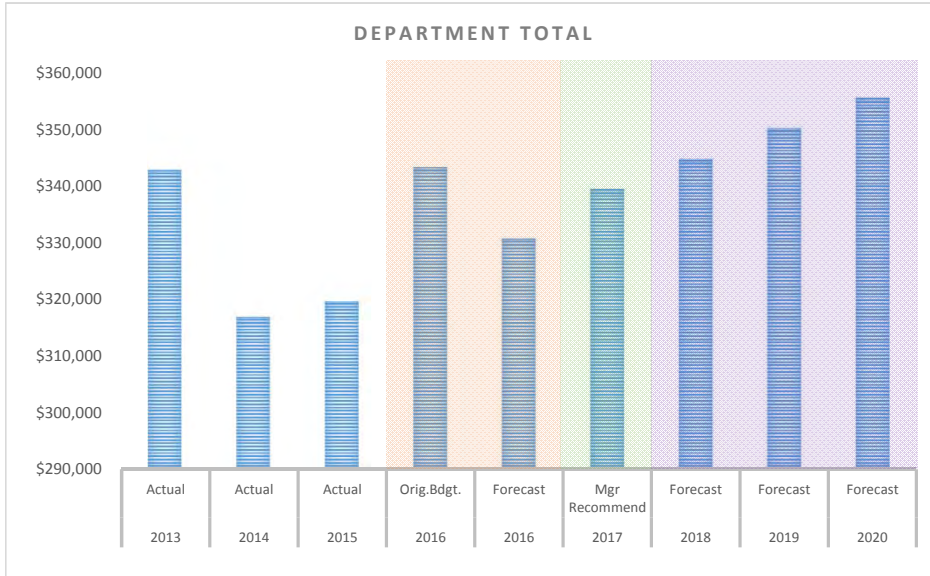
**Radnor Township  
Department Recreation & Community Programming  
2017 Operating Budget Narrative**



Line Item	Description
<b>Office Supplies</b> <b>01-005-455-4240</b>	Covers items or products needed inside the office at the building for completion of work, items include paper, pens, pencils, tape, ink cartridges, labels, folders, binder, envelopes, etc. – <i>This line item is currently not being utilized and is designated as \$0 for 2016.</i>
<b>Operating Supplies</b> <b>01-005-455-4250</b>	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. The programming/event items 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.
<b>Salaries:</b> <b>Part-Time</b> <b>01-005-455-4010</b>	Includes part-time staff needed to lead and supervise and coordinate programming, special events, assist with building operations and conduct special projects; programs offered require specialized skills and qualifications in order to teach special classes, activities, camps, and programs. All of the items 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. – <u><i>This line item was originally created in the facility’s operating pro-forma but is currently not being utilized and is designated as \$0 for 2017.</i></u>
<b>Contractual Services</b> <b>01-005-455-4360</b>	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. The programming/event items 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.
<b>Maintenance and Repair: Buildings and Fixtures</b> <b>01-005-455-4420</b>	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.
<b>Maintenance and Repair: Machines and Equipment</b> <b>01-005-455-4430</b>	Allocates funding to repair, replace, and maintain building machines and equipment such as HVAC, etc.

Fund: GENERAL FUND  
 CAFR Category: Parks and Recreation  
 Department: Recreation and Community Programming  
 Divisions: Administration

Budget Year Growth Over Current Year 2.65%  
 Compounded Four Year Average Growth Rate -0.24%  
 Percentage of Department to General Fund Total 0.99%



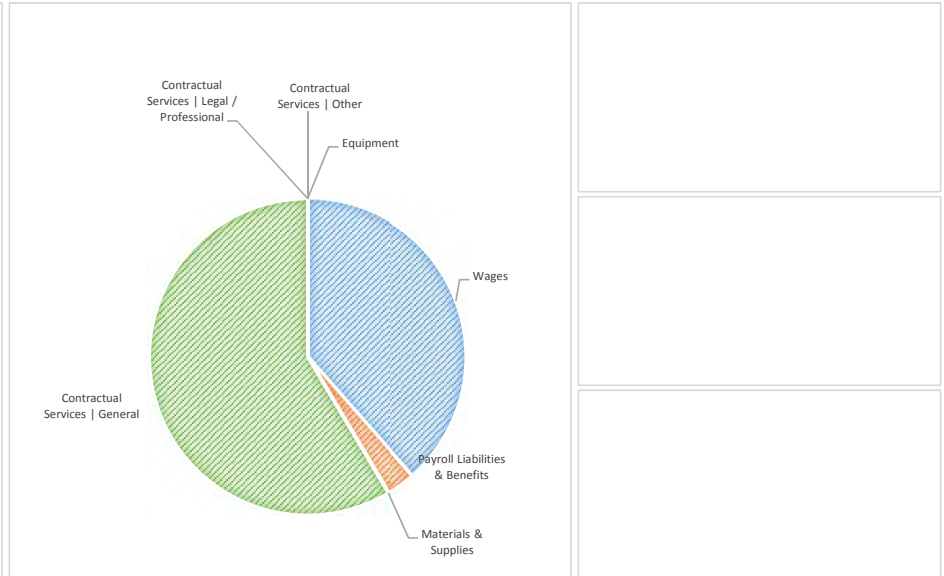
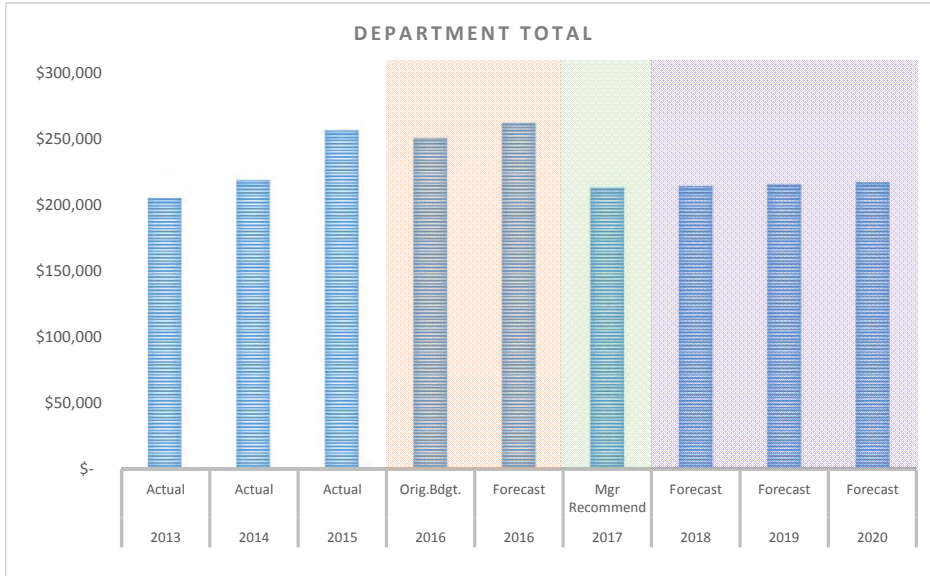
	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

<b>Non-Financials:</b>									
Full Time Headcount	3	3	3	3	3	3	3	3	3
# of Total Programs	125.0	125.0	195.0						

Expenditures:	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast
Wages	216,825	198,047	202,770	228,575	224,618	233,221	236,719	240,270	243,874
Payroll Liabilities & Benefits	117,573	114,756	111,811	107,116	101,606	98,255	100,003	101,785	103,603
Employee Development & Training	1,831	1,148	1,215	2,000	828	2,000	2,000	2,000	2,000
Materials & Supplies	4,767	2,799	3,251	4,488	2,964	4,886	4,922	4,958	4,995
Utilities	-	-	-	-	-	-	-	-	-
Contractual Services   General	-	-	-	-	-	-	-	-	-
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	1,252	179	421	665	601	665	675	685	695
Equipment	580	30	254	500	135	500	500	500	500
<b>Department Total</b>	<b>\$ 342,829</b>	<b>\$ 316,959</b>	<b>\$ 319,723</b>	<b>\$ 343,344</b>	<b>\$ 330,753</b>	<b>\$ 339,527</b>	<b>\$ 344,819</b>	<b>\$ 350,199</b>	<b>\$ 355,667</b>

**Fund:** GENERAL FUND  
**CAFR Category:** Parks and Recreation  
**Department:** Recreation and Community Programming  
**Divisions:** Programming

Budget Year Growth Over Current Year: -18.81%  
 Compounded Four Year Average Growth Rate: 0.94%  
 Percentage of Department to General Fund Total: 0.62%



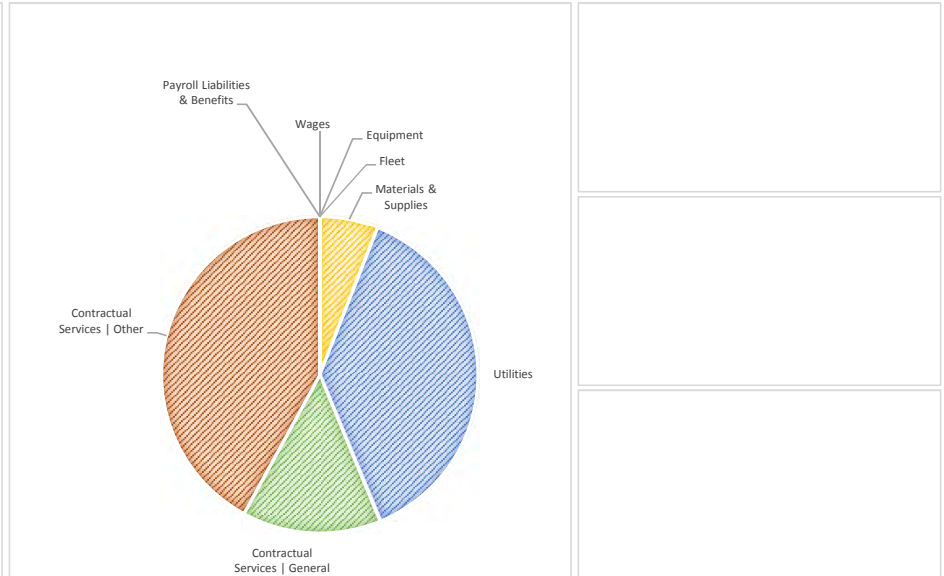
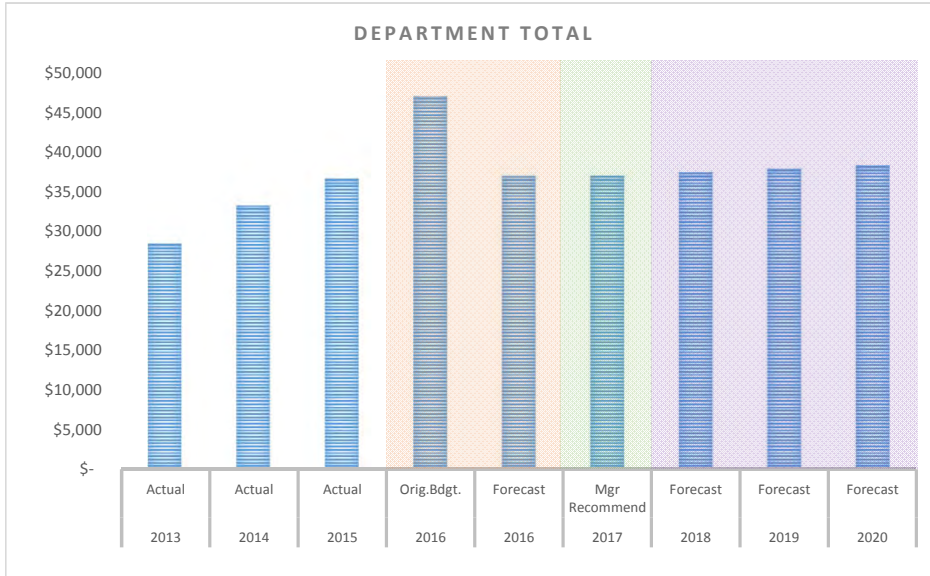
	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Expenditures:**

Wages	65,467	69,130	85,815	85,050	86,528	82,000	83,230	84,478	85,746
Payroll Liabilities & Benefits	4,774	5,108	6,405	5,274	6,449	6,273	6,367	6,463	6,560
Employee Development & Training	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-
Contractual Services   General	134,723	144,195	163,692	159,800	169,087	124,500	124,500	124,500	124,500
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-	-
<b>Department Total</b>	<b>\$ 204,964</b>	<b>\$ 218,433</b>	<b>\$ 255,913</b>	<b>\$ 250,124</b>	<b>\$ 262,064</b>	<b>\$ 212,773</b>	<b>\$ 214,097</b>	<b>\$ 215,441</b>	<b>\$ 216,805</b>

**Fund:** GENERAL FUND  
**CAFR Category:** Parks and Recreation  
**Department:** Recreation and Community Programming  
**Divisions:** Sulpizio Gym

Budget Year Growth Over Current Year 0.13%  
 Compounded Four Year Average Growth Rate 6.75%  
 Percentage of Department to General Fund Total 0.11%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Expenditures:**

Wages	-	-	-	-	5,348	-	-	-	-
Payroll Liabilities & Benefits	-	-	-	-	395	-	-	-	-
Employee Development & Training	-	-	-	-	-	-	-	-	-
Materials & Supplies	707	664	899	2,200	1,339	2,200	2,200	2,200	2,200
Utilities	12,865	18,078	27,315	14,000	14,813	14,000	14,210	14,423	14,639
Contractual Services   General	1,891	2,976	1,590	5,250	323	5,250	5,250	5,250	5,250
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	13,028	11,562	6,883	25,550	14,731	15,550	15,783	16,020	16,260
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-	-
<b>Department Total</b>	<b>\$ 28,491</b>	<b>\$ 33,279</b>	<b>\$ 36,687</b>	<b>\$ 47,000</b>	<b>\$ 36,950</b>	<b>\$ 37,000</b>	<b>\$ 37,443</b>	<b>\$ 37,893</b>	<b>\$ 38,350</b>

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

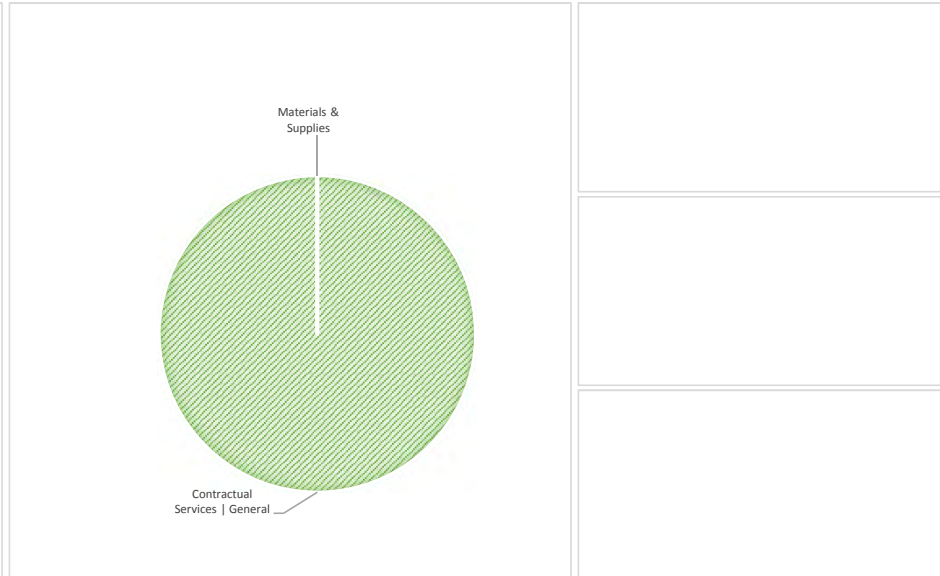
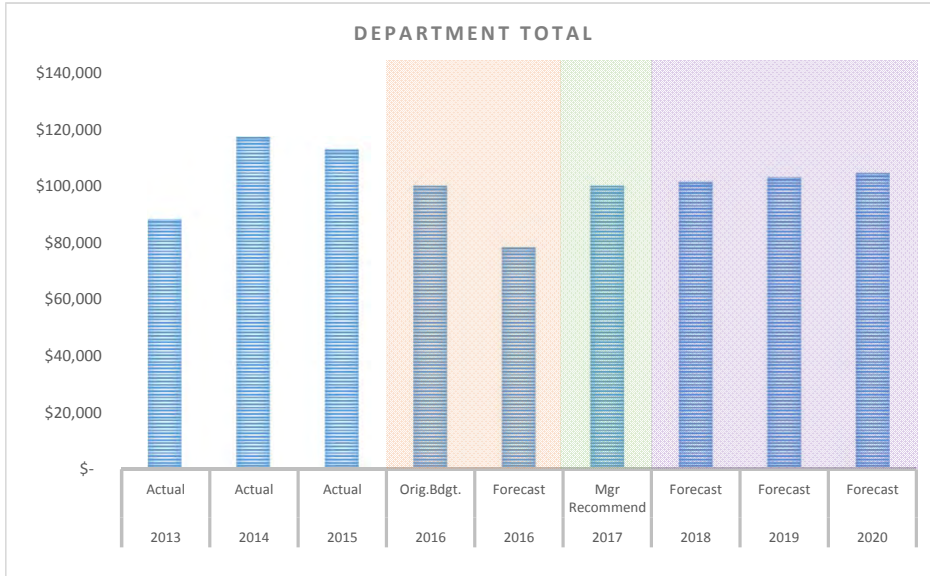
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General Fund #01 | Shade Tree Management



Fund: GENERAL FUND  
 CAFR Category: Parks and Recreation  
 Department: Public Works  
 Divisions: Shade Tree Management

Budget Year Growth Over Current Year n/a  
 Compounded Four Year Average Growth Rate 3.18%  
 Percentage of Department to General Fund Total 0.29%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Expenditures:**

Wages	-	-	-	-	-	-	-	-	-
Payroll Liabilities & Benefits	-	-	-	-	-	-	-	-	-
Employee Development & Training	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-
Contractual Services   General	88,233	117,285	112,930	100,000	78,329	100,000	101,500	103,023	104,568
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-	-
<b>Department Total</b>	<b>\$ 88,233</b>	<b>\$ 117,285</b>	<b>\$ 112,930</b>	<b>\$ 100,000</b>	<b>\$ 78,329</b>	<b>\$ 100,000</b>	<b>\$ 101,500</b>	<b>\$ 103,023</b>	<b>\$ 104,568</b>

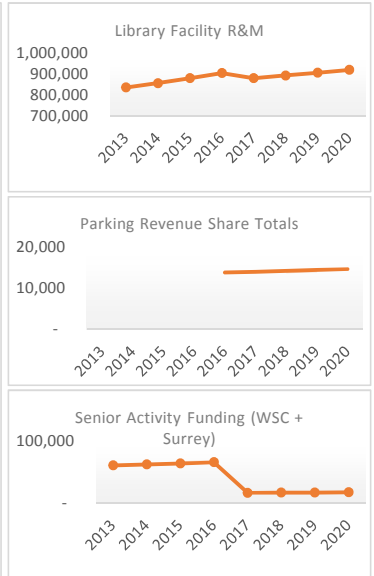
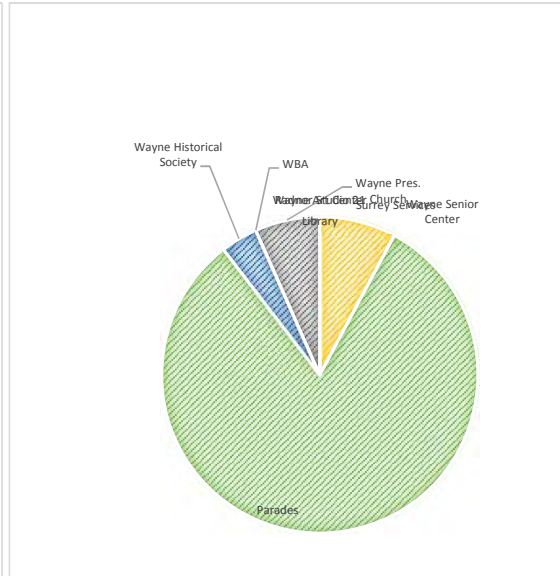
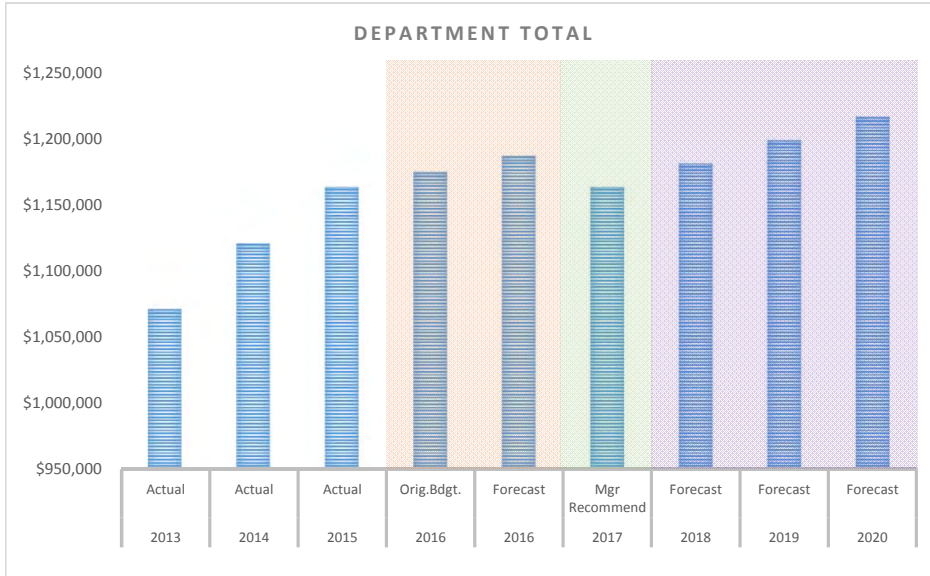
**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Community Organization  
Contributions

**Fund:** GENERAL FUND  
**CAFR Category:** Library and General Government  
**Department:** Community Organization Contributions  
**Divisions:** Community Organization Contributions

Budget Year Growth Over Current Year ● -1.98%  
 Compounded Four Year Average Growth Rate ● 2.09%  
 Percentage of Department to General Fund Total ● 3.40%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Non-Financials:**

Library Facility R&M	836,040	856,941	880,507	904,721	904,721	880,507	893,715	907,120	920,727
Parking Revenue Share Totals	-	-	-	-	13,799	14,000	14,210	14,423	14,639
Senior Activity Funding (WSC + Surrey)	60,201	61,706	63,403	65,146	65,146	16,475	16,722	16,973	17,228

**Expenditures:**

Wages	-	-	-	-	-	-	-	-	-
Payroll Liabilities & Benefits	-	-	-	-	-	-	-	-	-
Employee Development & Training	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-
Community Orgs   Library	836,040	877,686	880,507	904,721	904,721	880,507	893,715	907,120	920,727
Community Orgs   Other	235,358	243,284	263,177	270,194	268,616	269,127	273,164	277,261	281,420
Community Orgs   Parking Rev Share	-	-	20,000	-	13,799	14,000	14,210	14,423	14,639
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-	-

**Department Total**      \$ 1,071,398    \$ 1,120,971    \$ 1,163,684    \$ 1,174,915    \$ 1,187,135    \$ 1,163,634    \$ 1,181,089    \$ 1,198,805    \$ 1,216,787

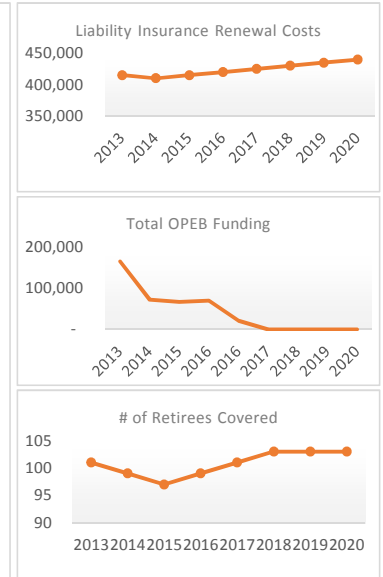
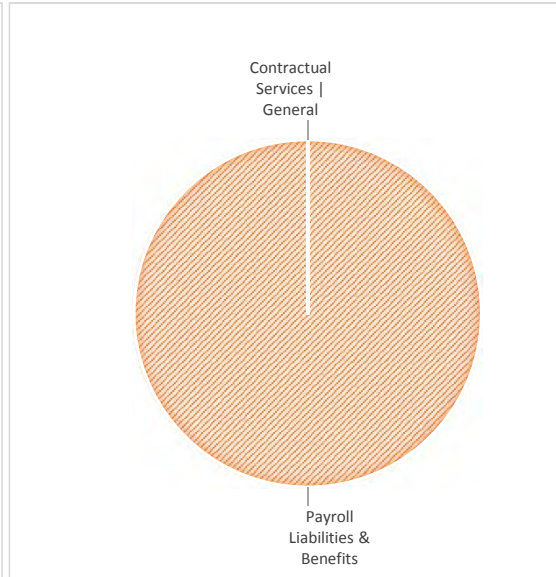
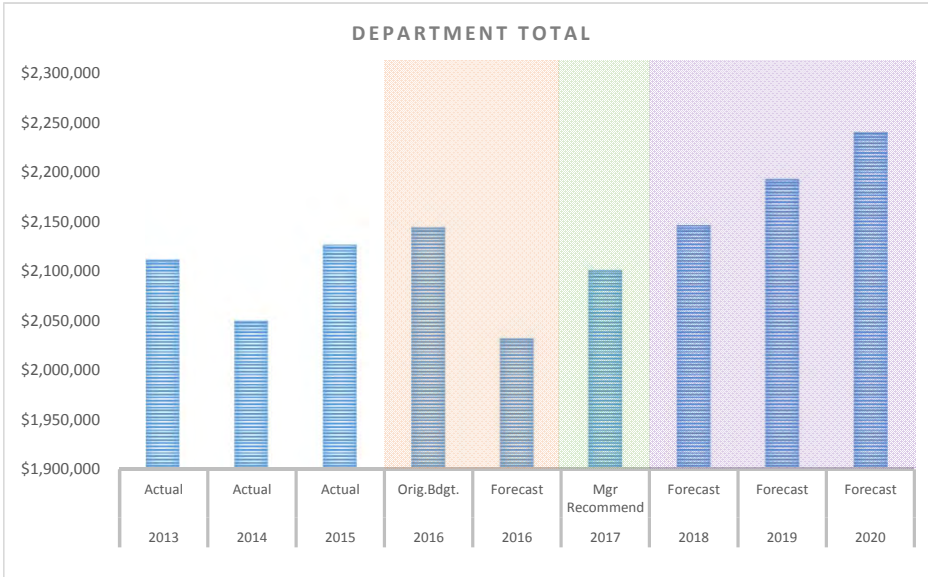
**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Retiree Benefits and Insurances

**Fund:** GENERAL FUND  
**CAFR Category:** General Government  
**Department:** Insurance and Retiree Benefit Cost Center  
**Divisions:** Liability Insurance, Retiree Pension UAAL, Retiree OPEB Contributions

Budget Year Growth Over Current Year ● 3.36%  
 Compounded Four Year Average Growth Rate ● -0.13%  
 Percentage of Department to General Fund Total ● 6.15%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig. Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

<b>Non-Financials:</b>									
Liability Insurance Renewal Costs	415,000	410,000	415,000	420,000	420,000	425,000	430,000	435,000	440,000
Total OPEB Funding	165,119	71,917	66,875	70,000	20,576	-	-	-	-
# of Retirees Covered	101	99	97	99	100	101	103	103	103

<b>Expenditures:</b>									
Wages	-	-	-	-	-	-	-	-	-
Payroll Liabilities & Benefits	2,111,485	2,050,160	2,126,052	2,143,948	2,032,137	2,100,506	2,145,730	2,191,947	2,239,179
Employee Development & Training	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-
Contractual Services   General	-	-	-	-	-	-	-	-	-
Contractual Services   Legal / Professional	-	-	-	-	-	-	-	-	-
Contractual Services   Other	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-	-
<b>Department Total</b>	<b>\$ 2,111,485</b>	<b>\$ 2,050,160</b>	<b>\$ 2,126,052</b>	<b>\$ 2,143,948</b>	<b>\$ 2,032,137</b>	<b>\$ 2,100,506</b>	<b>\$ 2,145,730</b>	<b>\$ 2,191,947</b>	<b>\$ 2,239,179</b>

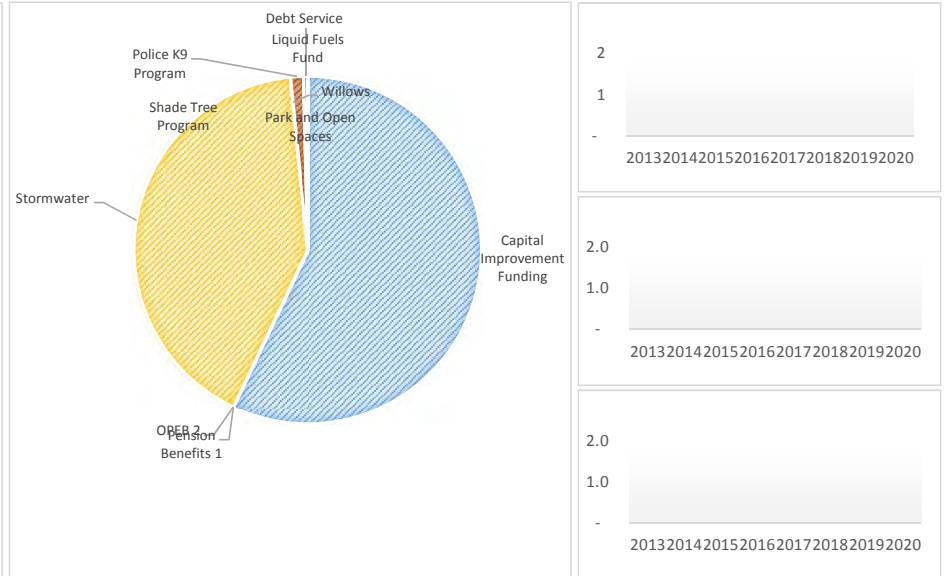
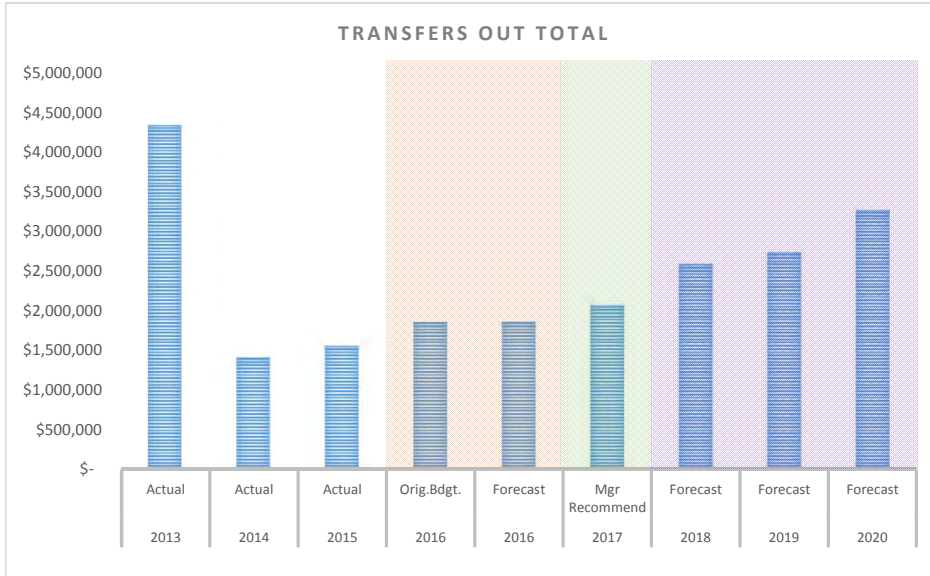
**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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General Fund #01 | Transfers Out to Other Funds

Fund: GENERAL FUND  
 CAFR Category: Other Financing Uses  
 Department: Transfers Out to Other Funds  
 Divisions: Transfers Out

Budget Year Growth Over Current Year 11.25%  
 Compounded Four Year Average Growth Rate -16.83%  
 Percentage of Department to General Fund Total 6.07%



	2013	2014	2015	2016	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Orig.Bdgt.	Forecast	Mgr Recommend	Forecast	Forecast	Forecast

**Non-Financials:**

**Transfers Out for:**

Capital Improvement Funding	411,006	-	1,012,125	1,166,777	1,166,777	1,184,229	1,500,983	1,446,966	1,781,236
Pension Benefits <sup>1</sup>	580,120	1,000,000	-	-	-	-	-	-	-
OPEB <sup>2</sup>	96,686	-	-	-	-	-	-	-	-
Transfer to OPEB Trust Fund (#08)	96,686	-	-	-	-	-	-	-	-
Stormwater	3,208,097	200,000	459,209	659,209	659,209	859,209	1,059,209	1,259,209	1,459,209
Park and Open Spaces	-	-	-	-	-	-	-	-	-
Willows	-	190,958	-	-	-	-	-	-	-
Shade Tree Program	-	-	65,000	-	15,000	-	-	-	-
Police K9 Program	43,443	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Debt Service	-	-	-	9,100	-	7,500	7,725	7,957	8,195
Liquid Fuels Fund	-	-	-	-	-	-	-	-	-
<b>Transfers Out Total</b>	<b>\$ 4,339,352</b>	<b>\$ 1,415,958</b>	<b>\$ 1,561,334</b>	<b>\$ 1,860,086</b>	<b>\$ 1,865,986</b>	<b>\$ 2,075,938</b>	<b>\$ 2,592,917</b>	<b>\$ 2,739,132</b>	<b>\$ 3,273,640</b>

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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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		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Real Estate Taxes:</b>											
Current Year - Discount	(213,583)	(215,308)	(215,658)	(215,800)	(215,800)	(227,649)	6%	(211,851)	n/a	(228,672)	n/a
Current Year - Face	11,651,441	11,726,589	11,679,700	12,342,904	12,342,904	12,321,678	5%	12,410,790	1%	12,405,161	1%
Current Year - Penalties	36,781	34,640	29,533	34,200	34,200	38,777	31%	34,299	-12%	54,307	40%
Prior Year	89,066	89,055	71,684	83,800	83,800	118,417	65%	84,395	-29%	92,056	-22%
Delinquent	102,848	110,445	144,955	115,600	115,600	124,000	-14%	116,721	-6%	121,152	-2%
Interim	54,240	58,008	63,128	69,600	69,600	69,607	10%	70,004	1%	58,301	-16%
<b>Total Real Estate Taxes</b>	<b>\$ 11,720,793</b>	<b>\$ 11,803,429</b>	<b>\$ 11,773,342</b>	<b>\$ 12,430,304</b>	<b>\$ 12,430,304</b>	<b>\$ 12,444,830</b>		<b>\$ 12,504,358</b>		<b>\$ 12,502,305</b>	
	\$ 44,101	\$ 82,635	\$ (30,087)	\$ 656,962	\$ 656,962	\$ 671,489	6%	\$ 59,528	0%	\$ 57,475	0%
	0%	1%	0%	6%	6%	6%					
<b>Local Enabling Taxes</b>											
Realty Transfer Tax	2,550,823	2,120,819	2,872,989	2,197,650	2,197,650	2,269,958	-21%	2,250,000	-1%	2,250,000	-1%
Mercantile Tax	689,552	1,368,319	1,263,739	1,329,400	1,329,400	1,223,511	-3%	1,338,300	9%	1,338,300	9%
Mercantile Tax: Discovery Firm	-	28,349	2,159	27,027	27,027	11,425	429%	15,743	38%	15,743	38%
Local Services Tax	882,248	909,874	1,019,034	991,700	991,700	1,049,887	3%	983,000	-6%	983,000	-6%
Amusement Tax	35,070	37,856	23,762	37,000	37,000	38,534	62%	37,000	-4%	37,000	-4%
Business Privilege Tax	9,003,525	8,450,850	8,578,831	8,982,500	8,982,500	8,447,295	-2%	8,941,800	6%	8,941,800	6%
Business Privilege Tax: Discovery Firm	-	136,436	67,729	117,767	117,767	75,552	12%	118,945	57%	118,945	57%
Mercantile - Audit	-	-	63,000	50,000	50,000	91,759	46%	50,000	-46%	50,000	-46%
Business Privilege - Audit	1,272,302	495,754	763,385	450,000	450,000	661,965	-13%	450,000	-32%	450,000	-32%
Attorney Fee Reimbursements	6,522	2,341	-	5,000	5,000	-	n/a	5,000	n/a	5,000	n/a
<b>Total Local Enabling Taxes</b>	<b>\$ 14,440,041</b>	<b>\$ 13,550,597</b>	<b>\$ 14,654,627</b>	<b>\$ 14,188,044</b>	<b>\$ 14,188,044</b>	<b>\$ 13,869,887</b>		<b>\$ 14,189,788</b>		<b>\$ 14,189,788</b>	
	\$ 3,341,740	\$ (889,444)	\$ 1,104,030	\$ (466,583)	\$ (466,583)	\$ (784,741)	-3%	\$ 319,901	2%	\$ 319,901	2%
	30%	-6%	8%	-3%	-3%	-5%					
<b>License and Permits</b>											
Contractor License Revenue	35,134	39,978	39,400	38,000	38,000	37,341	-5%	39,520	6%	38,000	2%
Plan Review Fees	26,820	29,254	32,220	29,000	29,000	32,663	1%	30,160	-8%	29,000	-11%
Zoning	7,293	8,948	9,625	9,000	9,000	10,420	8%	9,360	-10%	9,000	-14%
Beverage	9,600	11,100	11,550	12,000	12,000	10,950	-5%	12,480	14%	12,000	10%
UCC Act 45 Transfer	2,168	6,316	(3,192)	9,000	9,000	(8,881)	178%	9,360	n/a	-	n/a
Building	911,416	1,143,189	1,426,187	1,079,000	1,079,000	1,289,011	-10%	1,122,160	-13%	1,079,000	-16%
Mechanical	53,474	63,643	79,285	66,000	66,000	61,744	-22%	76,062	23%	66,000	7%
Street Opening	2,891	320	450	5,000	5,000	12,940	2776%	5,200	-60%	5,000	-61%
Subdivision Fees	18,650	64,350	19,250	3,000	3,000	30,492	58%	3,120	-90%	20,000	-34%
Public Works & Engineering Fees	160,106	185,650	159,451	239,000	239,000	214,757	35%	248,560	16%	239,000	11%
Professional Services Reimbursement	294,681	672,888	785,250	300,000	300,000	363,107	-54%	315,000	-13%	307,500	-15%
Housing	160,254	173,340	176,885	173,000	173,000	165,487	-6%	179,920	9%	173,000	5%
Health	71,599	91,031	93,430	80,000	80,000	78,646	-16%	83,200	6%	80,000	2%
Burning	1,246	1,300	950	1,000	1,000	761	-20%	1,040	37%	1,000	31%
Plumbing	71,329	82,393	68,636	84,000	84,000	74,575	9%	87,360	17%	75,000	1%
Electrical	125,856	137,764	249,586	130,000	130,000	205,173	-18%	135,200	-34%	140,000	-32%
Dorm Inspection Program	-	-	-	24,000	24,000	-	n/a	24,000	n/a	-	n/a
HARB	1,693	1,149	1,000	1,000	1,000	1,050	5%	1,040	-1%	1,000	-5%
DRB	17,314	16,600	13,300	17,000	17,000	14,568	10%	17,680	21%	15,000	3%
Sewage Enforcement Fees	7,100	7,885	4,500	8,000	8,000	6,883	53%	8,320	21%	8,000	16%
ZHC - Residential	8,658	8,000	11,800	9,000	9,000	8,009	-32%	9,360	17%	9,000	12%
ZHC - Non-Residential	10,250	7,805	8,900	8,000	8,000	7,300	-18%	8,320	14%	8,000	10%
Cable TV Franchise Fees	631,098	679,659	684,975	745,900	745,900	705,519	3%	807,533	14%	725,000	3%
Right-of-Way Fees	9,081	5,808	5,808	3,000	3,000	3,000	-48%	3,120	4%	3,000	0%
Film Permits	2,000	1,750	1,000	1,700	1,700	750	-25%	1,840	145%	1,700	127%
Certificate of Occupancy Transfer Fee	71,126	64,080	63,110	64,000	64,000	73,695	17%	66,560	-10%	64,000	-13%
<b>Total License and Permits</b>	<b>\$ 2,710,837</b>	<b>\$ 3,504,199</b>	<b>\$ 3,943,356</b>	<b>\$ 3,138,600</b>	<b>\$ 3,138,600</b>	<b>\$ 3,399,959</b>		<b>\$ 3,305,475</b>		<b>\$ 3,108,200</b>	
	\$ (151,956)	\$ 793,362	\$ 439,156	\$ (804,756)	\$ (804,756)	\$ (543,396)	-20%	\$ (94,484)	-3%	\$ (291,759)	-9%
	-5%	29%	13%	-20%	-20%	-14%					

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>Fines and Costs</b>											
Police	424,162	525,422	347,229	540,000	540,000	429,837	24%	561,457	31%	475,000	11%
District Justice	197,438	226,364	206,489	230,639	230,639	192,978	-7%	239,803	24%	225,000	17%
<b>Total Fines and Costs</b>	<b>\$ 621,599</b>	<b>\$ 751,786</b>	<b>\$ 553,718</b>	<b>\$ 770,639</b>	<b>\$ 770,639</b>	<b>\$ 622,815</b>		<b>\$ 801,260</b>		<b>\$ 700,000</b>	
	\$ (3,809)	\$ 130,187	\$ (198,068)	\$ 216,921	\$ 216,921	\$ 69,097		\$ 178,445	29%	\$ 77,185	12%
	-1%	21%	-26%	39%	39%	12%					
<b>Interest and Rents</b>											
Interest Earnings	78,372	105,047	145,461	127,500	127,500	180,564	24%	144,782	-20%	190,000	5%
Property & Equipment	127,105	139,075	100,473	135,000	135,000	127,218	27%	153,298	21%	130,000	2%
<b>Total Interest and Rents</b>	<b>\$ 205,477</b>	<b>\$ 244,121</b>	<b>\$ 245,934</b>	<b>\$ 262,500</b>	<b>\$ 262,500</b>	<b>\$ 307,782</b>		<b>\$ 298,080</b>		<b>\$ 320,000</b>	
	\$ 26,163	\$ 38,644	\$ 1,812	\$ 16,567	\$ 16,567	\$ 61,849		\$ (9,702)	-3%	\$ 12,218	4%
	15%	19%	1%	7%	7%	25%					
<b>Grants and Gifts</b>											
Payments In Lieu of Taxes	44,493	54,436	45,453	47,000	47,000	47,297	4%	47,000	-1%	47,000	-1%
Public Utility Realty Tax	38,686	34,188	30,324	28,000	28,000	-	-100%	33,892	n/a	28,000	n/a
Federal, State & County	162,256	56,455	158,497	110,000	110,000	171,675	8%	126,518	-26%	150,000	-13%
State Pension Aid	610,444	616,356	627,934	622,500	622,500	691,794	10%	634,950	-8%	700,000	1%
Crossing Guard Contributions (RTSD)	-	-	-	-	-	-	n/a	-	n/a	-	n/a
County Highway Aid	36,720	36,720	36,720	36,720	36,720	73,440	100%	36,720	-50%	36,720	-50%
State Snow Removal	65,315	-	132,999	54,000	54,000	27,012	-80%	54,000	100%	54,000	100%
Public Access Grant	57,405	-	57,405	75,000	75,000	57,405	0%	81,197	41%	57,000	-1%
Shade Tree Contributions	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Grounds Maintenance Agreement	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Volunteer Fire Relief Aid	393,019	369,768	356,587	350,000	350,000	352,921	-1%	350,000	-1%	350,000	-1%
Police Drug Task Force Reimb.	27,680	14,347	9,602	15,103	15,103	17,040	77%	17,137	1%	17,500	3%
<b>Total Grants and Gifts</b>	<b>\$ 1,436,018</b>	<b>\$ 1,182,271</b>	<b>\$ 1,455,521</b>	<b>\$ 1,338,323</b>	<b>\$ 1,338,323</b>	<b>\$ 1,438,583</b>		<b>\$ 1,381,414</b>		<b>\$ 1,440,220</b>	
	\$ 121,559	\$ (253,747)	\$ 273,250	\$ (117,198)	\$ (117,198)	\$ (16,937)		\$ (57,169)	-4%	\$ 1,637	0%
	9%	-18%	23%	-8%	-8%	-1%					
<b>Departmental Earnings</b>											
Parking Meters - Kiosks	399,965	435,814	413,735	454,128	454,128	469,324	13%	502,947	7%	500,000	7%
Parking Meters - Church	24,209	26,295	(7,327)	34,578	34,578	59,423	-911%	38,295	-36%	94,000	58%
Alarm System Fees	10,285	17,397	11,000	10,520	10,520	13,870	26%	11,756	-15%	15,000	8%
Police Extra Duty	317,873	246,279	350,040	340,000	340,000	383,335	10%	400,613	5%	340,000	-11%
Recreation Fees	518,304	542,967	425,316	425,000	425,000	467,167	10%	407,672	-13%	400,000	-14%
Prepaid Parking	26,176	43,018	41,125	35,500	35,500	30,039	-27%	39,316	31%	30,000	0%
Meter Bags	16,389	2,870	2,130	2,257	2,257	498	-77%	2,500	402%	2,500	402%
Police Parking Permit	5,912	10,238	8,195	10,000	10,000	10,455	28%	11,075	6%	10,500	0%
Rear Door Trash Fee	108,770	101,335	105,755	100,000	100,000	93,229	-12%	93,502	0%	95,000	2%
Refuse Collection Fee	31,723	31,850	32,135	32,000	32,000	36,430	13%	32,323	-11%	37,000	2%
Sulpizio Gym Fees	25,334	30,930	37,544	48,700	48,700	45,666	22%	46,714	2%	40,000	-12%
Police Service Fees	31,258	33,484	32,472	33,111	33,111	36,672	13%	33,289	-9%	40,000	9%
Police Live Scan Fees	13,430	18,481	11,205	15,000	15,000	13,291	19%	17,756	34%	15,000	13%
Recreation Sponsorship/ Adv. Rev.	60,050	61,880	66,830	75,000	75,000	64,848	-3%	75,000	16%	65,000	0%
Kiosk Advertising	-	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Departmental Earnings</b>	<b>\$ 1,589,679</b>	<b>\$ 1,602,838</b>	<b>\$ 1,530,155</b>	<b>\$ 1,615,794</b>	<b>\$ 1,615,794</b>	<b>\$ 1,724,244</b>		<b>\$ 1,712,758</b>		<b>\$ 1,684,000</b>	
	\$ (66,855)	\$ 13,159	\$ (72,684)	\$ 85,639	\$ 85,639	\$ 194,089		\$ (11,486)	-1%	\$ (40,244)	-2%
	-4%	1%	-5%	6%	6%	13%					

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast	
	2013	2014	2015	2016	2016	2016	%Δ
<b>Miscellaneous</b>							
Insurance Refunds	10,000	-	-	-	-	7,778	n/a
Sale of Property, Equipment	-	-	-	-	-	5,165	n/a
Premium Payments - Flex	(3,898)	543	6,259	-	-	(51)	-101%
Miscellaneous	52,590	27,817	197,357	50,000	50,000	98,554	-50%
Premium Payments	127,501	141,066	151,414	165,000	165,000	151,580	0%
Advertising & Sponsorship Fees	57,323	1,200	-	1,000	1,000	500	n/a
Cash Over / Short	120	(1,296)	(55)	-	-	21	-138%
Sale of Recycled Materials	10,667	16,193	3,751	25,000	25,000	4,248	13%
Federal Medical Subsidy	72,085	66,348	70,656	70,000	70,000	62,617	-11%
Tax Anticipation Revenue Notes	-	-	-	-	-	-	n/a
<b>Total Miscellaneous</b>	<b>\$ 326,387</b>	<b>\$ 251,870</b>	<b>\$ 429,382</b>	<b>\$ 311,000</b>	<b>\$ 311,000</b>	<b>\$ 330,412</b>	
	\$ 5,804	\$ (74,517)	\$ 177,512	\$ (118,382)	\$ (118,382)	\$ (98,970)	
	2%	-23%	70%	-28%	-28%	-23%	
<b>Transfers In</b>							
Transfer In: Sewer Overhead	-	-	-	-	-	-	n/a
Transfer In: Sewer Fund	-	-	-	-	-	-	n/a
Transfer In: Liquid Fuels Fund	-	-	-	-	-	-	n/a
Transfer In: Capital Improvement Fund	-	-	-	-	-	-	n/a
Transfer In: Park & Open Space Fund	-	-	-	-	-	-	n/a
Transfer In: Willows Fund	-	-	-	-	-	-	n/a
<b>Total Transfers In</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	n/a	n/a	n/a	n/a	n/a	n/a	
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 33,050,833</b>	<b>\$ 32,891,112</b>	<b>\$ 34,586,033</b>	<b>\$ 34,055,204</b>	<b>\$ 34,055,204</b>	<b>\$ 34,138,513</b>	
	\$ 3,316,747	\$ (159,721)	\$ 1,694,921	\$ (530,829)	\$ (530,829)	\$ (447,520)	
	11%	0%	5%	-2%	-2%	-1%	

Initial Forecast		Township Manager Recommended Budget	
2017	%Δ	2017	%Δ
-	-100%	-	-100%
-	-100%	-	-100%
-	n/a	-	n/a
72,867	-26%	100,000	1%
178,682	18%	160,000	6%
1,000	100%	1,000	100%
-	-100%	-	-100%
29,026	583%	-	-100%
68,880	10%	65,000	4%
-	n/a	-	n/a
<b>\$ 350,455</b>		<b>\$ 326,000</b>	
\$ 20,043		\$ (4,412)	
6%		-1%	
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
<b>\$ -</b>		<b>\$ -</b>	
\$ -		\$ -	
n/a		n/a	
<b>\$ 34,543,588</b>		<b>\$ 34,270,513</b>	
\$ 405,075		\$ 132,000	
1%		0%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>ADMINISTRATION</b>											
Salaries	269,250	286,272	280,153	284,124	284,124	275,918	-2%	278,529	1%	289,632	5%
Social Security Taxes	19,192	20,597	20,030	17,650	17,650	19,526	-3%	17,109	-12%	17,853	-9%
Workers' Compensation	1,819	2,062	2,491	2,058	2,058	2,615	5%	2,047	-22%	2,098	-20%
Pension Benefits	54,697	20,555	22,619	22,038	22,038	22,038	-3%	21,482	-3%	11,662	-47%
Health Benefits	31,864	35,368	35,289	38,100	38,100	35,749	1%	38,553	8%	36,851	3%
Life & Disability Insurance	2,289	2,319	2,289	2,296	2,296	2,316	1%	2,477	7%	2,340	1%
Office Supplies	3,047	2,541	3,813	5,500	5,500	1,787	-53%	5,500	208%	3,100	74%
Postage	10,502	8,123	6,723	10,300	12,205	2,802	-58%	10,558	277%	10,558	277%
Advertising & Printing	18,482	15,326	21,567	22,500	22,500	25,650	19%	23,063	-10%	22,100	-14%
Professional Development	556	-	3,922	500	500	658	-83%	500	-24%	750	14%
Dues & Subscriptions	1,555	-	1,400	2,900	2,900	2,250	61%	2,900	29%	2,900	29%
Contractual Services	64,568	105,688	25,919	25,000	25,026	33,835	31%	25,000	-26%	35,000	3%
Comprehensive Plan Update (2016)	-	-	-	50,000	50,000	-	n/a	-	n/a	50,000	n/a
Legal Services - General (solicitor)	168,179	175,281	174,771	190,000	208,894	199,848	14%	200,000	0%	250,000	25%
Legal Services - Special (Labor + Other)	187,879	245,229	179,443	125,000	147,723	164,668	-8%	150,000	-9%	150,000	-9%
Miscellaneous	5,207	10,675	9,689	1,800	2,900	24,517	153%	1,845	-92%	15,000	-39%
Minor Office Equipment	-	-	4,967	500	10,091	10,142	104%	513	-95%	5,000	-51%
<b>TOTAL ADMINISTRATION</b>	<b>\$ 839,087</b>	<b>\$ 930,037</b>	<b>\$ 795,085</b>	<b>\$ 800,266</b>	<b>\$ 854,505</b>	<b>\$ 824,320</b>		<b>\$ 780,074</b>		<b>\$ 904,842</b>	
\$ Δ	\$ (96,678)	\$ 90,950	\$ (134,952)	\$ 5,181	\$ 59,420	\$ 29,234		\$ (44,246)		\$ 80,523	
% Δ	-10%	11%	-15%	1%	7%	4%		-5%		10%	
<b>FINANCE</b>											
Salaries	481,933	522,533	528,532	534,859	534,859	529,536	0%	543,507	3%	549,393	4%
Longevity	4,877	8,209	9,007	9,805	9,805	9,823	9%	10,075	3%	10,603	8%
Sick Pay Bonus	676	827	746	617	617	711	-5%	634	-11%	617	-13%
Medical Exp. Reimbursements	166	166	166	166	166	166	0%	171	3%	166	0%
Social Security Taxes	34,800	38,292	38,743	39,313	39,313	39,589	2%	39,938	1%	40,194	2%
Workers' Compensation	3,415	3,776	4,623	3,950	3,950	5,021	9%	4,074	-19%	4,060	-19%
Pension Allocation	97,651	103,293	99,303	89,166	89,166	89,166	-10%	91,507	3%	66,062	-26%
Medical Insurance Premiums	136,049	141,446	141,289	152,544	152,544	145,213	3%	154,359	6%	147,541	2%
Group, Life & Disability Insurance	4,656	4,816	4,877	4,570	4,570	4,889	0%	4,930	1%	4,969	2%
Office Supplies	5,550	3,709	3,736	4,375	4,535	3,177	-15%	4,484	41%	4,250	34%
Postage	4,454	5,451	4,924	5,400	5,400	4,650	-6%	5,535	19%	5,000	8%
Credit Card Fees	-	44	498	1,200	1,200	(502)	-201%	1,230	n/a	1,200	n/a
Bond Premium	2,119	2,119	2,119	2,120	2,120	2,119	0%	2,173	3%	2,175	3%
Professional Development	2,256	784	1,215	500	500	4,277	252%	500	-88%	500	-88%
Dues & Subscriptions	4,440	2,331	2,367	2,200	2,200	1,427	-40%	2,200	54%	2,200	54%
Contractual Services	73,065	66,720	83,763	70,000	71,320	41,730	-50%	71,750	72%	40,000	-4%
Professional Services	52,405	36,575	39,043	40,000	40,000	33,797	-13%	41,000	21%	37,150	10%
Act 511 - Legal Services	72,775	62,299	29,572	45,000	45,000	42,815	45%	46,125	8%	50,000	17%
Act 511 - Audit Services	87,908	80,752	85,504	85,000	85,000	186,727	118%	87,125	-53%	95,000	-49%
Act 511 - Discovery Service Contract	-	28,225	1,380	-	-	83,813	5972%	-	-100%	33,672	-60%
Minor Office Equipment	641	686	410	500	500	846	107%	500	-41%	1,000	18%
<b>TOTAL FINANCE</b>	<b>\$ 1,069,836</b>	<b>\$ 1,113,052</b>	<b>\$ 1,081,818</b>	<b>\$ 1,091,285</b>	<b>\$ 1,092,765</b>	<b>\$ 1,228,989</b>		<b>\$ 1,111,817</b>		<b>\$ 1,095,753</b>	
\$ Δ	\$ 25,104	\$ 43,216	\$ (31,234)	\$ 9,467	\$ 10,947	\$ 147,171		\$ (117,172)		\$ (133,236)	
% Δ	2%	4%	-3%	1%	1%	14%		-10%		-11%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast	
	2013	2014	2015			2016	2016
<b>TREASURER</b>							
Salaries	26,000	27,000	26,000	26,000	26,000	26,000	0%
Social Security Taxes	1,860	1,949	1,876	1,989	1,989	1,944	4%
Workers' Compensation	185	196	264	188	188	239	-9%
Office Supplies	1,046	1,148	1,338	1,200	1,200	1,330	-1%
Postage	4,081	8,676	143	4,435	4,435	4,541	3078%
Bond Premium	4,442	-	-	4,700	4,700	1,175	n/a
Dues & Subscriptions	-	112	308	50	50	(13)	-104%
Contractual Services	2,456	2,768	2,777	2,800	2,800	2,828	2%
Minor Office Equipment	-	-	-	-	-	-	n/a
<b>TOTAL TREASURER</b>	<b>\$ 40,071</b>	<b>\$ 41,848</b>	<b>\$ 32,707</b>	<b>\$ 41,362</b>	<b>\$ 41,362</b>	<b>\$ 38,044</b>	
\$ Δ	\$ (815)	\$ 1,777	\$ (9,142)	\$ 8,655	\$ 8,655	\$ 5,338	
% Δ	-2%	4%	-22%	26%	26%	16%	
<b>INFORMATION TECHNOLOGY</b>							
Salaries	119,448	131,764	132,849	134,769	134,769	136,936	3%
Longevity	2,063	3,700	4,300	4,900	4,900	4,921	14%
Sick Pay Bonus	630	700	700	350	350	700	0%
Medical Exp. Reimbursements	100	100	100	200	200	100	0%
Social Security Taxes	8,733	9,824	9,950	10,535	10,535	10,532	6%
Workers' Compensation	893	991	1,201	1,015	1,015	1,290	7%
Pension Allocation	24,958	26,257	25,824	23,098	23,098	23,098	-11%
Medical Insurance Premiums	28,773	31,776	31,600	34,118	34,118	32,012	1%
Group, Life & Disability Insurance	1,168	1,229	1,238	1,298	1,298	1,284	4%
Office Supplies	716	413	329	400	400	501	52%
Operating Supplies	8,375	11,692	8,238	10,000	10,094	7,715	-6%
Professional Development	-	-	360	2,500	2,500	2,525	602%
Dues & Subscriptions	-	-	-	-	-	-	n/a
Contractual Services	78,857	107,540	92,547	100,000	100,000	112,896	22%
Minor Office Equipment	671	862	556	850	850	296	-47%
Contracted Maint. & Repairs	-	-	-	500	500	-	n/a
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>\$ 275,385</b>	<b>\$ 326,849</b>	<b>\$ 309,791</b>	<b>\$ 324,533</b>	<b>\$ 324,627</b>	<b>\$ 334,806</b>	
\$ Δ	\$ 26,694	\$ 51,465	\$ (17,059)	\$ 14,742	\$ 14,837	\$ 25,016	
% Δ	11%	19%	-5%	5%	5%	8%	

Initial Forecast		Township Manager Recommended Budget	
2017	%Δ	2017	%Δ
26,715	3%	26,000	0%
2,044	5%	1,989	2%
196	-18%	188	-21%
1,230	-8%	1,230	-8%
4,546	0%	4,546	0%
4,818	310%	4,818	310%
50	n/a	50	n/a
2,870	1%	2,870	1%
-	n/a	-	n/a
<b>\$ 42,469</b>		<b>\$ 41,691</b>	
\$ 4,425		\$ 3,647	
12%		10%	
138,475	1%	147,800	8%
5,035	2%	2,600	-47%
360	-49%	375	-46%
206	106%	200	100%
10,825	3%	11,549	10%
1,058	-18%	1,093	-15%
23,828	3%	16,313	-29%
34,524	8%	50,024	56%
1,400	9%	1,448	13%
410	-18%	500	0%
10,250	33%	10,000	30%
2,500	-1%	2,500	-1%
-	n/a	-	n/a
102,500	-9%	100,000	-11%
850	187%	850	187%
-	n/a	-	n/a
<b>\$ 332,221</b>		<b>\$ 345,253</b>	
\$ (2,585)		\$ 10,447	
-1%		3%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast	
	2013	2014	2015			2016	2016
<b>COMMUNITY DEVELOPMENT</b>							
Salaries	428,628	424,621	451,047	468,438	468,438	446,877	-1%
Part-Time Wages	25,323	72,019	69,964	98,799	98,799	72,440	4%
Overtime	25,770	48,371	32,008	30,000	30,000	33,481	5%
Longevity	8,625	13,850	14,750	15,650	15,650	15,664	6%
Sick Pay Bonus	1,120	840	420	490	490	560	33%
Medical Exp. Reimbursements	400	300	300	400	400	300	0%
Social Security Taxes	34,886	40,134	40,831	42,482	42,482	41,252	1%
Workers' Compensation	17,203	14,771	18,005	15,245	15,245	15,653	-13%
Pension Allocation	90,354	93,415	101,323	92,625	92,625	92,625	-9%
Medical Insurance Premiums	81,883	69,694	104,763	79,596	79,596	48,448	-54%
Group, Life & Disability Insurance	7,644	4,935	4,407	4,956	4,956	4,660	6%
Communications	3,751	3,730	3,616	3,750	3,750	3,720	3%
Uniforms	-	849	2,280	3,000	3,000	1,500	-34%
Boot Allowance	-	-	388	600	600	600	55%
Office Supplies	4,592	3,064	5,230	4,900	4,900	4,509	-14%
Postage	4,298	5,137	5,172	5,200	5,200	4,395	-15%
Operating Supplies	-	-	871	-	-	-	-100%
Credit Card Fees	-	1,341	1,761	1,450	1,450	2,250	28%
Advertising & Printing	4,923	6,056	5,956	5,500	5,500	5,111	-14%
Professional Development	1,723	2,101	2,474	2,500	2,500	3,679	49%
Dues & Subscriptions	2,682	1,948	557	2,500	2,500	1,339	140%
Contractual Services: Prop Maint.	6,286	20,171	29,492	10,000	10,000	54,881	86%
Contractual Services	205,800	199,021	174,080	246,320	246,320	168,864	-3%
Legal Services - Zoning Hearing Board	10,000	11,596	10,400	15,750	15,750	12,572	21%
Contractual Services: Health Insp.	-	-	-	65,520	65,520	16,380	n/a
UCC Act 45 Transfer	-	-	-	9,000	9,000	2,250	n/a
Minor Office Equipment	1,103	970	445	550	550	323	-28%
Gas, Oil & Lubricants	2,148	2,946	2,031	2,100	2,100	1,707	-16%
Tires, Batteries & Accessories	646	-	353	300	300	-	-100%
Repair Parts	198	500	216	500	500	160	-26%
Contracted Maint. & Repair	376	175	175	-	-	140	-20%
<b>TOTAL COMMUNITY DEVELOPMENTS</b>	<b>\$ 970,360</b>	<b>\$ 1,042,553</b>	<b>\$ 1,083,316</b>	<b>\$ 1,228,121</b>	<b>\$ 1,228,121</b>	<b>\$ 1,056,340</b>	
\$ Δ	\$ 157,029	\$ 72,193	\$ 40,763	\$ 144,805	\$ 144,805	\$ (26,976)	
% Δ	19%	7%	4%	13%	13%	-2%	

Initial Forecast		Township Manager Recommended Budget	
2017	%Δ	2017	%Δ
458,793	3%	543,001	22%
101,516	40%	41,318	-43%
30,825	-8%	16,000	-52%
16,080	3%	16,550	6%
503	-10%	490	-13%
411	37%	400	33%
42,018	2%	47,260	15%
16,834	8%	17,985	15%
93,849	1%	69,416	-25%
114,463	136%	51,428	6%
5,346	15%	6,058	30%
3,844	3%	3,750	1%
3,075	105%	3,000	100%
600	0%	600	0%
5,023	11%	4,900	9%
5,330	21%	5,200	18%
-	n/a	-	n/a
1,486	-34%	2,500	11%
5,638	10%	5,500	8%
5,000	36%	3,000	-18%
2,500	87%	2,500	87%
10,250	-81%	20,000	-64%
246,320	46%	210,000	24%
65,520	421%	15,750	25%
15,750	-4%	-	-100%
9,000	300%	-	-100%
550	70%	550	70%
2,273	33%	2,100	23%
296	n/a	300	n/a
494	209%	500	213%
-	-100%	-	-100%
<b>\$ 1,263,588</b>		<b>\$ 1,090,056</b>	
\$ 207,248		\$ 33,716	
20%		3%	

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

Account Description	Actual	Actual	Actual
	2013	2014	2015
<b>POLICE</b>			
Salaries	3,748,358	4,216,408	4,158,791
PT Meter Enforcement Salaries	26,078	65,465	94,810
Overtime	174,610	195,417	209,021
Longevity	348,669	341,238	346,176
Sick Pay Bonus	525	455	210
Medical Exp. Reimbursements	3,200	3,200	2,700
Extra Duty	200,942	199,939	207,720
Court Time	9,242	9,360	16,224
Crossing Guard	81,287	96,946	89,362
Social Security Taxes	337,057	372,459	370,043
Workers' Compensation	200,873	186,959	228,553
Pension Allocation	1,138,971	1,345,114	1,359,361
Medical Insurance Premiums	1,057,175	1,098,558	984,514
Group, Life & Disability Insurance	33,990	49,540	44,673
OPEB Allocation	90,000	181,989	312,888
Communications	11,529	14,397	13,774
Uniforms	70,194	71,355	40,428
Office Supplies	578	7,086	7,948
Emergency Management Materials	413	-	-
Postage	3,183	3,473	3,675
Operating Supplies	31,526	32,714	38,885
Training Supplies	-	739	-
Credit Card Fees	-	3,251	17,846
Rentals	-	-	-
Professional Development	9,867	14,794	16,996
Dues & Subscriptions	1,975	1,985	1,370
Contractual Services	63,033	67,234	220,177
Accreditation Expenses	-	-	-
Legal Services - General	1,714	-	235,043
Contractual Services - Animal Control	3,891	3,588	7,838
P.A.L. Programming	2,349	9,381	534
Minor Office Equipment	732	6,765	5,923
Maint. & Repair: Parking Meters	2,150	1,128	3,852
Maint. & Repair: Comm. Equip.	1,424	3,554	5,064
Gas, Oil & Lubricants	86,447	102,644	66,565
Tires, Batteries & Accessories	6,140	4,813	5,787
Repair Parts	17,744	13,296	13,388
Contracted Maint. & Repairs	6,220	13,726	25,359
<b>TOTAL POLICE</b>	<b>\$ 7,772,085</b>	<b>\$ 8,738,971</b>	<b>\$ 9,155,495</b>
\$ Δ	\$ 432,795	\$ 966,887	\$ 416,524
% Δ	6%	12%	5%
<b>FIRE</b>			
Radnor Fire: Insurance (Liability & WC)	61,172	75,363	66,741
Radnor Fire: Rentals (Hydrant Water)	139,422	139,337	139,601
Bryn Mawr Fire Co. Contrib. (Operations)	51,250	102,531	100,000
Broomall Fire Co. Contrib. (Operations)	6,500	6,663	7,000
Radnor Fire: Contrib. (Capital and Ops)	92,700	95,481	98,107
RFC: Add'l ALS Subsidy	-	-	-
Volunteer Fire Relief Aid (State)	393,019	369,768	356,587
Radnor Fire: Gas, Oil & Lubricants	25,445	25,049	13,048
<b>TOTAL FIRE</b>	<b>\$ 769,507</b>	<b>\$ 814,192</b>	<b>\$ 781,083</b>
\$ Δ	\$ (132,935)	\$ 44,684	\$ (33,109)
% Δ	-15%	6%	-4%

BOC Original Budget	BOC Amended Budget	Full Year Forecast	
2016	2016	2016	% Δ
4,551,191	4,551,191	4,358,422	5%
100,000	100,000	81,226	-14%
190,000	190,000	232,923	11%
345,216	345,216	355,977	3%
175	175	-	-100%
3,932	3,932	2,600	-4%
200,000	200,000	222,514	7%
16,100	16,100	17,187	6%
97,000	97,000	92,477	-3%
396,066	396,066	379,750	-3%
203,548	203,548	237,399	4%
1,508,526	1,508,526	1,508,526	11%
1,022,302	1,022,302	984,021	0%
53,958	53,958	40,230	-10%
374,550	374,550	374,550	20%
21,700	21,700	18,688	-36%
65,787	65,787	50,902	-26%
5,500	5,500	6,362	20%
10,000	10,000	2,500	-75%
3,450	3,450	8,609	134%
30,000	32,665	41,267	6%
2,500	2,500	5,191	108%
7,500	7,500	30,407	70%
-	-	-	n/a
13,160	13,160	15,076	11%
950	950	3,873	183%
120,300	122,211	175,678	20%
45,000	45,000	11,250	-75%
-	-	110,000	100%
2,500	2,500	(32,105)	-13%
-	-	-	n/a
3,000	3,000	62	2%
2,500	2,500	8,625	124%
2,500	2,500	(34,285)	-13%
75,900	75,900	49,724	-34%
8,250	8,250	6,983	-15%
12,500	12,696	13,099	1%
9,250	9,250	30,441	20%
<b>\$ 9,504,811</b>	<b>\$ 9,509,584</b>	<b>\$ 9,410,149</b>	<b>3%</b>
\$ 349,316	\$ 354,088	\$ 254,653	4%
4%	4%	3%	

Initial Forecast		Township Manager Recommended Budget	
2017	% Δ	2017	% Δ
4,648,250	7%	4,683,178	7%
102,750	26%	100,000	23%
195,225	-16%	190,000	-18%
354,709	0%	371,438	4%
180	n/a	140	n/a
4,040	55%	4,100	58%
235,655	6%	200,000	-10%
16,543	-4%	16,100	-6%
99,668	8%	97,000	-5%
406,343	7%	415,843	10%
207,944	-12%	201,642	-15%
1,516,347	1%	879,871	-42%
1,073,275	9%	975,966	-1%
58,204	45%	53,945	34%
202,323	-46%	350,000	-7%
22,243	19%	22,243	19%
67,432	32%	67,432	32%
5,638	-11%	5,638	-11%
-	-100%	-	-100%
3,536	-59%	3,536	-59%
30,750	-25%	30,750	-25%
2,563	-51%	2,563	-51%
7,688	-75%	28,700	-6%
-	n/a	-	n/a
13,489	-11%	13,489	-11%
974	-75%	974	-75%
123,308	-30%	123,308	-30%
-	-100%	-	-100%
-	-100%	-	-100%
2,563	n/a	2,563	n/a
-	n/a	-	n/a
3,000	4754%	3,000	4754%
2,500	-71%	2,500	-71%
2,500	n/a	2,500	n/a
75,006	51%	75,006	51%
8,153	17%	8,153	17%
12,353	-6%	12,353	-6%
9,141	-70%	9,141	-70%
<b>\$ 9,514,290</b>	<b>\$ 8,953,073</b>	<b>\$ 8,953,073</b>	<b>\$ (457,076)</b>
\$ 104,141	1%	\$ (457,076)	-5%
75,977	-28%	75,977	-28%
142,800	-5%	142,800	-5%
102,750	0%	102,750	0%
7,193	3%	7,193	3%
100,805	0%	100,805	0%
-	n/a	125,000	n/a
350,000	0%	350,000	0%
17,096	88%	17,096	88%
<b>\$ 796,621</b>	<b>\$ 921,621</b>	<b>\$ 921,621</b>	<b>\$ 125,000</b>
\$ (28,506)	-3%	\$ 96,494	12%

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Initial Forecast		Township Manager Recommended Budget		
	2013	2014	2015			2016	2016	2016	%Δ	2017	%Δ	2017
<b>EMERGENCY MANAGEMENT</b>												
Salaries - Regular	-	55,712	788	-	-	6,136	679%	-	-100%	-	-100%	
Salaries - Overtime	-	78,879	81,723	-	-	131,595	61%	-	-100%	-	-100%	
Sick Pay Bonus	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Medical Exp. Reimbursements	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Social Security Taxes	-	9,961	5,887	-	-	10,292	75%	-	-100%	-	-100%	
Workers' Compensation	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Unemployment	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Pension Allocation	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Medical Insurance Premiums	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Group, Life & Disability Insurance	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Operating Supplies	-	1,249	18,593	-	-	71,520	285%	-	-100%	-	-100%	
Contractual Services	4,100	63,465	1,623	-	-	60,113	3604%	-	-100%	-	-100%	
Legal Services - Special	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Minor Equipment	-	9,547	-	-	-	1,079	n/a	-	-100%	-	-100%	
Gas, Oil, Lubricants	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Tires, Batteries & Acc.	-	-	2,216	-	-	-	-100%	-	n/a	-	n/a	
Repair Parts	-	-	2,920	-	-	-	-100%	-	n/a	-	n/a	
Contracted Maint. & Repairs	-	-	513	-	-	-	-100%	-	n/a	-	n/a	
<b>TOTAL EMERGENCY MANAGEMEN</b>	<b>\$ 4,100</b>	<b>\$ 218,814</b>	<b>\$ 114,263</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 280,735</b>		<b>\$ -</b>		<b>\$ -</b>		
\$ Δ	\$ (126,943)	\$ 214,714	\$ (104,550)	\$ (114,263)	\$ (114,263)	\$ 166,472		\$ (280,735)		\$ (280,735)		
% Δ	-97%	5237%	-48%	-100%	-100%	146%		-100%		-100%		
<b>BUILDING &amp; GROUNDS</b>												
Salaries	86,489	84,281	85,283	124,732	124,732	101,070	19%	128,162	27%	128,122	27%	
Overtime	979	526	11,398	1,300	1,300	9,429	-17%	1,336	-86%	1,300	-86%	
Longevity	2,563	4,150	4,450	6,875	6,875	5,813	31%	7,064	22%	4,400	-24%	
Sick Pay Bonus	385	371	266	-	-	186	-30%	-	-100%	-	-100%	
Medical Exp. Reimbursements	110	110	110	145	145	110	0%	149	35%	145	32%	
Social Security Taxes	6,504	6,448	7,310	10,162	10,162	8,604	18%	10,441	21%	10,092	17%	
Workers' Compensation	4,414	5,760	7,035	6,341	6,341	6,205	-12%	6,892	11%	11,155	80%	
Pension Allocation	17,722	28,890	22,626	27,018	27,018	27,018	19%	27,944	3%	15,747	-42%	
Medical Insurance Premiums	45,616	41,087	40,970	51,497	51,497	43,316	6%	52,109	20%	49,808	15%	
Group, Life & Disability Insurance	1,372	1,509	1,581	1,910	1,910	1,235	-22%	2,060	67%	1,841	49%	
Utilities	138,894	170,465	150,610	170,000	170,000	136,234	-10%	174,250	28%	150,000	10%	
Stormwater Fee	-	20,242	20,242	20,242	20,242	20,677	2%	20,242	-2%	20,700	0%	
Communications	48,410	49,604	55,037	54,000	54,000	58,911	7%	55,350	-6%	55,350	-6%	
Boot Allowance	-	135	-	218	218	55	n/a	218	300%	220	304%	
Operating Supplies	6,020	7,751	11,326	7,000	8,559	14,622	29%	7,175	-51%	13,250	-9%	
Contractual Services	40,283	53,447	52,315	40,000	48,700	75,446	44%	41,000	-46%	41,000	-46%	
Minor Office Equipment	1,408	-	679	2,600	2,600	2,600	283%	2,600	0%	2,600	0%	
Maint. & Repair: Township Hall Bldg.	48,010	56,364	85,915	60,000	69,721	100,038	16%	61,500	-39%	61,500	-39%	
<b>TOTAL BUILDING &amp; GROUNDS</b>	<b>\$ 449,176</b>	<b>\$ 531,140</b>	<b>\$ 557,153</b>	<b>\$ 584,040</b>	<b>\$ 604,020</b>	<b>\$ 611,567</b>		<b>\$ 598,492</b>		<b>\$ 567,230</b>		
\$ Δ	\$ (34,552)	\$ 81,963	\$ 26,014	\$ 26,887	\$ 46,867	\$ 54,414		\$ (13,075)		\$ (44,337)		
% Δ	-7%	18%	5%	5%	8%	10%		-2%		-7%		



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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast	
	2013	2014	2015	2016	2016	2016	%Δ
<b>SOLID WASTE</b>							
Salaries	1,147,052	1,266,065	1,361,824	1,422,655	1,422,655	1,392,916	2%
Seasonal Wages	107,942	123,020	46,655	53,460	53,460	50,341	8%
Overtime	2,266	2,083	2,236	2,000	2,000	3,560	59%
Longevity	40,185	67,000	72,170	76,125	76,125	76,513	6%
Sick Pay Bonus	2,170	2,345	2,471	3,511	3,511	2,867	16%
Medical Exp. Reimbursements	1,500	1,160	1,260	2,090	2,090	1,260	0%
Social Security Taxes	92,826	106,053	106,886	115,745	115,745	111,614	4%
Workers' Compensation	65,678	58,947	72,149	73,449	73,449	71,924	0%
Pension Allocation	264,447	305,721	340,033	302,995	302,995	302,995	-11%
Medical Insurance Premiums	405,163	426,858	497,276	531,889	531,889	540,992	9%
Group, Life & Disability Insurance	21,588	28,408	32,581	27,064	27,064	22,644	-31%
Uniforms	-	900	2,031	900	900	785	-61%
Boot Allowance	-	2,514	2,665	3,060	3,060	3,060	15%
Postage	-	-	-	-	-	-	n/a
Operating Supplies	10,638	10,883	10,576	10,400	10,893	13,138	24%
Credit Card Fees	-	1,063	1,588	-	-	1,281	-19%
Disposal Fees	232,177	239,830	234,893	240,000	240,200	216,798	-8%
Contractual Services	-	-	-	-	-	-	n/a
Gas, Oil & Lubricants	104,904	118,435	47,120	63,000	63,000	48,004	2%
Tires, Batteries & Accessories	32,859	24,926	27,305	26,800	26,800	26,557	-3%
Repair Parts	36,861	25,185	38,502	30,000	30,000	31,337	-19%
Contracted Maint. & Repairs	27,045	33,604	28,869	40,000	40,105	48,190	67%
<b>TOTAL SOLID WASTE</b>	<b>\$ 2,595,300</b>	<b>\$ 2,845,000</b>	<b>\$ 2,929,091</b>	<b>\$ 3,025,143</b>	<b>\$ 3,025,942</b>	<b>\$ 2,966,775</b>	
\$ Δ	\$ (94,974)	\$ 249,700	\$ 84,090	\$ 96,052	\$ 96,851	\$ 37,685	
% Δ	-4%	10%	3%	3%	3%	1%	
<b>ENGINEERING</b>							
Salaries	158,772	167,091	165,947	183,752	183,752	174,039	5%
Overtime	10,124	5,066	8,288	8,500	8,500	3,437	-59%
Longevity	6,950	10,150	10,600	11,050	11,050	11,131	5%
Sick Pay Bonus	210	105	70	140	140	210	200%
Medical Exp. Reimbursements	200	200	200	200	200	200	0%
Social Security Taxes	12,560	13,154	13,363	16,509	16,509	14,312	7%
Workers' Compensation	5,836	5,934	7,352	6,634	6,634	6,653	-10%
Pension Allocation	34,976	45,437	46,494	43,969	43,969	43,969	-5%
Medical Insurance Premiums	42,870	62,028	61,793	70,528	70,528	63,550	3%
Group, Life & Disability Insurance	1,601	2,064	2,866	2,809	2,809	2,077	-28%
Communications	-	-	-	-	-	-	n/a
Boot Allowance	-	125	129	150	150	150	16%
Office Supplies	1,300	1,231	2,335	1,000	1,000	1,367	-41%
Postage	618	469	488	700	700	234	-52%
Credit Card Fees	-	88	120	-	-	112	-7%
Professional Development	504	374	616	700	700	475	-23%
Dues & Subscriptions	225	289	85	300	300	85	0%
Contractual Services: Retainer	40,811	59,403	45,073	45,000	45,000	33,837	-25%
Contractual Services: Special Proj.	90,019	62,884	160,496	100,000	106,600	119,451	-26%
Contractual Services: Reimbursable	362,403	815,478	751,281	300,000	343,393	435,804	-42%
Contractual Services: Grading Permit Revi	-	17,915	52,012	10,000	10,000	34,884	-33%
Minor Office Equipment	109	40	127	2,495	2,495	2,957	2234%
Gasoline, Oil, Lubricants	2,320	2,491	1,103	1,400	1,400	741	-33%
Repair Parts	-	-	-	500	500	125	n/a
<b>TOTAL ENGINEERING</b>	<b>\$ 772,409</b>	<b>\$ 1,272,016</b>	<b>\$ 1,330,839</b>	<b>\$ 806,336</b>	<b>\$ 856,329</b>	<b>\$ 949,800</b>	
\$ Δ	\$ 158,586	\$ 499,607	\$ 58,823	\$ (524,503)	\$ (474,510)	\$ (381,039)	
% Δ	26%	65%	5%	-39%	-36%	-29%	

Initial Forecast		Township Manager Recommended Budget	
2017	%Δ	2017	%Δ
1,459,538	5%	1,412,281	1%
54,930	9%	63,180	26%
2,055	-42%	2,000	-44%
78,218	2%	79,150	3%
3,608	26%	3,500	22%
2,147	70%	2,090	66%
118,758	6%	119,415	7%
79,630	11%	75,167	5%
313,764	4%	186,905	-38%
538,219	-1%	514,442	-5%
29,194	29%	27,347	21%
923	18%	1,200	53%
3,060	0%	3,060	0%
-	n/a	-	n/a
10,660	-19%	50,000	281%
-	-100%	1,250	-2%
246,000	13%	246,000	13%
-	n/a	-	n/a
62,258	30%	62,258	30%
26,484	0%	26,484	0%
29,647	-5%	29,647	-5%
39,529	-18%	39,529	-18%
<b>\$ 3,098,623</b>		<b>\$ 2,944,906</b>	
\$ 131,848		\$ (21,869)	
4%		-1%	
188,805	8%	188,805	8%
8,734	154%	8,500	147%
11,354	2%	6,500	-42%
144	-31%	140	-33%
206	3%	200	0%
16,963	19%	15,148	6%
7,544	13%	10,400	56%
45,520	4%	24,451	-44%
71,367	12%	68,215	7%
3,030	46%	1,484	-29%
-	n/a	-	n/a
150	0%	150	0%
1,025	-25%	1,025	-25%
718	207%	718	207%
-	-100%	-	-100%
700	47%	700	47%
300	253%	300	253%
46,125	36%	46,125	36%
102,500	-14%	100,000	-16%
307,500	-29%	307,500	-29%
10,250	-71%	10,000	-71%
2,495	-16%	2,495	-16%
1,384	87%	1,000	35%
494	295%	500	300%
<b>\$ 827,306</b>		<b>\$ 794,353</b>	
\$ (122,494)		\$ (155,446)	
-13%		-16%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Initial Forecast		Township Manager Recommended Budget		
	2013	2014	2015			2016	2016	2016	%Δ	2017	%Δ	2017
<b>PUBLIC WORKS DEPARTMENT</b>												
Salaries	899,266	946,610	889,214	836,105	836,105	836,006	-6%	858,816	3%	858,691	-3%	
Overtime	160,325	235,541	279,694	146,500	146,500	111,598	-60%	150,529	35%	146,500	31%	
Longevity	40,530	62,100	64,260	65,595	65,595	66,017	3%	67,399	2%	65,800	0%	
Sick Pay Bonus	560	525	868	1,145	1,145	847	-2%	1,176	39%	1,120	32%	
Medical Exp. Reimbursements	1,430	1,310	1,210	1,215	1,215	1,210	0%	1,248	3%	1,215	0%	
Social Security Taxes	80,216	89,703	89,033	80,251	80,251	76,384	-14%	82,436	8%	76,785	1%	
Workers' Compensation	50,260	48,786	55,540	50,378	50,378	49,284	-11%	54,693	11%	97,185	97%	
Pension Allocation	219,614	230,834	243,678	212,269	212,269	212,269	-13%	219,499	3%	115,367	-46%	
Medical Insurance Premiums	351,910	365,861	334,514	358,071	358,071	339,988	-2%	362,332	7%	346,326	-2%	
Group, Life & Disability Insurance	17,964	17,751	16,297	14,803	14,803	14,812	-9%	15,968	8%	14,626	-1%	
Communications	5,652	5,289	5,281	4,650	4,650	5,741	9%	4,766	-17%	5,650	-2%	
Highway: Uniforms	2,109	3,000	3,949	3,000	3,000	2,539	-36%	3,075	21%	3,175	25%	
Boot Allowance	-	1,570	1,566	1,793	1,793	1,793	15%	1,793	0%	1,800	0%	
Highway: Office Supplies	725	469	310	350	350	841	171%	359	-57%	500	-41%	
Highway: Postage	320	718	408	400	400	470	15%	410	-13%	500	6%	
Highway: Operating Supplies	14,976	11,862	15,245	21,000	23,241	15,539	2%	21,525	39%	15,000	-3%	
Highway: Credit Card Fees	-	-	26	-	-	2	-90%	-	-100%	-	-100%	
Highway: Rentals	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Highway: Professional Development	2,175	207	-	1,700	1,700	-	n/a	1,743	n/a	1,700	n/a	
Highway: Dues & Subscriptions	158	133	225	250	250	209	-7%	256	22%	250	20%	
Highway: Contractual Services	2,891	18,549	9,989	4,500	4,500	9,869	-1%	4,613	-53%	5,000	-49%	
Highway: Contractual Svcs: Matsonford Foot-Bridge	-	-	-	-	-	-	n/a	-	n/a	40,000	n/a	
Highway: Contractual Svcs: Storm Sewer	228,576	-	13,039	-	-	-	-100%	-	n/a	-	n/a	
Highway: Minor Office Equipment	1,547	40	735	300	300	297	-60%	300	1%	300	1%	
Highway: Maint. & Repairs: Mach. & Equ	4,022	13,088	17,385	15,000	16,537	14,977	-14%	15,375	3%	15,000	0%	
Highway: Maint. & Repairs: Comm. Equip	369	6,916	-	3,000	3,000	750	n/a	3,075	310%	1,000	33%	
Highway: Gas, Oil & Lubricants	65,363	83,146	46,902	51,800	51,800	31,088	-34%	51,190	65%	50,000	61%	
Highway: Tires, Batteries & Accessories	18,642	19,556	7,931	24,000	24,000	11,444	44%	23,717	107%	10,500	-8%	
Highway: Repair Parts	43,912	26,287	40,093	35,000	35,000	31,903	-20%	34,588	8%	34,500	8%	
Highway: Contracted Maint. & Repairs	24,066	14,014	12,993	6,000	6,000	3,258	-75%	5,929	82%	6,000	84%	
Highway: MIER-Machinery & Equip.	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Street Cleaning: Contractual Services	3,520	-	3,150	7,000	7,000	8,500	170%	7,175	-16%	3,500	-59%	
Snow & Ice: Operating Supplies	73,975	415,228	195,888	200,000	200,000	79,399	-59%	205,000	158%	200,000	152%	
Snow & Ice: Contractual Services	2,932	35,955	23,157	5,000	5,000	3,031	-87%	5,125	69%	5,000	65%	
Snow & Ice: Maint. & Repair	5,608	40,446	21,880	4,500	8,925	24,555	12%	4,613	-81%	4,500	-82%	
Traffic Signal: Lighting	13,202	13,494	12,554	14,500	14,500	12,030	-4%	14,863	24%	12,300	2%	
Traffic Signal: Operating Supplies	20,383	26,510	22,300	20,000	20,000	26,271	18%	20,500	-22%	20,500	-22%	
Traffic Signal: Maint. & Repair	46,078	42,066	66,259	50,000	50,683	59,655	-10%	51,250	-14%	51,250	-14%	
Street Lighting	172,624	174,207	185,469	185,000	185,415	184,339	-1%	189,625	3%	189,625	3%	
Street Lighting: Maint. & Repairs	63,731	125,573	95,920	100,000	104,159	87,702	-9%	102,500	17%	102,500	17%	
Curb & Sidewalks: Operating Supplies	8,622	3,298	3,014	4,000	4,600	4,086	36%	4,100	0%	4,100	0%	
Drainage: Operating Supplies	5,676	2,477	7,503	3,700	3,700	7,279	-3%	3,793	-48%	3,793	-48%	
Road Maintenance: Operating Supplies	11,677	11,481	14,021	12,000	12,000	10,588	-24%	12,300	16%	12,300	16%	
Road Maintenance: Rentals	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Road Maintenance: Contractual Services	3,690	-	-	4,900	4,900	1,225	n/a	5,023	310%	5,023	310%	
County Aid: Liquid Fuels	-	-	110,160	36,720	36,720	48,504	-56%	36,720	-24%	36,720	-24%	
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 2,669,296</b>	<b>\$ 3,094,600</b>	<b>\$ 2,911,658</b>	<b>\$ 2,586,395</b>	<b>\$ 2,600,454</b>	<b>\$ 2,396,300</b>		<b>\$ 2,649,396</b>		<b>\$ 2,565,599</b>		
\$ Δ	\$ 155,382	\$ 425,304	\$ (182,942)	\$ (325,263)	\$ (311,204)	\$ (515,358)		\$ 253,096		\$ 169,299		
% Δ	6%	16%	-6%	-11%	-11%	-18%		11%		7%		

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		%Δ	Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015			2016	2016		2016	2017	%Δ	2017
<b>TOOLS &amp; MACHINERY</b>												
Salaries	206,307	224,091	235,142	244,004	244,004	230,293	-2%	250,714	9%	250,107	9%	
Overtime	973	89	189	700	700	1,948	933%	719	-63%	700	-64%	
Longevity	4,213	7,050	7,950	8,850	8,850	8,875	12%	9,093	2%	9,750	10%	
Sick Pay Bonus	560	560	350	350	350	525	50%	360	-31%	-	-100%	
Medical Exp. Reimbursements	200	200	200	300	300	200	0%	308	54%	300	50%	
Social Security Taxes	15,182	16,644	17,422	19,425	19,425	17,905	3%	19,959	11%	19,955	11%	
Workers' Compensation	11,655	10,531	13,012	12,154	12,154	11,892	-9%	13,194	11%	11,406	-4%	
Pension Allocation	45,178	48,890	58,259	51,186	51,186	51,186	-12%	52,932	3%	32,513	-36%	
Medical Insurance Premiums	60,556	48,060	47,904	51,721	51,721	48,529	1%	52,337	8%	50,024	3%	
Group, Life & Disability Insurance	2,186	2,594	3,274	3,261	3,261	2,566	-22%	3,518	37%	3,203	25%	
Communications	400	479	392	300	300	376	-4%	308	-18%	308	-18%	
Uniforms	5,478	6,442	7,994	5,000	5,000	5,457	-32%	5,125	-6%	5,125	-6%	
Boot Allowance	-	390	388	450	450	450	16%	450	0%	450	0%	
Operating Supplies	12,009	13,995	13,195	12,000	12,440	17,433	32%	12,300	-29%	13,000	-25%	
Gas, Oil, Lubricants	3,551	3,411	1,633	2,400	2,400	1,570	-4%	2,372	51%	2,372	51%	
<b>TOTAL TOOLS &amp; MACHINERY</b>	<b>\$ 368,449</b>	<b>\$ 383,426</b>	<b>\$ 407,303</b>	<b>\$ 412,101</b>	<b>\$ 412,541</b>	<b>\$ 399,204</b>		<b>\$ 423,688</b>		<b>\$ 399,215</b>		
\$ Δ	\$ 15,853	\$ 14,977	\$ 23,877	\$ 4,798	\$ 5,238	\$ (8,099)		\$ 24,484		\$ 11		
% Δ	4%	4%	6%	1%	1%	-2%		6%		0%		
<b>RECREATIONAL PROGRAMMING ADMINISTRATION</b>												
Salaries	196,781	197,985	198,634	201,361	201,361	199,792	1%	206,898	4%	204,101	2%	
Part-Time Wages	17,422	62	4,136	27,144	27,144	23,390	466%	27,890	19%	29,120	24%	
Overtime	477	-	-	-	-	1,435	n/a	-	-100%	-	-100%	
Longevity	2,075	-	-	-	-	-	n/a	-	n/a	-	n/a	
Sick Pay Bonus	70	-	-	70	70	-	n/a	72	n/a	-	n/a	
Medical Exp. Reimbursements	200	100	100	100	100	100	0%	103	3%	-	-100%	
Social Security Taxes	14,957	14,299	14,026	16,032	16,032	16,374	17%	16,473	1%	16,112	-2%	
Workers' Compensation	4,901	8,517	10,791	9,032	9,032	8,936	-17%	9,801	10%	9,767	9%	
Pension Allocation	49,464	42,890	40,973	36,324	36,324	36,324	-11%	37,487	3%	29,147	-20%	
Medical Insurance Premiums	52,952	57,466	56,712	54,660	54,660	48,808	-14%	55,311	13%	52,996	9%	
Group, Life & Disability Insurance	2,536	1,900	1,940	1,988	1,988	1,883	-3%	2,144	14%	2,386	27%	
Office Supplies	2,231	899	1,312	2,500	2,500	1,081	-18%	2,563	137%	2,500	131%	
Postage	1,221	1,148	1,215	1,000	1,000	578	-52%	1,025	77%	1,000	73%	
Professional Development	611	-	-	1,000	1,000	250	n/a	1,000	300%	1,000	300%	
Dues & Subscriptions	580	30	254	500	500	135	-47%	500	270%	500	270%	
Minor Equipment	109	40	-	40	40	-	n/a	40	n/a	40	n/a	
Gas, Oil & Lubricants	508	88	62	100	100	37	-40%	99	167%	100	170%	
Tires, Batteries & Accessories	-	-	-	125	125	31	n/a	124	297%	125	300%	
Repair Parts	636	51	360	400	400	533	48%	395	-26%	400	-25%	
Contracted Maint. & Repairs	-	175	-	-	-	-	n/a	-	n/a	-	n/a	
<b>TOTAL RECREATIONAL PROGRAM</b>	<b>\$ 347,730</b>	<b>\$ 325,650</b>	<b>\$ 330,513</b>	<b>\$ 352,376</b>	<b>\$ 352,376</b>	<b>\$ 339,689</b>		<b>\$ 361,925</b>		<b>\$ 349,294</b>		
\$ Δ	\$ (4,709)	\$ (22,079)	\$ 4,863	\$ 21,863	\$ 21,863	\$ 9,176		\$ 22,236		\$ 9,604		
% Δ	-1%	-6%	1%	7%	7%	3%		7%		3%		

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Initial Forecast		Township Manager Recommended Budget		
	2013	2014	2015			2016	2016	2016	%Δ	2017	%Δ	2017
<b>PARKS MAINTENANCE</b>												
Salaries	813,545	804,353	840,648	948,554	948,554	900,218	7%	972,177	8%	973,482	8%	
Seasonal Wages	-	-	-	-	-	1,514	n/a	-	-100%	-	-100%	
Overtime	6,253	12,157	12,683	10,000	10,000	11,402	-10%	10,275	-10%	10,200	-11%	
Longevity	24,240	40,880	45,020	48,435	48,435	46,979	4%	49,767	6%	48,050	2%	
Sick Pay Bonus	1,197	952	1,505	1,330	1,330	1,411	-6%	1,367	-3%	1,330	-6%	
Medical Exp. Reimbursements	1,090	1,070	970	1,380	1,380	970	0%	1,418	46%	1,380	42%	
Social Security Taxes	61,063	62,137	65,608	77,125	77,125	71,485	9%	79,058	11%	78,886	10%	
Workers' Compensation	45,601	45,305	56,730	49,750	49,750	48,600	-14%	53,879	11%	49,608	2%	
Pension Allocation	185,274	238,668	251,920	224,704	224,704	224,704	-11%	232,552	3%	127,819	-43%	
Medical Insurance Premiums	309,062	311,783	312,929	340,641	340,641	317,156	1%	344,695	9%	329,467	4%	
Group, Life & Disability Insurance	14,922	47,473	21,429	17,177	17,177	15,029	-30%	18,529	23%	17,301	15%	
Utilities	35,741	23,475	44,328	35,000	35,659	49,009	11%	35,875	-27%	47,300	-3%	
Communications	1,632	5,533	2,085	1,500	1,500	1,922	-8%	1,538	-20%	1,800	-6%	
Uniforms	-	1,275	2,031	1,500	1,500	1,043	-49%	1,538	47%	1,700	63%	
Boot Allowance	-	1,698	1,773	2,055	2,055	2,055	16%	2,055	0%	2,055	0%	
Operating Supplies	50,700	47,161	49,853	70,000	71,206	55,937	12%	71,750	28%	64,750	16%	
Professional Development	1,905	215	-	2,800	3,260	525	n/a	2,800	433%	1,000	90%	
Dues & Subscriptions	70	35	-	60	60	105	n/a	60	-43%	60	-43%	
Contractual Services	10,402	10,037	12,622	10,000	10,000	6,081	-52%	10,250	69%	7,250	19%	
Minor Equipment	-	-	1,659	6,000	6,000	1,500	-10%	6,000	300%	2,500	67%	
Maint. & Repairs: Bldgs & Fixtures	11,610	5,168	15,110	15,000	15,000	12,643	-16%	15,375	22%	12,375	-2%	
Maint. & Repairs: Mach. & Equip.	12,410	11,625	10,210	16,000	16,000	8,618	-16%	16,400	90%	16,400	90%	
Gas, Oil & Lubricants	36,933	39,219	26,255	28,500	28,500	17,633	-33%	28,164	60%	28,150	60%	
Tires, Batteries & Accessories	2,652	2,743	3,194	5,000	5,000	1,877	-41%	4,941	163%	4,950	164%	
Repair Parts	11,064	15,073	17,261	13,000	13,000	12,566	-27%	12,847	2%	12,850	2%	
Contracted Maint. & Repairs	3,285	13,633	21,536	10,000	16,339	15,452	-28%	9,882	-36%	9,900	-36%	
Mier-Machinery & Equipment	4,310	99	724	3,000	3,000	-	-100%	-	n/a	-	n/a	
<b>TOTAL PARKS MAINTENANCE</b>	<b>\$ 1,644,960</b>	<b>\$ 1,741,766</b>	<b>\$ 1,818,082</b>	<b>\$ 1,938,511</b>	<b>\$ 1,947,174</b>	<b>\$ 1,826,434</b>		<b>\$ 1,983,191</b>		<b>\$ 1,850,564</b>		
\$ Δ	\$ 2,963	\$ 96,806	\$ 76,316	\$ 120,429	\$ 129,092	\$ 8,352		\$ 156,757		\$ 24,130		
% Δ	0%	6%	4%	7%	7%	0%		9%		1%		
<b>SHADE TREES</b>												
Operating Supplies	-	-	22,830	-	-	-	-100%	-	n/a	-	n/a	
Trees: Chanticleer Tree Program	9,410	600	-	-	-	-	n/a	-	n/a	-	n/a	
Contractual Services	78,824	116,685	90,100	100,000	100,000	78,329	-13%	102,500	31%	100,000	28%	
<b>TOTAL SHADE TREES</b>	<b>\$ 88,233</b>	<b>\$ 117,285</b>	<b>\$ 112,930</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 78,329</b>		<b>\$ 102,500</b>		<b>\$ 100,000</b>		
\$ Δ	\$ 51,118	\$ 29,052	\$ (4,355)	\$ (12,930)	\$ (12,930)	\$ (34,601)		\$ 24,171		\$ 21,671		
% Δ	138%	33%	-4%	-11%	-11%	-31%		31%		28%		
<b>RECREATION PROGRAMS</b>												
Salaries: Part-Time	65,467	69,130	85,815	85,050	85,050	86,528	1%	87,389	1%	82,000	-5%	
Sick Pay Bonus	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Medical Exp. Reimbursements	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Social Security Taxes	4,774	5,108	6,405	5,274	5,274	6,449	1%	5,419	-16%	6,273	-3%	
Workers' Compensation	604	704	1,005	616	616	783	-22%	643	-18%	3,595	359%	
Unemployment	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Pension Allocation	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Medical Insurance Premiums	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Group, Life & Disability Insurance	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Recreation Supplies	32,569	42,496	43,069	34,000	34,000	27,291	-37%	34,850	28%	34,500	26%	
Credit Card Fees	-	8,906	5,094	5,000	5,000	5,632	11%	-	-100%	5,000	-11%	
Rentals	102,154	92,793	115,530	120,800	120,800	136,164	18%	123,820	-9%	85,000	-38%	
Contractual Services	202,598	142,900	118,309	140,000	140,280	78,332	-34%	143,500	83%	85,000	9%	
<b>TOTAL RECREATION PROGRAMS</b>	<b>\$ 408,166</b>	<b>\$ 362,038</b>	<b>\$ 375,227</b>	<b>\$ 390,740</b>	<b>\$ 391,020</b>	<b>\$ 341,179</b>		<b>\$ 395,621</b>		<b>\$ 301,368</b>		
\$ Δ	\$ 72,381	\$ (46,128)	\$ 13,189	\$ 15,513	\$ 15,793	\$ (34,049)		\$ 54,442		\$ (39,811)		
% Δ	22%	-11%	4%	4%	4%	-9%		16%		-12%		

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Initial Forecast		Township Manager Recommended Budget		
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ	
<b>SULPIZIO GYM</b>												
Salaries: Part-Time / Programming	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Overtime	-	-	-	-	-	5,348	n/a	-	-100%	-	-100%	
Sick Pay Bonus	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Medical Exp. Reimbursements	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Social Security Taxes	-	-	-	-	-	395	n/a	-	-100%	-	-100%	
Workers' Compensation	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Unemployment	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Pension Allocation	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Medical Insurance Premiums	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Group, Life & Disability Insurance	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Utilities	12,865	18,078	27,315	14,000	14,000	14,813	-46%	14,350	-3%	14,000	-5%	
Communications	707	664	859	2,200	2,200	1,339	56%	2,255	68%	2,200	64%	
Office Supplies	-	-	40	-	-	-	-100%	-	n/a	-	n/a	
Operating Supplies	1,891	2,712	620	4,500	4,650	-	-100%	4,613	n/a	4,500	n/a	
Credit Card Fees	-	264	970	750	750	323	-67%	769	138%	750	132%	
Contractual Services	6,858	6,091	2,748	20,000	20,000	11,833	331%	20,500	73%	10,000	-15%	
Maint. & Repair: Bldgs & Fixtures	6,170	5,471	4,135	5,550	6,005	2,898	-30%	5,689	96%	5,550	92%	
Maint. & Repair: Mach & Equip.	109	-	3,045	3,000	3,000	3,330	9%	3,075	-8%	3,000	-10%	
<b>TOTAL SULPIZIO GYM</b>	<b>\$ 28,599</b>	<b>\$ 33,279</b>	<b>\$ 39,732</b>	<b>\$ 50,000</b>	<b>\$ 50,605</b>	<b>\$ 40,280</b>		<b>\$ 51,250</b>		<b>\$ 40,000</b>		
\$ Δ	\$ (7,758)	\$ 4,680	\$ 6,453	\$ 10,268	\$ 10,873	\$ 548		\$ 10,970		\$ (280)		
% Δ	-21%	16%	19%	26%	27%	1%		27%		-1%		
<b>LIBRARY</b>												
Professional Services	-	20,745	-	-	-	-	n/a	-	n/a	-	n/a	
Contributions	836,040	856,941	880,507	904,721	904,721	904,721	3%	927,339	3%	880,507	-3%	
Maint. & Repair: Buildings & Fixtures	12,984	22,430	4,989	10,000	10,500	8,802	76%	10,250	16%	5,000	-43%	
<b>TOTAL LIBRARY</b>	<b>\$ 849,024</b>	<b>\$ 900,116</b>	<b>\$ 885,496</b>	<b>\$ 914,721</b>	<b>\$ 915,221</b>	<b>\$ 913,523</b>		<b>\$ 937,589</b>		<b>\$ 885,507</b>		
\$ Δ	\$ 30,581	\$ 51,092	\$ (14,620)	\$ 29,225	\$ 29,725	\$ 28,027		\$ 24,066		\$ (28,016)		
% Δ	4%	6%	-2%	3%	3%	3%		3%		-3%		
<b>COMMUNITY ORGANIZATION CONTRIBUTIONS</b>												
Radnor Studio 21 (PEG Pass-through)	53,817	57,405	57,405	58,983	58,983	57,405	0%	81,197	41%	57,000	-1%	
Wayne Art Center	15,224	15,605	16,034	16,475	16,475	16,475	3%	16,887	3%	16,475	0%	
Surrey Services	44,977	46,101	47,369	48,671	48,671	48,671	3%	49,888	3%	-	-100%	
Wayne Senior Services	113,340	116,174	119,369	122,652	122,652	122,652	3%	125,718	2%	172,652	41%	
Parades	8,000	8,000	8,000	8,000	8,000	8,000	0%	8,000	0%	8,000	0%	
Radnor Historical Society	-	-	15,000	15,413	15,413	15,413	3%	15,798	2%	15,000	-3%	
Other	-	-	20,000	-	-	-	-100%	-	n/a	-	n/a	
WBA-Parking Rev Share	-	-	-	-	-	13,799	n/a	-	-100%	14,000	1%	
WPC-Parking Rev Share	-	-	-	-	-	24,703	n/a	-	-100%	25,000	1%	
<b>TOTAL COMMUNITY ORGANIZATIO</b>	<b>\$ 235,358</b>	<b>\$ 243,284</b>	<b>\$ 283,177</b>	<b>\$ 270,194</b>	<b>\$ 270,194</b>	<b>\$ 307,117</b>		<b>\$ 297,488</b>		<b>\$ 308,127</b>		
\$ Δ	\$ (4,587)	\$ 7,927	\$ 39,892	\$ (12,983)	\$ (12,983)	\$ 23,941		\$ (9,629)		\$ 1,010		
% Δ	-2%	3%	16%	-5%	-5%	8%		-3%		0%		
<b>RETIREE AND LIABILITY INSURANCES</b>												
Workers' Compensation	-	-	-	-	-	-	n/a	-	n/a	-	n/a	
Liability, Auto, Prop, Etc Insurance	382,566	356,519	398,058	360,000	360,000	341,671	-14%	369,000	8%	360,000	5%	
Unemployment	47,846	38,849	9,346	50,000	50,000	5,942	-36%	51,250	763%	10,000	68%	
Group Life & Disability	68,433	71,917	66,875	70,000	70,000	20,576	-69%	75,509	267%	-	-100%	
Health Benefits: Retirees	1,612,640	1,582,875	1,651,773	1,663,948	1,663,948	1,663,948	1%	1,946,271	17%	1,730,506	4%	
Retiree Pension: Amort of UAAL	1,240,201	1,526,315	1,512,357	1,426,587	1,426,587	1,425,349	-6%	1,473,068	3%	2,551,943	79%	
<b>TOTAL RETIREE AND LIABILITY IN</b>	<b>\$ 3,351,686</b>	<b>\$ 3,576,475</b>	<b>\$ 3,638,409</b>	<b>\$ 3,570,535</b>	<b>\$ 3,570,535</b>	<b>\$ 3,457,486</b>		<b>\$ 3,915,098</b>		<b>\$ 4,652,449</b>		
\$ Δ	\$ 1,280,156	\$ 224,789	\$ 61,934	\$ (67,874)	\$ (67,874)	\$ (180,923)		\$ 457,612		\$ 1,194,963		
% Δ	62%	7%	2%	-2%	-2%	-5%		13%		35%		

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast	
	2013	2014	2015	2016	2016	2016	%Δ
<b>DEBT SERVICE</b>							
Service Charges	3,348	3,817	3,424	3,600	3,600	3,599	5%
<b>DEBT SERVICE</b>	<b>\$ 3,348</b>	<b>\$ 3,817</b>	<b>\$ 3,424</b>	<b>\$ 3,600</b>	<b>\$ 3,600</b>	<b>\$ 3,599</b>	
\$ Δ	\$ (127)	\$ 468	\$ (393)	\$ (217)	\$ (217)	\$ (218)	
% Δ	-4%	14%	-10%	-6%	-6%	-6%	
<b>TRANSFER TO OTHER FUNDS</b>							
Liquid Fuels Fund	39,320	-	-	-	-	-	n/a
Capital Improvement	275,000	-	325,000	350,000	350,000	350,000	8%
Capital Improvement (Prog. Funding)	-	-	687,125	816,777	816,777	816,777	19%
Capital Improvement (Excess FB)	580,120	1,000,000	-	-	-	-	n/a
Police Pension	96,686	-	-	-	-	-	n/a
OPEB Liability	3,208,097	200,000	459,209	659,209	659,209	659,209	44%
Storm Water Fund	-	-	-	-	-	-	n/a
Civilian Pension	96,686	-	-	-	-	-	n/a
Grant Fund	10,000	-	-	-	-	-	n/a
Park & Open Space Fund	-	190,958	-	-	-	-	n/a
Willows	-	-	65,000	-	-	15,000	-77%
Shade Tree Fund	43,443	25,000	25,000	25,000	25,000	25,000	0%
K9 Fund	-	-	-	9,100	9,100	-	n/a
Debt Service	3,048,479	2,673,000	2,924,000	2,969,635	2,969,635	2,969,635	2%
<b>TRANSFER TO OTHER FUNDS</b>	<b>\$ 7,397,831</b>	<b>\$ 4,088,958</b>	<b>\$ 4,485,334</b>	<b>\$ 4,829,721</b>	<b>\$ 4,829,721</b>	<b>\$ 4,835,621</b>	
\$ Δ	\$ 2,536,057	\$ (3,308,873)	\$ 396,376	\$ 344,387	\$ 344,387	\$ 350,287	
% Δ	52%	-45%	10%	8%	8%	8%	
<b>GRAND TOTAL GENERAL FUND</b>	<b>\$ 32,949,997</b>	<b>\$ 32,745,166</b>	<b>\$ 33,461,925</b>	<b>\$ 33,664,646</b>	<b>\$ 33,820,550</b>	<b>\$ 33,465,413</b>	
\$ Δ	\$ 4,440,622	\$ (204,831)	\$ 716,759	\$ 202,721	\$ 358,625	\$ 3,488	
% Δ	16%	-1%	2%	1%	1%	0%	

FUND BALANCE	2013	2014	2015
Beginning Fund Balance, January 1	\$ 8,096,582	\$ 8,075,543	\$ 8,947,739
Revenues	33,050,833	32,891,112	34,586,033
Expenditures	32,949,997	32,745,166	33,461,925
Accrual Adjustments	(121,874)	726,250	338,968
<b>ENDING FUND BALANCE</b>	<b>\$ 8,075,543</b>	<b>\$ 8,947,739</b>	<b>\$ 10,410,816</b>
Increase / (Decrease) In Fund Balance	\$ (21,038)	\$ 872,196	\$ 1,463,076
Increase / (Decrease) In Fund Balance (net of Transfer	\$ 7,498,666	\$ 4,234,904	\$ 5,609,442

	2016	2016	2016
Beginning Fund Balance, January 1	\$ 10,410,816	\$ 10,410,816	\$ 10,410,816
Revenues	34,055,204	34,055,204	34,138,513
Expenditures	33,664,646	33,820,550	33,465,413
Accrual Adjustments	-	-	-
<b>ENDING FUND BALANCE</b>	<b>\$ 10,801,374</b>	<b>\$ 10,645,469</b>	<b>\$ 11,083,915</b>
Increase / (Decrease) In Fund Balance	\$ 390,558	\$ 234,654	\$ 673,100
Increase / (Decrease) In Fund Balance (net of Transfer	\$ 5,220,279	\$ 5,064,375	\$ 5,508,721

Initial Forecast		Township Manager Recommended Budget	
2017	%Δ	2017	%Δ
-	-100%	-	-100%
\$ -		\$ -	
\$ (3,599)		\$ (3,599)	
-100%		-100%	
-	n/a	-	n/a
375,000	7%	-	-100%
1,962,328	140%	1,184,229	45%
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
859,209	30%	859,209	30%
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
25,000	0%	25,000	0%
9,373	0%	7,500	n/a
2,968,688	0%	2,991,146	1%
<b>\$ 6,199,598</b>		<b>\$ 5,067,083</b>	
\$ 1,363,977		\$ 231,462	
28%		5%	
<b>\$ 35,682,845</b>		<b>\$ 34,177,984</b>	
\$ 2,217,432		\$ 712,570	
7%		2%	

2017	2017
\$ 11,083,915	\$ 11,083,915
34,543,588	34,270,513
35,682,845	34,177,984
-	-
<b>\$ 9,944,658</b>	<b>\$ 11,176,444</b>
\$ (1,139,257)	\$ 92,529
\$ 5,060,341	\$ 5,159,612

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Sanitary Sewer Fund #02

**Radnor Township, PA  
Public Works – Sanitary Sewer Fund  
2017 Operating Budget Narrative**



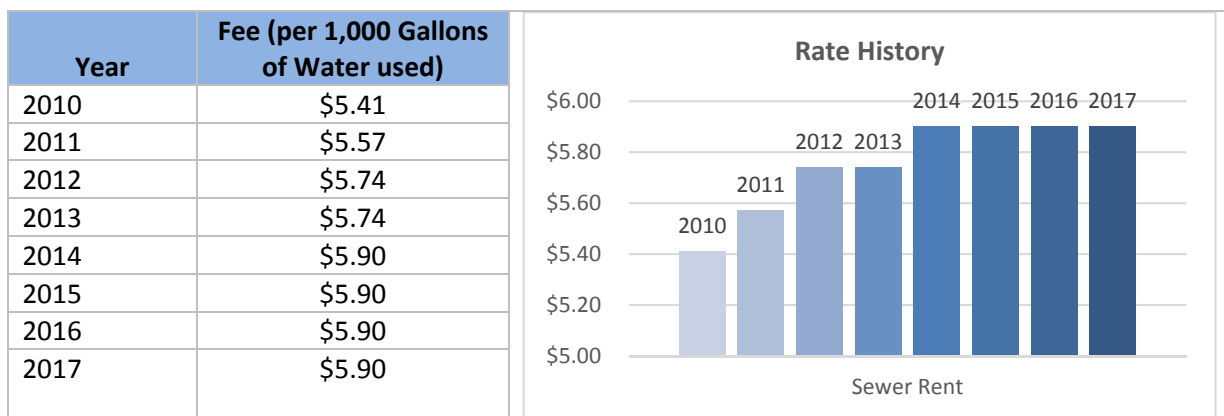
**Department Summary:**

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 02 Sewer Fund, separate of the 01 General Fund. The funding for the 02 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:



**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 allow our mains to have more capacity for flow and make available new connections for future planning modules.



**Radnor Township, PA**  
**Public Works – Sanitary Sewer Fund**  
**2017 Operating Budget Narrative**



Name	Description
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
02-421-4250 Operating Supplies	This line item funds the cost of items utilized for sewer operations. This list would include but not be limited to root treatment chemicals, safety equipment, degreaser, manhole casting and lids, manhole risers, pipe, pumping station parts and supplies and other miscellaneous items.
02-421-4210 Utilities	This line item funds the utilities (electric and water) needed to operate the sewer pumping stations. (PECO, Aqua PA)
02-421-4330 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.
02-421-4360 Contractual Services	This line item funds the cost of maintenance contracts for the backup power systems at the sanitary sewer pumping stations. (Municipal Maintenance)
02-421-4430 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)
02-421-4490 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)
02-004-421-4540 Contracted Maintenance and Repairs	This line item funds all costs associated with repairs to vehicles that cannot be completed in house. (G.L. Sayre, H.A. DeHart, Gran Turk)

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Interest and Rents</b>											
Interest & Rents	14,336	29,092	25,178	25,683	25,683	42,007	67%	43,254	3%	37,806	-10%
<b>Total Interest and Rents</b>	<b>\$ 14,336</b>	<b>\$ 29,092</b>	<b>\$ 25,178</b>	<b>\$ 25,683</b>	<b>\$ 25,683</b>	<b>\$ 42,007</b>		<b>\$ 43,254</b>		<b>\$ 37,806</b>	
\$ Δ	\$ 929	\$ 14,756	\$ (3,914)	\$ 505	\$ 505	\$ 16,829		\$ 1,247		\$ (4,201)	
% Δ	7%	103%	-13%	2%	2%	67%		3%		-10%	
<b>Departmental Earnings</b>											
Current Year Face	4,884,536	4,829,184	4,808,700	5,170,526	5,170,526	4,672,521	-3%	5,170,526	11%	4,611,100	-1%
Rent - Current Year Penalties	42,132	32,021	36,349	35,726	35,726	39,882	10%	36,099	-9%	35,457	-11%
Rent - Prior Years	86,989	100,883	56,674	75,032	75,032	77,698	37%	79,643	3%	57,206	-26%
Connection Fees	11,092	16,800	10,150	9,765	9,765	19,087	88%	10,689	-44%	13,000	-32%
Sewer Charges	7,478	6,754	5,685	5,755	5,755	(838)	-115%	5,620	n/a	7,731	n/a
<b>Total Departmental Earnings</b>	<b>\$ 5,032,226</b>	<b>\$ 4,985,642</b>	<b>\$ 4,917,558</b>	<b>\$ 5,296,804</b>	<b>\$ 5,296,804</b>	<b>\$ 4,808,350</b>		<b>\$ 5,302,577</b>		<b>\$ 4,724,494</b>	
\$ Δ	\$ (43,542)	\$ (46,585)	\$ (68,083)	\$ 379,246	\$ 379,246	\$ (109,209)		\$ 494,227		\$ (83,856)	
% Δ	-1%	-1%	-1%	8%	8%	-2%		10%		-2%	
<b>Miscellaneous</b>											
Miscellaneous	16,210	26,345	21,325	21,085	21,085	30,987	45%	22,761	-27%	13,288	-57%
Cash Over / Short	(1)	(0)	(0)	-	-	-	-100%	-	n/a	-	n/a
Tax Anticipation Note	-	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Miscellaneous</b>	<b>\$ 16,209</b>	<b>\$ 26,345</b>	<b>\$ 21,325</b>	<b>\$ 21,085</b>	<b>\$ 21,085</b>	<b>\$ 30,987</b>		<b>\$ 22,761</b>		<b>\$ 13,288</b>	
\$ Δ	\$ (3,310)	\$ 10,136	\$ (5,020)	\$ (240)	\$ (240)	\$ 9,661		\$ (8,226)		\$ (17,699)	
% Δ	-17%	63%	-19%	-1%	-1%	45%		-27%		-57%	
<b>Transfers In</b>											
From General Fund	-	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Transfers In</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
\$ Δ	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
% Δ	n/a	n/a	n/a	n/a	n/a	n/a		n/a		n/a	
<b>TOTAL SEWER FUND REVENUE</b>	<b>\$ 5,062,772</b>	<b>\$ 5,041,078</b>	<b>\$ 4,964,061</b>	<b>\$ 5,343,572</b>	<b>\$ 5,343,572</b>	<b>\$ 4,881,344</b>		<b>\$ 5,368,592</b>		<b>\$ 4,775,588</b>	
\$ Δ	\$ (45,922)	\$ (21,693)	\$ (77,017)	\$ 379,511	\$ 379,511	\$ (82,718)		\$ 487,248		\$ (105,755)	
% Δ	-1%	0%	-2%	8%	8%	-2%		10%		-2%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>EXPENDITURES:</b>											
<b>Sewer Operations</b>											
Salaries	255,829	261,566	262,089	292,982	292,982	283,787	8%	292,593	3%	300,775	6%
Overtime	16,830	19,269	19,798	20,000	20,000	17,128	-13%	20,000	17%	20,000	17%
Longevity	10,740	17,720	18,500	19,220	19,220	19,267	4%	19,220	0%	19,200	0%
Sick Pay Bonus	1,008	917	805	1,015	1,015	815	1%	1,015	25%	1,015	25%
Medical Exp. Reimbursements	370	350	350	370	370	350	0%	370	6%	370	6%
Social Security Taxes	21,804	22,965	23,307	25,453	25,453	24,420	5%	25,424	4%	25,711	5%
Workers' Compensation	9,911	14,038	17,455	15,986	15,986	14,908	-15%	15,952	7%	17,864	20%
Unemployment	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	57,979	71,949	75,270	68,355	68,355	68,355	-9%	70,189	3%	39,977	-42%
Medical Insurance Premiums	91,924	99,535	99,344	109,159	109,159	101,169	2%	109,159	8%	105,578	4%
Group, Life & Disability Insurance	3,977	5,108	5,384	5,001	5,001	4,955	-8%	5,001	1%	4,970	0%
Utilities	18,499	18,249	15,873	17,500	17,500	16,406	3%	17,500	7%	17,500	7%
Communications	2,719	2,805	3,241	3,000	3,000	3,038	-6%	3,000	-1%	3,000	-1%
Uniforms	-	475	739	500	500	380	-49%	500	31%	500	31%
Boot Allowance	-	309	479	555	555	555	16%	555	0%	555	0%
Operating Supplies	42,750	18,862	20,950	22,000	24,327	17,564	-16%	22,000	25%	22,000	25%
Rentals	111,519	107,237	115,242	105,000	105,000	212,000	84%	105,000	-50%	211,000	0%
Contractual Services	42,238	48,159	72,732	50,000	50,958	16,745	-77%	50,000	199%	50,000	199%
Maint. & Repair: Mach. & Equipment	46,903	8,068	10,716	10,000	19,690	15,687	-46%	10,000	-36%	10,000	-36%
Maint. & Repair: Sewers	5,095	37,758	25,088	26,000	26,000	21,760	-13%	26,000	19%	26,000	19%
Gas, Oil & Lubricants	13,576	17,464	11,162	10,750	10,750	6,223	-44%	10,750	73%	10,750	73%
Tires, Batteries & Accessories	142	112	1,078	1,600	1,600	2,231	107%	1,600	-28%	1,600	-28%
Repair Parts	2,300	8,770	722	3,000	3,000	1,872	159%	3,000	60%	3,000	60%
Contracted Maint. & Repairs	8,376	6,842	8,438	7,000	17,870	22,511	167%	7,000	-69%	7,000	-69%
Capital Improvements	621,724	295,236	126,748	263,000	263,000	249,329	97%	676,000	171%	56,000	-78%
<b>Total Sewer Operations</b>	<b>\$ 1,386,213</b>	<b>\$ 1,083,764</b>	<b>\$ 935,509</b>	<b>\$ 1,077,446</b>	<b>\$ 1,101,291</b>	<b>\$ 1,121,454</b>		<b>\$ 1,491,828</b>		<b>\$ 954,365</b>	
\$ Δ	489,802	(302,450)	(148,255)	141,937	165,782	185,945		370,374		(167,089)	
% Δ	55%	-22%	-14%	15%	18%	20%		33%		-15%	
<b>Sewer Administration</b>											
Salaries	50,718	53,705	53,661	55,138	55,138	54,541	2%	55,099	1%	56,633	4%
Longevity	735	1,241	1,343	1,445	1,445	1,449	8%	14,445	897%	1,547	7%
Sick Pay Bonus	60	83	60	48	48	60	0%	48	-19%	48	-20%
Medical Exp. Reimbursements	34	34	34	34	34	34	0%	34	0%	34	0%
Social Security Taxes	3,947	4,218	4,223	3,880	3,880	4,174	-1%	3,877	-7%	3,969	-5%
Workers' Compensation	4,214	522	635	400	400	514	-19%	405	-21%	422	-18%
Unemployment	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Pension Allocation	11,060	11,690	11,172	9,984	9,984	9,984	-11%	10,225	2%	7,281	-27%
Medical Insurance Premiums	15,962	17,700	17,689	19,102	19,102	19,002	7%	19,105	1%	18,476	-3%
Group, Life & Disability Insurance	-	-	-	504	504	126	n/a	504	300%	517	310%
Boot Allowance	-	66	-	-	-	-	n/a	-	n/a	-	n/a
Office Supplies	6,081	2,974	2,657	2,600	2,600	2,725	3%	2,600	-5%	2,600	-5%
Postage	3,911	4,598	4,159	4,500	4,500	3,706	-11%	4,500	21%	4,500	21%
Credit Card Fees	-	11,356	14,813	15,000	15,000	17,411	18%	15,000	-14%	15,000	-14%
Advertising & Printing	-	-	-	200	200	50	n/a	200	300%	200	300%
Professional Development	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Dues & Subscriptions	100	-	100	-	-	-	-100%	-	n/a	-	n/a
Contractual Services	22,707	27,089	28,456	28,000	28,000	6,392	-78%	28,000	338%	28,000	338%
Legal Services - General	12,878	12,550	13,605	12,000	38,395	19,203	41%	12,000	-38%	12,000	-38%
Professional Services	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Minor Office Equipment	-	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Sewer Administration</b>	<b>\$ 132,406</b>	<b>\$ 147,827</b>	<b>\$ 152,605</b>	<b>\$ 152,835</b>	<b>\$ 179,230</b>	<b>\$ 139,371</b>		<b>\$ 166,042</b>		<b>\$ 151,226</b>	
\$ Δ	(13,773)	15,421	4,779	230	26,625	(13,235)		26,671		11,856	
% Δ	-9%	12%	3%	0%	17%	-9%		19%		9%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Forecast		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>Insurance</b>											
Liability, Auto, Prop, Etc Insurance	19,415	16,962	20,015	23,000	23,000	18,328	-8%	23,000	25%	23,000	25%
<b>Total Insurance</b>	<b>\$ 19,415</b>	<b>\$ 16,962</b>	<b>\$ 20,015</b>	<b>\$ 23,000</b>	<b>\$ 23,000</b>	<b>\$ 18,328</b>		<b>\$ 23,000</b>		<b>\$ 23,000</b>	
\$ Δ	\$(16,322)	\$(2,453)	\$3,052	\$2,986	\$2,986	\$(1,686)		\$4,672		\$4,672	
% Δ	-46%	-13%	18%	15%	15%	-8%		25%		25%	
<b>RHM Sewer Authority</b>											
Rentals	3,340,685	3,658,572	3,704,185	4,306,720	4,306,720	3,822,437	3%	4,306,720	13%	3,937,110	3%
<b>Total RHM Sewer Authority</b>	<b>\$ 3,340,685</b>	<b>\$ 3,658,572</b>	<b>\$ 3,704,185</b>	<b>\$ 4,306,720</b>	<b>\$ 4,306,720</b>	<b>\$ 3,822,437</b>		<b>\$ 4,306,720</b>		<b>\$ 3,937,110</b>	
\$ Δ	\$(116,288)	\$317,887	\$45,612	\$602,535	\$602,535	\$118,252		\$484,283		\$114,673	
% Δ	-3%	10%	1%	16%	16%	3%		13%		3%	
<b>Transfers Out</b>											
General Fund - Overhead	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Debt Service Fund	376,995	368,550	368,550	369,147	369,147	369,147	0%	368,550	0%	344,356	-7%
<b>Total Transfers Out</b>	<b>\$ 376,995</b>	<b>\$ 368,550</b>	<b>\$ 368,550</b>	<b>\$ 369,147</b>	<b>\$ 369,147</b>	<b>\$ 369,147</b>		<b>\$ 368,550</b>		<b>\$ 344,356</b>	
\$ Δ	\$(13,669)	\$(8,445)	-	\$597	\$597	\$597		\$(597)		\$(24,791)	
% Δ	-3%	-2%	0%	0%	0%	0%		0%		-7%	
<b>TOTAL SEWER EXPENDITURES</b>	<b>\$ 5,255,715</b>	<b>\$ 5,275,675</b>	<b>\$ 5,180,864</b>	<b>\$ 5,929,148</b>	<b>\$ 5,979,388</b>	<b>\$ 5,470,736</b>		<b>\$ 6,356,140</b>		<b>\$ 5,410,057</b>	
\$ Δ	\$329,750	\$19,960	\$(94,811)	\$748,284	\$798,524	\$289,872		\$885,404		\$(60,679)	
% Δ	7%	0%	-2%	14%	15%	6%		16%		-1%	
<b>Fund Balance</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>	<b>2016</b>		<b>2017</b>		<b>2017</b>	
Beginning Fund Balance, January 1	\$2,458,811	\$2,264,508	\$1,751,186	\$1,505,897	\$1,505,897	\$1,505,897	-14%	\$916,505		\$916,505	
Revenues	5,062,772	5,041,078	4,964,061	5,343,572	5,343,572	4,881,344	-2%	5,368,592		4,775,588	
Expenditures	5,255,715	5,275,675	5,180,864	5,929,148	5,979,388	5,470,736	6%	6,356,140		5,410,057	
Accrual / Misc Adjustments	(1,360)	(278,725)	(28,486)	-	-	-		-		-	
<b>Ending Fund Balance</b>	<b>\$ 2,264,508</b>	<b>\$ 1,751,186</b>	<b>\$ 1,505,897</b>	<b>\$ 920,321</b>	<b>\$ 870,081</b>	<b>\$ 916,505</b>	-39%	<b>\$ (71,043)</b>		<b>\$ 282,036</b>	
Increase / (Decrease) In Fund Balance	\$ (194,303)	\$ (513,322)	\$ (245,289)	\$ (585,576)	\$ (635,816)	\$ (589,393)		\$ (987,548)		\$ (634,469)	
						\$ (220,246)		\$ (618,998)		\$ (290,113)	

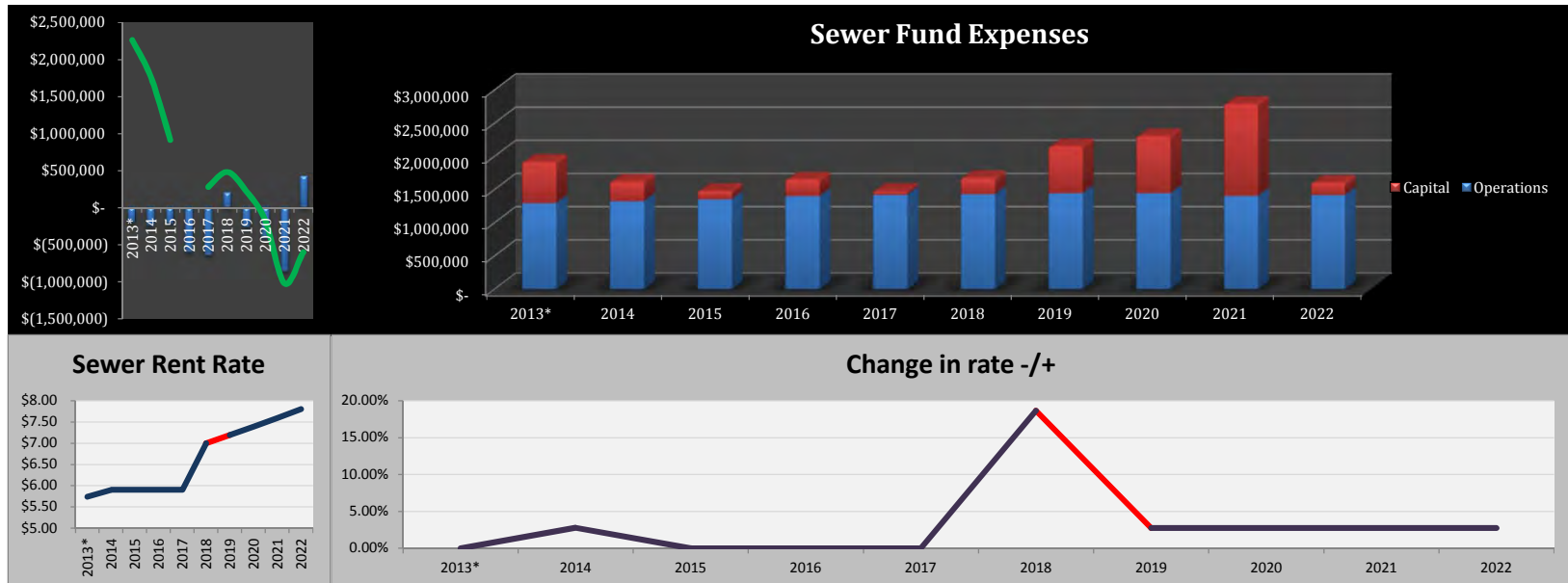
**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Sanitary Sewer Fund Forecast

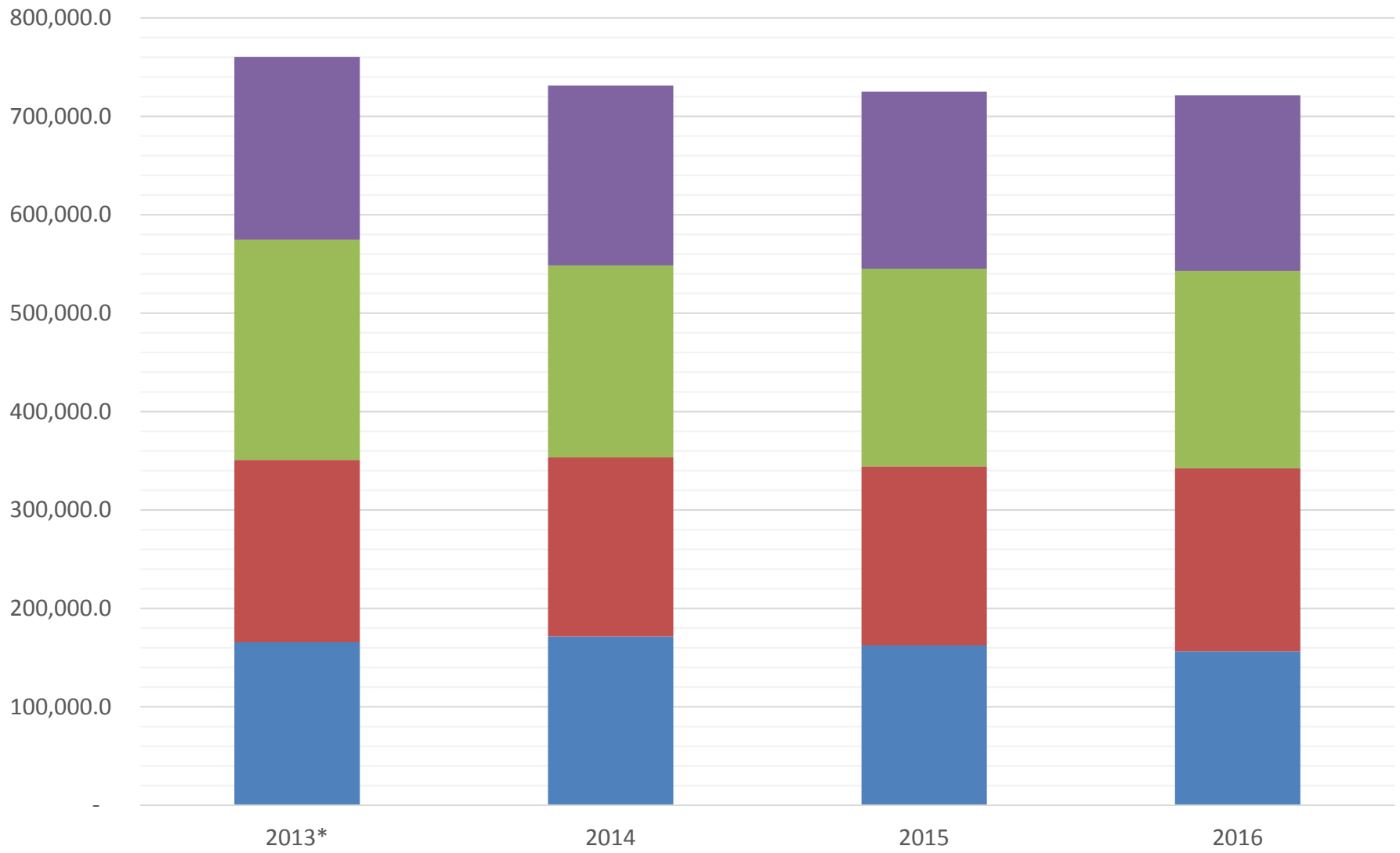
**Radnor Township, PA**  
 Sewer Rent Analysis: Water Usage (Actual) / Billing Statistics  
 For the Year Budgeted, 2017

	2013*	2014	2015	Forecasted 2016	Budgeted 2017	Forecast 2018	Forecast 2019	Forecast 2020	Forecast 2021	Forecast 2022
<b>Interest Earnings</b>	\$ 14,336	\$ 29,092	\$ 25,178	\$ 42,007	\$ 37,806	\$ 38,374	\$ 38,949	\$ 39,533	\$ 40,126	\$ 40,728
<b>Rent-Current Year Face</b>	\$ 4,884,536	\$ 4,829,184	\$ 4,808,700	\$ 4,672,521	\$ 4,611,100	\$ 5,719,049	\$ 5,832,851	\$ 5,950,330	\$ 6,099,982	\$ 6,285,533
<b>Rent-Current Year Penalty</b>	\$ 42,132	\$ 32,021	\$ 36,349	\$ 39,882	\$ 35,457	\$ 36,172	\$ 37,002	\$ 36,147	\$ 36,835	\$ 36,323
<b>Rent-Prior Year</b>	\$ 86,989	\$ 100,883	\$ 56,674	\$ 77,698	\$ 57,206	\$ 77,333	\$ 76,131	\$ 74,321	\$ 69,894	\$ 70,977
<b>Connection Fees</b>	\$ 11,092	\$ 16,800	\$ 10,150	\$ 19,087	\$ 13,000	\$ 12,116	\$ 13,707	\$ 14,143	\$ 13,701	\$ 13,334
<b>Sewer Charges</b>	\$ 7,478	\$ 6,754	\$ 5,685	\$ (838)	\$ 7,731	\$ 5,795	\$ 5,434	\$ 5,094	\$ 4,817	\$ 5,774
<b>Miscellaneous</b>	\$ 16,210	\$ 26,345	\$ 21,325	\$ 30,987	\$ 13,288	\$ 21,279	\$ 21,572	\$ 22,466	\$ 21,820	\$ 20,085
<b>Revenue Total (actual)</b>	\$ 5,062,773	\$ 5,041,079	\$ 4,964,061	\$ 4,881,344	\$ 4,775,588	\$ 5,910,119	\$ 6,025,647	\$ 6,142,035	\$ 6,287,174	\$ 6,472,754
<b>Operations</b>	\$ 1,293,306	\$ 1,321,867	\$ 1,349,931	\$ 1,398,971	\$ 1,416,947	\$ 1,427,728	\$ 1,441,334	\$ 1,443,236	\$ 1,401,626	\$ 1,413,456
<b>Capital</b>	\$ 621,724	\$ 295,236	\$ 126,748	\$ 249,329	\$ 56,000	\$ 246,000	\$ 707,200	\$ 857,200	\$ 1,385,200	\$ 185,200
<b>RHM</b>	\$ 3,340,685	\$ 3,658,572	\$ 3,704,185	\$ 3,822,437	\$ 3,937,110	\$ 4,035,537	\$ 4,136,426	\$ 4,239,837	\$ 4,345,832	\$ 4,454,478
<b>Total</b>	\$ 5,255,715	\$ 5,275,675	\$ 5,180,864	\$ 5,470,736	\$ 5,410,057	\$ 5,709,265	\$ 6,284,960	\$ 6,540,272	\$ 7,132,659	\$ 6,053,134
<b>Net Revenues Over/ (Under) Expenses</b>	\$ (192,942)	\$ (234,596)	\$ (216,803)	\$ (589,393)	\$ (634,469)	\$ 200,854	\$ (259,313)	\$ (398,238)	\$ (845,485)	\$ 419,620
<b>Sewer Rent Rate</b>	\$ 5.74	\$ 5.90	\$ 5.90	\$ 5.90	\$ 5.90	\$ 7.00	\$ 7.19	\$ 7.39	\$ 7.59	\$ 7.80
<b>Change in rate +/-</b>	0.00%	2.79%	0.00%	0.00%	0.00%	18.64%	2.75%	2.75%	2.75%	2.75%
<b>Avg. Res. Sewer Bill</b>	\$394.21	\$405.20	\$405.20	\$405.20	\$405.20	\$480.74	\$493.96	\$507.55	\$521.51	\$535.85
<b>\$ Δ</b>	n/a	\$10.99	\$0.00	\$0.00	\$0.00	\$75.55	\$13.22	\$13.58	\$13.96	\$14.34

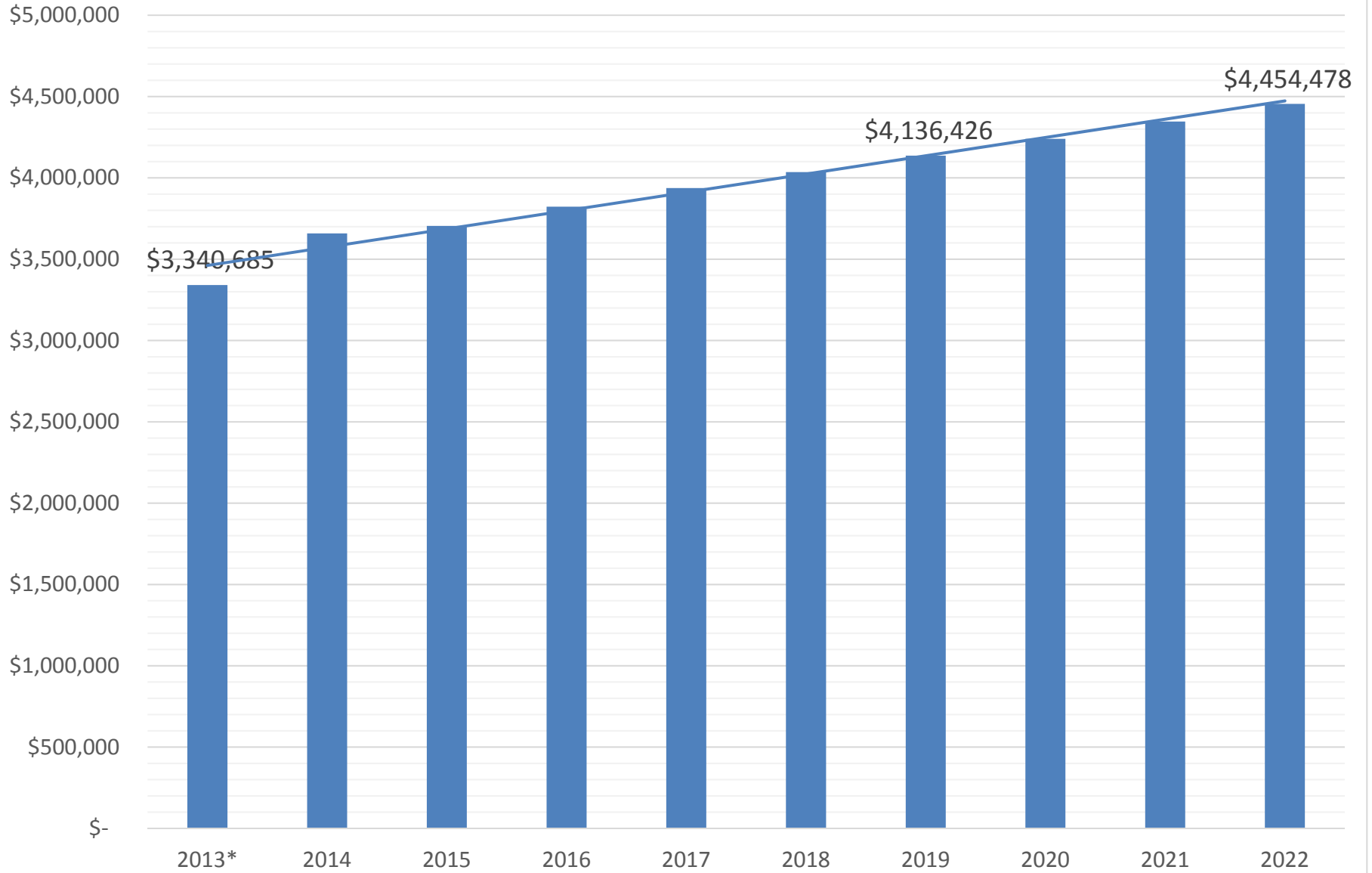


Radnor Township, PA  
Sanitary Sewer Forecast  
Water Use Data - per Year by Quarter

■ 1Q ■ 2Q ■ 3Q ■ 4Q



Radnor Township, PA  
Sanitary Sewer Fund Forecast  
RHM Payments





**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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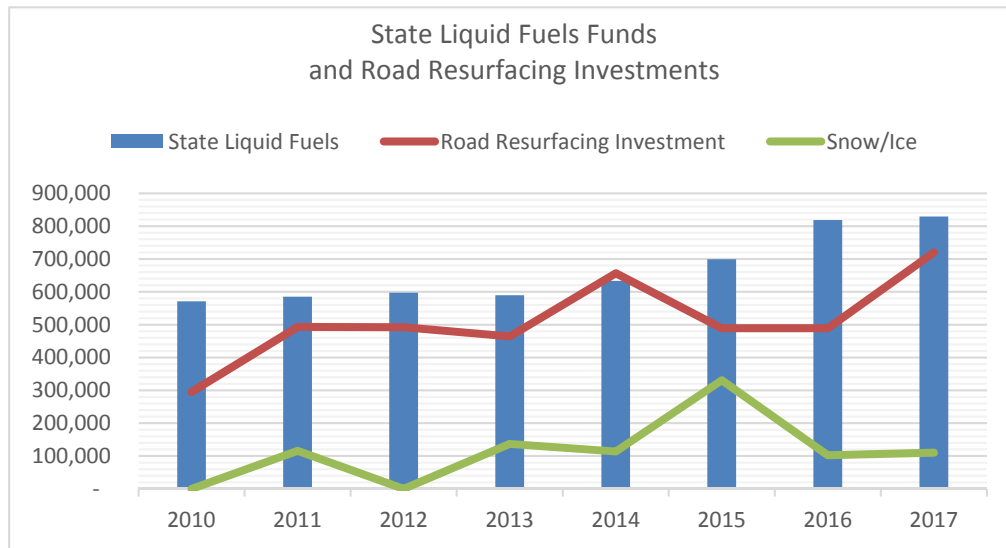
Liquid Fuels Fund #03

**Radnor Township, PA  
Liquid Fuels Fund  
2017 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		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Interest and Rents</b>											
Interest & Rents	748	895	880	1,000	1,000	1,895	115%	2,000	6%	1,000	-47%
<b>Total Interest and Rents</b>	<b>\$ 748</b>	<b>\$ 895</b>	<b>\$ 880</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,895</b>		<b>\$ 2,000</b>		<b>\$ 1,000</b>	
\$ Δ	\$ 255	\$ 147	\$ (16)	\$ 121	\$ 121	\$ 1,016		\$ 105		\$ (895)	
% Δ	52%	20%	-2%	14%	14%	115%		6%		-47%	
<b>Grants and Gifts</b>											
State Liquid Fuels Allocation	589,543	633,359	699,158	788,724	788,724	818,659	17%	840,000	3%	829,316	1%
<b>Total Grants and Gifts</b>	<b>\$ 589,543</b>	<b>\$ 633,359</b>	<b>\$ 699,158</b>	<b>\$ 788,724</b>	<b>\$ 788,724</b>	<b>\$ 818,659</b>		<b>\$ 840,000</b>		<b>\$ 829,316</b>	
\$ Δ	\$ (7,753)	\$ 43,816	\$ 65,799	\$ 89,566	\$ 89,566	\$ 119,501		\$ 21,341		\$ 10,657	
% Δ	-1%	7%	10%	13%	13%	17%		3%		1%	
<b>Miscellaneous</b>											
Refund & Miscellaneous	-	-	85,158	-	-	48,718	-43%	-	-100%	-	-100%
<b>Total Miscellaneous</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,158</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,718</b>		<b>\$ -</b>		<b>\$ -</b>	
\$ Δ	\$ -	\$ -	\$ 85,158	\$ (85,158)	\$ (85,158)	\$ (36,439)		\$ (48,718)		\$ (48,718)	
% Δ	n/a	n/a	n/a	-100%	-100%	-43%		-100%		-100%	
<b>Transfers In</b>											
Transfer In: General Fund	39,320	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Transfers In</b>	<b>\$ 39,320</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
\$ Δ	\$ 39,320	\$ (39,320)	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
% Δ	n/a	-100%	n/a	n/a	n/a	n/a		-100%		-100%	
<b>TOTAL LIQUID FUELS REVENUES</b>	<b>\$ 629,612</b>	<b>\$ 634,255</b>	<b>\$ 785,195</b>	<b>\$ 789,724</b>	<b>\$ 789,724</b>	<b>\$ 869,272</b>		<b>\$ 842,000</b>		<b>\$ 830,316</b>	
\$ Δ	\$ 31,823	\$ 4,643	\$ 150,941	\$ 155,469	\$ 155,469	\$ 235,018		\$ (27,272)		\$ (38,956)	
% Δ	5%	1%	24%	25%	25%	37%		-3%		-4%	
<b>EXPENDITURES:</b>											
<b>Snow and Ice Removal</b>											
Operating Supplies (Salt)	137,131	114,200	331,065	110,000	110,000	102,626	-69%	110,000	7%	110,000	7%
<b>Total Snow and Ice Removal</b>	<b>\$ 137,131</b>	<b>\$ 114,200</b>	<b>\$ 331,065</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>\$ 102,626</b>		<b>\$ 110,000</b>		<b>\$ 110,000</b>	
\$ Δ	\$ 137,131	\$ (22,931)	\$ 216,865	\$ (221,065)	\$ (221,065)	\$ (228,439)		\$ 7,374		\$ 7,374	
% Δ	n/a	-17%	190%	-67%	-67%	-69%		7%		7%	
<b>Highway Construction and Rebuilding</b>											
Traffic Signal Contracted Svcs.	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Resurfacing & Rebuilding	492,298	464,710	656,889	679,724	679,724	978,858	49%	732,000	-25%	948,020	-3%
<b>Total Highway Construction</b>	<b>\$ 492,298</b>	<b>\$ 464,710</b>	<b>\$ 656,889</b>	<b>\$ 679,724</b>	<b>\$ 679,724</b>	<b>\$ 978,858</b>		<b>\$ 732,000</b>		<b>\$ 948,020</b>	
\$ Δ	\$ 492,298	\$ (27,588)	\$ 192,179	\$ 22,835	\$ 22,835	\$ 321,969		\$ (246,858)		\$ (30,838)	
% Δ	n/a	-6%	41%	3%	3%	49%		-25%		-3%	
<b>TOTAL LIQUID FUELS EXPENDITURE</b>	<b>\$ 629,429</b>	<b>\$ 578,910</b>	<b>\$ 987,954</b>	<b>\$ 789,724</b>	<b>\$ 789,724</b>	<b>\$ 1,081,484</b>		<b>\$ 842,000</b>		<b>\$ 1,058,020</b>	
\$ Δ	\$ 629,429	\$ (50,520)	\$ 409,044	\$ (198,230)	\$ (198,230)	\$ 93,529		\$ (239,484)		\$ (23,464)	
% Δ	n/a	-8%	71%	-20%	-20%	9%		-22%		-2%	
<b>Fund Balance</b>											
Beginning Fund Balance, January 1	\$ 680,945	\$ 687,328	\$ 742,673	\$ 539,915	\$ 539,915	\$ 539,915	-27%	\$ 327,704		\$ 327,704	
Revenues	629,612	634,255	785,195	789,724	789,724	869,272	11%	842,000		830,316	
Expenditures	629,429	578,910	987,954	789,724	789,724	1,081,484	9%	842,000		1,058,020	
Accrual / Misc Adjustments	6,200	1	1	-	-	-		-		-	
<b>Ending Fund Balance</b>	<b>\$ 687,328</b>	<b>\$ 742,673</b>	<b>\$ 539,915</b>	<b>\$ 539,915</b>	<b>\$ 539,915</b>	<b>\$ 327,704</b>	-39%	<b>\$ 327,704</b>		<b>\$ 100,000</b>	
Increase / (Decrease) In Fund Balance	\$ 6,382	\$ 55,346	\$ (202,758)	\$ -	\$ -	\$ (212,212)		\$ -		\$ (227,704)	
	\$ 182	\$ 55,345	\$ (202,759)	\$ -	\$ -	\$ (212,212)		\$ -		\$ (227,704)	

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Storm Water Management Fund #04

**Radnor Township, PA**  
**Public Works – Stormwater Fund**  
**2017 Operating Budget Narrative**



**Department Summary:**

The Board of Commissioners created this fund in 2012 in conjunction with the approval to retain the services of a consulting engineer to provide the township with a stormwater fee study. The study was completed in the summer of 2013. Subsequently, the Board of Commissioners then held a series of public meetings and ultimately adopted a Stormwater Fee Ordinance that 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. All items regarding stormwater are put in front of this advisory committee, with their recommendations being provided to the Board of Commissioners. Currently, there are many projects and studies being performed at request of the SWMAC.

The purpose of this fund is to account for all of the expenditures relating to stormwater management throughout the Township. Activities include compliance with Federal mandates, cleaning / clearing of storm water inlets, sewers and culvers, clearing of debris from waterways, maintenance and repair of storm water infrastructure as well as capital improvements, installation, replacement of 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 and studies being performed at request of the SWMAC. (Gannett Fleming, CH2M)

**Line Item Descriptions:**

Line Item	Description
Operations: Professional Services	These estimates are to cover the engineering of any projects that are initiated in 2015 such as Mill Road Culvert, watershed studies, culvert evaluation, Wayne Train Station Stormwater project (CH2M, Gannett Fleming)
Administration: Credit Card Fees	These costs are for the customers who pay their stormwater bill via credit card (\$4,000).
Administration: Contractual Services	These costs are for the billing software (\$2,650) and billing costs (\$4,500).
Administration: Professional Services	Engineering services for stormwater related items. (CH2M, Gannett Fleming)

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

September

Account Number			Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
Fund	Function	Object		2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>														
<b>Interest &amp; Rents</b>														
04	340	3014	Interest & Rents	365	1,970	9,844	2,500	2,500	13,643	39%	10,000	-27%	2,500	-82%
<b>Total Interest &amp; Rents</b>				<b>\$ 365</b>	<b>\$ 1,970</b>	<b>\$ 9,844</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 13,643</b>		<b>\$ 10,000</b>		<b>\$ 2,500</b>	
\$ Δ				\$ 338	\$ 1,605	\$ 7,874	\$ (7,344)	\$ (7,344)	\$ 3,799		\$ (3,643)		\$ (11,143)	
% Δ				1251%	440%	400%	-75%	-75%	39%		-27%		-82%	
<b>Departmental Earnings</b>														
04	360	3301	Current Year Face	-	1,060,523	1,058,104	1,050,000	1,050,000	1,060,383	0%	1,057,204	0%	1,050,000	-1%
04	360	3302	Rent - Current Year Penalties	-	8,266	8,630	8,000	8,000	10,093	17%	7,567	-25%	8,000	-21%
04	360	3303	Rent - Prior Years	-	3,922	8,285	5,000	5,000	23,145	179%	12,343	-47%	5,000	-78%
<b>Total Departmental Earnings</b>				<b>\$ -</b>	<b>\$ 1,072,711</b>	<b>\$ 1,075,018</b>	<b>\$ 1,063,000</b>	<b>\$ 1,063,000</b>	<b>\$ 1,093,620</b>		<b>\$ 1,077,114</b>		<b>\$ 1,063,000</b>	
\$ Δ				\$ -	\$ 1,072,711	\$ 2,308	\$ (12,018)	\$ (12,018)	\$ 18,602		\$ (16,506)		\$ (30,620)	
% Δ				n/a	n/a	0%	-1%	-1%	2%		-2%		-3%	
<b>Miscellaneous</b>														
04	370	3037	Miscellaneous	98	3,660	6,783	4,000	4,000	15,961	135%	17,300	8%	4,000	-75%
04	370	3057	Cash Over / Short	-	-	0	-	-	(0)	-3100%	(1)	n/a	-	n/a
<b>Total Miscellaneous</b>				<b>\$ 98</b>	<b>\$ 3,660</b>	<b>\$ 6,783</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 15,960</b>		<b>\$ 17,299</b>		<b>\$ 4,000</b>	
\$ Δ				\$ 98	\$ 3,563	\$ 3,123	\$ (2,783)	\$ (2,783)	\$ 9,178		\$ 1,339		\$ (11,960)	
% Δ				n/a	3654%	85%	-41%	-41%	135%		8%		-75%	
<b>Transfers In</b>														
04	390	3019	From General Fund	-	-	-	-	-	-	n/a	-	n/a	-	n/a
04	390	3118	From \$8.0M BPT Settlement Fund	1,230,000	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Transfers In</b>				<b>\$ 1,230,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
\$ Δ				\$ 982,000	\$ (1,230,000)	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
% Δ				396%	-100%	n/a	n/a	n/a	n/a		n/a		n/a	
<b>TOTAL STORMWATER REVENUE</b>				<b>\$ 1,230,462</b>	<b>\$ 1,078,341</b>	<b>\$ 1,091,645</b>	<b>\$ 1,069,500</b>	<b>\$ 1,069,500</b>	<b>\$ 1,123,224</b>		<b>\$ 1,104,413</b>		<b>\$ 1,069,500</b>	
\$ Δ				\$ 982,435	\$ (152,122)	\$ 13,305	\$ (22,145)	\$ (22,145)	\$ 31,579		\$ (18,810)		\$ (53,724)	
% Δ				396%	-12%	1%	-2%	-2%	3%		-2%		-5%	

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

September

Account Number				Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
Fund	Function	Object	Account Description	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>EXPENDITURES:</b>														
<b>Stormwater Operations</b>														
04	004	421	4360	-	5,260	21,475	-	48,507	55,261	157%	-	-100%	-	-100%
04	004	421	4490	-	-	-	-	-	-	n/a	350,000	n/a	185,470	n/a
04	004	421	4790	-	573,225	194,292	-	254,465	370,035	90%	1,400,000	278%	1,200,000	224%
<b>Total Stormwater Operations</b>				<b>\$ -</b>	<b>\$ 578,485</b>	<b>\$ 215,768</b>	<b>\$ -</b>	<b>\$ 302,972</b>	<b>\$ 425,297</b>		<b>\$ 1,750,000</b>		<b>\$ 1,385,470</b>	
\$ Δ				\$ -	\$ 578,485	\$ (362,718)	\$ (215,768)	\$ 87,204	\$ 209,529		\$ 1,324,703		\$ 960,173	
% Δ				n/a	n/a	-63%	-100%	40%	97%		311%		226%	
<b>Stormwater Administration</b>														
04	004	423	4245	-	4,300	4,128	4,300	4,300	4,300	4%	4,300	0%	4,300	0%
04	004	423	4280	-	3,248	3,993	4,000	4,000	4,566	14%	5,000	9%	4,000	-12%
04	004	423	4360	12,755	15,319	7,709	7,150	7,150	2,679	-65%	-	-100%	7,150	167%
04	004	423	43609	-	-	100	-	-	150	50%	100	-33%	50,000	33233%
04	004	423	4370	225,065	39,818	58,724	73,559	126,460	94,405	61%	258,105	173%	64,550	-32%
<b>Total Stormwater Administration</b>				<b>\$ 237,820</b>	<b>\$ 62,685</b>	<b>\$ 74,654</b>	<b>\$ 89,009</b>	<b>\$ 141,910</b>	<b>\$ 106,100</b>		<b>\$ 267,505</b>		<b>\$ 130,000</b>	
\$ Δ				\$ 237,820	\$ (175,135)	\$ 11,969	\$ 14,355	\$ 67,256	\$ 31,446		\$ 161,405		\$ 23,900	
% Δ				n/a	-74%	19%	19%	90%	42%		152%		23%	
<b>TOTAL STORMWATER EXPENDITURE</b>				<b>\$ 237,820</b>	<b>\$ 641,170</b>	<b>\$ 290,421</b>	<b>\$ 89,009</b>	<b>\$ 444,881</b>	<b>\$ 531,397</b>		<b>\$ 2,017,505</b>		<b>\$ 1,515,470</b>	
\$ Δ				\$ 237,820	\$ 403,350	\$ (350,749)	\$ (201,412)	\$ 154,460	\$ 240,975		\$ 1,486,108		\$ 984,073	
% Δ				n/a	170%	-55%	-69%	53%	83%		280%		185%	
<b>Fund Balance</b>														
				<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>	<b>2016</b>		<b>2017</b>		<b>2017</b>	
Beginning Fund Balance, January 1				\$ 184,635	\$ 1,240,668	\$ 1,615,852	\$ 2,479,358	\$ 2,479,358	\$ 2,479,358	53%	\$ 3,459,849		\$ 3,459,849	
Revenues				1,230,462	1,078,341	1,091,645	1,069,500	1,069,500	1,123,224	3%	1,104,413		1,069,500	
Expenditures				237,820	641,170	290,421	89,009	444,881	531,397	83%	2,017,505		1,515,470	
Accrual / Misc Adjustments				63,391	(61,986)	62,282	-	-	-		-		-	
<b>Ending Fund Balance</b>				<b>\$ 1,240,668</b>	<b>\$ 1,615,852</b>	<b>\$ 2,479,358</b>	<b>\$ 3,459,849</b>	<b>\$ 3,459,849</b>	<b>\$ 3,071,185</b>	24%	<b>\$ 2,546,758</b>		<b>\$ 3,013,879</b>	
Increase / (Decrease) In Fund Balance				\$ 1,056,033	\$ 375,184	\$ 863,506	\$ 980,491	\$ 980,491	\$ 591,827		\$ (913,092)		\$ (445,970)	
				\$ (237,358)	\$ 437,170	\$ 801,224	\$ 980,491	\$ 624,619	\$ 591,827		\$ (913,092)		\$ (445,970)	

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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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		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Interest &amp; Rents</b>											
Interest & Rents	8,445	8,169	6,568	6,000	6,000	5,481	-17%	6,000	9%	6,000	9%
<b>Total Interest &amp; Rents</b>	<b>\$ 8,445</b>	<b>\$ 8,169</b>	<b>\$ 6,568</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ 5,481</b>		<b>\$ 6,000</b>		<b>\$ 6,000</b>	
	\$ 646	\$ (276)	\$ (1,601)	\$ (568)	\$ (568)	\$ (1,088)		\$ 519		\$ 519	
	8%	-3%	-20%	-9%	-9%	-17%		9%		9%	
<b>Grants &amp; Gifts</b>											
Grants & Gifts	-	5,000	-	488,639	488,639	-	n/a	-	n/a	-	n/a
<b>Total Grants &amp; Gifts</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 488,639</b>	<b>\$ 488,639</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ (12,385)	\$ 5,000	\$ (5,000)	\$ 488,639	\$ 488,639	\$ -		\$ -		\$ -	
	-100%	n/a	-100%	n/a	n/a	n/a		n/a		n/a	
<b>Miscellaneous</b>											
Sale of Property & Equipment	19,380	45,402	46,436	20,000	20,000	-	-100%	20,000	n/a	40,000	n/a
Contributions	148,870	829,402	176,599	160,000	160,000	160,745	-9%	160,000	0%	160,000	0%
<b>Total Miscellaneous</b>	<b>\$ 168,250</b>	<b>\$ 874,804</b>	<b>\$ 223,035</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 160,745</b>		<b>\$ 180,000</b>		<b>\$ 200,000</b>	
	\$ 32,253	\$ 706,554	\$ (651,769)	\$ (43,035)	\$ (43,035)	\$ (62,290)		\$ 19,255		\$ 39,255	
	24%	420%	-75%	-19%	-19%	-28%		12%		24%	
<b>Transfers In</b>											
From General Fund (Tax Proceeds)	-	-	687,125	816,777	816,777	816,777	19%	2,614,381	220%	1,184,229	45%
From Sewer Fund	-	-	-	-	-	-	n/a	-	n/a	-	n/a
From General Ops (Excess GF FB))	580,120	1,000,000	-	-	-	-	n/a	-	n/a	-	n/a
From General Fund (\$44.12)	275,000	-	325,000	350,000	350,000	325,000	0%	350,000	8%	-	-100%
From \$8M Settlement Fund	-	1,518,310	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Transfer In</b>	<b>\$ 855,120</b>	<b>\$ 2,518,310</b>	<b>\$ 1,012,125</b>	<b>\$ 1,166,777</b>	<b>\$ 1,166,777</b>	<b>\$ 1,141,777</b>		<b>\$ 2,964,381</b>		<b>\$ 1,184,229</b>	
	\$ (325,993)	\$ 1,663,190	\$ (1,506,185)	\$ 154,652	\$ 154,652	\$ 129,652		\$ 1,822,604		\$ 42,452	
	-28%	194%	-60%	15%	15%	13%		160%		4%	
<b>Debt Proceeds</b>											
GO Bond Proceeds	-	-	-	-	-	-	n/a	-	n/a	-	n/a
GO Bonds / Library Loan	-	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Debt Proceeds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	n/a	n/a	n/a	n/a	n/a		n/a		n/a	
<b>TOTAL CAPITAL FUND REVENUES</b>	<b>\$ 1,031,815</b>	<b>\$ 3,406,283</b>	<b>\$ 1,241,729</b>	<b>\$ 1,841,416</b>	<b>\$ 1,841,416</b>	<b>\$ 1,308,002</b>		<b>\$ 3,150,381</b>		<b>\$ 1,390,229</b>	
	\$ (305,478)	\$ 2,374,468	\$ (2,164,554)	\$ 599,687	\$ 599,687	\$ 66,274		\$ 1,842,379		\$ 82,226	
	-23%	230%	-64%	48%	48%	5%		141%		6%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>EXPENDITURES:</b>											
<b>Administration</b>											
Vehicles & Equipment	12,152	-	39,303	-	9,512	38,910	-1%	-	-100%	-	-100%
Information Technology	61,905	24,315	50,817	61,300	61,300	51,519	1%	61,300	19%	61,300	19%
Radnor TV / PEG Grant	132,797	138,507	151,844	134,700	135,948	163,288	8%	199,400	22%	199,400	22%
<b>Total Administration</b>	<b>\$ 206,855</b>	<b>\$ 162,822</b>	<b>\$ 241,964</b>	<b>\$ 196,000</b>	<b>\$ 206,760</b>	<b>\$ 253,717</b>		<b>\$ 260,700</b>		<b>\$ 260,700</b>	
	\$ 31,104	\$ (44,033)	\$ 79,142	\$ (45,964)	\$ (35,204)	\$ 11,753		\$ 6,983		\$ 6,983	
	18%	-21%	49%	-19%	-15%	5%		3%		3%	
<b>Building &amp; Grounds</b>											
Building & Grounds	437	31,931	49,891	166,000	166,000	161,448	224%	202,000	25%	35,000	-78%
Library Facility Improvements	-	-	-	-	-	(38,316)	n/a	-	n/a	-	n/a
Municipal Parking Lots	-	-	-	114,000	114,000	-	n/a	36,000	n/a	36,000	n/a
<b>Total Building &amp; Grounds</b>	<b>\$ 437</b>	<b>\$ 31,931</b>	<b>\$ 49,891</b>	<b>\$ 280,000</b>	<b>\$ 280,000</b>	<b>\$ 123,132</b>		<b>\$ 238,000</b>		<b>\$ 71,000</b>	
	\$ (90,449)	\$ 31,494	\$ 17,960	\$ 230,109	\$ 230,109	\$ 73,241		\$ 114,868		\$ (52,132)	
	-100%	7206%	56%	461%	461%	147%		93%		-42%	
<b>Police</b>											
Vehicles & Equipment	288,127	258,888	278,755	424,985	426,566	426,566	53%	426,500	0%	131,700	-69%
<b>Total Police</b>	<b>\$ 288,127</b>	<b>\$ 258,888</b>	<b>\$ 278,755</b>	<b>\$ 424,985</b>	<b>\$ 426,566</b>	<b>\$ 426,566</b>		<b>\$ 426,500</b>		<b>\$ 131,700</b>	
	\$ 147,630	\$ (29,239)	\$ 19,868	\$ 146,230	\$ 147,811	\$ 147,811		\$ (66)		\$ (294,866)	
	105%	-10%	8%	52%	53%	53%		0%		-69%	
<b>Fire</b>											
Vehicles & Equipment	250,000	200,000	283,036	283,036	283,036	283,036	0%	283,036	0%	283,036	0%
<b>Total Fire</b>	<b>\$ 250,000</b>	<b>\$ 200,000</b>	<b>\$ 283,036</b>	<b>\$ 283,036</b>	<b>\$ 283,036</b>	<b>\$ 283,036</b>		<b>\$ 283,036</b>		<b>\$ 283,036</b>	
	\$ 200,000	\$ (50,000)	\$ 83,036	\$ -	\$ -	\$ -		\$ -		\$ -	
	400%	-20%	42%	0%	0%	0%		0%		0%	
<b>Community Development</b>											
Vehicles & Equipment	55,396	-	34,440	35,000	35,000	35,000	2%	35,000	0%	-	-100%
<b>Total Community Development</b>	<b>\$ 55,396</b>	<b>\$ -</b>	<b>\$ 34,440</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>		<b>\$ 35,000</b>		<b>\$ -</b>	
	\$ 55,396	\$ (55,396)	\$ 34,440	\$ 560	\$ 560	\$ 560		\$ -		\$ (35,000)	
	n/a	-100%	n/a	2%	2%	2%		0%		-100%	
<b>Public Works: Stormwater Capital</b>											
Vehicles & Equipment	6,280	-	-	-	-	-	n/a	-	n/a	-	n/a
Flood Control	18,454	650	86,210	-	-	-	-100%	-	n/a	-	n/a
<b>Total Stormwater Cap</b>	<b>\$ 24,734</b>	<b>\$ 650</b>	<b>\$ 86,210</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ (92,516)	\$ (24,084)	\$ 85,560	\$ (86,210)	\$ (86,210)	\$ (86,210)		\$ -		\$ -	
	-79%	-97%	13163%	-100%	-100%	-100%		n/a		n/a	
<b>Public Works: Solid Waste</b>											
Vehicles & Equipment	29,900	35,982	73,253	158,187	158,187	141,978	94%	198,735	40%	225,035	58%
<b>Total Solid Waste</b>	<b>\$ 29,900</b>	<b>\$ 35,982</b>	<b>\$ 73,253</b>	<b>\$ 158,187</b>	<b>\$ 158,187</b>	<b>\$ 141,978</b>		<b>\$ 198,735</b>		<b>\$ 225,035</b>	
	\$ 29,900	\$ 6,082	\$ 37,271	\$ 84,934	\$ 84,934	\$ 68,725		\$ 56,757		\$ 83,056	
	n/a	20%	104%	116%	116%	94%		40%		58%	
<b>Public Works: Highway</b>											
Vehicles & Equipment	129,981	151,418	103,816	201,958	201,958	201,958	95%	297,758	47%	248,458	23%
<b>Total Highway</b>	<b>\$ 129,981</b>	<b>\$ 151,418</b>	<b>\$ 103,816</b>	<b>\$ 201,958</b>	<b>\$ 201,958</b>	<b>\$ 201,958</b>		<b>\$ 297,758</b>		<b>\$ 248,458</b>	
	\$ 113,212	\$ 21,436	\$ (47,602)	\$ 98,142	\$ 98,142	\$ 98,142		\$ 95,800		\$ 46,500	
	675%	16%	-31%	95%	95%	95%		47%		23%	
<b>Traffic Signals &amp; Signs</b>											
Traffic Signals & Signs	13,661	115,937	221,971	532,914	559,845	37,063	-83%	477,000	1187%	500,000	1249%
Traffic Calming Measures	19,687	31,743	10,966	-	-	-	-100%	-	n/a	-	n/a
<b>Total Traffic Signals &amp; Signs</b>	<b>\$ 33,349</b>	<b>\$ 147,680</b>	<b>\$ 232,937</b>	<b>\$ 532,914</b>	<b>\$ 559,845</b>	<b>\$ 37,063</b>		<b>\$ 477,000</b>		<b>\$ 500,000</b>	
	\$ 6,950	\$ 114,331	\$ 85,258	\$ 299,977	\$ 326,907	\$ (195,875)		\$ 439,937		\$ 462,937	
	26%	343%	58%	129%	140%	-84%		1187%		1249%	

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>Highway Construction &amp; Rebuilding</b>											
Construction & Rebuilding	70,917	222,663	134,132	255,120	255,120	15,941	-88%	190,000	1092%	545,000	3319%
<b>Total Highway Construction</b>	<b>\$ 70,917</b>	<b>\$ 222,663</b>	<b>\$ 134,132</b>	<b>\$ 255,120</b>	<b>\$ 255,120</b>	<b>\$ 15,941</b>		<b>\$ 190,000</b>		<b>\$ 545,000</b>	
	\$ (286,900)	\$ 151,746	\$ (88,532)	\$ 120,989	\$ 120,989	\$ (118,191)		\$ 174,059		\$ 529,059	
	-80%	214%	-40%	90%	90%	-88%		1092%		3319%	
<b>Parks and Facilities</b>											
Vehicles & Equipment	4,921	72,625	154,489	175,250	175,250	103,756	-33%	210,600	103%	175,300	69%
Park Improvements	7,730	179,130	580,006	229,000	438,760	219,283	-62%	66,000	-70%	66,000	-70%
Willows Improvements	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Other Recreational Improvements	-	-	4,243	-	2,408	8,138	92%	-	-100%	-	-100%
<b>Total Parks and Facilities</b>	<b>\$ 12,651</b>	<b>\$ 251,755</b>	<b>\$ 738,737</b>	<b>\$ 404,250</b>	<b>\$ 616,418</b>	<b>\$ 331,177</b>		<b>\$ 276,600</b>		<b>\$ 241,300</b>	
	\$ (91,975)	\$ 239,104	\$ 486,983	\$ (334,487)	\$ (122,320)	\$ (407,561)		\$ (54,577)		\$ (89,877)	
	-88%	1890%	193%	-45%	-17%	-55%		-16%		-27%	
<b>Debt Service</b>											
Interest	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Capitalized Interest	-	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	n/a	n/a	n/a	n/a	n/a		n/a		n/a	
<b>Transfers Out</b>											
To: General Fund	-	-	-	-	-	-	n/a	-	n/a	-	n/a
To: Special Assessment Fund	-	-	-	-	-	-	n/a	-	n/a	-	n/a
To: Library Impr Fund	-	-	500,000	-	-	-	-100%	-	n/a	-	n/a
<b>Total Transfers Out</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ -	\$ -	\$ 500,000	\$ (500,000)	\$ (500,000)	\$ (500,000)		\$ -		\$ -	
	n/a	n/a	n/a	-100%	-100%	-100%		n/a		n/a	
<b>Total Capital Fund Expenditures</b>	<b>\$ 1,102,346</b>	<b>\$ 1,463,788</b>	<b>\$ 2,757,171</b>	<b>\$ 2,771,450</b>	<b>\$ 3,022,889</b>	<b>\$ 1,849,567</b>		<b>\$ 2,683,329</b>		<b>\$ 2,506,229</b>	
	\$ 22,352	\$ 361,442	\$ 1,293,383	\$ 14,279	\$ 265,718	\$ (907,604)		\$ 833,762		\$ 656,661	
	2%	33%	88%	1%	10%	-33%		45%		36%	
<b>Fund Balance</b>											
Beginning Fund Balance, January 1	\$ 1,773,004	\$ 1,725,224	\$ 3,352,068	\$ 1,799,225	\$ 1,799,225	\$ 1,799,225	-46%	\$ 1,257,660		\$ 1,257,660	
Revenues	1,031,815	3,406,283	1,241,729	1,841,416	1,841,416	1,308,002	5%	3,150,381		1,390,229	
Expenditures	1,102,346	1,463,788	2,757,171	2,771,450	3,022,889	1,849,567	-33%	2,683,329		2,506,229	
Accrual / Misc Adjustments	22,752	(315,651)	(37,401)	-	-	-		-		-	
<b>Ending Fund Balance</b>	<b>\$ 1,725,224</b>	<b>\$ 3,352,068</b>	<b>\$ 1,799,225</b>	<b>\$ 869,191</b>	<b>\$ 617,751</b>	<b>\$ 1,257,660</b>	-30%	<b>\$ 1,724,712</b>		<b>\$ 141,660</b>	
Increase / (Decrease) In Fund Balance	\$ (47,779)	\$ 1,626,844	\$ (1,552,844)	\$ (930,034)	\$ (1,181,473)	\$ (541,565)		\$ 467,052		\$ (1,116,000)	



# FIVE YEAR CAPITAL PLAN 2017 - 2022

RADNOR TOWNSHIP | 301 Iven Ave, Wayne, PA 19087

**Radnor Township, PA**  
**Capital Improvement Plan**  
**Annual Sources and Uses Schedule**

	2017						Total All Funds
	02 Sanitary Sewer Fund	04 Storm Water Management Fund	03 Liquid Fuels Fund	05 Capital Improvement Fund	22 Park & Open Space Fund	23 Willows Fund	
<b>Beginning Cash Balance</b>	\$ -	\$ -	\$ -	\$ 1,184,535	\$ -	\$ -	\$ 1,184,535
Excess General Fund Balance Reallocation Policy <sup>3</sup>	-	-	-	-	-	-	-
Less: Carry forward Encumbrances from Prior Yr.	-	-	-	-	-	-	-
<b>Available Beginning Cash</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,184,535</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,184,535</u>
<b>Funding Sources:</b>							
General:							
PEG / Radnor TV Funding	-	-	-	160,000	-	-	160,000
Interest Income	-	-	-	6,000	-	-	6,000
Sale of Property and Equipment	-	-	-	40,000	-	-	40,000
Contributions / Grants	-	-	-	-	-	-	-
Sewer Rent Fees	20,000	-	-	-	-	-	20,000
Storm Water Fees <sup>4</sup>	-	1,200,000	-	-	-	-	1,200,000
Liquid Fuels State Allocation	-	-	948,020	-	-	-	948,020
Real Estate Transfer (Open Space Dedicated) <sup>5</sup>	-	-	-	-	-	-	-
<b>Total Sources</b>	<u>\$ 20,000</u>	<u>\$ 1,200,000</u>	<u>\$ 948,020</u>	<u>\$ 206,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,374,020</u>
<b>Cash Balances Available for Capital Spending</b>	<u>\$ 20,000</u>	<u>\$ 1,200,000</u>	<u>\$ 948,020</u>	<u>\$ 1,390,535</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,558,555</u>
<b>Capital Plan Uses:</b>							
<b>Pay-As-You-Go Capital Group:</b>							
Department Vehicles and Equipment							
Police	-	-	-	131,700	-	-	131,700
Engineering	-	-	-	-	-	-	-
Public Works: Solid Waste	-	-	-	225,035	-	-	225,035
Public Works: Highway	-	-	-	248,458	-	-	248,458
Public Works: Park Maint.	-	-	-	175,300	-	-	175,300
Public Works: Sanitary Sewer	36,000	-	-	-	-	-	36,000
Community Development	-	-	-	-	-	-	-
Information Technology	-	-	-	61,300	-	-	61,300
PEG / Radnor TV	-	-	-	199,400	-	-	199,400
Fire Service Contributions	-	-	-	283,036	-	-	283,036
Park Improvements (Non-Bondable)	-	-	-	66,000	-	-	66,000
<b>Subtotal   Pay-as-you-go Total</b>	<u>\$ 36,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,390,229</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,426,229</u>
				1,184,229			
<b>Pay-As-You-Use Capital Group (Bondable):</b>							
Infrastructure Improvements							
Sanitary Sewer Improvements	20,000	-	-	-	-	-	20,000
Storm Water Management Improvements	-	1,200,000	-	-	-	-	1,200,000
Road and Bridge Improvements	-	-	948,020	545,000	-	-	1,493,020
Traffic Control Systems	-	-	-	500,000	-	-	500,000
Township Building and Grounds	-	-	-	35,000	-	-	35,000
Municipal Parking Lots	-	-	-	36,000	-	-	36,000
Willows Improvements	-	-	-	-	-	-	-
Library Facility Improvements	-	-	-	-	-	-	-
Special Assessment Improvements	-	-	-	-	-	-	-
Park Improvements (Bondable)	-	-	-	-	-	-	-
Trail Network Plan	-	-	-	-	-	-	-
<b>Subtotal   Pay-As-You-Use Capital Group</b>	<u>\$ 20,000</u>	<u>\$ 1,200,000</u>	<u>\$ 948,020</u>	<u>\$ 1,116,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,284,020</u>
<b>Grand Total of Capital Items</b>	<u>\$ 56,000</u>	<u>\$ 1,200,000</u>	<u>\$ 948,020</u>	<u>\$ 2,506,229</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,710,249</u>
<b>Ending Cash Balance before Tax Funding</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (1,115,694)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 274,535</u>
Tax Funding Need to Fund Program	-	-	-	1,642,694	-	-	1,642,694
<b>Ending Cash Balance</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 527,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,917,229</u>

\$ (252,465)

**Radnor Township, PA**  
**Capital Improvement Plan**  
**Annual Sources and Uses Schedule**

	2018						
	02 Sanitary Sewer Fund	04 Storm Water Management Fund	03 Liquid Fuels Fund	05 Capital Improvement Fund	22 Park & Open Space Fund	23 Willows Fund	Total All Funds
<b>Beginning Cash Balance</b>	\$ -	\$ -	\$ -	\$ 527,000	\$ -	\$ -	\$ 527,000
Excess General Fund Balance Reallocation Policy <sup>3</sup>	-	-	-	-	-	-	-
Less: Carry forward Encumbrances from Prior Yr.	-	-	-	-	-	-	-
<b>Available Beginning Cash</b>	\$ -	\$ -	\$ -	\$ 527,000	\$ -	\$ -	\$ 527,000
<b>Funding Sources:</b>							
General:							
PEG / Radnor TV Funding	-	-	-	160,000	-	-	160,000
Interest Income	-	-	-	6,000	-	-	6,000
Sale of Property and Equipment	-	-	-	20,000	-	-	20,000
Contributions / Grants	-	-	-	-	-	-	-
Sewer Rent Fees	210,000	-	-	-	-	-	210,000
Storm Water Fees <sup>4</sup>	-	800,000	-	-	-	-	800,000
Liquid Fuels State Allocation	-	-	841,049	-	-	-	841,049
Real Estate Transfer (Open Space Dedicated) <sup>5</sup>	-	-	-	-	-	-	-
<b>Total Sources</b>	\$ 210,000	\$ 800,000	\$ 841,049	\$ 186,000	\$ -	\$ -	\$ 2,037,049
<b>Cash Balances Available for Capital Spending</b>	\$ 210,000	\$ 800,000	\$ 841,049	\$ 713,000	\$ -	\$ -	\$ 2,564,049
<b>Capital Plan Uses:</b>							
<b>Pay-As-You-Go Capital Group:</b>							
Department Vehicles and Equipment							
Police	-	-	-	217,500	-	-	217,500
Engineering	-	-	-	-	-	-	-
Public Works: Solid Waste	-	-	-	257,589	-	-	257,589
Public Works: Highway	-	-	-	334,958	-	-	334,958
Public Works: Park Maint.	-	-	-	261,550	-	-	261,550
Public Works: Sanitary Sewer	36,000	-	-	-	-	-	36,000
Community Development	-	-	-	35,000	-	-	35,000
Information Technology	-	-	-	58,050	-	-	58,050
PEG / Radnor TV	-	-	-	203,300	-	-	203,300
Fire Service Contributions	-	-	-	283,036	-	-	283,036
Park Improvements (Non-Bondable)	-	-	-	36,000	-	-	36,000
<b>Subtotal   Pay-as-you-go Total</b>	\$ 36,000	\$ -	\$ -	\$ 1,686,983	\$ -	\$ -	\$ 1,722,983
				1,500,983			
<b>Pay-As-You-Use Capital Group (Bondable):</b>							
Infrastructure Improvements							
Sanitary Sewer Improvements	210,000	-	-	-	-	-	210,000
Storm Water Management Improvements	-	800,000	-	-	-	-	800,000
Road and Bridge Improvements	-	-	841,049	400,000	-	-	1,241,049
Traffic Control Systems	-	-	-	112,500	-	-	112,500
Township Building and Grounds	-	-	-	141,000	-	-	141,000
Municipal Parking Lots	-	-	-	250,000	-	-	250,000
Willows Improvements	-	-	-	-	-	-	-
Library Facility Improvements	-	-	-	-	-	-	-
Special Assessment Improvements	-	-	-	-	-	-	-
Park Improvements (Bondable)	-	-	-	-	-	-	-
Trail Network Plan	-	-	-	-	-	-	-
<b>Subtotal   Pay-As-You-Use Capital Group</b>	\$ 210,000	\$ 800,000	\$ 841,049	\$ 903,500	\$ -	\$ -	\$ 2,754,549
<b>Grand Total of Capital Items</b>	\$ 246,000	\$ 800,000	\$ 841,049	\$ 2,590,483	\$ -	\$ -	\$ 4,477,532
<b>Ending Cash Balance before Tax Funding</b>	\$ -	\$ -	\$ -	\$ (1,877,482)	\$ -	\$ -	\$ (190,500)
Tax Funding Need to Fund Program	-	-	-	2,801,482	-	-	2,801,482
<b>Ending Cash Balance</b>	\$ -	\$ -	\$ -	\$ 924,000	\$ -	\$ -	\$ 2,610,982
				\$ (1,114,499)			

**Radnor Township, PA**  
**Capital Improvement Plan**  
**Annual Sources and Uses Schedule**

	2019						
	02 Sanitary Sewer Fund	04 Storm Water Management Fund	03 Liquid Fuels Fund	05 Capital Improvement Fund	22 Park & Open Space Fund	23 Willows Fund	Total All Funds
<b>Beginning Cash Balance</b>	\$ -	\$ -	\$ -	\$ 924,000	\$ -	\$ -	\$ 924,000
Excess General Fund Balance Reallocation Policy <sup>3</sup>	-	-	-	-	-	-	-
Less: Carry forward Encumbrances from Prior Yr.	-	-	-	-	-	-	-
<b>Available Beginning Cash</b>	\$ -	\$ -	\$ -	\$ 924,000	\$ -	\$ -	\$ 924,000
<b>Funding Sources:</b>							
General:							
PEG / Radnor TV Funding	-	-	-	160,000	-	-	160,000
Interest Income	-	-	-	6,000	-	-	6,000
Sale of Property and Equipment	-	-	-	20,000	-	-	20,000
Contributions / Grants	-	-	-	-	-	-	-
Sewer Rent Fees	585,000	-	-	-	-	-	585,000
Storm Water Fees <sup>4</sup>	-	677,035	-	-	-	-	677,035
Liquid Fuels State Allocation	-	-	762,300	-	-	-	762,300
Real Estate Transfer (Open Space Dedicated) <sup>5</sup>	-	-	-	-	-	-	-
<b>Total Sources</b>	\$ 585,000	\$ 677,035	\$ 762,300	\$ 186,000	\$ -	\$ -	\$ 2,210,335
<b>Cash Balances Available for Capital Spending</b>	\$ 585,000	\$ 677,035	\$ 762,300	\$ 1,110,000	\$ -	\$ -	\$ 3,134,335
<b>Capital Plan Uses:</b>							
<b>Pay-As-You-Go Capital Group:</b>							
Department Vehicles and Equipment							
Police	-	-	-	306,670	-	-	306,670
Engineering	-	-	-	-	-	-	-
Public Works: Solid Waste	-	-	-	218,300	-	-	218,300
Public Works: Highway	-	-	-	243,300	-	-	243,300
Public Works: Park Maint.	-	-	-	175,000	-	-	175,000
Public Works: Sanitary Sewer	122,200	-	-	-	-	-	122,200
Community Development	-	-	-	-	-	-	-
Information Technology	-	-	-	31,300	-	-	31,300
PEG / Radnor TV	-	-	-	132,360	-	-	132,360
Fire Service Contributions	-	-	-	283,036	-	-	283,036
Park Improvements (Non-Bondable)	-	-	-	243,000	-	-	243,000
<b>Subtotal   Pay-as-you-go Total</b>	\$ 122,200	\$ -	\$ -	\$ 1,632,966	\$ -	\$ -	\$ 1,755,166
				1,446,966			
<b>Pay-As-You-Use Capital Group (Bondable):</b>							
Infrastructure Improvements							
Sanitary Sewer Improvements	585,000	-	-	-	-	-	585,000
Storm Water Management Improvements	-	677,035	-	-	-	-	677,035
Road and Bridge Improvements	-	-	762,300	450,000	-	-	1,212,300
Traffic Control Systems	-	-	-	522,000	-	-	522,000
Township Building and Grounds	-	-	-	136,000	-	-	136,000
Municipal Parking Lots	-	-	-	250,000	-	-	250,000
Willows Improvements	-	-	-	-	-	-	-
Library Facility Improvements	-	-	-	-	-	-	-
Special Assessment Improvements	-	-	-	-	-	-	-
Park Improvements (Bondable)	-	-	-	-	-	-	-
Trail Network Plan	-	-	-	-	-	-	-
<b>Subtotal   Pay-As-You-Use Capital Group</b>	\$ 585,000	\$ 677,035	\$ 762,300	\$ 1,358,000	\$ -	\$ -	\$ 3,382,335
<b>Grand Total of Capital Items</b>	\$ 707,200	\$ 677,035	\$ 762,300	\$ 2,990,966	\$ -	\$ -	\$ 5,137,501
<b>Ending Cash Balance before Tax Funding</b>	\$ -	\$ -	\$ -	\$ (1,880,966)	\$ -	\$ -	\$ (248,000)
Tax Funding Need to Fund Program	-	-	-	2,667,966	-	-	2,667,966
<b>Ending Cash Balance</b>	\$ -	\$ -	\$ -	\$ 787,000	\$ -	\$ -	\$ 2,419,966
				(1,035,000)			

**Radnor Township, PA**  
**Capital Improvement Plan**  
**Annual Sources and Uses Schedule**

	<b>2020</b>						
	02	04	03	05	22	23	
	Sanitary Sewer Fund	Storm Water Management Fund	Liquid Fuels Fund	Capital Improvement Fund	Park & Open Space Fund	Willows Fund	Total All Funds
<b>Beginning Cash Balance</b>	\$ -	\$ -	\$ -	\$ 787,000	\$ -	\$ -	\$ 787,000
Excess General Fund Balance Reallocation Policy <sup>3</sup>	-	-	-	-	-	-	-
Less: Carry forward Encumbrances from Prior Yr.	-	-	-	-	-	-	-
<b>Available Beginning Cash</b>	\$ -	\$ -	\$ -	\$ 787,000	\$ -	\$ -	\$ 787,000
<b>Funding Sources:</b>							
General:							
PEG / Radnor TV Funding	-	-	-	160,000	-	-	\$ 160,000
Interest Income	-	-	-	6,000	-	-	\$ 6,000
Sale of Property and Equipment	-	-	-	20,000	-	-	\$ 20,000
Contributions / Grants	-	-	-	-	-	-	\$ -
Sewer Rent Fees	745,000	-	-	-	-	-	\$ 745,000
Storm Water Fees <sup>4</sup>	-	677,035	-	-	-	-	\$ 677,035
Liquid Fuels State Allocation	-	-	784,083	-	-	-	\$ 784,083
Real Estate Transfer (Open Space Dedicated) <sup>5</sup>	-	-	-	-	-	-	\$ -
<b>Total Sources</b>	<b>\$ 745,000</b>	<b>\$ 677,035</b>	<b>\$ 784,083</b>	<b>\$ 186,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,392,118</b>
<b>Cash Balances Available for Capital Spending</b>	<b>\$ 745,000</b>	<b>\$ 677,035</b>	<b>\$ 784,083</b>	<b>\$ 973,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,179,118</b>
<b>Capital Plan Uses:</b>							
<b>Pay-As-You-Go Capital Group:</b>							
Department Vehicles and Equipment							
Police	-	-	-	368,500	-	-	\$ 368,500
Engineering	-	-	-	-	-	-	\$ -
Public Works: Solid Waste	-	-	-	263,300	-	-	\$ 263,300
Public Works: Highway	-	-	-	387,300	-	-	\$ 387,300
Public Works: Park Maint.	-	-	-	221,050	-	-	\$ 221,050
Public Works: Sanitary Sewer	112,200	-	-	-	-	-	\$ 112,200
Community Development	-	-	-	-	-	-	\$ -
Information Technology	-	-	-	26,300	-	-	\$ 26,300
PEG / Radnor TV	-	-	-	136,750	-	-	\$ 136,750
Fire Service Contributions	-	-	-	283,036	-	-	\$ 283,036
Park Improvements (Non-Bondable)	-	-	-	281,000	-	-	\$ 281,000
<b>Subtotal   Pay-as-you-go Total</b>	<b>\$ 112,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,967,236</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,079,436</b>
				1,781,236			
<b>Pay-As-You-Use Capital Group (Bondable):</b>							
Infrastructure Improvements							
Sanitary Sewer Improvements	745,000	-	-	-	-	-	\$ 745,000
Storm Water Management Improvements	-	677,035	-	-	-	-	\$ 677,035
Road and Bridge Improvements	-	-	784,083	250,000	-	-	\$ 1,034,083
Traffic Control Systems	-	-	-	300,000	-	-	\$ 300,000
Township Building and Grounds	-	-	-	175,000	-	-	\$ 175,000
Municipal Parking Lots	-	-	-	20,000	-	-	\$ 20,000
Willows Improvements	-	-	-	-	-	-	\$ -
Library Facility Improvements	-	-	-	-	-	-	\$ -
Special Assessment Improvements	-	-	-	-	-	-	\$ -
Park Improvements (Bondable)	-	-	-	311,000	-	-	\$ 311,000
Trail Network Plan	-	-	-	-	-	-	\$ -
<b>Subtotal   Pay-As-You-Use Capital Group</b>	<b>\$ 745,000</b>	<b>\$ 677,035</b>	<b>\$ 784,083</b>	<b>\$ 1,056,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,262,118</b>
<b>Grand Total of Capital Itmes</b>	<b>\$ 857,200</b>	<b>\$ 677,035</b>	<b>\$ 784,083</b>	<b>\$ 3,023,236</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,341,554</b>
<b>Ending Cash Balance before Tax Funding</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (2,050,236)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (83,000)</b>
Tax Funding Need to Fund Program	-	-	-	2,281,636	-	-	\$ 2,281,636
<b>Ending Cash Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 231,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,198,636</b>

\$ (314,400)



**Radnor Township, PA**  
**Capital Improvement Plan**  
**Annual Sources and Uses Schedule**

	2021						Total All Funds
	02 Sanitary Sewer Fund	04 Storm Water Management Fund	03 Liquid Fuels Fund	05 Capital Improvement Fund	22 Park & Open Space Fund	23 Willows Fund	
<b>Beginning Cash Balance</b>	\$ -	\$ -	\$ -	\$ 231,400	\$ -	\$ -	\$ 231,400
Excess General Fund Balance Reallocation Policy <sup>3</sup>	-	-	-	-	-	-	-
Less: Carry forward Encumbrances from Prior Yr.	-	-	-	-	-	-	-
<b>Available Beginning Cash</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 231,400</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 231,400</u>
<b>Funding Sources:</b>							
General:							
PEG / Radnor TV Funding	-	-	-	160,000	-	-	\$ 160,000
Interest Income	-	-	-	6,000	-	-	\$ 6,000
Sale of Property and Equipment	-	-	-	20,000	-	-	\$ 20,000
Contributions / Grants	-	-	-	-	-	-	\$ -
Sewer Rent Fees	1,345,000	-	-	-	-	-	\$ 1,345,000
Storm Water Fees <sup>4</sup>	-	677,035	-	-	-	-	\$ 677,035
Liquid Fuels State Allocation	-	-	806,410	-	-	-	\$ 806,410
Real Estate Transfer (Open Space Dedicated) <sup>5</sup>	-	-	-	-	-	-	\$ -
<b>Total Sources</b>	<u>\$ 1,345,000</u>	<u>\$ 677,035</u>	<u>\$ 806,410</u>	<u>\$ 186,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,014,445</u>
<b>Cash Balances Available for Capital Spending</b>	<u>\$ 1,345,000</u>	<u>\$ 677,035</u>	<u>\$ 806,410</u>	<u>\$ 417,400</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,245,845</u>
<b>Capital Plan Uses:</b>							
<b>Pay-As-You-Go Capital Group:</b>							
Department Vehicles and Equipment							
Police	-	-	-	200,500	-	-	\$ 200,500
Engineering	-	-	-	-	-	-	\$ -
Public Works: Solid Waste	-	-	-	268,300	-	-	\$ 268,300
Public Works: Highway	-	-	-	267,300	-	-	\$ 267,300
Public Works: Park Maint.	-	-	-	128,800	-	-	\$ 128,800
Public Works: Sanitary Sewer	40,200	-	-	-	-	-	\$ 40,200
Community Development	-	-	-	35,000	-	-	\$ 35,000
Information Technology	-	-	-	48,300	-	-	\$ 48,300
PEG / Radnor TV	-	-	-	137,600	-	-	\$ 137,600
Fire Service Contributions	-	-	-	283,036	-	-	\$ 283,036
Park Improvements (Non-Bondable)	-	-	-	96,000	-	-	\$ 96,000
<b>Subtotal   Pay-as-you-go Total</b>	<u>\$ 40,200</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,464,836</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,505,036</u>
				1,278,836			
<b>Pay-As-You-Use Capital Group (Bondable):</b>							
Infrastructure Improvements							
Sanitary Sewer Improvements	1,345,000	-	-	-	-	-	\$ 1,345,000
Storm Water Management Improvements	-	677,035	-	-	-	-	\$ 677,035
Road and Bridge Improvements	-	-	806,410	208,000	-	-	\$ 1,014,410
Traffic Control Systems	-	-	-	220,000	-	-	\$ 220,000
Township Building and Grounds	-	-	-	-	-	-	\$ -
Municipal Parking Lots	-	-	-	-	-	-	\$ -
Willows Improvements	-	-	-	-	-	-	\$ -
Library Facility Improvements	-	-	-	-	-	-	\$ -
Special Assessment Improvements	-	-	-	-	-	-	\$ -
Park Improvements (Bondable)	-	-	-	350,000	-	-	\$ 350,000
Trail Network Plan	-	-	-	-	-	-	\$ -
<b>Subtotal   Pay-As-You-Use Capital Group</b>	<u>\$ 1,345,000</u>	<u>\$ 677,035</u>	<u>\$ 806,410</u>	<u>\$ 778,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,606,445</u>
<b>Grand Total of Capital Itmes</b>	<u>\$ 1,385,200</u>	<u>\$ 677,035</u>	<u>\$ 806,410</u>	<u>\$ 2,242,836</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,111,481</u>
<b>Ending Cash Balance before Tax Funding</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (1,825,436)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (360,600)</u>
Tax Funding Need to Fund Program	-	-	-	1,688,236	-	-	\$ 1,688,236
<b>Ending Cash Balance</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (137,200)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,327,636</u>

\$ (223,400)

**Radnor Township, PA**  
**Capital Improvement Plan**  
**Annual Sources and Uses Schedule**

	2022						
	02 Sanitary Sewer Fund	04 Storm Water Management Fund	03 Liquid Fuels Fund	05 Capital Improvement Fund	22 Park & Open Space Fund	23 Willows Fund	Total All Funds
<b>Beginning Cash Balance</b>	\$ -	\$ -	\$ -	\$ (137,200)	\$ -	\$ -	\$ (137,200)
Excess General Fund Balance Reallocation Policy <sup>3</sup>	-	-	-	-	-	-	-
Less: Carry forward Encumbrances from Prior Yr.	-	-	-	-	-	-	-
<b>Available Beginning Cash</b>	\$ -	\$ -	\$ -	\$ (137,200)	\$ -	\$ -	\$ (137,200)
<b>Funding Sources:</b>							
General:							
PEG / Radnor TV Funding	-	-	-	160,000	-	-	\$ 160,000
Interest Income	-	-	-	6,000	-	-	\$ 6,000
Sale of Property and Equipment	-	-	-	20,000	-	-	\$ 20,000
Contributions / Grants	-	-	-	-	-	-	\$ -
Sewer Rent Fees	145,000	-	-	-	-	-	\$ 145,000
Storm Water Fees <sup>4</sup>	-	677,035	-	-	-	-	\$ 677,035
Liquid Fuels State Allocation	-	-	829,295	-	-	-	\$ 829,295
Real Estate Transfer (Open Space Dedicated) <sup>5</sup>	-	-	-	-	-	-	\$ -
<b>Total Sources</b>	<b>\$ 145,000</b>	<b>\$ 677,035</b>	<b>\$ 829,295</b>	<b>\$ 186,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,837,330</b>
<b>Cash Balances Available for Capital Spending</b>	<b>\$ 145,000</b>	<b>\$ 677,035</b>	<b>\$ 829,295</b>	<b>\$ 48,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,700,130</b>
<b>Capital Plan Uses:</b>							
<b>Pay-As-You-Go Capital Group:</b>							
Department Vehicles and Equipment							
Police	-	-	-	308,500	-	-	\$ 308,500
Engineering	-	-	-	-	-	-	\$ -
Public Works: Solid Waste	-	-	-	255,000	-	-	\$ 255,000
Public Works: Highway	-	-	-	184,600	-	-	\$ 184,600
Public Works: Park Maint.	-	-	-	-	-	-	\$ -
Public Works: Sanitary Sewer	40,200	-	-	-	-	-	\$ 40,200
Community Development	-	-	-	35,000	-	-	\$ 35,000
Information Technology	-	-	-	26,300	-	-	\$ 26,300
PEG / Radnor TV	-	-	-	130,400	-	-	\$ 130,400
Fire Service Contributions	-	-	-	283,036	-	-	\$ 283,036
Park Improvements (Non-Bondable)	-	-	-	130,000	-	-	\$ 130,000
<b>Subtotal   Pay-as-you-go Total</b>	<b>\$ 40,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,352,836</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,393,036</b>
				1,166,836			
<b>Pay-As-You-Use Capital Group (Bondable):</b>							
Infrastructure Improvements							
Sanitary Sewer Improvements	145,000	-	-	-	-	-	\$ 145,000
Storm Water Management Improvements	-	677,035	-	-	-	-	\$ 677,035
Road and Bridge Improvements	-	-	829,295	158,000	-	-	\$ 987,295
Traffic Control Systems	-	-	-	220,000	-	-	\$ 220,000
Township Building and Grounds	-	-	-	225,000	-	-	\$ 225,000
Municipal Parking Lots	-	-	-	26,000	-	-	\$ 26,000
Willows Improvements	-	-	-	-	-	-	\$ -
Library Facility Improvements	-	-	-	-	-	-	\$ -
Special Assessment Improvements	-	-	-	-	-	-	\$ -
Park Improvements (Bondable)	-	-	-	700,000	-	-	\$ 700,000
Trail Network Plan	-	-	-	-	-	-	\$ -
<b>Subtotal   Pay-As-You-Use Capital Group</b>	<b>\$ 145,000</b>	<b>\$ 677,035</b>	<b>\$ 829,295</b>	<b>\$ 1,329,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,980,330</b>
<b>Grand Total of Capital Items</b>	<b>\$ 185,200</b>	<b>\$ 677,035</b>	<b>\$ 829,295</b>	<b>\$ 2,681,836</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,373,366</b>
<b>Ending Cash Balance before Tax Funding</b>	\$ -	\$ -	\$ -	\$ (2,633,036)	\$ -	\$ -	\$ (1,280,200)
Tax Funding Need to Fund Program	-	-	-	1,780,836	-	-	\$ 1,780,836
<b>Ending Cash Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (852,200)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,636</b>

\$ (428,000)

**Radnor Township, PA**  
 Departmental Capital Replacement Plan  
 As Amended with the 2017 Budget

COST (at 2015 values)												
VEH #	YEAR	CURRENT MODEL	YEARS/ MILEAGE	UL YR/MILE	DIVISION / UNIT	REPLACEMENT VEHICLE MAKE / MODEL	2017	2018	2019	2020	2021	2022
<b>POLICE DEPARTMENT</b>												
2	2016	EXD	6,696	75,000	Patrol	Ford Expedition			41,000			41,000
6	2011	SED	49,207	75,000	Patrol	Dodge Charger				40,000		
8	2015	EXP	43,548	75,000	Patrol	Ford Explorer			40,000			40,000
9	2015	EXP	42,178	75,000	Patrol	Ford Explorer		40,000			40,000	
10	2013	VAN	32,762	75,000	Patrol	Ford Wagon Van				60,000		
11	2015	EXP	34,364	75,000	Patrol	Ford Explorer		40,000			40,000	
12	2014	EXP	48,924	75,000	Patrol	Ford Explorer			40,000			40,000
16	2015	TAU	39,960	75,000	Patrol	Ford Taurus				40,000		40,000
17	2015	EXP	29,332	75,000	Patrol	Ford Explorer		40,000			40,000	
18	2014	EXD	61,487	75,000	Patrol	Ford Expedition	40,000				40,000	
P2	2016	ESC	2,454	75,000	Traffic	Ford Escape						
P1	2014	FOC	16,393	75,000	Traffic	Focus HatchBack						40,000
H1	2014	EXP	16,695	75,000	Traffic	Ford Explorer		40,000				40,000
T2	2001	VAN	94,714	75,000	Traffic	Full Size Van				75,500		
H2	2016	PU	1,024	75,000	Traffic	Full Size Truck						
TR	2007	TR	NA	NA	Traffic	Trailer			12,000			
STR	2014	TR	NA	NA	Traffic	Dig Speed/Info					10,000	
D1	2014	EXP	43,377	75,000	Detective	Ford Exp. Crime Scene						
D2	2014	TAU	18,708	75,000	Detective	Ford Taurus (AWD)					24,000	
D3	2014	TAU	12,444	75,000	Detective	Ford Taurus (AWD)						24,000
D4	2014	TAU	19,279	75,000	Detective	Ford Taurus (AWD)			32,000			
D5	2010	EXD	77,472	75,000	Detective	Ford Expedition				41,000		
1	2008	EXP	67,852	75,000	Chief	Ford Explorer			33,170			
M1	2013	MC	11,946	75,000	Traffic	Motorcycle						38,000
M2	2013	MC	19,827	75,000	Traffic	Motorcycle						
M3	2013	MC	9,862	75,000	Traffic	Motorcycle						
M4	2015	MC	1,237	75,000	Traffic	Motorcycle						
K1	2014	LR	36,717	75,000	Patrol	K9 Unit						
K2	2010	CV	Unknown	75,000	Patrol	K9 Unit						
<b>POLICE DEPARTMENT - TOTAL</b>							<b>\$ 40,000</b>	<b>\$ 160,000</b>	<b>\$ 198,170</b>	<b>\$ 256,500</b>	<b>\$ 194,000</b>	<b>\$ 303,000</b>
<b>POLICE DEPARTMENT SPECIALTY ITEMS/EQUIPMENT/VEHICLES/IT</b>												
LIGHTING / K9 PACKAGE												
INVESTIGATIONS UNIT FORENSIC FURNITURE												
COMMAND LAPTOPS							4,000		4,000		4,000	
BALLISTIC VESTS							2,500	2,500	2,500	2,500	2,500	2,500
(6) RADAR SPEED BOARDS												
PARKING KIOSKS (2013 Install x3)												
PARKING KIOSKS (2015 Install x55)												
FUTURE PARKING KIOSKS/METERS												
HAND GUNS \ HOLSTERS \ FLASHLIGHTS (MOUNTED)							12,700			50,000		
LONG RIFLES												
(15) MOBILE DATA TERMINAL UPGRADES FOR POLICE CARS												
(2) COMMAND BOXES												
(2) BICYCLES												
ALERT SERVER								3,000				3,000
ALTMATIC LICENSE PLATE RECOGNITION												
POLICE MOBILE RADIOS												
AIR SOFT TRAINING MUNITIONS										7,500		
VIRTRA FIREAMS TRAINING SIMULATOR												
(50) PORTABLE RADIOS									50,000			
FLIR FOR PD VEHICLES												
LIVESCAN FINGER PRINT MACHINE												
POLICE FLASHLIGHTS												
VIDEO SURVEILLANCE EQUIPMENT												
EMERGENCY MGMT. RADIO SYSTEM (\$75,000 Cost / \$40,000 Town Watch Funding)												
EAR PIECE RADIOS (x40 at \$300)												
IN-CAR VIDEO CAMERAS/BODY CAMERAS and IT STORAGE							test prog	52,000	52,000	52,000		
MOTORCYCLE SAFETY EQUIPMENT												
PARKING TICKET HANDHELDS/SOFTWARE							72,500					
DEPARTMENT BUILDING UPGRADES ('15: Detectives/Sergeants, '16: Evidence Room)												
<b>POLICE DEPARTMENT SPECIALTY TOTAL</b>							<b>\$ 91,700</b>	<b>\$ 57,500</b>	<b>\$ 108,500</b>	<b>\$ 112,000</b>	<b>\$ 6,500</b>	<b>\$ 5,500</b>

**Radnor Township, PA**  
 Departmental Capital Replacement Plan  
 As Amended with the 2017 Budget

COST (at 2015 values)												
VEH #	YEAR	CURRENT MODEL	YEARS/MILEAGE	UL YR/MILE	DIVISION / UNIT	REPLACEMENT VEHICLE MAKE / MODEL	2017	2018	2019	2020	2021	2022

PUBLIC WORKS - SANITATION VEHICLES												
25	2010	PU	39,270	10		3/4 Ton PU						
26	2014	PAC	4,952	12	2	Intern'l / Leach	45,000	45,000				
27	2007	PAC	66,012	12		Intern'l / Leach						
28	1997	PAC	74,844	12	3	Intern'l / Leach	33,735	34,289				
29	2008	PAC	50,878	12		Intern'l / Leach						45,000
30	2003	PAC	61,988	12		Intern'l / Leach				45,000	45,000	45,000
31	2005	PAC	62,716	12		Intern'l / Leach					45,000	45,000
32	2008	PAC	51,019	12		Intern'l / Leach				40,000	40,000	40,000
33	2001	PAC	41,419	12		Intern'l / Leach	40,000	40,000	40,000	40,000		
34	2005	PAC	63,730	12		Intern'l / Leach		40,000	40,000	40,000	40,000	40,000
35	2001	PAC	63,462	12		Intern'l / Leach	58,300	58,300	58,300	58,300	58,300	
36	2002	PAC	79,111	12		Intern'l / Leach			40,000	40,000	40,000	40,000
37	199	PAC	58,933	12	1	Intern'l / Leach	40,000	40,000	40,000			
NEW	2017	TBD	-	12		LIFT/HOIST	8,000					
38	2013	PU	12,363	12		GMC 3500						
<b>TOTAL - SANITATION VEHICLES</b>							<b>\$ 225,035</b>	<b>\$ 257,589</b>	<b>\$ 218,300</b>	<b>\$ 263,300</b>	<b>\$ 268,300</b>	<b>\$ 255,000</b>

PUBLIC WORKS - ENGINEERING VEHICLES												
45	2001	SUV	72,480	110,000		TBD, Hybrid or alt. fuel						

PUBLIC WORKS - HIGHWAY VEHICLES												
43	2013	PU	8,550	100,000		RAM 1500						
44	2015	PU/DT	NA	100,000		Pending Delivery w/P & S						
46	2015	PU	730	100,000		3/4 Ton PU						
47	2004	PU	133,586	110,000	23,586	3/4 Ton PU						
48	1994	UTIL	120,960	110,000	10,960	Utility Truck w/Lift		45,000				
49	2005	DT	39,530	12		Dump Truck				45,000	45,000	45,000
50	2005	DT	46,290	12		Dump Truck					78,000	78,000
51	2002	DT	29,967	12		Dump Truck	37,800	37,800	37,800	37,800	37,800	
52	2005	DT	19,565	12		Dump Truck						48,600
53	2012	DT	7,505	12		Dump Truck						
54	1997	DT	61,079	12	5	Dump Truck	36,000	36,000				
55	2001	SB	119,110	110,000	19,110	F250 Stake Body						
56	2008	PU	26,281	110,000		3/4 Ton PU					46,800	
57	1997	PU	79,229	110,000		3/4 Ton PU						
58	1998	DT	54,548	12	4	Dump Truck	37,800	37,800	37,800	37,800		
66	2013	SB	10,112	12		Stake Body						
97	2001	SUV	113,708	115,000		TBD						
59	1997	DT	52,754	12	6	Dump Truck	36,000	36,000	36,000			
105	2007	PU	65,101	110,000		3/4 Ton PU						
<b>TOTAL - HIGHWAY VEHICLES</b>							<b>\$ 147,600</b>	<b>\$ 192,600</b>	<b>\$ 111,600</b>	<b>\$ 120,600</b>	<b>\$ 207,600</b>	<b>\$ 171,600</b>

PUBLIC WORKS - PARKS MAINTENANCE VEHICLES												
68	1994	DT	66,239	12	6	Dump Truck	36,000	36,000	36,000			
69	2008	PU	12,205	110,000		3/4 Ton PU						
70	2000	PU	114,393	110,000	14,393	3/4 Ton PU						
71	2008	PU	46,264	110,000		3/4 Ton PU				38,750		
72	2009	PU	15,736	110,000		3/4 Ton PU						
73	1996	PU	168,038	110,000	68,038	3/4 Ton PU						
74	1997	SB	60,199	110,000		F250 Stake Body						
75	2010	PU	36,695	110,000		3/4 Ton PU						
76	2002	PU	100,436	110,000	436	3/4 Ton PU						
77	2004	PU	82,002	110,000		3/4 Ton PU			37,000			
78	1992	DT	67,196	12	8	Dump Truck	37,800	37,800	37,800	37,800	37,800	
79	2001	PU	133,003	110,000	33,003	3/4 Ton PU						
<b>TOTAL - PARKS MAINTENANCE VEHICLES</b>							<b>\$ 73,800</b>	<b>\$ 73,800</b>	<b>\$ 110,800</b>	<b>\$ 76,550</b>	<b>\$ 37,800</b>	<b>\$ -</b>

**Radnor Township, PA**  
 Departmental Capital Replacement Plan  
 As Amended with the 2017 Budget

COST (at 2015 values)												
VEH #	YEAR	CURRENT MODEL	YEARS/ MILEAGE	UL YR/MILE	DIVISION / UNIT	REPLACEMENT VEHICLE MAKE / MODEL	2017	2018	2019	2020	2021	2022

PUBLIC WORKS - SEWER VEHICLES and EQUIPMENT												
81	2001	PU	106,954	110,000		GMC 2500						
82	2000	DT	31,063	12		Dump Truck	36,000	36,000	36,000	36,000		
83	2001	JET	17,691	15		Sewer Cleaning Truck			40,200	40,200	40,200	40,200
84	2005	PU	68,856	110,000		3/4 Ton PU				36,000		
n/a	2015	N/A	N/A	N/A		R.O.W. Unit						
n/a	2015	N/A	N/A	N/A		200' Push CAM						
n/a	2016	N/A	N/A	N/A		Response Trailer						
n/a	2014	ROW	N/A	N/A		ROW/EAS CCTV unit						
85	2004	UT	82,895	110,000		1 Ton UT			46,000			
<b>TOTAL - SEWER VEHICLES and EQUIPMENT</b>							<b>\$ 36,000</b>	<b>\$ 36,000</b>	<b>\$ 122,200</b>	<b>\$ 112,200</b>	<b>\$ 40,200</b>	<b>\$ 40,200</b>

RECREATION & COMMUNITY PROGRAMMING VEHICLES												
87	2010	SUV	93,434	115,000		For Community Prog.				\$ 36,000		

COMMUNITY DEVELOPMENT VEHICLES												
88	2015	SUV	57,032	115,000	Codes	Expedition						
89	2013	SUV	72,054	100,000	Health	Escape					35,000	
90	2014	SUV	53,031	100,000	Codes	Explorer						35,000
93	2006	SUV	85,825	115,000	Shared	Escape		35,000				
101	2002	SED	90,577	115,000	Health	Hybrid SUV						
<b>TOTAL - COMMUNITY DEVELOPMENT VEHICLES</b>							<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>

PUBLIC WORKS - HIGHWAY EQUIPMENT												
BH1	2005	BH	7	20	All	Backhoe				207,000		
C1	1993	COMP	19	20		Compressor (tow )		25,500				
CB1	1988	CB	24	10	14	Clam bucket (FEL)			18,000			
CB2	1990	CB	22	10	14	Clam bucket (FEL)						
L1	2003	FEL	9	15	All	Loader						
L2	1991	FEL	21	15	6	Loader	46,700	46,700	46,700	46,700	46,700	
L3	2004	FEL	8	15	All	Loader						
LV1	1998	LV	14	10	4	Leaf Vacuum						
LV2	1999	LV	13	10	3	Leaf Vacuum						
LV3	1999	LV	13	10	3	Leaf Vacuum		13,000	13,000	13,000	13,000	13,000
S1	2013	SWP	13	10	3	Street Sweeper	46,158	46,158				
n/a	1999	PLOW	11	10		Snow Plow						
n/a	1999	PLOW	11	10		Snow Plow						
n/a	2014	N/A	N/A	2		Paint Machine		11,000				
HB	2012	HB	1	10		Hot Box						
TK	2013	TK	-	15		Tar Kettle						
RL	1994	DP	19	25		Roller			54,000			
	2017				All	Sign Board (Towable)	8,000					
<b>TOTAL - HIGHWAY EQUIPMENT</b>							<b>\$ 100,858</b>	<b>\$ 142,358</b>	<b>\$ 131,700</b>	<b>\$ 266,700</b>	<b>\$ 59,700</b>	<b>\$ 13,000</b>

PUBLIC WORKS PARKS MAINTENANCE - EQUIPMENT												
B2	1982	BL	30	20	10	Leaf Blower				12,500		
BF2	2007	BFM	3	10		TORO Ball Field Groome	29,000					
CH1	1992	CHP	20	12	8	Chipper						
GM2	2007	MOW	7	6		TORO (mower)	25,000	25,000	25,000	25,000		
GM1	2006	MOW	8	6		TORO (mower)	20,000	20,000	20,000			
K1	2009	MOW	4	8		Kubota (mower)		29,000				
K2	2007	MOW	6	8		Kubota (mower)	27,500					
K3	2005	MOW	8	8	-	Kubota (mower)						
K4	2004	MOW	9	8	1	Kubota (mower)						
IHC	1985	TRC	44	20	24	Tractor						
NH1	2000	TRC	14	15		Tractor		85,000				
LV4	2009	LV	4	12		Leaf Vac					91,000	
LV5	2007	LV	6	12		Leaf Vac						
NH2	2001	NH	12	15		Skid Steer				71,000		
AR1	1990	RY	23	25	3	Core Aerator			19,200			
AR2	2002	FP	11	16		Aerovator		28,750				
AR3	2010	Toro	3	20		Deep Tine Aerator						
PA1	2001	MC	12	15		Power Mower Arm						
<b>TOTAL-PARKS MAINT. EQUIPMENT</b>							<b>\$ 101,500</b>	<b>\$ 187,750</b>	<b>\$ 64,200</b>	<b>\$ 108,500</b>	<b>\$ 91,000</b>	<b>\$ -</b>

**Radnor Township, PA**  
 Departmental Capital Replacement Plan  
 As Amended with the 2017 Budget

							COST (at 2015 values)					
VEH #	YEAR	CURRENT MODEL	YEARS/ MILEAGE	UL YR/MILE	DIVISION / UNIT	REPLACEMENT VEHICLE MAKE / MODEL	2017	2018	2019	2020	2021	2022

<b>FIRE COMPANY - EQUIPMENT CONTRIBUTIONS</b>												
Radnor Fire Company							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
<b>TOTAL-PARKS MAINT. EQUIPMENT</b>							<b>\$ 283,036</b>	<b>\$ 283,036</b>	<b>\$ 283,036</b>	<b>\$ 283,036</b>	<b>\$ 283,036</b>	<b>\$ 283,036</b>

<b>INFORMATION TECHNOLOGY - SOFTWARE &amp; EQUIPMENT</b>												
Computer Replacement Program (18, 12, 11, 10, 12)							6,000	6,000	6,000	6,000	6,000	6,000
CPU Monitor Replacement Program (All depts)							2,000	2,000	2,000	2,000	2,000	2,000
Printer Replacement Program							2,000	2,000	2,000	2,000	2,000	2,000
Server Replacement Program (x1 per year)							3,000	3,000	3,000	3,000	3,000	3,000
USP Battery backup replacements							15,000				15,000	
Operating Software Updates (Microsoft Office, Windows, Adobe, etc)							5,000	5,000	5,000	5,000	5,000	5,000
Network Switches							300	300	300	300	300	300
Internet / Network Monitoring Software							4,000	4,000	4,000	4,000	4,000	4,000
Security Camera Replacement Program							3,000	3,000	3,000	3,000	3,000	3,000
Security DVR Replacement Program								5,000	5,000			
HVAC Controllers							1,000	1,000	1,000	1,000	1,000	1,000
Board / Commission Tablets (in place of paper review)								6,750			7,000	
ArcView GIS							20,000	20,000				
<b>TOTAL IT SOFTWARE &amp; EQUIPMENT</b>							<b>\$ 61,300</b>	<b>\$ 58,050</b>	<b>\$ 31,300</b>	<b>\$ 26,300</b>	<b>\$ 48,300</b>	<b>\$ 26,300</b>

<b>INFORMATION TECHNOLOGY - RADNOR TV/PEG GRANT</b>												
Final Cut studio software upgrade							400	400	400	400	400	400
Leightronix Nexus to UltraNexis upgrade (and related)							15,900	15,900				
Wireless lavalier microphones for video camera								900			900	
Studio replacements and upgrades									950		3,300	
Video cameras (and related)									360	3,350		
Digital camera (and related, telephoto lens, etc)							5,500	5,500	650	3,000		
Computer, Monitor & TV replacements (Cable only)							3,000	3,000	2,000	2,000	2,000	2,000
Graphics and TV related tech. replacements								3,000			3,000	
Radnorshire Room tech. replacements / upgrades							46,600	46,600				
Payments to RS21 (80% of proceeds)							128,000	128,000	128,000	128,000	128,000	128,000
<b>TOTAL IT - RADNOR TV/PEG GRANT</b>							<b>\$ 199,400</b>	<b>\$ 203,300</b>	<b>\$ 132,360</b>	<b>\$ 136,750</b>	<b>\$ 137,600</b>	<b>\$ 130,400</b>

**Radnor Township, PA**  
 Capital Projects and Infrastructure  
 As Amended with the 2017 Budget

Expenditure	COST (at 2015 values)					
	2017	2018	2019	2020	2021	2022
<b>Sanitary Sewer Group</b>						
Emergency Spot Repairs (pipe sections, manholes)	20,000	20,000	20,000	20,000	20,000	20,000
Replace Pipe runs/ Man holes from CCTV (1,000 LF/year)		125,000	125,000	125,000	125,000	125,000
Engineering Estimate (for future project list)		65,000				
K of P Pump Sation - Upgrade/Rehab				150,000	1,200,000	
Woods Pumping Station			100,000	450,000		
Ithan Mills						
Replace Hermitage Pump Station			340,000			
Courtney - remove station						
<b>Total - Sanitary Sewer</b>	<b>\$ 20,000</b>	<b>\$ 210,000</b>	<b>\$ 585,000</b>	<b>\$ 745,000</b>	<b>\$ 1,345,000</b>	<b>\$ 145,000</b>
<b>Road &amp; Bridge Construction - Liquid Fuels</b>						
Road Resurfacing Funding	948,020	841,049	762,300	784,083	806,410	829,295
<b>Total - Road &amp; Bridge Construction</b>	<b>\$ 948,020</b>	<b>\$ 841,049</b>	<b>\$ 762,300</b>	<b>\$ 784,083</b>	<b>\$ 806,410</b>	<b>\$ 829,295</b>
<b>Road &amp; Bridge Construction</b>						
Road Resurfacing Funding: Township Portion	TBD	TBD	TBD	TBD	TBD	TBD
Repairs per Inspection Reports	45,000		50,000		50,000	
Sidewalk: N.Wayne (Higgins Sponsored)/ Grant Offset						
Sidewalk: Morris Rd/Old Sugartown (Curley Sponsored)						
Wing Wall Repair Replacement, Repair						
North Wayne Crosswalk						
Street Light Fixture Replacement Program	100,000	100,000	100,000	100,000	8,000	8,000
Street Light & Pole Replacement	45,000					
Radnor Chester/ K of P Wall	55,000					
Fairview Dr. Drainage Project						
Ithan/Browning & Northwoods Aqua Paving						
Crosswalk: Moscia & S. Devon						
Crosswalk: St. Davids & Aberdeen Tr.						
Interchange: Gryphon Structure			150,000			
Interchange: Overpass Painting		150,000				
Interchange: Carin Structure	150,000					
Commissioner Continquency Projects	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total - Road &amp; Bridge Construction</b>	<b>\$ 545,000</b>	<b>\$ 400,000</b>	<b>\$ 450,000</b>	<b>\$ 250,000</b>	<b>\$ 208,000</b>	<b>\$ 158,000</b>

**Radnor Township, PA**  
 Capital Projects and Infrastructure  
 As Amended with the 2017 Budget

Expenditure	COST (at 2015 values)					
	2017	2018	2019	2020	2021	2022
<b>Facilities</b>						
<b>Library :</b>						
HVAC, ADA Restrooms, Elevator 50% grant match						
Repoint stone walls						
Repair patio concrete						
Repair Sidewalk & Install Ramp						
Replace A/C Fencing						
<b>Subtotal, Library</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Public Works Facility:</b>						
Roof Repairs						
Parking Lot Paving				175,000		
Replace two bays' garage doors (panels)						
Tire Changer & Drill Press	15,000					
Tire Balancer						
Modernize Facility Gate Operator	8,000					
LED Lighting		50,000				
Roof Repairs / Roof Replacement			136,000			
Rebuild Lifts	12,000					
<b>Subtotal, Public Works Facility</b>	\$ 35,000	\$ 50,000	\$ 136,000	\$ 175,000	\$ -	\$ -
<b>Municipal Building:</b>						
Parking Lot –seal & stripe		41,000				
Roofing - repairs						
HVAC						225,000
Workout Room Improvements						
LED Upgrades		50,000				
Carpet, ceiling tiles						
<b>Subtotal, Municipal Building</b>	\$ -	\$ 91,000	\$ -	\$ -	\$ -	\$ 225,000
<b>Senior Center:</b>						
Window Replace/ Heating Replace						
Sidewalk: Upper/Lower Parking lot connection						
<b>Subtotal, Senior Center</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Municipal Parking Lots - Resurfacing:</b>						
South Wayne Lot		200,000				
N. Wayne Lot			250,000			
Waynewood Lot						26,000
West Ave Store Front Lots	36,000					
N. Wayne Ave store fronts						
Lancaster Ave store fronts						
Louella Ave Lot						
Louella Court Lots		50,000				
S. Wayne @ W. Wayne Lot				20,000		
<b>Subtotal, Municipal Parking Lots</b>	\$ 36,000	\$ 250,000	\$ 250,000	\$ 20,000	\$ -	\$ 26,000
<b>Creutzberg Center</b>						
Lighting Improvements (per Agreement)						
Mansion Repairs/Code Upgrades						
<b>Subtotal, Creutzburg Center</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total - Facilities</b>	\$ 71,000	\$ 391,000	\$ 386,000	\$ 195,000	\$ -	\$ 251,000



**Radnor Township, PA**  
 Capital Projects and Infrastructure  
 As Amended with the 2017 Budget

Intersection	Signal Type	Description	COST (at 2015 values)						
			2017	2018	2019	2020	2021	2022	
Route 30 Traffic Adaptive System	Traffic	New System	1,100,000						
Developer Contribution Offset			(1,100,000)						
Radnor Chester & Raider Road Signal Installation	Traffic	New							
County Line & Glenbrook	Traffic	New							
N. Wayne Avenue Pedestrian Improvements (grant offset)	Crossing	New							
Lancaster Avenue East Traffic Adaptive System (grant offset)	Traffic	New							
Conestoga Road Tunnel	Lighting	New	200,000						
SR 30 and North Wayne (LH turn signal)	Traffic	New							
Conestoga & West Wayne	Traffic	Rebuild							220,000
Conestoga & Iven/Church/Aberdeen	Traffic	Rebuild			300,000				
Conestoga & Radnor Chester	Traffic	Rehab		110,000					
Conestoga & Route 320 (install LH turn signal)	Traffic	Rebuild	300,000						
Conestoga & Ithan	Traffic	Rebuild							
Conestoga & Garrett and Williams	Traffic	Rehab							
Conestoga & Roberts	Traffic	Rehab							
Conestoga & Glennbrook	Traffic	Rebuild				300,000			
Bryn Mawr & County Line (Haverford Ave)	Traffic	Rehab							
Bryn Mawr & Mill	Traffic	Rehab							
Bryn Mawr & 320	Traffic	Rehab							
Bryn Mawr & Malin	Traffic	Rebuild							
North Wayne & West/Station	Traffic	Rehab							
North Wayne & Poplar	Traffic	Rehab							
North Wayne & Eagle	Traffic	Rehab							
Eagle & Radnor Street	Traffic	Rehab							
Eagle/Pine Tree & King of Prussia	Traffic	Rehab							
King of Prussia & Matsonford	Traffic	Rehab							
King of Prussia & Radnor Chester	Traffic	Rehab							
Radnor Chester & Kravco	Traffic	Rehab							
Matsonford & S. Centennial - Carroll & Corporate Center	Traffic	Rehab							
Matsonford & N. Centennial	Traffic	Rehab							
Matsonford & County Line Road	Traffic	Rebuild							
Route 320 & Clyde	Traffic	Rebuild						220,000	
Route 320 & Godfrey	Traffic	Rebuild			220,000				
Sugartown & Morris	Traffic	Federal mandate							
Signage (reflectivity)	School	Replace							
St. Katherine's	School	Replace							
Barrack Jewish Academy	School	Replace							
Wayne Elementary	School	Replace							
Agnes Irwin	School	Replace							
St. Aloysius	School	Replace							
Sacred Heart	School	Replace							
Notre Dame	School	Replace							
Ithan Elementary	School	Replace							
Radnor Middle School	School	Replace							
VFMA Pedestrian Crossing Flasher 2012-2013	Flash	Replace							
King of Prussia & Glenmary Pedestrian Crossing Flasher	Flash	Replace							
Cowan Field Playground Flasher	Flash	Replace							
Clem Macrone Park Playground Flasher	Flash	Replace							
Conestoga & Mill Bad Curve Ahead Flasher	Flash	Replace							
Rosemont Underpass (Locust Grove Rd) Bad Curve Ahead Flasher	Flash	Replace			2,000				
Darby Paoli Road Bad Curve Ahead Flasher	Flash	Replace							
Strafford Avenue & Eagle Road 4 Way Stop with Flashing Red Signals	Flash	Replace							
King of Prussia & Woodcrest Road Bad Curve Ahead Flasher	Flash	Replace		2,500					
Bryn Mawr & Castlefin Bad Curve Ahead Flasher	Flash	Replace							
Mill Dam Power Indication Lights	Flash	Replace							
N. Aberdeen Overpass Walk Way Lighting	Flash	Replace							
<b>Total Signal Group</b>			<b>\$ 500,000</b>	<b>\$ 112,500</b>	<b>\$ 522,000</b>	<b>\$ 300,000</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>	

Projected Radnor Township Stormwater Budget 2016-2020  
 Prepared by: PRB. Mods by JJS  
 Adopted: Board of Commissioners | Ordinance 2016-03 | April 11, 2016  
 Modified by: Board of Commissioners Ordinance 2016-03

= Target % of SW funding (year-to-year).

= Differing from target % of SW funding

YEAR (actual \$ and %)	2015\$	2015%	2016\$	2016%	2017\$	2017%	2018\$	2018%	2019\$	2019%	2020\$	2020%
<b>PLANNED REVENUES</b>												
Stormwater Fee Revenue	\$1,010,500		\$1,010,500		\$1,110,500		\$1,010,500		\$1,010,500		\$1,010,500	
Previous Year Balance	\$1,615,853		\$2,267,442		\$986,450		\$581,480		\$458,515		\$458,515	

<b>PLANNED EXPENDITURES</b>												
Repair/Maintenance/MS4	\$212,228	21.0%	\$560,127	55%	\$185,470	17%	\$202,100	20%	\$202,100	20%	\$202,100	20%
Culvert assessments (5)			\$41,500									
Marlbridge Rd replace + inspect			\$244,000									
Marlborough Rd pipe purchase			\$14,627									
Mill Rd culvert - GF			\$160,000									
Televised inspection			\$100,000		\$50,000		\$50,000		\$50,000		\$50,000	
Total committed R/M/MS4 \$\$			\$560,127		\$50,000		\$50,000		\$50,000		\$50,000	
Unused R/M/MS4 \$\$			\$0		\$135,470		\$152,100		\$152,100		\$152,100	
Capital Improvements	\$60,000	5.9%	\$1,600,000	158%	\$1,200,000	108%	\$800,000	79%	\$677,035	67%	\$677,035	67%
N. Wayne Field Basin Repiar			\$180,000									
North Wayne Station			\$30,000		\$100,000							
Middle School Connection			\$150,000									
Banbury Francis Way			\$607,000		\$600,000							
Township-wide assessment			\$275,000									
Total committed Capital \$\$			\$1,242,000		\$700,000		\$0		\$0		\$0	
Unused Capital \$\$			\$358,000		\$500,000		\$800,000		\$677,035		\$677,035	
Admin/ General SW Engineering	\$84,683	8.4%	\$80,840	8%	\$80,000	8%	\$80,840	8%	\$80,840	8%	\$80,840	8%
Rebate/Credit/Grants	\$2,000	0.2%	\$50,525	5%	\$50,000	5%	\$50,525	5%	\$50,525	5%	\$50,525	5%
%/ \$ of current year fees	\$358,911	35.5%	\$2,291,492	227%	\$1,515,470	138%	\$1,133,465	112%	\$1,010,500	100%	\$1,010,500	100%
Year -End Balance	\$2,267,442		\$986,450		\$581,480		\$458,515		\$458,515		\$458,515	

**Footnote:**

The \$180,000 budgeted for repair of the existing stormwater management system is contingent upon the outcome of the watershed assessment being completed by CH2M. When the results of the modeling in regards to the proposed basin at the North Wayne Field is complete, the Board of Commissioners will determine if they wish to apply the \$180,000 towards the total cost of construction of the proposed basin, or use it as listed for repair of the existing stormwater management system.

**Radnor Township, PA**  
 Capital Projects and Infrastructure  
 As Amended with the 2017 Budget

**Bishop Richard Allen Park**

Acres 0.2

**Sources:**

To Be Determined

n/a

Subtotal of Sources

**Replacement Items:**

Resurface Basketball Court

(2007; 9 yrs.) Replace

Sign Replacement

Park Sign, full replacement (2010) Replace

Playground Replacement

Replacement (2007; 9 yrs.) Replace

Subtotal of Replacement Items

**New Items:**

To Be Determined

n/a

Subtotal of New Items

**Total Bishop Richard Allen Park**

	2017	2018	2019	2020	2021	2022
	-	-	-	-	-	-
\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	16,000	-
	-	-	-	10,000	-	-
	-	-	-	-	-	-
\$	\$ -	\$ -	\$ -	\$ 10,000	\$ 16,000	\$ -
	-	-	-	-	-	-
\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$	\$ -	\$ -	\$ -	\$ 10,000	\$ 16,000	\$ -

**Bo Connor Park**

Acres 6.8

**Sources:**

Park Improvement Bonds, Series 2016

n/a

Subtotal of Sources

**Replacement Items:**

Resurface Basketball Court

2009 was the last year it was resurfaced Replace

Sidewalk, Retaining Wall

Replace sidewalk, install retaining wall along road Replace

Fencing

Backstop, 1st and 3rd base fencing, street fence Replace

Playground Replacement

(1997; 19 yrs.) | Removed from bond financing. Replace

Benches/Bleachers

2015 replacement project Replace

Sign Replacement

Replace park entrance sign (2010) Replace

Subtotal of Replacement Items

**New Items:**

Field Regrading

Infield, outfield, seed, (lip removal) New

Subtotal of New Items

**Total Bo Connor Park**

	400,000	-	-	-	-	-
\$	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	16,000	-	-
	250,000	-	-	-	-	-
	150,000	-	-	-	-	-
	-	-	-	-	-	450,000
	-	-	-	-	-	-
	-	-	-	-	10,000	-
\$	\$ 400,000	\$ -	\$ -	\$ 16,000	\$ 10,000	\$ 450,000
	-	-	-	-	70,000	-
\$	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -
\$	\$ -	\$ -	\$ -	\$ 16,000	\$ 80,000	\$ 450,000

**Radnor Township, PA**  
 Capital Projects and Infrastructure  
 As Amended with the 2017 Budget

		2017	2018	2019	2020	2021	2022
<b>Cappelli Golf Range</b>		Acres 22.5					
<b>Sources:</b>							
Park Improvement Bonds, Series 2016	n/a	New	66,720	-	-	-	-
Subtotal of Sources		\$	66,720	\$	-	\$	-
<b>Replacement Items:</b>							
To Be Determined	n/a		-	-	-	-	-
Subtotal of Replacement Items		\$	-	\$	-	\$	-
<b>New Items:</b>							
Parking Lot Paving	n/a	New	-	-	-	-	-
Potential Athletic Field Development	n/a	New	-	-	-	-	-
Trail Connection (from Greeways Plan)	n/a	New	66,720	-	-	-	-
Subtotal of New Items		\$	66,720	\$	-	\$	-
<b>Total Cappelli Golf Range</b>		\$	-	\$	-	\$	-
<b>Clem Macrone Park</b>		Acres 9.4					
<b>Sources:</b>							
DCNR Grant	Grant Awarded		350,000	-	-	-	-
DCEd Grant	Grant awarded		224,000	-	-	-	-
Peco Contributions	Grant awarded		5,000	-	-	-	-
Township Park Impact Fee Funding	Proceeds deposited		174,408	-	-	-	-
Township Funding	Portion of the project improving stormwater		1,000,000	-	-	-	-
Park Improvement Bonds, Series 2016	TBD: Could be cash funding or bond financing		92,280	-	-	-	-
Subtotal of Sources		\$	1,845,688	\$	-	\$	-
<b>Replacement Items:</b>							
To be Determined	n/a		-	-	-	-	-
Subtotal of Replacement Items		\$	-	\$	-	\$	-
<b>New Items:</b>							
Clem Macrone Master Plan	Adopted via' Ordinance 2015-12   Amended Res#2016-102	New	1,913,439	-	-	-	-
Subtotal of New Items		\$	1,913,439	\$	-	\$	-
<b>Total Clem Macrone Park</b>		\$	67,751	\$	-	\$	-

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**Cowan Park**

Acres 3

**Sources:**

To Be Determined

n/a

Subtotal of Sources

**Replacement Items:**

Reconstruct Basketball Court

n/a Replace

Resurface Parking Lot

n/a Replace

Fencing Replacement

n/a Replace

Playground Replacement

n/a Replace

Benches/Bleachers Replacement

n/a Replace

Sign Replacement

2015 replacement project Replace

Subtotal of Replacement Items

**New Items:**

To Be Determined

n/a

Subtotal of New Items

**Total Cowan Park**

Items  
pulled out  
pending a  
stormwater

	2017	2018	2019	2020	2021	2022
	-	-	-	-	-	-
\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-
\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Harford Park (a.k.a. Dog Park)**

Acres 30.8

**Sources:**

To Be Determined

n/a

Subtotal of Sources

**Replacement Items:**

Resurface Parking Lot

n/a Replace

Sign Replacement

replace park entrance sign (2009) Replace

Subtotal of Replacement Items

**New Items:**

Trail Connection (Includes culvert)

n/a New

Subtotal of New Items

**Total Harford Park (a.k.a. Dog Park)**

	2017	2018	2019	2020	2021	2022
	-	-	-	-	-	-
\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-
	-	-	77,000	-	-	-
	-	-	16,000	-	-	-
\$	\$ -	\$ -	\$ 77,000	\$ -	\$ -	\$ -
	-	-	-	-	-	-
\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$	\$ -	\$ -	\$ 77,000	\$ -	\$ -	\$ -

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	2017	2018	2019	2020	2021	2022
	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-
	20,000	-	23,000	-	-	-
	-	-	-	-	-	-
	-	-	16,000	-	-	-
	\$ 20,000	\$ -	\$ 39,000	\$ -	\$ -	\$ -
	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 20,000	\$ -	\$ 39,000	\$ -	\$ -	\$ -

**Dittmar Park**

Acres 15.8

**Sources:**

To Be Determined	n/a
Subtotal of Sources	

**Replacement Items:**

Parking Lot Stone Enhancement	n/a	Replace
Replace Fencing, repair path	n/a	Replace
Benches/Bleachers Replacement	2015 replacement project	Replace
Sign Replacement	2015 replacement project	Replace
Subtotal of Replacement Items		

**New Items:**

To Be Determined	n/a
Subtotal of New Items	

**Total Dittmar Park**

**Emlen Tunnell Park**

Acres 5\*

**Sources:**

Park Improvement Bonds, Series 2016	n/a
Subtotal of Sources	

**Replacement Items:**

Playground Replacement	n/a	Replace
Resurface Parking Lot	n/a	Replace
Benches/Bleachers Replacement	n/a	Replace
Sign Replacement	n/a	Replace
Subtotal of Replacement Items		

**New Items:**

Rest Room	New Comfort Station Construction	New
Subtotal of New Items		

**Total Emlen Tunnell Park**

	185,000	-	-	-	-	-
	\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ -
	-	Ownership	-	-	-	-
	-	-	-	Ownership	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	185,000	-	-	-	-	-
	\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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**Encke Park**

Acres 10.7

**Sources:**

Cell Tower (at Twp Bldg) Proceeds	Proceeds received in 2014 / Invested in 2015	-
Park Improvement Bonds, Series 2016	n/a	-
<b>Subtotal of Sources</b>		<b>185,000</b>

**Replacement Items:**

Playground Replacement	(2014)	Replace	-
Bridge	To be determined	Replace	-
Sign Replacement	2015 replacement project	Replace	-
Benches/Bleachers Replacement	2015 replacement project	Replace	-
Backstops & Fencing Replacement	Replace all fencing around baseball fields	Replace	185,000
<b>Subtotal of Replacement Items</b>			<b>185,000</b>

**New Items:**

Restroom/Concession Stand/Pavilion (New)	New Restroom / Concession building installation	New	-
Encke Drive Resurfacing	Pave access road, stormwater mgmt	New	-
<b>Subtotal of New Items</b>			<b>-</b>

**Total Encke Park**

	2017	2018	2019	2020	2021	2022
Cell Tower (at Twp Bldg) Proceeds	-	-	-	-	-	-
Park Improvement Bonds, Series 2016	185,000	-	-	-	-	-
<b>Subtotal of Sources</b>	<b>\$ 185,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Playground Replacement	-	-	-	-	-	-
Bridge	-	-	Stormwater?	-	-	-
Sign Replacement	-	-	-	-	-	-
Benches/Bleachers Replacement	-	-	-	-	-	-
Backstops & Fencing Replacement	185,000	-	-	-	-	-
<b>Subtotal of Replacement Items</b>	<b>\$ 185,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Restroom/Concession Stand/Pavilion (New)	-	-	-	-	-	-
Encke Drive Resurfacing	-	-	-	-	-	-
<b>Subtotal of New Items</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Encke Park</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Fenimore Woods**

Acres 11.5

**Sources:**

Park Improvement Bonds, Series 2016	n/a	-
<b>Subtotal of Sources</b>		<b>2,027,000</b>

**Replacement Items:**

Playground Replacement	equipment, rubberized surfacing, installation (2003; 13 yrs.)	Replace	495,000
Sign Replacement	replace park entrance sign	Replace	16,000
Pavilion Replacement	n/a	Replace	100,000
Stable Building Removal	deteriorating conditions/discontinued use due to safety impact	Replace	100,000
Grading / Hillside Restoration	restore uneven slopes/ground fill/impacts from tree roots	Replace	100,000
Fencing Replacement	park perimeter fencing	Replace	50,000
Pond Dredging / reed bedding	significant pond repair and restoration	Replace	400,000
Bridge at Pond	n/a	Replace	66,000
<b>Subtotal of Replacement Items</b>			<b>1,327,000</b>

**New Items:**

Pave Parking Lot (new)	n/a	New	400,000
Rest Room (new)	Replacement of restroom once utilized inside stable building	New	300,000
<b>Subtotal of New Items</b>			<b>700,000</b>

**Total Fenimore Woods**

Park Improvement Bonds, Series 2016	-	2,027,000	-	-	-	-
<b>Subtotal of Sources</b>	<b>\$ -</b>	<b>\$ 2,027,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Playground Replacement	-	495,000	-	-	-	-
Sign Replacement	-	16,000	-	-	-	-
Pavilion Replacement	-	100,000	-	-	-	-
Stable Building Removal	-	100,000	-	-	-	-
Grading / Hillside Restoration	-	100,000	-	-	-	-
Fencing Replacement	-	50,000	-	-	-	-
Pond Dredging / reed bedding	-	400,000	-	-	-	-
Bridge at Pond	-	66,000	-	-	-	-
<b>Subtotal of Replacement Items</b>	<b>\$ -</b>	<b>\$ 1,327,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Pave Parking Lot (new)	-	400,000	-	-	-	-
Rest Room (new)	-	300,000	-	-	-	-
<b>Subtotal of New Items</b>	<b>\$ -</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Fenimore Woods</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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		2017	2018	2019	2020	2021	2022
<b>Friends of Radnor Trail Park</b>		Acres 3.1					
<b>Sources:</b>							
To Be Determined	n/a	-	-	-	-	-	-
Subtotal of Sources		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Replacement Items:</b>							
Repave path, replace fence	n/a	-	36,000	-	-	-	-
Regrade / Re-stone Parking Lot	Regrade, restone and enlarge	-	-	-	-	-	-
Sign Replacement	replace park entrance sign (2010)	-	-	-	-	-	10,000
Subtotal of Replacement Items		\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ 10,000
<b>New Items:</b>							
To Be Determined	n/a	-	-	-	-	-	-
Subtotal of New Items		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Friends of Radnor Trail Park</b>		<b>\$ -</b>	<b>\$ 36,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>
<b>Ithan Valley Park</b>		Acres 20.5					
<b>Sources:</b>							
Park Improvement Bonds, Series 2016	n/a	378,000	-	-	-	-	-
Subtotal of Sources		\$ 378,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Replacement Items:</b>							
Sign/Gate Replacement	replace park entrance sign (2002); replacemnt to gated entry	28,000	-	-	-	-	-
Fencing Replacement	park perimeter/interior fencing replacement	-	-	26,000	-	-	-
Subtotal of Replacement Items		\$ 28,000	\$ -	\$ 26,000	\$ -	\$ -	\$ -
<b>New Items:</b>							
Parking Lot	regrade, protect zelkova tree	50,000	-	-	-	-	-
Stream bank restoration / arborculture	n/a	100,000	-	-	-	-	-
Trail Upgrades, Wayfaring Signage	Historic arboretum/trail project	200,000	-	-	-	-	-
Subtotal of New Items		\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal Ithan Valley Park</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 26,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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**Radnor Nature Park**

Acres 2.8

**Sources:**

To Be Determined

n/a

Subtotal of Sources

**Replacement Items:**

Repave Path

n/a

Subtotal of Replacement Items

**New Items:**

Sign Installation

New Entrance Sign

Subtotal of New Items

**Total Radnor Nature Park**

	2017	2018	2019	2020	2021	2022
	-	-	-	-	-	-
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	20,000
\$	-	\$ -	\$ -	\$ -	\$ -	\$ 20,000
New	-	-	-	-	-	-
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
<b>\$</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

**North Wayne Park**

Acres 4.2\*

**Sources:**

To Be Determined

n/a

Subtotal of Sources

**Replacement Items:**

To Be Determined

n/a

Subtotal of Replacement Items

**New Items:**

To Be Determined

n/a

Subtotal of New Items

**Total North Wayne Park**

	-	-	-	-	-	-
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
<b>\$</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Radnor Township, PA**  
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	2017	2018	2019	2020	2021	2022
	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	350,000	-
	-	-	-	-	-	250,000
	-	-	-	-	-	-
	-	-	-	143,000	-	-
	-	-	-	168,000	-	-
	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ 311,000	\$ 350,000	\$ 250,000
	-	-	-	39,000	-	-
	10,000	-	-	-	-	-
	\$ 10,000	\$ -	\$ -	\$ 39,000	\$ -	\$ -
	\$ 10,000	\$ -	\$ -	\$ 350,000	\$ 350,000	\$ 250,000

**Odorisio Park**

Acres 25

**Sources:**

To Be Determined	n/a
Subtotal of Sources	

**Replacement Items:**

Playground Replacement	equipment, rubberized surfacing, installation (1996; 20 years)	Replace
Resurface Parking Lot	Regrade / resurface to eliminate ponding	Replace
Benches/Bleachers Replacement	2015 replacement project	Replace
Rest Room Replacement	n/a	Replace
Fencing, backstop, Replacement	Backstop, 1st and 3rd base fencing	Replace
Sign Replacement	2015 replacement project	Replace
Subtotal of Replacement Items		

**New Items:**

Regrade Fields	n/a	New
Water Line Access	n/a	New
Subtotal of New Items		
<b>Total Odorisio Park</b>		

**Petrie Park**

Acres 0.1

**Sources:**

Park Improvement Bonds, Series 2016	n/a
Subtotal of Sources	

**Replacement Items:**

Playground	equipment, rubberized surfacing, installation (2000; 15 yrs.)
Subtotal of Replacement Items	

**New Items:**

Sign Installation	new entrance sign development	New
Subtotal of New Items		
<b>Total Petrie Park</b>		

	150,000	-	-	-	-	-
	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
	150,000	-	-	-	-	-
	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
	10,000	-	-	-	-	-
	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -

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	2017	2018	2019	2020	2021	2022
-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Radnor Activity Center at Sulpizio Gym**

<b>Sources:</b>	
To Be Determined	n/a
Subtotal of Sources	
<b>Replacement Items:</b>	
Side Backboard Replacements	2015 replacement project
Divider	n/a
Subtotal of Replacement Items	
<b>New Items:</b>	
To Be Determined	n/a
Subtotal of New Items	
<b>Total Radnor Activity Center at Sulpizio Gym</b>	

**Radnor Memorial Park**

Acres 13.7

<b>Sources:</b>	
To Be Determined	n/a
Subtotal of Sources	
<b>Replacement Items:</b>	
Benches/Bleachers Replacement	2015 replacement project
Sign Replacement	entrance sign (2001)
Subtotal of Replacement Items	
<b>New Items:</b>	
Paint Overhead Pedestrian Bridge	n/a
Lighting Improvements (at Pedestrian Bridge)	n/a
Subtotal of New Items	
<b>Total Radnor Memorial Park</b>	

-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
-	-	16,000	-	-	-	-
\$ -	\$ -	\$ 16,000	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ 16,000	\$ -	\$ -	\$ -	\$ -

**Radnor Township, PA**  
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		2017	2018	2019	2020	2021	2022
<b>Radnor Trail</b>		2.4 Miles					
<b>Sources:</b>							
Park Improvement Bonds, Series 2016	n/a	160,000	-	-	-	-	-
Subtotal of Sources		\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Replacement Items:</b>							
Resurface Paved & Stone Trail	n/a	-	-	-	206,000	-	-
Resurface Brookside Parking Lot (possible expansion)	n/a	-	-	60,000	-	-	-
Subtotal of Replacement Items		\$ -	\$ -	\$ 60,000	\$ 206,000	\$ -	\$ -
<b>New Items:</b>							
Restroom at Brookside Parking Lot (new)	new restroom building installation	160,000	-	-	-	-	-
Goff Tract Feasibility Study	n/a	-	-	25,000	-	-	-
Subtotal of New Items		\$ 160,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -
<b>Total Radnor Trail</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,000</b>	<b>\$ 206,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Saw Mill Park</b>		Acres 4.2					
<b>Sources:</b>							
To Be Determined	n/a	-	-	-	-	-	-
Subtotal of Sources		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Replacement Items:</b>							
Sign Replacement	2015 replacement project	-	-	-	-	-	-
Bridge Replacement	interior bridge replacement along trail	-	-	-	-	-	-
Subtotal of Replacement Items		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Items:</b>							
Path Extension	n/a	-	-	-	-	-	100,000
Subtotal of New Items		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<b>Total Saw Mill Park</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

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		2017	2018	2019	2020	2021	2022
<b>Skate Park</b>		Acres 0.25					
<b>Sources:</b>							
2014 Cell Tower Contributions	n/a	-	-	-	-	-	-
Subtotal of Sources		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Replacement Items:</b>							
Resurfacing	2015 replacement project	-	-	-	-	-	-
Equipment Replacement	2015 replacement project	-	-	-	-	-	-
Subtotal of Replacement Items		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Items:</b>							
To Be Determined	n/a	-	-	-	-	-	-
Subtotal of New Items		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Skate Park</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Skunk Hollow</b>		Acres 93.7					
<b>Sources:</b>							
Park Improvement Bonds, Series 2016	n/a	250,000	-	-	-	-	-
Subtotal of Sources		\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Replacement Items:</b>							
Replace Bridge	interior bridge replacement along trail	250,000	-	-	-	-	-
Subtotal of Replacement Items		\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Items:</b>							
Sign	entrance signage development	-	-	-	10,000	-	-
Wayfaring Signage	n/a	36,000	-	-	-	-	-
Subtotal of New Items		\$ 36,000	\$ -	\$ -	\$ 10,000	\$ -	\$ -
<b>Total Skunk Hollow</b>		<b>\$ 36,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>

**Radnor Township, PA**  
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	2017	2018	2019	2020	2021	2022
<b>Veteran's Park</b>						
Acres 1.6						
<b>Sources:</b>						
To Be Determined	n/a					
Subtotal of Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Replacement Items:</b>						
To Be Determined	n/a					
Subtotal of Replacement Items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Items:</b>						
To Be Determined	n/a					
Subtotal of New Items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Veteran's Park</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Unkefer Park</b>						
Acres 1.5						
<b>Sources:</b>						
To Be Determined	n/a					
Subtotal of Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Replacement Items:</b>						
To Be Determined	n/a					
Subtotal of Replacement Items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Items:</b>						
Gateway/Park Sign (Paid for by Developer)	n/a					
Subtotal of New Items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Unkefer Park</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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	2017	2018	2019	2020	2021	2022
<b>Warren Filipone Park</b>						
Acres 10.2						
<b>Sources:</b>						
Park Improvement Bonds, Series 2016	406,000	-	-	-	-	-
Subtotal of Sources	\$ 406,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Replacement Items:</b>						
Reconstruct Tennis Courts	96,000	-	-	-	-	-
Resurface Parking Lot	150,000	-	-	-	-	-
Benches/Bleachers Replacement	-	-	-	-	-	-
Backstop, tennis court, other fencing	160,000	-	-	-	-	-
Sign Replacement	-	-	-	-	-	-
Subtotal of Replacement Items	\$ 406,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Items:</b>						
Youth Group Storage Shed	-	-	-	-	-	-
Subtotal of New Items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Warren Filipone Park</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**West Wayne Preserve**

Acres 6.2

<b>Sources:</b>						
Grant Revenue Offset	800,000	-	-	-	-	-
Subtotal of Sources	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Replacement Items:</b>						
To Be Determined	-	-	-	-	-	-
Subtotal of Replacement Items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Items:</b>						
Stormwater Management (Grant Dependent)	800,000	-	-	-	-	-
Subtotal of New Items	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total West Wayne Preserve</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Radnor Township, PA**  
 Capital Projects and Infrastructure  
 As Amended with the 2017 Budget

		2017	2018	2019	2020	2021	2022
<b>Willows Park</b>	Acres 47.5						
<b>Sources:</b>							
Annual Rent Income	Contingent upon execution of the Willows Mansion LLC Agrmt.	-	-	-	-	-	-
Subtotal of Sources		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Replacement Items:</b>							
Pavement Reconstruction (Funded by \$8.0M Slmt)	Contingent upon execution of the Willows Mansion LLC Agrmt. Replace	-	-	-	-	-	-
Waterline Replacement (Funded by \$8.0M Slmt)	Contingent upon execution of the Willows Mansion LLC Agrmt. Replace	-	-	-	-	-	-
Bridge (Funded by \$8.0M Slmt)	Contingent upon execution of the Willows Mansion LLC Agrmt. Replace	-	-	-	-	-	-
Roof: Cottage	Contingent upon execution of the Willows Mansion LLC Agrmt. Replace	-	-	-	-	-	-
Code Upgrades: Cottage	Contingent upon execution of the Willows Mansion LLC Agrmt. Replace	-	-	-	-	-	-
Fencing (PL, Darby Paoli Road)	Contingent upon execution of the Willows Mansion LLC Agrmt. Replace	-	-	-	-	-	-
Subtotal of Replacement Items		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Items:</b>							
Restroom Installation	Contingent upon execution of the Willows Mansion LLC Agrmt. New	-	-	-	-	-	-
Painting: Cottage	Contingent upon execution of the Willows Mansion LLC Agrmt. New	-	-	-	-	-	-
Subtotal of New Items		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Willows Park</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total: Park Improvements</b>		\$ 143,751	\$ 36,000	\$ 243,000	\$ 592,000	\$ 446,000	\$ 830,000
Total Replacement Items		1,439,000	1,363,000	218,000	543,000	376,000	730,000
Total New Items		3,531,159	700,000	25,000	49,000	70,000	100,000
Less: Sources Identified Already		(4,826,408)	(2,027,000)	-	-	-	-
<b>Net Grand Total Park Improvements</b>		\$ 143,751	\$ 36,000	\$ 243,000	\$ 592,000	\$ 446,000	\$ 830,000
<b>Non-Bondable Items</b>		66,000	36,000	243,000	281,000	96,000	130,000
<b>Bondable Items (not included in 2016)</b>		-	-	-	311,000	350,000	700,000
Park Improvement Bonds, Series 2016							



**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Special Assessment Fund #06

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Interest and Rents:</b>											
Interest & Rents	89	70	119	75	75	330	178%	325	-1.6%	325	-1.6%
Interest on Pay Plans	20,043	6,586	71,984	4,033	4,033	14,066	-80%	4,000	-71.6%	4,000	-71.6%
<b>Total Interest and Rents</b>	<b>\$ 20,131</b>	<b>\$ 6,657</b>	<b>\$ 72,103</b>	<b>\$ 4,108</b>	<b>\$ 4,108</b>	<b>\$ 14,396</b>		<b>\$ 4,325</b>		<b>\$ 4,325</b>	
	\$ 6,266	\$ (13,475)	\$ 65,446	\$ (67,995)	\$ (67,995)	\$ (57,707)	-94%	\$ (10,071)	-70%	\$ (10,071)	-70%
	45%	-67%	983%								
<b>Grants and Gifts:</b>											
Miscellaneous	-	-	2,206	-	-	-	-100%	-	n/a	-	n/a
<b>Total Grants and Gifts</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,206</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ -	\$ -	\$ 2,206	\$ (2,206)	\$ (2,206)	\$ (2,206)	-100%	\$ -	n/a	\$ -	n/a
	n/a	n/a	n/a	-100%	-100%	-100%		n/a		n/a	
<b>Sewer Assessment Revenues:</b>											
Atlee Road	-	-	8,177	8,000	8,000	-	-100%	2,000	n/a	8,000	n/a
Brooke Road	-	8,798	-	-	-	-	n/a	-	n/a	-	n/a
Glenmary Lane	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Boxwood Road	703	-	-	-	-	-	n/a	-	n/a	-	n/a
Belrose Lane	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Quaker Lane	2,913	1,457	-	1,457	1,457	1,457	n/a	1,500	3.0%	1,500	3.0%
Radnor Way	-	-	42,224	18,000	18,000	-	-100%	-	n/a	18,000	n/a
Hillside Circle	17,132	16,372	1,987	2,500	2,500	2,925	47%	2,000	-31.6%	2,500	-14.5%
Conestoga Road	1,013	7,296	-	900	900	839	n/a	1,000	19.2%	900	7.3%
Gulph Creek Road	11,590	8,379	36,374	15,000	15,000	32,327	-11%	6,000	-81.4%	15,000	-53.6%
<b>Total Sewer Assessment Revenue:</b>	<b>\$ 33,350</b>	<b>\$ 42,301</b>	<b>\$ 88,762</b>	<b>\$ 45,857</b>	<b>\$ 45,857</b>	<b>\$ 37,548</b>		<b>\$ 12,500</b>		<b>\$ 45,900</b>	
	\$ (35,968)	\$ 8,951	\$ 46,460	\$ (42,905)	\$ (42,905)	\$ (51,214)	-48%	\$ (25,048)	-67%	\$ 8,352	22%
	-52%	27%	110%								
<b>TOTAL SP.ASSMNT REVENUES</b>	<b>\$ 53,482</b>	<b>\$ 48,958</b>	<b>\$ 163,071</b>	<b>\$ 49,965</b>	<b>\$ 49,965</b>	<b>\$ 51,944</b>		<b>\$ 16,825</b>		<b>\$ 50,225</b>	
	\$ (29,702)	\$ (4,523)	\$ 114,113	\$ (113,106)	\$ (113,106)	\$ (111,127)	-69%	\$ (35,119)	-68%	\$ (1,719)	-3%
	-35.71%	-8.46%	233.08%								
<b>EXPENDITURES:</b>											
<b>Transfers Out (to other funds):</b>											
To Debt Service Fund	58,538	49,819	49,819	49,899	49,899	49,899	0%	49,819	-0.2%	45,539	-8.7%
<b>Total Transfers Out</b>	<b>\$ 58,538</b>	<b>\$ 49,819</b>	<b>\$ 49,819</b>	<b>\$ 49,899</b>	<b>\$ 49,899</b>	<b>\$ 49,899</b>		<b>\$ 49,819</b>		<b>\$ 45,539</b>	
	\$ 5,730	\$ (8,719)	\$ -	\$ 80	\$ 80	\$ 80	0%	\$ (80)	0%	\$ (4,360)	-9%
	11%	-15%	0%	0%	0%	0%		0%		-9%	
<b>TOTAL SP. ASSMNT EXPENDITURES</b>	<b>\$ 58,538</b>	<b>\$ 49,819</b>	<b>\$ 49,819</b>	<b>\$ 49,899</b>	<b>\$ 49,899</b>	<b>\$ 49,899</b>		<b>\$ 49,819</b>		<b>\$ 45,539</b>	
	\$ 5,730	\$ (8,719)	\$ -	\$ 80	\$ 80	\$ 80	0%	\$ (80)	0%	\$ (4,360)	-9%
	10.85%	-14.89%	0.00%	0%	0%	0%		0%		-9%	
<b>FUND BALANCE</b>											
Beginning Fund Balance, January 1	\$ 91,640	\$ 86,804	\$ 85,943	\$ 199,195	\$ 199,195	\$ 199,195	132%	\$ 201,240		\$ 201,240	
Revenues	53,482	48,958	163,071	49,965	49,965	51,944	-68%	16,825		50,225	
Expenditures	58,538	49,819	49,819	49,899	49,899	49,899	0%	49,819		45,539	
Accrual / Misc Adjustments	220	-	-	-	-	-		-		-	
Ending Fund Balance, December 1	<b>\$ 86,804</b>	<b>\$ 85,943</b>	<b>\$ 199,195</b>	<b>\$ 199,261</b>	<b>\$ 199,261</b>	<b>\$ 201,240</b>	1%	<b>\$ 168,246</b>		<b>\$ 205,926</b>	
Increase / (Decrease) In Fund Balance	\$ (4,836)	\$ (861)	\$ 113,252	\$ 66	\$ 66	\$ 2,045		\$ (32,994)		\$ 4,686	

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Police Investigation Fund #12

**Radnor Township, PA  
Investigation Fund  
2017 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		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Interest and Rents:</b>											
Interest & Rents	7	7	6	10	10	6	6%	10	68.9%	10	68.9%
<b>Total Interest and Rents</b>	<b>\$ 7</b>	<b>\$ 7</b>	<b>\$ 6</b>	<b>\$ 10</b>	<b>\$ 10</b>	<b>\$ 6</b>		<b>\$ 10</b>		<b>\$ 10</b>	
	\$ (5)	\$ 0	\$ (2)	\$ 4	\$ 4	\$ 0		\$ 4		\$ 4	
	-43%	7%	-22%	80%	80%	6%		69%		69%	
<b>Miscellaneous:</b>											
Police Drug Task Force	6,822	1,784	7,697	6,200	6,200	4,625	-40%	3,000	-35.1%	6,200	34.0%
Contributions	-	-	-	-	-	1,791	n/a	2,000	11.7%	-	-100.0%
Forfeitures	-	-	-	-	-	8,880	n/a	-	-100.0%	-	-100.0%
<b>Total Miscellaneous</b>	<b>\$ 6,822</b>	<b>\$ 1,784</b>	<b>\$ 7,697</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 15,296</b>		<b>\$ 5,000</b>		<b>\$ 6,200</b>	
	\$ 6,822	\$ (5,038)	\$ 5,913	\$ (1,497)	\$ (1,497)	\$ 7,599		\$ (10,296)		\$ (9,096)	
	n/a	-74%	331%	-19%	-19%	99%		-67%		-59%	
<b>TOTAL INVESTIGATION FUND REVENUE</b>	<b>\$ 6,829</b>	<b>\$ 1,791</b>	<b>\$ 7,703</b>	<b>\$ 6,210</b>	<b>\$ 6,210</b>	<b>\$ 15,302</b>		<b>\$ 5,010</b>		<b>\$ 6,210</b>	
	\$ 6,817	\$ (5,037)	\$ 5,912	\$ (1,493)	\$ (1,493)	\$ 7,599		\$ (10,292)		\$ (9,092)	
	58065.67%	-73.77%	330.01%	-19%	-19%	99%		-67%		-59%	
<b>EXPENDITURES:</b>											
<b>Investigation Fund Activity:</b>											
Communications	2,197	1,882	2,431	2,200	2,200	2,399	-1%	2,400	0.0%	2,200	-8.3%
Police Department Activity	4,995	2,252	4,774	4,000	4,000	2,160	-55%	2,610	20.8%	4,000	85.2%
DTF-Operating Supplies	-	2,079	-	-	-	-	n/a	-	n/a	-	n/a
DTF-Training	-	1,002	80	-	-	270	238%	-	-100.0%	-	-100.0%
Forfeitures	-	-	-	-	-	8,887	n/a	-	-100.0%	-	-100.0%
<b>Total Investigation Fund Activity</b>	<b>\$ 7,191</b>	<b>\$ 7,214</b>	<b>\$ 7,285</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 13,716</b>		<b>\$ 5,010</b>		<b>\$ 6,200</b>	
<b>TOTAL INV. FUND EXPENDITURES</b>	<b>\$ 7,191</b>	<b>\$ 7,214</b>	<b>\$ 7,285</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 13,716</b>		<b>\$ 5,010</b>		<b>\$ 6,200</b>	
	\$ (1,508)	\$ 23	\$ 71	\$ (1,085)	\$ (1,085)	\$ 6,431		\$ (8,706)		\$ (7,516)	
	-17.33%	0.32%	0.99%	-15%	-15%	88%		-63%		-55%	
<b>FUND BALANCE</b>											
Beginning Fund Balance, January 1	\$ 8,917	\$ 8,554	\$ 3,131	\$ 3,549	\$ 3,549	\$ 3,549	13%	\$ 5,135		\$ 5,135	
Revenues	6,829	1,791	7,703	6,210	6,210	15,302	99%	5,010		6,210	
Expenditures	7,191	7,214	7,285	6,200	6,200	13,716	88%	5,010		6,200	
Accrual / Misc Adjustments	-	-	-	-	-	-		-		-	
Ending Fund Balance, December 1	<b>\$ 8,554</b>	<b>\$ 3,131</b>	<b>\$ 3,549</b>	<b>\$ 3,559</b>	<b>\$ 3,559</b>	<b>\$ 5,135</b>	45%	<b>\$ 5,135</b>		<b>\$ 5,145</b>	
Increase / (Decrease) In Fund Balance	<b>\$ (363)</b>	<b>\$ (5,423)</b>	<b>\$ 417</b>	<b>\$ 10</b>	<b>\$ 10</b>	<b>\$ 1,586</b>		<b>\$ -</b>		<b>\$ 10</b>	

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Department of Justice Equitable Sharing Fund #14

**Radnor Township, PA**  
**US Department of Justice Equitable Sharing Fund (#14)**  
**2017 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 great 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		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Interest and Rents:</b>											
Interest & Rents	-	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Interest and Rents</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	n/a	n/a	n/a	n/a	n/a		n/a		n/a	
<b>Grants and Gifts:</b>											
DOJ Equitable Sharing Proceeds	-	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Grants and Gifts</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	n/a	n/a	n/a	n/a	n/a		n/a		n/a	
<b>TOTAL DOJ EQUITABLE SHARING R</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	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		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>EXPENDITURES:</b>											
<b>DOJ Equitable Sharing Fund Activity:</b>											
Police Department Activity	-	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total DOJ Equitable Sharing Fund Act</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	n/a	n/a	n/a	n/a	n/a		n/a		n/a	
<b>TOTAL DOJ EQ.SHARING FUND EXP</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	n/a	n/a	n/a	n/a	n/a		n/a		n/a	

FUND BALANCE	2013	2014	2015	2016	2016	2016	%Δ	2017	2017
	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**  
**2017 Township Manager Recommended Budget**

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Commemorative Shade Tree Fund #15

**Radnor Township, PA  
Commemorative Shade Tree Fund (#15)  
2017 Operating Budget Narrative**



**Fund Summary:**

This fund was created by the Board of Commissioners on May 15, 2012 in order to account for the activity associated with any contributions, escrows, fines and/or penalties assessed as a result of improper tree removal situations pursuant to Administrative Code Chapter 263 as well as other tree planting programs as approved by the Board of Commissioners. Revenues deposited in this fund include: (1) Funds collected under Chapter 263, (2) donations from Chanticleer, (3) any other private tree donations.

**Service / Program Descriptions:**

Name	Description
Contractual Services: Arborist	Covers part of the cost of providing an Arborist to review tree planting locations (Rockwell Associates)
Big Tree Planting Program	Covers the expense of purchasing trees as part of this program. (Mayfield Gardens)
Street Tree Planting Program	Covers the expense associated with the replenishment of trees along various Township street sides. (Shemins Nurseries, Mayfield Gardens)
Park Tree Replacement Program	Covers the expense of replanting trees in various Township parks. (Shemins Nurseries)

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Interest and Rents:</b>											
Interest & Rents	12	53	91	2	2	359	292%	350	-2%	2	-99%
<b>Total Interest and Rents</b>	\$ 12	\$ 53	\$ 91	\$ 2	\$ 2	\$ 359		\$ 350		\$ 2	
	\$ 12	\$ 41	\$ 38	\$ (89)	\$ (89)	\$ 267		\$ (9)		\$ (357)	
	n/a	350%	72%	-98%	-98%	292%		-2%		-99%	
<b>Fines &amp; Costs</b>											
Shade Tree Fines	4,500	7,000	60,250	-	-	250	-100%	-	-100%	-	-100%
<b>Total Fines and Costs</b>	\$ 4,500	\$ 7,000	\$ 60,250	\$ -	\$ -	\$ 250		\$ -		\$ -	
	\$ 4,500	\$ 2,500	\$ 53,250	\$ (60,250)	\$ (60,250)	\$ (60,000)		\$ (250)		\$ (250)	
	n/a	56%	761%	-100%	-100%	-100%		-100%		-100%	
<b>Grants &amp; Gifts</b>											
Donations	20,875	18,100	20,550	18,000	18,000	21,215	3%	18,000	-15%	18,000	-15%
<b>Total Grants and Gifts</b>	\$ 20,875	\$ 18,100	\$ 20,550	\$ 18,000	\$ 18,000	\$ 21,215		\$ 18,000		\$ 18,000	
	\$ 20,875	\$ (2,775)	\$ 2,450	\$ (2,550)	\$ (2,550)	\$ 665		\$ (3,215)		\$ (3,215)	
	n/a	-13%	14%	-12%	-12%	3%		-15%		-15%	
<b>Transfers In</b>											
Transfer In: From General Fund	43,443	25,000	25,000	25,000	25,000	25,000	0%	25,000	0%	25,000	0%
<b>Total Transfers In</b>	\$ 43,443	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000		\$ 25,000		\$ 25,000	
	\$ 43,443	\$ (18,443)	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	-42%	0%	0%	0%	0%		0%		0%	
<b>TOTAL COMMEMORATIVE SHADE TREE</b>	<b>\$ 68,829</b>	<b>\$ 50,153</b>	<b>\$ 105,891</b>	<b>\$ 43,002</b>	<b>\$ 43,002</b>	<b>\$ 46,824</b>		<b>\$ 43,350</b>		<b>\$ 43,002</b>	
	\$ 68,829	\$ (18,676)	\$ 55,738	\$ (62,889)	\$ (62,889)	\$ (59,068)		\$ (3,474)		\$ (3,822)	
	n/a	-27.13%	111.14%	-59%	-59%	-56%		-7%		-8%	
<b>EXPENDITURES:</b>											
<b>Shade Tree Cost Center</b>											
Big Tree Planting Program	19,420	16,580	1,928	15,000	37,728	30,800	1498%	15,000	-51%	15,000	-51%
Street Tree Program	-	2,973	5,277	6,000	6,000	6,000	14%	6,000	0%	6,000	0%
Park Tree Replacement Program	-	6,739	-	6,000	6,000	6,000	n/a	6,000	0%	6,000	0%
Contractual Services: Arborist	-	-	-	15,000	15,000	15,340	n/a	15,000	-2%	15,000	-2%
<b>Total Shade Tree Cost Center</b>	\$ 19,420	\$ 26,292	\$ 7,204	\$ 42,000	\$ 64,728	\$ 58,140		\$ 42,000		\$ 42,000	
<b>TOTAL COMMEMORATIVE SHADE TREE</b>	<b>\$ 19,420</b>	<b>\$ 26,292</b>	<b>\$ 7,204</b>	<b>\$ 42,000</b>	<b>\$ 64,728</b>	<b>\$ 58,140</b>		<b>\$ 42,000</b>		<b>\$ 42,000</b>	
	\$ 19,420	\$ 6,872	\$ (19,087)	\$ 34,796	\$ 57,523	\$ 50,936		\$ (16,140)		\$ (16,140)	
	n/a	35.38%	-72.60%	483%	798%	707%		-28%		-28%	
<b>FUND BALANCE</b>											
Beginning Fund Balance, January 1	-	49,409	73,166	151,052	151,052	151,052	106%	139,736		139,736	
Revenues	68,829	50,153	105,891	43,002	43,002	46,824	-56%	43,350		43,002	
Expenditures	19,420	26,292	7,204	42,000	64,728	58,140	707%	42,000		42,000	
Accrual / Misc Adjustments	-	(105)	(20,801)	-	-	-		-		-	
<b>Ending Fund Balance, December 1</b>	<b>\$ 49,409</b>	<b>\$ 73,166</b>	<b>\$ 151,052</b>	<b>\$ 152,054</b>	<b>\$ 129,327</b>	<b>\$ 139,736</b>	<b>-7%</b>	<b>\$ 141,086</b>		<b>\$ 140,738</b>	
Increase / (Decrease) In Fund Balance	\$ 49,409	\$ 23,757	\$ 77,886	\$ 1,002	\$ (21,726)	\$ (11,316)		\$ 1,350		\$ 1,002	

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Grant Fund #16

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Interest and Rents:</b>											
Interest & Rents	9	45	416	-	-	43	-90%	-	-100%	-	-100%
<b>Total Interest and Rents</b>	<b>\$ 9</b>	<b>\$ 45</b>	<b>\$ 416</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ 9	\$ 36	\$ 371	\$ (416)	\$ (416)	\$ (373)		\$ (43)		\$ (43)	
	n/a	386%	825%	-100%	-100%	-90%		-100%		-100%	
<b>Grants and Gifts</b>											
State Grants	28,750	55,527	28,763	-	-	12,210	-58%	-	-100%	-	-100%
WREN Raingarden Grant	-	750	2,250	-	-	-	-100%	-	n/a	-	n/a
Ardrossan State Grant	-	900,000	-	-	-	-	n/a	-	n/a	-	n/a
DCED Clem Macrone Park Grant	-	-	9,978	-	-	3,377	-66%	-	-100%	-	-100%
<b>Total Grants and Gifts</b>	<b>\$ 28,750</b>	<b>\$ 956,277</b>	<b>\$ 40,991</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,587</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ 28,750	\$ 927,527	\$ (915,287)	\$ (40,991)	\$ (40,991)	\$ (25,404)		\$ (15,587)		\$ (15,587)	
	n/a	3226%	-96%	-100%	-100%	-62%		-100%		-100%	
<b>Transfers In</b>											
From General Fund	10,000	-	-	9,100	9,100	-	n/a	-	n/a	-	n/a
<b>Total Transfers In</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,100</b>	<b>\$ 9,100</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ 10,000	\$ (10,000)	\$ -	\$ 9,100	\$ 9,100	\$ -		\$ -		\$ -	
<b>TOTAL REVENUES</b>	<b>\$ 38,759</b>	<b>\$ 956,322</b>	<b>\$ 41,406</b>	<b>\$ 9,100</b>	<b>\$ 9,100</b>	<b>\$ 15,630</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ 38,759	\$ 917,563	\$ (914,916)	\$ (32,306)	\$ (32,306)	\$ (25,776)		\$ (15,630)		\$ (15,630)	
	n/a	2367.34%	-95.67%	-78%	-78%	-62%		-100%		-100%	

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>EXPENDITURES:</b>											
<b>Transfers Out</b>											
To Park & Open Space Fund	-	900,000	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
<b>Grants</b>											
Contractual Services	-	76,145	8,435	-	15,420	15,420	83%	-	-100%	-	-100%
Contractual Services: Greenways	-	12,139	19	-	-	22,902	119994%	-	-100%	-	-100%
Contractual Services: Wren Raingarden	-	-	2,477	-	-	777	-69%	-	-100%	-	-100%
Contractual Services: Ardrossan	-	-	371	-	-	-	-100%	-	n/a	-	n/a
Contractual Services: DCED Macrone	-	-	10,190	-	12,210	38	-100%	-	-100%	-	-100%
<b>Total Grants</b>	<b>\$ -</b>	<b>\$ 88,283</b>	<b>\$ 21,493</b>	<b>\$ -</b>	<b>\$ 27,630</b>	<b>\$ 39,137</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ -	\$ 988,283	\$ (966,790)	\$ (21,493)	\$ 6,137	\$ 17,644		\$ (39,137)		\$ (39,137)	
	n/a	n/a	-97.83%	-100%	29%	82%		-100%		-100%	
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 988,283</b>	<b>\$ 21,493</b>	<b>\$ -</b>	<b>\$ 27,630</b>	<b>\$ 39,137</b>		<b>\$ -</b>		<b>\$ -</b>	

Account Description	2013	2014	2015	2016	2016	2016	%Δ	2017	2017
	<b>FUND BALANCE</b>								
Beginning Fund Balance, January 1	\$ -	\$ 38,759	\$ 6,798	\$ 26,715	\$ 26,715	\$ 26,715	293%	\$ 3,207	\$ 3,207
Revenues	38,759	956,322	41,406	9,100	9,100	15,630	-62%	-	-
Expenditures	-	988,283	21,493	-	27,630	39,137	82%	-	-
Accrual / Misc Adjustments	-	-	3	-	-	-		-	-
<b>Ending Fund Balance, December 1</b>	<b>\$ 38,759</b>	<b>\$ 6,798</b>	<b>\$ 26,715</b>	<b>\$ 35,815</b>	<b>\$ 8,185</b>	<b>\$ 3,207</b>	-88%	<b>\$ 3,207</b>	<b>\$ 3,207</b>
Increase / (Decrease) In Fund Balance	\$ 38,759	\$ (31,961)	\$ 19,916	\$ 9,100	\$ (18,530)	\$ (23,507)		\$ -	\$ -

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Police K9 Fund #17

**Radnor Township, PA**  
**K9 Police Fund**  
**2017 Operating Budget Narrative**



**Fund Summary:**

This fund was created by the Board of Commissioners 2013 to account for the activity associated with all of 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. As a result 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, which requires General Fund transfers sufficient to cover the operating costs of the program. Fundraising efforts are still held annually which generates most of the operating funds needed.

**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		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Interest and Rents:</b>											
Interest & Rents	3	9	7	5	5	1	-81%	2	49%	5	273%
<b>Total Interest and Rents</b>	<b>\$ 3</b>	<b>\$ 9</b>	<b>\$ 7</b>	<b>\$ 5</b>	<b>\$ 5</b>	<b>\$ 1</b>		<b>\$ 2</b>		<b>\$ 5</b>	
	\$ 3	\$ 6	\$ (2)	\$ (2)	\$ (2)	\$ (6)		\$ 1		\$ 4	
	n/a	219%	-18%	-29%	-29%	-81%		49%		273%	
<b>Departmental Earnings</b>											
Extra Duty	-	-	3,864	-	-	-	-100%	4,500	n/a	-	n/a
<b>Total Departmental Earnings</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,864</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ 4,500</b>		<b>\$ -</b>	
	\$ -	\$ -	\$ 3,864	\$ (3,864)	\$ (3,864)	\$ (3,864)		\$ 4,500		\$ -	
	n/a	n/a	n/a	-100%	-100%	-100%		n/a		n/a	
<b>Grants and Gifts</b>											
Contributions / Donations	36,967	35,221	19,793	14,200	14,200	12,256	-38%	11,000	-10%	14,200	16%
<b>Total Grants and Gifts</b>	<b>\$ 36,967</b>	<b>\$ 35,221</b>	<b>\$ 19,793</b>	<b>\$ 14,200</b>	<b>\$ 14,200</b>	<b>\$ 12,256</b>		<b>\$ 11,000</b>		<b>\$ 14,200</b>	
	\$ 36,967	\$ (1,746)	\$ (15,428)	\$ (5,593)	\$ (5,593)	\$ (7,537)		\$ (1,256)		\$ 1,944	
	n/a	-5%	-44%	-28%	-28%	-38%		-10%		16%	
<b>Transfers In</b>											
Transfer In: General Fund	-	-	-	9,100	9,100	9,100	n/a	9,473	4%	7,500	-18%
<b>Total Grants and Gifts</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,100</b>	<b>\$ 9,100</b>	<b>\$ 9,100</b>		<b>\$ 9,473</b>		<b>\$ 7,500</b>	
	\$ -	\$ -	\$ -	\$ 9,100	\$ 9,100	\$ 9,100		\$ 373		\$ (1,600)	
	n/a	n/a	n/a	n/a	n/a	n/a		4%		-18%	
<b>TOTAL GRANT FUND REVENUES</b>	<b>\$ 36,970</b>	<b>\$ 35,229</b>	<b>\$ 23,664</b>	<b>\$ 23,305</b>	<b>\$ 23,305</b>	<b>\$ 21,357</b>		<b>\$ 24,975</b>		<b>\$ 21,705</b>	
	\$ 36,970	\$ (1,741)	\$ (11,565)	\$ (359)	\$ (359)	\$ (2,306)		\$ 3,618		\$ 348	
	n/a	-4.71%	-32.83%	-2%	-2%	-10%		17%		2%	

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>EXPENDITURES:</b>											
<b>Police Department</b>											
Police Overtime - K9	-	5,094	4,914	5,200	5,200	4,928	0%	5,200	6%	5,200	6%
Salaries - Extra Duty	-	2,139	2,802	2,700	2,700	4,104	-46%	4,200	2%	2,700	-34%
Social Security / Medicare Taxes	-	553	590	500	500	662	12%	675	2%	500	-25%
Uniforms	-	3,569	-	500	500	-	n/a	500	n/a	500	n/a
Operating Supplies	-	2,386	1,213	1,600	1,600	1,075	-11%	1,600	49%	1,600	49%
Professional Development	-	7,000	-	500	500	-	n/a	500	n/a	500	n/a
Contractual Services	-	-	1,269	2,300	2,300	1,258	-1%	2,300	83%	2,300	83%
Vehicles and Equipment	-	51,904	10,293	10,000	10,000	7,080	-31%	10,000	41%	10,000	41%
<b>Total Grants</b>	<b>\$ -</b>	<b>\$ 72,645</b>	<b>\$ 21,081</b>	<b>\$ 23,300</b>	<b>\$ 23,300</b>	<b>\$ 19,108</b>		<b>\$ 24,975</b>		<b>\$ 23,300</b>	
<b>TOTAL GRANT FUND EXPENDITURE</b>	<b>\$ -</b>	<b>\$ 72,645</b>	<b>\$ 21,081</b>	<b>\$ 23,300</b>	<b>\$ 23,300</b>	<b>\$ 19,108</b>		<b>\$ 24,975</b>		<b>\$ 23,300</b>	
	\$ -	\$ 72,645	\$ (51,564)	\$ 2,219	\$ 2,219	\$ (1,973)		\$ 5,867		\$ 4,192	
	n/a	n/a	-70.98%	11%	11%	-9%		31%		22%	

FUND BALANCE	2013	2014	2015	2016	2016	2016	%Δ	2017	2017
	Beginning Fund Balance, January 1	\$ -	\$ 36,970	\$ (1,091)	\$ 1,864	\$ 1,864	\$ 1,864	-271%	\$ 4,113
Revenues	36,970	35,229	23,664	23,305	23,305	21,357	-10%	24,975	21,705
Expenditures	-	72,645	21,081	23,300	23,300	19,108	-9%	24,975	23,300
Accrual / Misc Adjustments	-	(645)	372	-	-	-		-	-
<b>Ending Fund Balance, December 1</b>	<b>\$ 36,970</b>	<b>\$ (1,091)</b>	<b>\$ 1,864</b>	<b>\$ 1,869</b>	<b>\$ 1,869</b>	<b>\$ 4,113</b>	121%	<b>\$ 4,113</b>	<b>\$ 2,518</b>
Increase / (Decrease) In Fund Balance	\$ 36,970	\$ (38,061)	\$ 2,955	\$ 5	\$ 5	\$ 2,250		\$ -	\$ (1,595)



**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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\$8.0 Million Settlement Fund #18

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Local Enabling Taxes:</b>											
Business Privilege - Audit	8,000,000	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Local Enabling Taxes</b>	<b>\$ 8,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ 8,000,000	\$ (8,000,000)	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	-100%	n/a	n/a	n/a	n/a		n/a		n/a	
<b>Interest and Rents</b>											
Interest	713	2,734	2,072	1,056	1,056	3,159	52%	2,500	-21%	1,000	-68%
<b>Total Interest and Rents</b>	<b>\$ 713</b>	<b>\$ 2,734</b>	<b>\$ 2,072</b>	<b>\$ 1,056</b>	<b>\$ 1,056</b>	<b>\$ 3,159</b>		<b>\$ 2,500</b>		<b>\$ 1,000</b>	
	\$ 713	\$ 2,020	\$ (661)	\$ (1,016)	\$ (1,016)	\$ 1,087		\$ (659)		\$ (2,159)	
	n/a	283%	-24%	-49%	-49%	52%		-21%		-68%	
<b>TOTAL GRANT FUND REVENUES</b>	<b>\$ 8,000,713</b>	<b>\$ 2,734</b>	<b>\$ 2,072</b>	<b>\$ 1,056</b>	<b>\$ 1,056</b>	<b>\$ 3,159</b>		<b>\$ 2,500</b>		<b>\$ 1,000</b>	
	\$ 8,000,713	\$ (7,997,980)	\$ (661)	\$ (1,016)	\$ (1,016)	\$ 1,087		\$ (659)		\$ (2,159)	
	n/a	-99.97%	-24.19%	-49%	-49%	52%		-21%		-68%	

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>EXPENDITURES:</b>											
<b>Administration</b>											
Information Technology - ERP	-	-	57,200	989,175	1,014,825	228,524	300%	786,301	244%	395,689	73%
<b>Total Administration</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 57,200</b>	<b>\$ 989,175</b>	<b>\$ 1,014,825</b>	<b>\$ 228,524</b>		<b>\$ 786,301</b>		<b>\$ 395,689</b>	
<b>Police Equipment</b>											
Equipment - Kiosk Improvement	-	-	450,000	-	-	-	-100%	-	n/a	-	n/a
<b>Total Grants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
<b>Parks and Recreation</b>											
Willows Improvements	-	156,365	343,517	115,536	384,794	183,467	-47%	-	-100%	-	-100%
<b>Total Grants</b>	<b>\$ -</b>	<b>\$ 156,365</b>	<b>\$ 343,517</b>	<b>\$ 115,536</b>	<b>\$ 384,794</b>	<b>\$ 183,467</b>		<b>\$ -</b>		<b>\$ -</b>	
<b>Transfers Out</b>											
Stormwater Fund (#04)	1,230,000	-	-	-	-	-	n/a	-	n/a	-	n/a
Capital Improvement Fund (#05)	-	1,518,310	-	-	-	-	n/a	-	n/a	-	n/a
Police Pension (#07)	1,350,845	-	-	-	-	-	n/a	-	n/a	-	n/a
Civilian Pension (#11)	1,350,845	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Grants</b>	<b>\$ 3,931,690</b>	<b>\$ 1,518,310</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
<b>TOTAL GRANT FUND EXPENDITURE</b>	<b>\$ 3,931,690</b>	<b>\$ 1,674,675</b>	<b>\$ 850,717</b>	<b>\$ 1,104,711</b>	<b>\$ 1,399,619</b>	<b>\$ 411,992</b>		<b>\$ 786,301</b>		<b>\$ 395,689</b>	
	\$ 3,931,690	\$ (2,257,015)	\$ (823,958)	\$ 253,994	\$ 548,902	\$ (438,725)		\$ 374,309		\$ (16,303)	
	n/a	-57.41%	-49.20%	30%	65%	-52%		91%		-4%	

FUND BALANCE	2013	2014	2015	2016	2016	2016	%Δ	2017	2017
Beginning Fund Balance, January 1	\$ -	\$ 4,069,023	\$ 2,397,082	\$ 1,548,437	\$ 1,548,437	\$ 1,548,437	-35%	\$ 1,139,605	\$ 1,139,605
Revenues	8,000,713	2,734	2,072	1,056	1,056	3,159	52%	2,500	1,000
Expenditures	3,931,690	1,674,675	850,717	1,104,711	1,399,619	411,992	-52%	786,301	395,689
Accrual / Misc Adjustments	-	-	-	-	-	-		-	-
<b>Ending Fund Balance, December 1</b>	<b>\$ 4,069,023</b>	<b>\$ 2,397,082</b>	<b>\$ 1,548,437</b>	<b>\$ 444,782</b>	<b>\$ 149,875</b>	<b>\$ 1,139,605</b>	<b>-26%</b>	<b>\$ 355,804</b>	<b>\$ 744,916</b>
Increase / (Decrease) In Fund Balance	\$ 4,069,023	\$ (1,671,941)	\$ (848,645)	\$ (1,103,655)	\$ (1,398,563)	\$ (408,832)		\$ (783,801)	\$ (394,689)

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Park Impact Fee Fund #21

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

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Permits:</b>											
Subdivision / Land Development	-	39,684	230,627	35,000	35,000	52,971	-77%	-	-100%	35,000	-34%
<b>Total Permits</b>	<b>\$ -</b>	<b>\$ 39,684</b>	<b>\$ 230,627</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 52,971</b>		<b>\$ -</b>		<b>\$ 35,000</b>	
	\$ -	\$ 39,684	\$ 190,943	\$ (195,627)	\$ (195,627)	\$ (177,656)	-77%	\$ (52,971)	-100%	\$ (17,971)	-34%
		n/a	481%	-85%	-85%	-77%		-100%		-34%	
<b>Interest and Rents</b>											
Interest	-	27	96	-	-	730	658%	-	-100%	-	-100%
<b>Total Interest and Rents</b>	<b>\$ -</b>	<b>\$ 27</b>	<b>\$ 96</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 730</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ -	\$ 27	\$ 69	\$ (96)	\$ (96)	\$ 634	658%	\$ (730)	-100%	\$ (730)	-100%
		n/a	258%	-100%	-100%	658%		-100%		-100%	
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ 39,711</b>	<b>\$ 230,723</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 53,701</b>		<b>\$ -</b>		<b>\$ 35,000</b>	
	\$ -	\$ 39,711	\$ 191,012	\$ (195,723)	\$ (195,723)	\$ (177,022)	-77%	\$ (53,701)	-100%	\$ (18,701)	-35%
		n/a	481.01%	-85%	-85%	-77%		-100%		-35%	

Account Description	Actual	Actual	Actual	BOC Original Budget	BOC Amended Budget	Full Year Actual		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>EXPENDITURES:</b>											
<b>Parks and Recreation</b>											
Parks Improvements	-	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Improvements</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
		n/a	n/a	n/a	n/a	n/a		n/a		n/a	
<b>Transfers Out</b>											
Capital Improvement Fund (#05)	-	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
		n/a	n/a	n/a	n/a	n/a		n/a		n/a	
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	n/a	\$ -	n/a
		n/a	n/a	n/a	n/a	n/a		n/a		n/a	

FUND BALANCE	2013	2014	2015	2016	2016	2016	%Δ	2017	2017
	Beginning Fund Balance, January 1	\$ -	\$ -	\$ 39,711	\$ 270,434	\$ 270,434	\$ 270,434	581%	\$ 324,136
Revenues	-	39,711	230,723	35,000	35,000	53,701	-77%	-	35,000
Expenditures	-	-	-	-	-	-	n/a	-	-
Accrual / Misc Adjustments	-	-	-	-	-	-		-	-
<b>Ending Fund Balance, December 1</b>	<b>\$ -</b>	<b>\$ 39,711</b>	<b>\$ 270,434</b>	<b>\$ 305,434</b>	<b>\$ 305,434</b>	<b>\$ 324,136</b>	20%	<b>\$ 324,136</b>	<b>\$ 359,136</b>
Increase / (Decrease) In Fund Balance	\$ -	\$ 39,711	\$ 230,723	\$ 35,000	\$ 35,000	\$ 53,701		\$ -	\$ 35,000

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Park and Open Space Fund #22

**Radnor Township, PA  
Park & Open Space Fund  
2017 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. Then, any gap in funding will be made up from a special real estate millage rate: Dedicated separate from the Township’s general millage rate.

Year	Series of 2009 Amortization	General Fund Loan Repayment Plan	Series of 2014 Open Space Bonds (Ardrossan)	Estimated Total Open Space Debt Service	Forecasted Open Space Transfer Tax Revenue	Interest Revenue Forecast and Accrual Adjustments	Park & Open Space Fund Net Results Before Voted RE Tax	Add: Voted Real Estate Tax Gap (0.15 Mills)	Park & Open Space Fund Net Results	Resulting Park & Open Space Fund Balance
2013	705,991	-	-	705,911	850,461	10,272	154,742	-	145,542	1,050,431
2014	714,516	-	-	714,516	706,940	(276,044)	(283,620)	-	(283,620)	766,811
2015	679,014	-	286,799	965,813	957,663	100,359	92,209	-	92,209	859,020
2016	682,488	-	563,210	1,245,698	702,060	(6,080)	(549,718)	-	(549,718)	309,302
2017	680,988	29,480	563,510	1,273,978	739,733	950	(533,295)	472,027	(61,268)	248,034
2018	464,288	29,480	561,310	1,055,078	745,200	200	(309,678)	474,623	164,945	413,979
2019	462,888	29,480	563,960	1,056,328	765,100	200	(291,028)	477,234	186,206	599,185
2020	456,188	29,480	561,310	1,046,978	785,525	200	(261,253)	479,859	218,606	817,791
2021	463,288	29,480	561,110	1,053,878	806,500	200	(247,178)	482,498	235,320	1,053,111
2022	460,088	29,480	560,810	1,050,378	828,025	200	(222,153)	485,152	262,999	1,316,110
2023	461,788	29,480	560,410	1,051,678	745,673	200	(305,805)	487,820	182,015	1,498,125

**Radnor Township, PA  
Park & Open Space Fund  
2017 Operating Budget Narrative**



Year	Series of 2009 Amortization	General Fund Loan Repayment Plan	Series of 2014 Open Space Bonds (Ardrossan)	Estimated Total Open Space Debt Service	Forecasted Open Space Transfer Tax Revenue	Interest Revenue Forecast and Accrual Adjustments	Park & Open Space Fund Net Results Before Voted RE Tax	Add: Voted Real Estate Tax Gap (0.15 Mills)	Park & Open Space Fund Net Results	Resulting Park & Open Space Fund Balance
2024	458,288	29,480	564,635	1,052,403	762,772	200	(289,431)	490,503	201,072	1,699,197
2025	469,688	29,480	563,223	1,062,391	780,263	200	(281,928)	493,201	211,273	1,910,470
2026	460,125	29,480	561,408	1,051,013	798,155	200	(252,658)	495,913	243,255	2,153,725
2027		29,480	564,180	593,660	718,340	200	124,880		124,880	2,278,605
2028		29,480	561,403	590,883	734,812	200	144,129		144,129	2,422,734
2029		29,480	563,188	592,668	751,662	200	159,194		159,194	2,581,928
2030		29,480	560,388	589,868	768,898	200	179,230		179,230	2,761,158
2031		29,480	562,188	591,668	786,529	200	195,061		195,061	2,956,219
2032		29,480	563,388	592,868	804,565	200	211,897		211,897	3,168,116
2033		29,480	563,988	593,468	823,014	200	229,746		229,746	3,397,862
2034		29,480	563,988	593,468	740,713	200	147,445		147,445	3,545,307
2035		29,480	563,388	592,868	757,698	200	165,030		165,030	3,710,337
2036		29,480	562,188	591,668	775,072	200	183,604		183,604	3,893,941
2037		29,480	560,388	589,868	792,845	200	203,177		203,177	4,097,118
2038		29,480	559,619	589,099	811,025	200	222,126		222,126	4,319,244
2039		29,480	563,306	592,786	829,622	200	237,036		237,036	4,556,280
2040		29,480	561,269	590,749	848,646	200	258,097		258,097	4,814,377
2041		29,480	563,688	593,168	763,781	200	170,813		170,813	4,985,190
2042		29,480	559,750	589,230	781,295	200	192,265		192,265	5,177,455
2043		29,480	560,250	589,733	799,211	200	209,678		209,678	5,387,133
<b>Total</b>	<b>7,995,793</b>	<b>795,963</b>	<b>16,028,246</b>	<b>24,443,841</b>						

**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		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES</b>											
<b>Local Enabling Tax</b>											
Local Enabling Tax	850,461	706,940	957,663	732,550	732,550	722,076	-25%	739,733	2%	750,000	-4%
<b>Total Local Enabling Tax</b>	<b>\$ 850,461</b>	<b>\$ 706,940</b>	<b>\$ 957,663</b>	<b>\$ 732,550</b>	<b>\$ 732,550</b>	<b>\$ 722,076</b>		<b>\$ 739,733</b>		<b>\$ 750,000</b>	
	255,820	(143,521)	250,724	\$(225,113)	\$(225,113)	\$(235,587)		\$ 17,657		\$ 27,924	
	43%	-17%	35%	-24%	-24%	-25%		2%		4%	
<b>Interest and Rents</b>											
Interest Earnings	240	371	354	200	200	1,049	196%	950	-9%	200	-81%
<b>Total Interest and Rents</b>	<b>\$ 240</b>	<b>\$ 371</b>	<b>\$ 354</b>	<b>\$ 200</b>	<b>\$ 200</b>	<b>\$ 1,049</b>		<b>\$ 950</b>		<b>\$ 200</b>	
	(259)	131	(16)	\$(154)	\$(154)	695		\$(99)		\$(849)	
	-52%	54%	-4%	-44%	-44%	196%		-9%		-81%	
<b>Miscellaneous</b>											
Refunds & Miscellaneous	-	-	100,005	-	-	-	-100%	-	n/a	-	n/a
<b>Total Miscellaneous</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,005</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	-	-	100,005	\$(100,005)	\$(100,005)	\$(100,005)		\$ -		\$ -	
	n/a	n/a	n/a	-100%	-100%	-100%		n/a		n/a	
<b>Transfers In</b>											
From General Fund	-	190,958	-	-	-	-	n/a	-	n/a	-	n/a
From Grant Fund	-	900,000	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Interest and Rents</b>	<b>\$ -</b>	<b>\$ 1,090,958</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	-	1,090,958	(1,090,958)	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	n/a	-100%	n/a	n/a	n/a		n/a		n/a	
<b>Debt Proceeds</b>											
GO Bond Proceeds	-	9,885,000	-	-	-	-	n/a	-	n/a	-	n/a
Bond Premium	-	114,289	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Debt Proceeds</b>	<b>\$ -</b>	<b>\$ 9,999,289</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	-	9,999,289	(9,999,289)	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	n/a	-100%	n/a	n/a	n/a		n/a		n/a	
<b>TOTAL REVENUES</b>	<b>\$ 850,701</b>	<b>\$ 11,797,557</b>	<b>\$ 1,058,023</b>	<b>\$ 732,750</b>	<b>\$ 732,750</b>	<b>\$ 723,125</b>		<b>\$ 740,683</b>		<b>\$ 750,200</b>	
	255,561	10,946,856	(10,739,535)	\$(325,273)	\$(325,273)	\$(334,898)		\$ 17,558		\$ 27,075	
	43%	1287%	-91%	-31%	-31%	-32%		2%		4%	



**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		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>EXPENDITURES</b>											
<b>Other</b>											
Legal Services - General	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Professional Services	9,200	63,023	-	-	7,000	7,000	n/a	-	-100%	-	-100%
Park Improvements	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Land Acquisitions	-	11,846,558	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Other</b>	<b>\$ 9,200</b>	<b>\$ 11,909,581</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>		<b>\$ -</b>		<b>\$ -</b>	
	9,200	11,900,381	(11,909,581)	\$ -	\$ 7,000	\$ 7,000		\$ (7,000)		\$ (7,000)	
	n/a	129352%	-100%	n/a	n/a	n/a		-100%		-100%	
<b>Debt Service</b>											
Interest	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Principal	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Cost of Issuance	-	141,427	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ 141,427</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	-	141,427	(141,427)	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	n/a	-100%	n/a	n/a	n/a		n/a		n/a	
<b>Transfers Out</b>											
General Fund	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Debt Service Fund	705,991	714,516	965,814	1,245,698	1,245,698	1,245,698	29%	1,271,945	2%	1,244,498	0%
<b>Total Transfers Out</b>	<b>\$ 705,991</b>	<b>\$ 714,516</b>	<b>\$ 965,814</b>	<b>\$ 1,245,698</b>	<b>\$ 1,245,698</b>	<b>\$ 1,245,698</b>		<b>\$ 1,271,945</b>		<b>\$ 1,244,498</b>	
	(5,100)	8,525	251,298	\$ 279,884	\$ 279,884	\$ 279,884		\$ 26,247		\$ (1,200)	
	-1%	1%	35%	29%	29%	29%		2%		0%	
<b>TOTAL EXPENDITURES</b>	<b>\$ 715,191</b>	<b>\$ 12,765,525</b>	<b>\$ 965,814</b>	<b>\$ 1,245,698</b>	<b>\$ 1,252,698</b>	<b>\$ 1,252,698</b>		<b>\$ 1,271,945</b>		<b>\$ 1,244,498</b>	
	4,100	12,050,334	(11,799,711)	\$ 279,884	\$ 286,884	\$ 286,884		\$ 19,247		\$ (8,200)	
	1%	1685%	-92%	29%	30%	30%		2%		-1%	
<b>FUND BALANCE</b>											
Beginning Fund Balance, January 1	\$ 904,889	\$ 1,050,431	\$ 161,811	\$ 173,060	\$ 173,060	\$ 173,060	7%	\$ (356,513)		\$ (356,513)	
Revenues	850,701	11,797,557	1,058,023	732,750	732,750	723,125	-32%	740,683		750,200	
Expenditures	715,191	12,765,525	965,814	1,245,698	1,252,698	1,252,698	30%	1,271,945		1,244,498	
Accrual / Misc Adjustments	10,032	79,348	(80,960)	-	-	-		-		-	
<b>ENDING FUND BALANCE, December 31</b>	<b>\$ 1,050,431</b>	<b>\$ 161,811</b>	<b>\$ 173,060</b>	<b>\$ (339,888)</b>	<b>\$ (346,888)</b>	<b>\$ (356,513)</b>	-306%	<b>\$ (887,775)</b>		<b>\$ (850,811)</b>	
Increase / (Decrease) In Fund Balance	\$ 145,542	\$ (888,619)	\$ 11,249	\$ (512,948)	\$ (519,948)	\$ (529,573)		\$ (531,262)		\$ (494,298)	

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Willows Enterprise Fund #23

**Radnor Township, PA**  
**Willows Fund**  
**2017 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 four years as the Township has evaluated several public-private partnerships and other proposals. Currently, the Board of Commissioners is evaluating the condition of the structure along with options to restore the Mansion to some state to allow for future use. All options are being considered, with no time-table for decision. Until then, the accounting activity in this fund is limited to keeping the lights on, so-to-speak.

**Line Item Descriptions:**

<b>Line Item</b>	<b>Description</b>
<b>Wages: Salaries</b> <b>23-452-4010</b>	No activity
<b>Utilities</b> <b>23-452-4210</b>	Electric and gas needed to keep the mansion warm enough to prevent frozen pipes and to keep the building's security system running.
<b>Communications</b> <b>23-452-4220</b>	The internet costs associated with the security system
<b>Operating Supplies</b> <b>23-452-4250</b>	Items needed to cover clean-up and other minor repair items that may come up during the year
<b>Contractual Services</b> <b>23-452-4360</b>	Services needed for major or skilled repairs
<b>Professional Services</b> <b>23-452-4370</b>	No activity
<b>Minor Office Equipment</b> <b>23-452-4410</b>	No activity
<b>Maintenance and Repair:</b> <b>Buildings and Fixtures</b> <b>23-452-4420</b>	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
	2013	2014	2015
<b>REVENUES</b>			
<b>Interest and Rents</b>			
Interest & Rents	42	14	11
Willows Events	24,399	-	-
<b>Total Interest and Rents</b>	<b>\$ 24,441</b>	<b>\$ 14</b>	<b>\$ 11</b>
	\$ (49,477)	\$ (24,428)	\$ (3)
	-67%	-100%	-19%
<b>Transfers In</b>			
From General Fund	-	-	65,000
<b>Total Transfers In</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,000</b>
	\$ (60,824)	\$ -	\$ 65,000
	-100%	n/a	n/a
<b>Willows Cottage Grants</b>			
Interest Earnings	-	-	-
Grant Proceeds	-	-	-
<b>Total Willows Cottage Grants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	\$ -	\$ -	\$ -
	n/a	n/a	n/a
<b>TOTAL REVENUES</b>	<b>\$ 24,441</b>	<b>\$ 14</b>	<b>\$ 65,011</b>
	\$ (110,301)	\$ (24,428)	\$ 64,997
	-82%	-100%	472022%

BOC Original Budget	BOC Amended Budget	Full Year Actual	
2016	2016	2016	%Δ
10	10	21	90%
-	-	-	n/a
<b>10</b>	<b>10</b>	<b>21</b>	
(1)	(1)	10	
-10%	-10%	90%	
-	-	15,000	-77%
<b>-</b>	<b>-</b>	<b>15,000</b>	
(65,000)	(65,000)	(50,000)	
-100%	-100%	-77%	
-	-	-	n/a
-	-	-	n/a
<b>-</b>	<b>-</b>	<b>-</b>	
-	-	-	
n/a	n/a	n/a	
<b>10</b>	<b>10</b>	<b>15,021</b>	
(65,001)	(65,001)	(49,990)	
-100%	-100%	-77%	

Initial Forecast	Township Manager Recommended Budget		
2017	%Δ	2017	%Δ
10	-53%	10	-53%
-	n/a	-	n/a
<b>10</b>		<b>10</b>	
(11)		(11)	
-53%		-53%	
-	-100%	-	-100%
<b>-</b>		<b>-</b>	
(15,000)		(15,000)	
-100%		-100%	
-	n/a	-	n/a
-	n/a	-	n/a
<b>-</b>		<b>-</b>	
-		-	
n/a		n/a	
<b>10</b>		<b>10</b>	
(15,011)		(15,011)	
-100%		-100%	

Account Description	Actual	Actual	Actual
	2013	2014	2015
<b>EXPENDITURES</b>			
<b>Willows Operations</b>			
Salaries	13,692	1,350	415
Sick Pay Bonus	-	-	-
Medical Expense Reimb.	-	-	-
Social Security Taxes	1,046	103	32
Utilities	16,231	19,138	9,407
Communications	937	846	-
Postage	31	-	-
Operating Supplies	1,497	706	-
Contractual Services	7,919	3,501	6,941
Professional Services	6,480	-	-
Minor Office Equipment	-	-	-
Maint. & Repairs: Bldgs & Fixtures	3,063	(11,069)	12,835
Maint. & Repairs: Mach & Equipment	667	-	928
Capital Improvements	6,095	-	4,200
<b>Total Willows Operations</b>	<b>\$ 57,659</b>	<b>\$ 14,576</b>	<b>\$ 34,759</b>
	\$ (29,745)	\$ (43,083)	\$ 20,183
	-34%	-75%	138%
<b>Transfers out</b>			
General Fund	-	-	-
Debt Service	41,811	-	-
<b>Total Transfers Out</b>	<b>\$ 41,811</b>	<b>\$ -</b>	<b>\$ -</b>
	\$ (738)	\$ (41,811)	\$ -
	-2%	-100%	n/a
<b>TOTAL EXPENDITURES</b>	<b>\$ 99,470</b>	<b>\$ 14,576</b>	<b>\$ 34,759</b>
	\$ (30,483)	\$ (84,894)	\$ 20,183
	-23%	-85%	138%

BOC Original Budget	BOC Amended Budget	Full Year Actual	
2016	2016	2016	%Δ
-	-	290	-30%
-	-	-	n/a
-	-	-	n/a
-	-	23	-28%
10,000	10,000	7,090	-25%
-	-	-	n/a
-	-	-	n/a
-	-	-	n/a
7,000	7,000	10,453	51%
-	-	-	n/a
-	-	-	n/a
-	-	-	n/a
10,000	10,000	537	-96%
-	-	-	-100%
-	3,300	-	-100%
<b>27,000</b>	<b>30,300</b>	<b>18,392</b>	
(7,759)	(4,459)	(16,366)	
-22%	-13%	-47%	
-	-	-	n/a
-	-	-	n/a
<b>-</b>	<b>-</b>	<b>-</b>	
-	-	-	
n/a	n/a	n/a	
<b>27,000</b>	<b>30,300</b>	<b>18,392</b>	
(7,759)	(4,459)	(16,366)	
-22%	-13%	-47%	

Initial Forecast	Township Manager Recommended Budget		
2017	%Δ	2017	%Δ
-	-100%	-	-100%
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
-	-100%	-	-100%
10,000	41%	10,000	41%
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
7,000	-33%	7,000	-33%
-	n/a	-	n/a
-	n/a	-	n/a
-	n/a	-	n/a
10,000	1762%	10,000	1762%
-	n/a	-	n/a
-	n/a	-	n/a
<b>27,000</b>		<b>27,000</b>	
8,608		8,608	
47%		47%	
-	n/a	-	n/a
-	n/a	-	n/a
<b>-</b>		<b>-</b>	
-		-	
n/a		n/a	
<b>27,000</b>		<b>27,000</b>	
8,608		8,608	
47%		47%	

FUND BALANCE	2013	2014	2015
	Beginning Fund Balance, January 1	\$ 167,727	\$ 85,937
Revenues	24,441	14	65,011
Expenditures	99,470	14,576	34,759
Accrual / Misc Adjustments	(6,762)	(89)	(1,817)
<b>ENDING FUND BALANCE, December 31</b>	<b>\$ 85,937</b>	<b>\$ 71,286</b>	<b>\$ 99,722</b>

2016	2016	2016
\$ 99,722	\$ 99,722	\$ 99,722
10	10	15,021
27,000	30,300	18,392
-	-	-
<b>72,732</b>	<b>69,432</b>	<b>96,351</b>
(3,371)	(3,371)	(3,371)
-3%		

2017	2017
\$ 96,351	\$ 96,351
10	10
27,000	27,000
-	-
<b>69,361</b>	<b>69,361</b>
(26,990)	(26,990)

Increase / (Decrease) In Fund Balance    \$ (81,790)    \$ (14,651)    \$ 28,436    \$ (26,990)    \$ (30,290)    \$ (3,371)    \$ (26,990)    \$ (26,990)

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Debt Service Fund #24

**Radnor Township, PA**  
**Debt Service Fund**  
**2017 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 2017 the following tables summarize the budgeted activity.

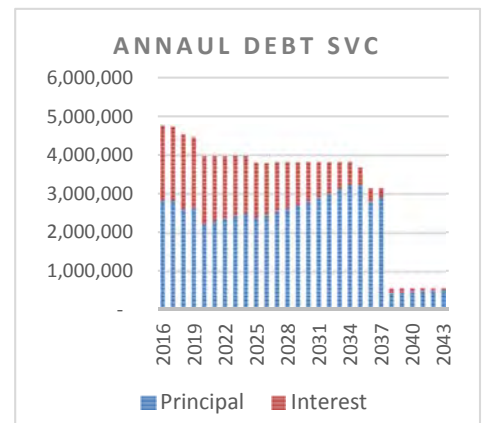
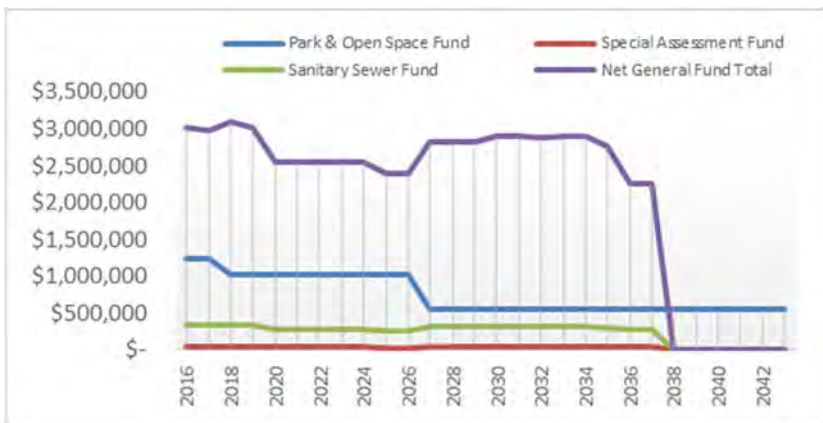
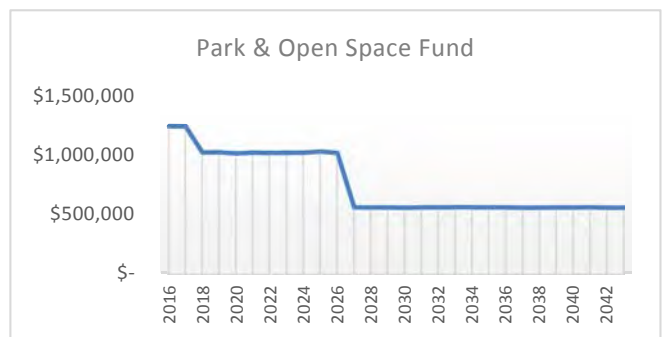
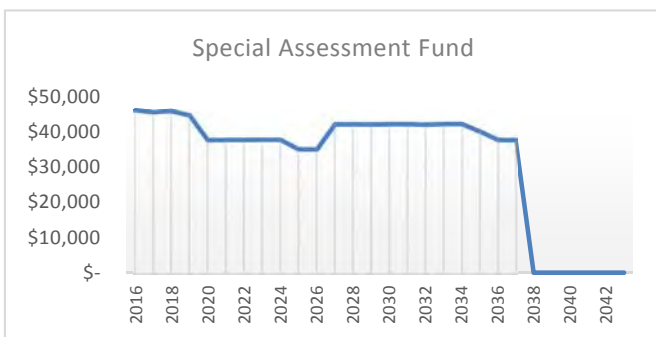
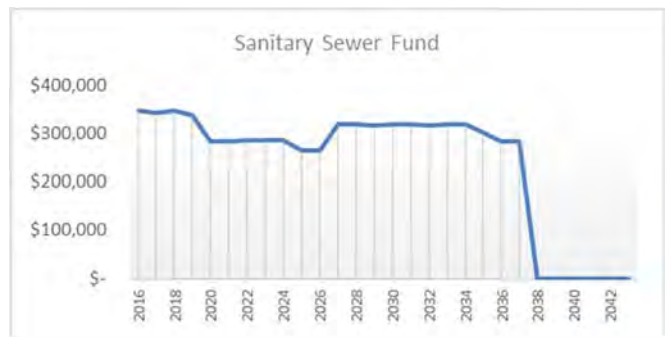
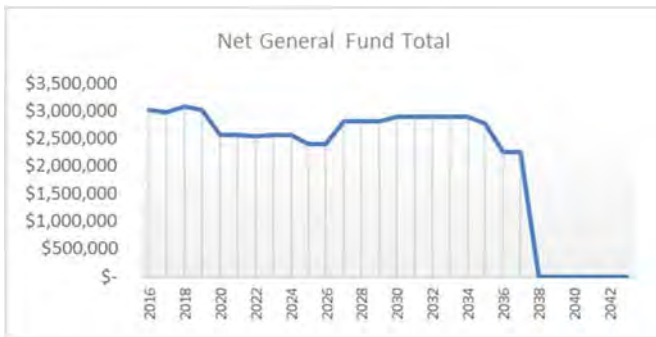
The Township's outstanding principal debt balance at 12/31/2016 will be \$59,635,000, which is made up of \$45,660,000 in non-voted general obligations of the Township and \$13,975,000 in voted open space bonds. Currently the Township has seven bonds outstanding, Series 2015 (refunded 2009 Bonds which 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, and Series 2016 park/trail improvement bonds. The table below reflects the summary of budgeted debt obligation transactions for 2017.

Issue	Final Year of Maturity	Original Principal Amount	Balance January 1, 2017	2017 Additions	2017 Reductions	Balance December 31, 2017	Interest Payments
<b>Non-Voted General Obligation Bonds:</b>							
2012 Series Refund	2037	16,360,000	16,230,000	-	35,000	16,195,000	620,777.50
2013 Series Refund	2034	18,210,000	17,320,000	-	600,000	16,720,000	567,757.16
2015 Series SWAP Term	2018	2,465,000	1,460,000	-	1,025,000	435,000	19,493.76
2015 Series Refund	2024	2,785,000	2,785,000	-	-	2,785,000	82,925.00
2015 Series Library	2035	2,490,000	2,360,000	-	95,000	2,265,000	73,212.51
2016 Series Park/Trail	2035	5,765,000	5,505,000	-	230,000	5,275,000	142,395.00
<b>Subtotal</b>			<b>\$45,660,000</b>	<b>-</b>	<b>\$1,985,000</b>	<b>\$43,675,000</b>	<b>\$1,506,560.93</b>
<b>Voted Open Space General Obligation Bonds</b>							
2014 Series Ardrossan	2043	9,885,000	9,645,000	-	240,000	9,405,000	323,510.00
2015 Series Ref Various	2026	4,965,000	4,330,000	-	585,000	3,745,000	95,987.50
<b>Subtotal</b>			<b>\$13,975,000</b>	<b>-</b>	<b>\$825,000</b>	<b>\$13,150,000</b>	<b>\$419,497.50</b>
<b>Totals</b>			<b>\$59,635,000</b>	<b>\$ -</b>	<b>\$2,810,000</b>	<b>\$56,825,000</b>	<b>\$1,926,058.43</b>

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 2017 debt service.

Fund	Amount
General Fund – General Revenues / Real Estate Taxes	\$2,991,146
Sewer Fund – Sewer Rent	344,356
Special Assessment Fund – Infrastructure Projects	45,539
Parks & Open Space Fund – Real Estate Transfer Tax and Voted Millage	1,244,498
Wayne Art Center and Radnor Fire Company Repayment	110,519
Library Repayment (eliminated in 2010)	-
<b>Total</b>	<b>\$4,736,058</b>

# Radnor Township, PA Debt Service Fund 2017 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		Initial Forecast		Township Manager Recommended Budget	
	2013	2014	2015	2016	2016	2016	%Δ	2017	%Δ	2017	%Δ
<b>REVENUES:</b>											
<b>Interest and Rents:</b>											
Interest & Rents	-	1	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Interest and Rents</b>	<b>\$ -</b>	<b>\$ 1</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ -	\$ 1	\$ (1)	\$ -	\$ -	\$ -		\$ -		\$ -	
	n/a	n/a	-100%	n/a	n/a	n/a		n/a		n/a	
<b>Debt Repayment Proceeds</b>											
Miscellaneous	-	-	-	-	-	-	n/a	-		-	
Art Center / Fire Company Pmts	142,579	50,438	191,062	110,556	110,556	110,557	-42%	110,519	0.0%	110,519	0.0%
<b>Total Debt Repayment Proceeds</b>	<b>\$ 142,579</b>	<b>\$ 50,438</b>	<b>\$ 191,062</b>	<b>\$ 110,556</b>	<b>\$ 110,556</b>	<b>\$ 110,557</b>		<b>\$ 110,519</b>		<b>\$ 110,519</b>	
	\$ (86,454)	\$ (92,140)	\$ 140,623	\$ (80,506)	\$ (80,506)	\$ (80,505)		\$ (38)		\$ (37)	
	-38%	-65%	279%	-42%	-42%	-42%		0%		0%	
<b>Transfers In (from other Funds):</b>											
From Special Assessment Fund	58,538	49,819	49,819	49,899	49,899	49,899	0%	45,539	-8.7%	45,539	-8.7%
From General Fund	3,048,479	2,673,000	2,924,000	2,969,635	2,969,635	2,969,635	2%	2,991,146	0.7%	2,991,146	0.7%
From Sewer Fund	376,995	368,550	368,550	369,147	369,147	369,147	0%	344,356	-6.7%	344,356	-6.7%
From Parks & Open Space Fund	705,991	714,516	965,814	1,245,698	1,245,698	1,245,698	29%	1,244,498	-0.1%	1,244,498	-0.1%
From Willows Fund	41,811	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Transfers In</b>	<b>\$ 4,231,814</b>	<b>\$ 3,805,885</b>	<b>\$ 4,308,183</b>	<b>\$ 4,634,379</b>	<b>\$ 4,634,379</b>	<b>\$ 4,634,379</b>		<b>\$ 4,625,539</b>		<b>\$ 4,625,539</b>	
	\$ (26,763)	\$ (425,929)	\$ 502,298	\$ 326,196	\$ 326,196	\$ 326,196		\$ (8,840)		\$ (8,840)	
				8%	8%	8%					
<b>Refunding Bond Proceeds</b>											
Bond Proceeds	18,210,000	-	-	-	-	-	n/a	-		-	
Bond Premiums	673,902	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Refunding Bond Proceeds</b>	<b>\$ 18,883,902</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ 2,835,856	\$ (18,883,902)	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
	18%	-100%	n/a	n/a	n/a	n/a		0%		0%	
<b>TOTAL DEBT SERVICE FUND REVENUE</b>	<b>\$ 23,258,294</b>	<b>\$ 3,856,324</b>	<b>\$ 4,499,245</b>	<b>\$ 4,744,935</b>	<b>\$ 4,744,935</b>	<b>\$ 4,744,936</b>		<b>\$ 4,736,058</b>		<b>\$ 4,736,058</b>	
	\$ 2,722,639	\$ (19,401,970)	\$ 642,921	\$ 245,690	\$ 245,690	\$ 245,691		\$ (8,878)		\$ (8,877)	
	13.26%	-83.42%	16.67%	5%	5%	5%		0%		0%	
<b>EXPENDITURES:</b>											
<b>Miscellaneous:</b>											
Service Charges Refunding	-	-	-	-	-	1	n/a	-	-100.0%	-	-100.0%
Cost of Issuance Refunding	197,035	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Miscellaneous</b>	<b>\$ 197,035</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1</b>		<b>\$ -</b>		<b>\$ -</b>	
	\$ 47,309	\$ (197,035)	\$ -	\$ -	\$ -	\$ 1		\$ (1)		\$ (1)	
	32%	-100%	n/a	n/a	n/a	n/a		-100%		-100%	
<b>Debt Service:</b>											
Interest	1,845,484	1,683,097	1,720,685	1,755,434	1,755,434	1,755,434	2%	1,926,058	9.7%	1,926,058	9.7%
Principal	2,540,000	2,495,000	2,700,000	2,989,500	2,989,500	2,989,500	11%	2,810,000	-6.0%	2,810,000	-6.0%
Park/Trail/Library Debt Service	-	-	-	-	-	-	n/a	-	n/a	-	n/a
Refunding Principal Redemption	18,680,462	-	-	-	-	-	n/a	-	n/a	-	n/a
<b>Total Debt Service</b>	<b>\$ 23,065,946</b>	<b>\$ 4,178,097</b>	<b>\$ 4,420,685</b>	<b>\$ 4,744,934</b>	<b>\$ 4,744,934</b>	<b>\$ 4,744,934</b>		<b>\$ 4,736,058</b>		<b>\$ 4,736,058</b>	
	\$ 2,786,040	\$ (18,887,848)	\$ 242,588	\$ 324,249	\$ 324,249	\$ 324,249		\$ (8,876)		\$ (8,876)	
	14%	-82%	6%	7%	7%	7%		0%		0%	
<b>TOTAL DEBT SERVICE EXPENDITURE</b>	<b>\$ 23,262,980</b>	<b>\$ 4,178,097</b>	<b>\$ 4,420,685</b>	<b>\$ 4,744,934</b>	<b>\$ 4,744,934</b>	<b>\$ 4,744,935</b>		<b>\$ 4,736,058</b>		<b>\$ 4,736,058</b>	
	\$ 2,833,349	\$ (19,084,883)	\$ 242,588	\$ 324,249	\$ 324,249	\$ 324,250		\$ (8,876)		\$ (8,876)	
	13.87%	-82.04%	5.81%	7%	7%	7%		0%		0%	
<b>FUND BALANCE</b>											
Beginning Fund Balance, January 1	\$ 1,656,758	\$ 1,446,035	\$ 1,204,728	\$ 1,067,520	\$ 1,067,520	\$ 1,067,520	-11%	\$ 1,067,520		\$ 1,067,520	
Revenues	23,258,294	3,856,324	4,499,245	4,744,935	4,744,935	4,744,936	5%	4,736,058		4,736,058	
Expenditures	23,262,980	4,178,097	4,420,685	4,744,934	4,744,934	4,744,935	7%	4,736,058		4,736,058	
Accrual / Misc Adjustments	(206,037)	80,466	(215,768)	-	-	-		-		-	
<b>Ending Fund Balance, December 1</b>	<b>\$ 1,446,035</b>	<b>\$ 1,204,728</b>	<b>\$ 1,067,520</b>	<b>\$ 1,067,521</b>	<b>\$ 1,067,521</b>	<b>\$ 1,067,520</b>	0%	<b>\$ 1,067,519</b>		<b>\$ 1,067,520</b>	
Increase / (Decrease) In Fund Balance	\$ (210,723)	\$ (241,307)	\$ (137,208)	\$ 1	\$ 1	\$ 1		\$ (1)		\$ (0)	



**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Exhibit A: Supplemental Information Section

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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2017 Fund Activity and Balance Summary Worksheet

# Radnor Township, PA

## Budget Fund Total Activity For the Year Budgeted - 2017



	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
<b>REVENUES</b>																		
<b>Taxes</b>																		
Real Estate Tax	\$ 12,502,305	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,502,305	\$ -	\$ 12,502,305
Real Estate Transfer Tax	2,250,000	-	-	-	-	-	-	-	-	-	-	-	-	750,000	-	3,000,000	-	3,000,000
Mercantile Tax	1,404,043	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,404,043	-	1,404,043
Local Services Tax	983,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	983,000	-	983,000
Amusement Tax	37,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37,000	-	37,000
Business Privilege Tax	9,515,745	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,515,745	-	9,515,745
<b>Total Taxes</b>	<b>\$ 26,692,093</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ 27,442,093</b>	<b>\$ -</b>	<b>\$ 27,442,093</b>
<b>Permits and Licenses</b>																		
Building Permits	1,360,000	-	-	-	-	-	-	-	-	-	-	-	35,000	-	-	1,395,000	-	1,395,000
Cable TV	725,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	725,000	-	725,000
All Others	1,023,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,023,200	-	1,023,200
<b>Total Permits and Licenses</b>	<b>\$ 3,108,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,143,200</b>	<b>\$ -</b>	<b>\$ 3,143,200</b>
<b>Other Sources</b>																		
Fines	700,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	700,000	-	700,000
Interest and Rents	320,000	37,806	1,000	2,500	6,000	325	10	-	2	-	5	1,000	-	200	-	368,848	10	368,858
Grants and Gifts	1,440,220	-	829,316	-	-	-	-	-	18,000	-	14,200	-	-	-	-	2,301,736	-	2,301,736
Department Earnings	1,684,000	4,724,494	-	1,063,000	-	-	-	-	-	-	-	-	-	-	-	7,471,494	-	7,471,494
Special Assessments	-	-	-	-	-	49,900	-	-	-	-	-	-	-	-	-	49,900	-	49,900
Refunds and Miscellaneous	326,000	13,288	-	4,000	200,000	-	6,200	-	-	-	-	-	-	-	-	549,488	-	549,488
Debt Repayment Agreements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	110,519	-	-	110,519
<b>Total Other Sources</b>	<b>\$ 4,470,220</b>	<b>\$ 4,775,588</b>	<b>\$ 830,316</b>	<b>\$ 1,069,500</b>	<b>\$ 206,000</b>	<b>\$ 50,225</b>	<b>\$ 6,210</b>	<b>\$ -</b>	<b>\$ 18,002</b>	<b>\$ -</b>	<b>\$ 14,205</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ 200</b>	<b>\$ 110,519</b>	<b>\$ 11,551,986</b>	<b>\$ 10</b>	<b>\$ 11,551,996</b>
<b>TOTAL REVENUES</b>	<b>\$ 34,270,513</b>	<b>\$ 4,775,588</b>	<b>\$ 830,316</b>	<b>\$ 1,069,500</b>	<b>\$ 206,000</b>	<b>\$ 50,225</b>	<b>\$ 6,210</b>	<b>\$ -</b>	<b>\$ 18,002</b>	<b>\$ -</b>	<b>\$ 14,205</b>	<b>\$ 1,000</b>	<b>\$ 35,000</b>	<b>\$ 750,200</b>	<b>\$ 110,519</b>	<b>\$ 42,137,279</b>	<b>\$ 10</b>	<b>\$ 42,137,289</b>
<b>EXPENSES</b>																		
General Government	3,445,637	174,226	-	-	331,700	-	-	-	-	-	-	395,689	-	-	-	4,347,253	-	4,347,253
Protection to Persons & Property	11,363,357	-	-	-	414,736	-	6,200	-	-	-	23,300	-	-	-	-	11,807,593	-	11,807,593
Public Works	6,947,790	4,835,474	110,000	89,009	473,493	-	-	-	-	-	-	-	-	-	-	12,455,766	-	12,455,766
Library	885,507	-	-	-	-	-	-	-	-	-	-	-	-	-	-	885,507	-	885,507
Park & Recreation	2,737,243	-	-	-	241,300	-	-	-	42,000	-	-	-	-	-	-	3,020,543	27,000	3,047,543
Retiree Benefit Expenses	4,282,449	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,282,449	-	4,282,449
Community Org. Contributions	308,127	-	-	-	-	-	-	-	-	-	-	-	-	-	-	308,127	-	308,127
Capital Outlay	-	56,000	948,020	1,600,000	1,045,000	-	-	-	-	-	-	-	-	-	-	3,649,020	-	3,649,020
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,736,058	-	4,736,058	
<b>TOTAL EXPENSES</b>	<b>\$ 29,970,110</b>	<b>\$ 5,065,701</b>	<b>\$ 1,058,020</b>	<b>\$ 1,689,009</b>	<b>\$ 2,506,229</b>	<b>\$ -</b>	<b>\$ 6,200</b>	<b>\$ -</b>	<b>\$ 42,000</b>	<b>\$ -</b>	<b>\$ 23,300</b>	<b>\$ 395,689</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,736,058</b>	<b>\$ 45,492,315</b>	<b>\$ 27,000</b>	<b>\$ 45,519,315</b>
<b>Operating Surplus / (Deficit)</b>	<b>\$ 4,300,403</b>	<b>\$ (290,113)</b>	<b>\$ (227,704)</b>	<b>\$ (619,509)</b>	<b>\$ (2,300,229)</b>	<b>\$ 50,225</b>	<b>\$ 10</b>	<b>\$ -</b>	<b>\$ (23,998)</b>	<b>\$ -</b>	<b>\$ (9,095)</b>	<b>\$ (394,689)</b>	<b>\$ 35,000</b>	<b>\$ 750,200</b>	<b>\$ (4,625,539)</b>	<b>\$ (3,355,037)</b>	<b>\$ (26,990)</b>	<b>\$ (3,382,027)</b>
<b>INTRAFUND TRANSFERS:</b>																		
Transfers for Funding Allocations	(32,500)	-	-	-	-	-	-	-	25,000	-	7,500	-	-	-	-	-	-	-
Transfers for Capital Funding	(1,184,229)	-	-	-	1,184,229	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers for Debt Payments	(2,991,146)	(344,356)	-	-	-	(45,539)	-	-	-	-	-	-	(1,244,498)	4,625,539	-	-	-	-
<b>TOTAL TRANSFER ACTIVITY</b>	<b>\$ (4,207,874)</b>	<b>\$ (344,356)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,184,229</b>	<b>\$ (45,539)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,244,498)</b>	<b>\$ 4,625,539</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FUND BALANCE</b>																		
Beginning Fund Balance (Adjusted)	11,083,915	916,505	327,704	3,459,849	1,257,660	201,240	5,135	-	139,736	3,207	4,113	1,139,605	324,136	(356,513)	1,067,520	19,573,812	96,351	19,670,162
Operating Surplus / (Deficit)	4,300,403	(290,113)	(227,704)	(619,509)	(2,300,229)	50,225	10	-	(23,998)	-	(9,095)	(394,689)	35,000	750,200	(4,625,539)	(3,355,037)	(26,990)	(3,382,027)
Net Interfund Transfer Activity	(4,207,874)	(344,356)	-	-	1,184,229	(45,539)	-	-	25,000	-	7,500	-	-	(1,244,498)	4,625,539	-	-	-
<b>Ending Fund Balance (Estimated)</b>	<b>\$ 11,176,444</b>	<b>\$ 282,036</b>	<b>\$ 100,000</b>	<b>\$ 2,840,340</b>	<b>\$ 141,660</b>	<b>\$ 205,926</b>	<b>\$ 5,145</b>	<b>\$ -</b>	<b>\$ 140,738</b>	<b>\$ 3,207</b>	<b>\$ 2,518</b>	<b>\$ 744,916</b>	<b>\$ 359,136</b>	<b>\$ (850,811)</b>	<b>\$ 1,067,520</b>	<b>\$ 16,218,775</b>	<b>\$ 69,361</b>	<b>\$ 16,288,136</b>

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Real Estate Tax Assumption

Millage Rate History

**Radnor Township, PA**  
Township Assessed Valuation and Rates of Real Estate Taxation  
For the Years Ending 2000 - 2016



Year	Assessed Value Breakdown					Taxable Assessment Information			Millage Information		
	Tax Exmp	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%

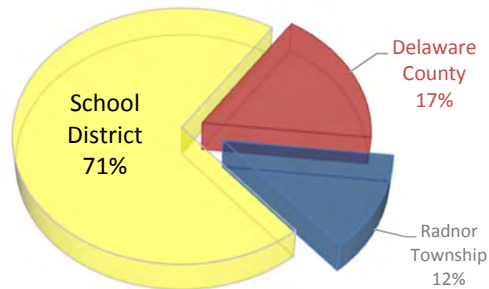
Change (384,220) 20,112,758 (1,684,213) 3,717,400 21,761,725 \*County wide re-assessment, eff. January 2000



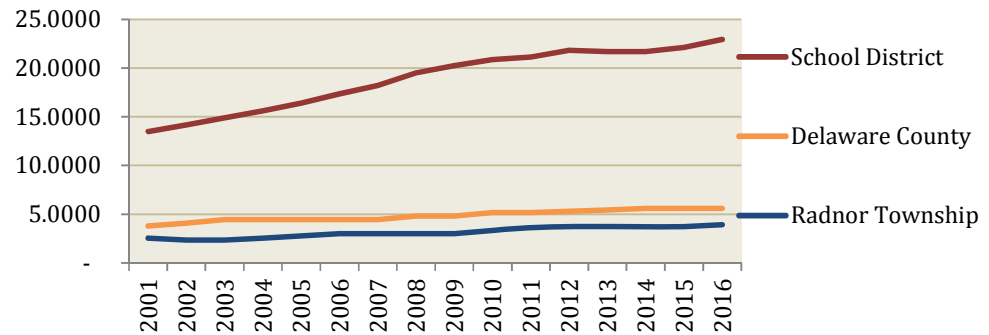
**Radnor Township, PA**  
Real Estate Tax Breakdown  
For the Years 2001-2016

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

**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 21.8230 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**  
**2017 Township Manager Recommended Budget**

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Consumer Price Index

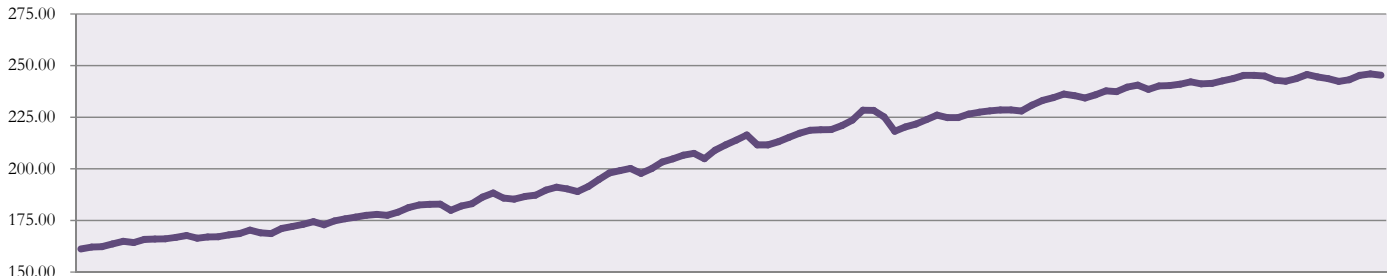


**Consumer Price Index - All Urban Consumers**

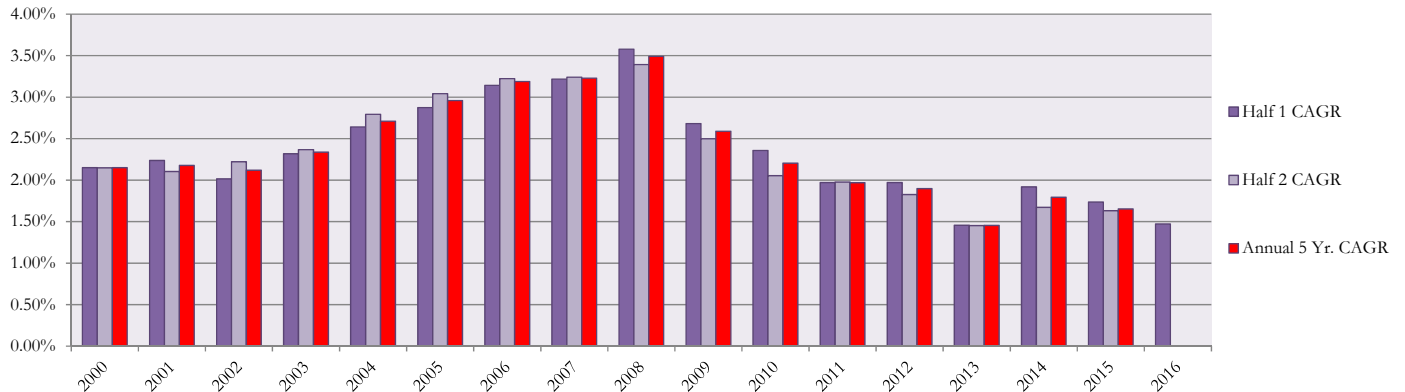
Series Id: CUURA102SA0 Not Seasonally Adjusted  
 Area: Philadelphia-Wilmington-Atlantic City, PA-NJ-DE-MD  
 Item: All items  
 Base Period: 1982-84=100  
 Link: [Department of Labor - Philadelphia Area CPI](#)

	Feb	Apr	Jun	Aug	Oct	Dec	Annual	%Δ	Annual 5 Yr. CAGR	HALF1	%Δ	Half 1 CAGR	HALF2	%Δ	Half 2 CAGR
1996	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	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	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	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	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	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	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	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	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	200.10	203.30	204.80	206.60	207.50	204.90	204.20	3.92%	2.96%	202.10	4.18%	2.87%	206.30	3.67%	3.04%
2006	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	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	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	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	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	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	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	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	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	242.42	243.72	245.68	244.52	243.70	242.36	242.36	-0.69%	1.65%	243.61	0.04%	1.73%	244.11	-0.19%	1.63%
2016	243.13	245.30	245.98	245.37	n/a	n/a				244.29	0.28%	1.47%			

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



**Five Year Compounded Annual Growth Rates**





**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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Full Time Employee Headcount Worksheets

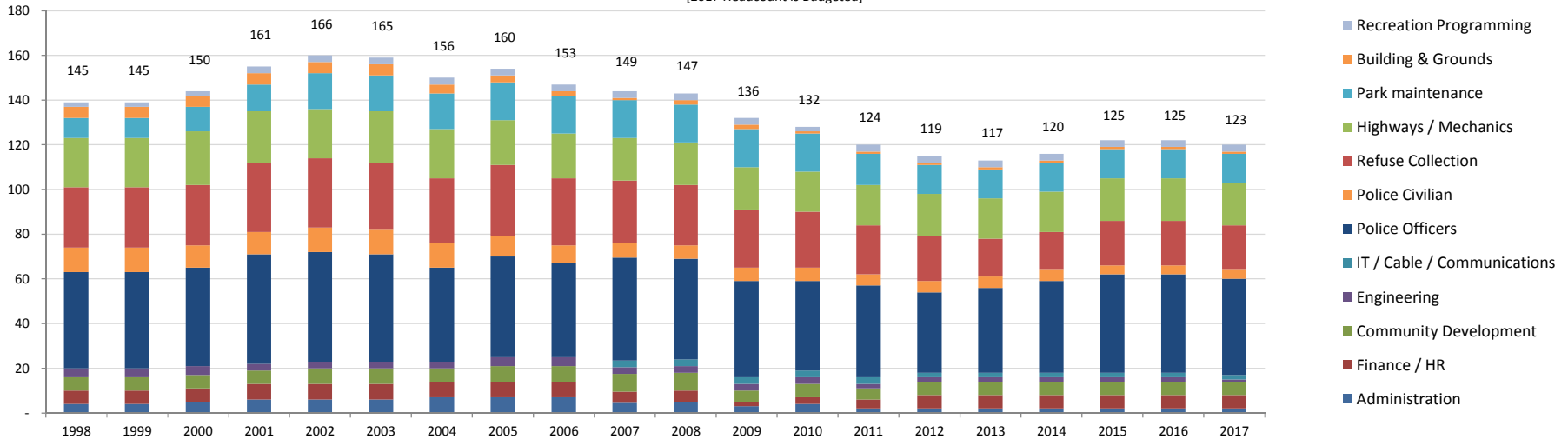
**TOWNSHIP OF RADNOR, PENNSYLVANIA**  
**FULL TIME TOWNSHIP GOVERNMENT EMPLOYEES BY FUNCTION/PROGRAM**  
 From 1998 - 2017

Department:	Year																			
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Administration	4	4	5	6	6	6	7	7	7	4.5	5	3	4	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
Community Development	6	6	6	6	7	7	6	7	7	8	8	5	6	5	6	6	6	6	6	6
Engineering	4	4	4	3	3	3	3	4	4	3	3	3	3	2	2	2	2	2	2	1
IT / Cable / Communications	-	-	-	-	-	-	-	-	-	3	3	3	3	3	2	2	2	2	2	2
Police Officers	43	43	44	49	49	48	42	45	42	46	45	43	40	41	36	38	41	44	44	43
Police Civilian	11	11	10	10	11	11	11	9	8	6.5	6.0	6	6	5	5	5	5	4	4	4
Refuse Collection	27	27	27	31	31	30	29	32	30	28	27	26	25	22	20	17	17	20	20	20
Highways / Mechanics	22	22	24	23	22	23	22	20	20	19	19	19	18	18	19	18	18	19	19	19
Sewer	6	6	6	6	6	6	6	6	6	5	4	4	4	4	4	4	4	3	3	3
Park maintenance	9	9	11	12	16	16	16	17	17	17	17	17	17	14	13	13	13	13	13	13
Building & Grounds	5	5	5	5	5	5	4	3	2	1	2	2	1	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
<b>Total</b>	<b>145</b>	<b>145</b>	<b>150</b>	<b>161</b>	<b>166</b>	<b>165</b>	<b>156</b>	<b>160</b>	<b>153</b>	<b>149</b>	<b>147</b>	<b>136</b>	<b>132</b>	<b>124</b>	<b>119</b>	<b>117</b>	<b>120</b>	<b>125</b>	<b>125</b>	<b>123</b>

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
  - (5) The Township ended the School Grounds Maintenance Agreement and reduced 3 positions in Park Maintenance Accordingly
  - (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 in 2017)

**Full Time Employee Head Count**  
 By Department as of 12/31 of each year  
 [2017 Headcount is Budgeted]



**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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2017 Schedule of Wage and Related Benefit Expenditures

**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

	Administration					Treasurer	
	Board of Commissioners	Zoning Hearing Board	Township Manager	Executive Assistant	Department Total	Treasurer	Department Total
<b>Wages:</b>							
Base Wages   Full Time	14,700	2,100	179,520	74,262	270,582	26,000	26,000
Base Wages   Part Time	-	-	-	-	-	-	-
Night Differential	-	-	-	-	-	-	-
Acting Corporal Pay - Day	-	-	-	-	-	-	-
Acting Corporal Pay - Night	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	-	-	19,050	19,050	-	-
CDL Bonus	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 14,700</b>	<b>\$ 2,100</b>	<b>\$ 179,520</b>	<b>\$ 93,312</b>	<b>\$ 289,632</b>	<b>\$ 26,000</b>	<b>\$ 26,000</b>
Overtime	-	-	-	-	-	-	-
Longevity	-	-	-	-	-	-	-
Sick Pay Bonus	-	-	-	-	-	-	-
Medical Expense Reimb. Pay	-	-	-	-	-	-	-
Court Time	-	-	-	-	-	-	-
<b>Total Wages</b>	<b>\$ 14,700</b>	<b>\$ 2,100</b>	<b>\$ 179,520</b>	<b>\$ 93,312</b>	<b>\$ 289,632</b>	<b>\$ 26,000</b>	<b>\$ 26,000</b>
<b>Payroll Liabilities</b>							
Social Security and Medicare	1,125	161	9,429	7,138	17,853	1,989	1,989
Workers' Compensation	106	15	1,300	676	2,098	188	188
<b>Total Payroll Liabilities</b>	<b>\$ 1,231</b>	<b>\$ 176</b>	<b>\$ 10,729</b>	<b>\$ 7,814</b>	<b>\$ 19,950</b>	<b>\$ 2,177</b>	<b>\$ 2,177</b>
<b>Post-Employment Expenses:</b>							
Pension - Normal Cost	-	-	n/a	11,662	11,662	-	-
Pension - Amortization of UAAL	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	n/a	n/a	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-
<b>Total Post-Employment Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,662</b>	<b>\$ 11,662</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Insurance:</b>							
Health Benefits	-	-	36,851	-	36,851	-	-
Term Life Premiums	-	-	258	142	400	-	-
Whole Life Premiums	-	-	n/a	n/a	-	-	-
Long-Term Disability Premiums	-	-	1,346	557	1,903	-	-
AD&D Insurance Premiums	-	-	18	18	36	-	-
Subtotal	-	-	1,623	717	2,340	-	-
<b>Total Medical / Life Insurance Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 38,474</b>	<b>\$ 717</b>	<b>\$ 39,191</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Wage &amp; Benefits:</b>							
Police Extra Duty	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-
<b>Total Other Wage &amp; Benefits</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Position Total</b>	<b>\$ 15,931</b>	<b>\$ 2,276</b>	<b>\$ 228,723</b>	<b>\$ 113,505</b>	<b>\$ 360,434</b>	<b>\$ 28,177</b>	<b>\$ 28,177</b>

**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

Finance and Human Resources									
	Finance Director	Asst. Finance Director	HR & Financial Coordinator	Revenue Coordinator	Expenditure Coordinator	Purchasing, Grants, &	Part-Time Cash Mgmt Coord.	Part-Time Act 511 Clerk	Department Total
<b>Wages:</b>	80%			66%					
Base Wages   Full Time	119,559	119,961	72,959	50,402	54,088	86,240	-	-	503,209
Base Wages   Part Time	-	-	-	-	-	-	26,009	6,165	32,174
Night Differential	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Day	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Night	-	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	2,290	-	1,511	10,208	-	-	-	14,009
CDL Bonus	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	\$ 119,559	\$ 122,251	\$ 72,959	\$ 51,914	\$ 64,296	\$ 86,240	\$ 26,009	\$ 6,165	\$ 549,393
Overtime	-	-	-	-	-	-	-	-	-
Longevity	-	-	2,150	3,003	-	5,450	-	-	10,603
Sick Pay Bonus	-	-	175	92	-	350	-	-	617
Medical Expense Reimb. Pay	-	-	-	66	-	100	-	-	166
Court Time	-	-	-	-	-	-	-	-	-
<b>Total Wages</b>	\$ 119,559	\$ 122,251	\$ 75,284	\$ 55,075	\$ 64,296	\$ 92,140	\$ 26,009	\$ 6,165	\$ 560,779
<b>Payroll Liabilities</b>									
Social Security and Medicare	7,195	8,599	5,760	4,213	4,918	7,049	1,990	471	40,194
Workers' Compensation	866	885	545	399	466	667	188	45	4,060
<b>Total Payroll Liabilities</b>	\$ 8,060	\$ 9,484	\$ 6,305	\$ 4,612	\$ 5,384	\$ 7,716	\$ 2,178	\$ 516	\$ 44,255
<b>Post-Employment Expenses:</b>									
Pension - Normal Cost	14,942	15,278	9,409	6,883	8,035	11,515	n/a	n/a	66,062
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	n/a	n/a	-	n/a	n/a	n/a	n/a	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-
<b>Total Post-Employment Expenses</b>	\$ 14,942	\$ 15,278	\$ 9,409	\$ 6,883	\$ 8,035	\$ 11,515	\$ -	\$ -	\$ 66,062
<b>Insurance:</b>									
Health Benefits	29,481	32,422	26,989	21,558	-	37,092	-	-	147,541
Term Life Premiums	114	142	142	94	142	142	-	-	775
Whole Life Premiums	-	n/a	n/a	-	n/a	n/a	n/a	n/a	-
Long-Term Disability Premiums	897	900	563	400	406	688	195	46	4,095
AD&D Insurance Premiums	15	18	18	12	18	18	-	-	99
Subtotal	1,025	1,060	723	506	566	848	195	46	4,969
<b>Total Medical / Life Insurance Costs</b>	\$ 30,506	\$ 33,482	\$ 27,712	\$ 22,064	\$ 566	\$ 37,940	\$ 195	\$ 46	\$ 152,510
<b>Other Wage &amp; Benefits:</b>									
Police Extra Duty	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-
<b>Total Other Wage &amp; Benefits</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Position Total</b>	\$ 173,066	\$ 180,495	\$ 118,710	\$ 88,634	\$ 78,281	\$ 149,311	\$ 28,382	\$ 6,727	\$ 823,606

**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

	Information Technology					Engineering			
	Web, Comm, Info. Coord.	IT Coordinator	IT Coordinator (Part-Time) /	IT Coordinator (Part-Time) /	Department Total	Public Works Director 30%	Engineering Inspector	Administrative Assistant	Department Total
<b>Wages:</b>									
Base Wages   Full Time	63,497	63,861	-	-	127,358	40,598	84,704	63,503	188,805
Base Wages   Part Time	-	-	14,277	6,165	20,442	-	-	-	-
Night Differential	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Day	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Night	-	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	-	-	-	-	-	-	-	-
CDL Bonus	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 63,497</b>	<b>\$ 63,861</b>	<b>\$ 14,277</b>	<b>\$ 6,165</b>	<b>\$ 147,800</b>	<b>\$ 40,598</b>	<b>\$ 84,704</b>	<b>\$ 63,503</b>	<b>\$ 188,805</b>
Overtime	-	-	-	-	-	-	4,500	4,000	8,500
Longevity	1,900	700	-	-	2,600	-	6,500	-	6,500
Sick Pay Bonus	-	375	-	-	375	-	105	35	140
Medical Expense Reimb. Pay	100	100	-	-	200	-	100	100	200
Court Time	-	-	-	-	-	-	-	-	-
<b>Total Wages</b>	<b>\$ 65,497</b>	<b>\$ 65,036</b>	<b>\$ 14,277</b>	<b>\$ 6,165</b>	<b>\$ 150,975</b>	<b>\$ 40,598</b>	<b>\$ 95,909</b>	<b>\$ 67,638</b>	<b>\$ 204,145</b>
<b>Payroll Liabilities</b>									
Social Security and Medicare	5,011	4,975	1,092	471	11,549	2,636	7,337	5,175	15,148
Workers' Compensation	474	471	103	45	1,093	5,932	4,007	461	10,400
<b>Total Payroll Liabilities</b>	<b>\$ 5,485</b>	<b>\$ 5,446</b>	<b>\$ 1,195</b>	<b>\$ 516</b>	<b>\$ 12,642</b>	<b>\$ 8,568</b>	<b>\$ 11,344</b>	<b>\$ 5,636</b>	<b>\$ 25,548</b>
<b>Post-Employment Expenses:</b>									
Pension - Normal Cost	8,186	8,128	n/a	n/a	16,313	5,074	11,424	7,953	24,451
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	n/a	n/a	n/a	n/a	-	-	n/a	n/a	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-
<b>Total Post-Employment Expenses</b>	<b>\$ 8,186</b>	<b>\$ 8,128</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,313</b>	<b>\$ 5,074</b>	<b>\$ 11,424</b>	<b>\$ 7,953</b>	<b>\$ 24,451</b>
<b>Insurance:</b>									
Health Benefits	37,092	12,932	-	-	50,024	11,055	37,092	20,067	68,215
Term Life Premiums	142	142	-	-	284	43	52	52	146
Whole Life Premiums	n/a	n/a	n/a	n/a	-	-	-	-	-
Long-Term Disability Premiums	490	484	107	46	1,128	305	515	476	1,296
AD&D Insurance Premiums	18	18	-	-	36	5	18	18	42
Subtotal	651	644	107	46	1,448	353	585	546	1,484
<b>Total Medical / Life Insurance Costs</b>	<b>\$ 37,743</b>	<b>\$ 13,576</b>	<b>\$ 107</b>	<b>\$ 46</b>	<b>\$ 51,473</b>	<b>\$ 11,408</b>	<b>\$ 37,677</b>	<b>\$ 20,613</b>	<b>\$ 69,698</b>
<b>Other Wage &amp; Benefits:</b>									
Police Extra Duty	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-
<b>Total Other Wage &amp; Benefits</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Position Total</b>	<b>\$ 116,911</b>	<b>\$ 92,186</b>	<b>\$ 15,579</b>	<b>\$ 6,727</b>	<b>\$ 231,403</b>	<b>\$ 65,648</b>	<b>\$ 156,354</b>	<b>\$ 101,840</b>	<b>\$ 323,841</b>

**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

Community Development										
	Comm. Dev. Director	Health Officer	Health Officer	Code Officials	Admin. Assistants	Fire Marshal	Part-Time Code Official	Part-Time Property Maint	Part-Time Admin.	Department Total
<b>Wages:</b>										
Base Wages   Full Time	95,969	84,442	45,500	131,545	132,195	5,000	-	-	-	494,651
Base Wages   Part Time	-	-	-	-	-	-	-	21,840	19,478	41,318
Night Differential	-	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Day	-	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Night	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	19,175	-	-	-	29,175	-	-	-	-	48,350
CDL Bonus	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 115,144</b>	<b>\$ 84,442</b>	<b>\$ 45,500</b>	<b>\$ 131,545</b>	<b>\$ 161,370</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 21,840</b>	<b>\$ 19,478</b>	<b>\$ 584,319</b>
Overtime	-	-	-	13,820	2,180	-	-	-	-	16,000
Longevity	-	3,650	-	2,750	10,150	-	-	-	-	16,550
Sick Pay Bonus	-	175	-	-	315	-	-	-	-	490
Medical Expense Reimb. Pay	-	100	-	100	200	-	-	-	-	400
Court Time	-	-	-	-	-	-	-	-	-	-
<b>Total Wages</b>	<b>\$ 115,144</b>	<b>\$ 88,367</b>	<b>\$ 45,500</b>	<b>\$ 148,215</b>	<b>\$ 174,215</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 21,840</b>	<b>\$ 19,478</b>	<b>\$ 617,759</b>
<b>Payroll Liabilities</b>										
Social Security and Medicare	8,809	6,760	3,481	11,339	13,328	383	-	1,671	1,490	47,260
Workers' Compensation	4,716	3,619	1,864	5,504	1,246	-	-	895	141	17,985
<b>Total Payroll Liabilities</b>	<b>\$ 13,525</b>	<b>\$ 10,379</b>	<b>\$ 5,345</b>	<b>\$ 16,843</b>	<b>\$ 14,574</b>	<b>\$ 383</b>	<b>\$ -</b>	<b>\$ 2,566</b>	<b>\$ 1,631</b>	<b>\$ 65,245</b>
<b>Post-Employment Expenses:</b>										
Pension - Normal Cost	14,390	11,044	5,686	16,796	21,500	-	-	-	-	69,416
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-
<b>Total Post-Employment Expenses</b>	<b>\$ 14,390</b>	<b>\$ 11,044</b>	<b>\$ 5,686</b>	<b>\$ 16,796</b>	<b>\$ 21,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 69,416</b>
<b>Insurance:</b>										
Health Benefits	-	20,067	-	31,361	-	-	-	-	-	51,428
Term Life Premiums	142	142	142	284	103	-	-	-	-	813
Whole Life Premiums	-	-	-	480	531	-	-	-	-	1,011
Long-Term Disability Premiums	720	661	341	1,007	1,068	-	-	164	146	4,106
AD&D Insurance Premiums	18	18	18	36	36	-	-	-	-	127
Subtotal	880	821	501	1,807	1,738	-	-	164	146	6,058
<b>Total Medical / Life Insurance Costs</b>	<b>\$ 880</b>	<b>\$ 20,888</b>	<b>\$ 501</b>	<b>\$ 33,168</b>	<b>\$ 1,738</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 164</b>	<b>\$ 146</b>	<b>\$ 57,486</b>
<b>Other Wage &amp; Benefits:</b>										
Police Extra Duty	-	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-	-
<b>Total Other Wage &amp; Benefits</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Position Total</b>	<b>\$ 143,939</b>	<b>\$ 130,677</b>	<b>\$ 57,033</b>	<b>\$ 215,022</b>	<b>\$ 212,028</b>	<b>\$ 5,383</b>	<b>\$ -</b>	<b>\$ 24,570</b>	<b>\$ 21,255</b>	<b>\$ 809,906</b>

**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

<b>Police Department</b>											<b>Department Total</b>
Chief	Lieutenants	Sergeants	Corporals	Detectives	Patrol	Admin Assistants	Supervisor of Parking & Aux.	Parking Meter Enforcement	Crossing Guards		
<b>Wages:</b>											
Base Wages   Full Time	171,790	257,414	643,522	196,632	289,586	2,403,384	166,388	80,634	-	-	4,209,351
Base Wages   Part Time	-	-	-	-	-	-	-	-	100,000	97,000	197,000
Night Differential	-	7,209	21,628	7,209	10,814	108,140	-	-	-	-	155,000
Acting Corporal Pay - Day	-	-	-	-	-	10,300	-	-	-	-	10,300
Acting Corporal Pay - Night	-	-	-	-	-	15,000	-	-	-	-	15,000
Holiday Pay - Day	-	2,209	6,628	2,209	3,314	33,140	-	-	-	-	47,500
Holiday Pay - Night	-	121	363	121	181	1,814	-	-	-	-	2,600
On Call Bonus	-	1,186	3,558	1,186	1,779	17,791	-	-	-	-	25,500
Education Bonus	-	375	375	-	-	-	-	-	-	-	750
Acting Lieutenant Pay	-	-	417	-	-	-	-	-	-	-	417
K9 Off Duty Pay	-	-	-	-	-	5,200	-	-	-	-	5,200
Medical Opt-Out Sharing Plan	-	-	19,175	-	38,350	42,088	14,948	-	-	-	114,561
CDL Bonus	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 171,790</b>	<b>\$ 268,515</b>	<b>\$ 695,666</b>	<b>\$ 207,358</b>	<b>\$ 344,025</b>	<b>\$ 2,636,856</b>	<b>\$ 181,336</b>	<b>\$ 80,634</b>	<b>\$ 100,000</b>	<b>\$ 97,000</b>	<b>\$ 4,783,178</b>
Overtime	-	12,360	30,900	9,442	13,905	115,403	7,989	-	-	-	190,000
Longevity	-	42,404	94,512	32,545	36,389	154,788	10,800	-	-	-	371,438
Sick Pay Bonus	-	-	-	-	-	-	140	-	-	-	140
Medical Expense Reimb. Pay	-	200	600	200	300	2,500	300	-	-	-	4,100
Court Time	-	749	2,247	749	1,123	11,233	-	-	-	-	16,100
<b>Total Wages</b>	<b>\$ 171,790</b>	<b>\$ 324,228</b>	<b>\$ 823,924</b>	<b>\$ 250,293</b>	<b>\$ 395,742</b>	<b>\$ 2,920,780</b>	<b>\$ 200,566</b>	<b>\$ 80,634</b>	<b>\$ 100,000</b>	<b>\$ 97,000</b>	<b>\$ 5,364,956</b>
<b>Payroll Liabilities</b>											
Social Security and Medicare	9,317	19,137	63,118	19,148	30,318	238,225	15,342	6,168	7,650	7,421	415,843
Workers' Compensation	6,894	12,561	31,869	9,665	15,346	112,308	1,395	3,535	4,096	3,973	201,642
<b>Total Payroll Liabilities</b>	<b>\$ 16,211</b>	<b>\$ 31,698</b>	<b>\$ 94,987</b>	<b>\$ 28,813</b>	<b>\$ 45,664</b>	<b>\$ 350,533</b>	<b>\$ 16,737</b>	<b>\$ 9,703</b>	<b>\$ 11,746</b>	<b>\$ 11,393</b>	<b>\$ 617,485</b>
<b>Post-Employment Expenses:</b>											
Pension - Normal Cost	30,906	56,314	142,877	43,331	68,798	503,502	24,067	10,077	-	-	879,871
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	350,000	-	-	-	-	350,000
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-
<b>Total Post-Employment Expenses</b>	<b>\$ 30,906</b>	<b>\$ 56,314</b>	<b>\$ 142,877</b>	<b>\$ 43,331</b>	<b>\$ 68,798</b>	<b>\$ 853,502</b>	<b>\$ 24,067</b>	<b>\$ 10,077</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,229,871</b>
<b>Insurance:</b>											
Health Benefits	12,804	50,024	144,276	50,024	37,092	628,999	32,678	20,067	-	-	975,966
Term Life Premiums	129	258	774	258	387	3,740	155	142	-	-	5,842
Whole Life Premiums	-	552	2,040	639	901	4,921	2,237	595	-	-	11,884
Long-Term Disability Premiums	1,288	2,249	5,535	1,719	2,445	19,186	1,329	605	-	-	34,355
AD&D Insurance Premiums	42	83	250	83	125	1,206	55	21	-	-	1,864
<b>Subtotal</b>	<b>1,459</b>	<b>3,142</b>	<b>8,599</b>	<b>2,698</b>	<b>3,857</b>	<b>29,053</b>	<b>3,775</b>	<b>1,363</b>	<b>-</b>	<b>-</b>	<b>53,945</b>
<b>Total Medical / Life Insurance Costs</b>	<b>\$ 14,263</b>	<b>\$ 53,166</b>	<b>\$ 152,875</b>	<b>\$ 52,723</b>	<b>\$ 40,949</b>	<b>\$ 658,052</b>	<b>\$ 36,453</b>	<b>\$ 21,430</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,029,911</b>
<b>Other Wage &amp; Benefits:</b>											
Police Extra Duty	-	-	-	-	-	200,000	-	-	-	-	200,000
Clothing Allowance	-	1,150	1,150	-	575	-	-	-	-	-	2,875
Boot Allowance	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Wage &amp; Benefits</b>	<b>\$ -</b>	<b>\$ 1,150</b>	<b>\$ 1,150</b>	<b>\$ -</b>	<b>\$ 575</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 202,875</b>
<b>Position Total</b>	<b>\$ 233,170</b>	<b>\$ 466,556</b>	<b>\$ 1,215,812</b>	<b>\$ 375,160</b>	<b>\$ 551,729</b>	<b>\$ 4,982,866</b>	<b>\$ 277,823</b>	<b>\$ 121,844</b>	<b>\$ 111,746</b>	<b>\$ 108,393</b>	<b>\$ 8,445,099</b>



**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

	Building & Grounds			Department Total
	Public Works Director 10%	Superintendent - Operations 45%	Custodian / Skilled Laborer	
<b>Wages:</b>				
Base Wages   Full Time	13,533	48,838	64,302	126,672
Base Wages   Part Time	-	-	-	-
Night Differential	-	-	-	-
Acting Corporal Pay - Day	-	-	-	-
Acting Corporal Pay - Night	-	-	-	-
Holiday Pay - Day	-	-	-	-
Holiday Pay - Night	-	-	-	-
On Call Bonus	-	-	-	-
Education Bonus	-	-	-	-
Acting Lieutenant Pay	-	-	-	-
K9 Off Duty Pay	-	-	-	-
Medical Opt-Out Sharing Plan	-	-	-	-
CDL Bonus	-	450	1,000	1,450
<b>Subtotal</b>	<b>\$ 13,533</b>	<b>\$ 49,288</b>	<b>\$ 65,302</b>	<b>\$ 128,122</b>
Overtime	-	-	1,300	1,300
Longevity	-	-	4,400	4,400
Sick Pay Bonus	-	-	-	-
Medical Expense Reimb. Pay	-	45	100	145
Court Time	-	-	-	-
<b>Total Wages</b>	<b>\$ 13,533</b>	<b>\$ 49,333</b>	<b>\$ 71,102</b>	<b>\$ 133,967</b>
<b>Payroll Liabilities</b>				
Social Security and Medicare	879	3,774	5,439	10,092
Workers' Compensation	5,932	2,163	3,060	11,155
<b>Total Payroll Liabilities</b>	<b>\$ 6,811</b>	<b>\$ 5,937</b>	<b>\$ 8,499</b>	<b>\$ 21,247</b>
<b>Post-Employment Expenses:</b>				
Pension - Normal Cost	1,691	5,332	8,723	15,747
Pension - Amortization of UAAL	-	-	-	-
OPEB - Normal Cost	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-
<b>Total Post-Employment Expenses</b>	<b>\$ 1,691</b>	<b>\$ 5,332</b>	<b>\$ 8,723</b>	<b>\$ 15,747</b>
<b>Insurance:</b>				
Health Benefits	3,685	9,030	37,092	49,808
Term Life Premiums	14	64	52	130
Whole Life Premiums	-	-	697	697
Long-Term Disability Premiums	102	366	515	983
AD&D Insurance Premiums	2	9	21	32
Subtotal	118	439	1,284	1,841
<b>Total Medical / Life Insurance Costs</b>	<b>\$ 3,803</b>	<b>\$ 9,470</b>	<b>\$ 38,377</b>	<b>\$ 51,649</b>
<b>Other Wage &amp; Benefits:</b>				
Police Extra Duty	-	-	-	-
Clothing Allowance	-	-	-	-
Boot Allowance	-	-	-	-
<b>Total Other Wage &amp; Benefits</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Position Total</b>	<b>\$ 25,837</b>	<b>\$ 70,071</b>	<b>\$ 126,701</b>	<b>\$ 222,610</b>

**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

Public Works : Solid Waste								
	Public Works Director	Administrative Assistant	Superintendent - Operations	Supervisor: Solid Waste &	Driver II	Collector	Part-Time / Seasonal	Department Total
Wages:	5%	50%	10%	30%				
Base Wages   Full Time	6,766	33,049	10,853	25,239	398,741	874,296	-	1,348,944
Base Wages   Part Time	-	-	-	-	-	-	63,180	63,180
Night Differential	-	-	-	-	-	-	-	-
Acting Corporal Pay - Day	-	-	-	-	-	-	-	-
Acting Corporal Pay - Night	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	9,588	-	-	19,175	19,175	-	47,938
CDL Bonus	-	-	100	300	6,000	9,000	-	15,400
<b>Subtotal</b>	<b>\$ 6,766</b>	<b>\$ 42,636</b>	<b>\$ 10,953</b>	<b>\$ 25,539</b>	<b>\$ 423,916</b>	<b>\$ 902,471</b>	<b>\$ 63,180</b>	<b>\$ 1,475,461</b>
Overtime	-	400	-	-	1,000	600	-	2,000
Longevity	-	3,250	-	1,950	25,650	48,300	-	79,150
Sick Pay Bonus	-	-	-	-	980	2,520	-	3,500
Medical Expense Reimb. Pay	-	50	10	30	600	1,400	-	2,090
Court Time	-	-	-	-	-	-	-	-
<b>Total Wages</b>	<b>\$ 6,766</b>	<b>\$ 46,336</b>	<b>\$ 10,963</b>	<b>\$ 27,519</b>	<b>\$ 452,146</b>	<b>\$ 955,291</b>	<b>\$ 63,180</b>	<b>\$ 1,562,201</b>
<b>Payroll Liabilities</b>								
Social Security and Medicare	439	3,529	839	2,105	34,589	73,081	4,833	119,415
Workers' Compensation	5,932	333	481	4,021	19,777	41,854	2,770	75,167
<b>Total Payroll Liabilities</b>	<b>\$ 6,371</b>	<b>\$ 3,862</b>	<b>\$ 1,319</b>	<b>\$ 6,126</b>	<b>\$ 54,366</b>	<b>\$ 114,935</b>	<b>\$ 7,603</b>	<b>\$ 194,582</b>
<b>Post-Employment Expenses:</b>								
Pension - Normal Cost	846	5,741	1,185	3,439	56,382	119,312	-	186,905
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-
<b>Total Post-Employment Expenses</b>	<b>\$ 846</b>	<b>\$ 5,741</b>	<b>\$ 1,185</b>	<b>\$ 3,439</b>	<b>\$ 56,382</b>	<b>\$ 119,312</b>	<b>\$ -</b>	<b>\$ 186,905</b>
<b>Insurance:</b>								
Health Benefits	1,843	-	2,007	11,128	119,988	379,478	-	514,442
Term Life Premiums	7	26	14	43	309	722	-	1,121
Whole Life Premiums	-	292	-	-	4,473	10,316	-	15,081
Long-Term Disability Premiums	51	272	81	204	3,183	6,919	-	10,711
AD&D Insurance Premiums	1	9	2	6	125	291	-	434
Subtotal	59	599	98	253	8,091	18,249	-	27,347
<b>Total Medical / Life Insurance Costs</b>	<b>\$ 1,901</b>	<b>\$ 599</b>	<b>\$ 2,104</b>	<b>\$ 11,380</b>	<b>\$ 128,079</b>	<b>\$ 397,726</b>	<b>\$ -</b>	<b>\$ 541,790</b>
<b>Other Wage &amp; Benefits:</b>								
Police Extra Duty	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-
<b>Total Other Wage &amp; Benefits</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Position Total</b>	<b>\$ 15,885</b>	<b>\$ 56,538</b>	<b>\$ 15,571</b>	<b>\$ 48,465</b>	<b>\$ 690,972</b>	<b>\$ 1,587,265</b>	<b>\$ 70,783</b>	<b>\$ 2,485,478</b>

**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

	Public Works : General Services / Highway								Mechanics		
	Supervisor: Solid								Supervisor:	Mechanics	Department
	Public Works Director	Administrative Assistant	Superintendent - Operations	Waste & Highway	Field Leaders	Equipment Operators	Drivers / Laborers	Department Total	Fleet		Total
<b>Wages:</b>	15%	20%	25%	70%							
Base Wages   Full Time	20,299	13,220	27,132	58,891	138,520	327,978	257,866	843,906	90,066	137,991	228,057
Base Wages   Part Time	-	-	-	-	-	-	-	-	-	-	-
Night Differential	-	-	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Day	-	-	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Night	-	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	3,835	-	-	-	-	-	3,835	-	19,050	19,050
CDL Bonus	-	-	250	700	2,000	5,000	3,000	10,950	1,000	2,000	3,000
<b>Subtotal</b>	\$ 20,299	\$ 17,055	\$ 27,382	\$ 59,591	\$ 140,520	\$ 332,978	\$ 260,866	\$ 858,691	\$ 91,066	\$ 159,041	\$ 250,107
Overtime	-	200	-	-	6,000	6,000	134,300	146,500	-	700	700
Longevity	-	1,300	-	4,550	13,000	26,350	20,600	65,800	3,650	6,100	9,750
Sick Pay Bonus	-	-	-	-	-	980	140	1,120	-	-	-
Medical Expense Reimb. Pay	-	20	25	70	200	500	400	1,215	100	200	300
Court Time	-	-	-	-	-	-	-	-	-	-	-
<b>Total Wages</b>	\$ 20,299	\$ 18,575	\$ 27,407	\$ 64,211	\$ 159,720	\$ 366,808	\$ 416,306	\$ 1,073,326	\$ 94,816	\$ 166,041	\$ 260,857
<b>Payroll Liabilities</b>											
Social Security and Medicare	1,318	1,409	2,097	(163)	12,218	28,060	31,846	76,785	7,254	12,702	19,955
Workers' Compensation	5,932	133	1,202	55,000	6,738	15,817	12,363	97,185	4,157	7,249	11,406
<b>Total Payroll Liabilities</b>	\$ 7,250	\$ 1,542	\$ 3,298	\$ 54,837	\$ 18,956	\$ 43,877	\$ 44,209	\$ 173,969	\$ 11,411	\$ 19,951	\$ 31,361
<b>Post-Employment Expenses:</b>											
Pension - Normal Cost	2,537	2,296	2,962	8,025	19,211	45,092	35,244	115,367	11,850	20,663	32,513
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-	-
<b>Total Post-Employment Expenses</b>	\$ 2,537	\$ 2,296	\$ 2,962	\$ 8,025	\$ 19,211	\$ 45,092	\$ 35,244	\$ 115,367	\$ 11,850	\$ 20,663	\$ 32,513
<b>Insurance:</b>											
Health Benefits	5,528	-	5,017	25,965	40,134	153,387	116,295	346,326	12,932	37,092	50,024
Term Life Premiums	21	10	35	99	103	258	206	734	142	103	245
Whole Life Premiums	-	117	-	(248)	1,572	3,004	2,370	6,814	-	1,113	1,113
Long-Term Disability Premiums	152	109	203	476	1,137	2,657	2,089	6,823	703	1,081	1,783
AD&D Insurance Premiums	3	4	5	15	42	104	83	255	21	42	62
Subtotal	176	240	244	341	2,854	6,023	4,748	14,626	865	2,338	3,203
<b>Total Medical / Life Insurance Costs</b>	\$ 5,704	\$ 240	\$ 5,261	\$ 26,306	\$ 42,988	\$ 159,411	\$ 121,043	\$ 360,952	\$ 13,798	\$ 39,430	\$ 53,228
<b>Other Wage &amp; Benefits:</b>											
Police Extra Duty	-	-	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Wage &amp; Benefits</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Position Total</b>	\$ 35,790	\$ 22,652	\$ 38,929	\$ 153,379	\$ 240,875	\$ 615,187	\$ 616,802	\$ 1,723,614	\$ 131,874	\$ 246,086	\$ 377,960

**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

	Recreational Programming - Administration					Recreational Programming		Sulpizio Gym	
	Recreational Prog. Director	Program Supervisor	Program Coordinator	Part-Time Employees	Department Total	Day Camp Program	Department Total	Day Camp Program	Department Total
<b>Wages:</b>									
Base Wages   Full Time	102,378	62,164	39,559	-	204,101	-	-	-	-
Base Wages   Part Time	-	-	-	29,120	29,120	82,000	82,000	-	-
Night Differential	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Day	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Night	-	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	-	-	-	-	-	-	-	-
CDL Bonus	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 102,378</b>	<b>\$ 62,164</b>	<b>\$ 39,559</b>	<b>\$ 29,120</b>	<b>\$ 233,221</b>	<b>\$ 82,000</b>	<b>\$ 82,000</b>	<b>\$ -</b>	<b>\$ -</b>
Overtime	-	-	-	-	-	-	-	-	-
Longevity	-	-	-	-	-	-	-	-	-
Sick Pay Bonus	-	-	-	-	-	-	-	-	-
Medical Expense Reimb. Pay	-	-	-	-	-	-	-	-	-
Court Time	-	-	-	-	-	-	-	-	-
<b>Total Wages</b>	<b>\$ 102,378</b>	<b>\$ 62,164</b>	<b>\$ 39,559</b>	<b>\$ 29,120</b>	<b>\$ 233,221</b>	<b>\$ 82,000</b>	<b>\$ 82,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Payroll Liabilities</b>									
Social Security and Medicare	7,831	3,027	3,027	2,227	16,112	6,273	6,273	-	-
Workers' Compensation	4,488	2,725	1,277	1,277	9,767	3,595	3,595	-	-
<b>Total Payroll Liabilities</b>	<b>\$ 12,319</b>	<b>\$ 5,752</b>	<b>\$ 4,304</b>	<b>\$ 3,504</b>	<b>\$ 25,879</b>	<b>\$ 9,868</b>	<b>\$ 9,868</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Post-Employment Expenses:</b>									
Pension - Normal Cost	12,795	7,769	4,944	3,639	29,147	-	-	-	-
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-
<b>Total Post-Employment Expenses</b>	<b>\$ 12,795</b>	<b>\$ 7,769</b>	<b>\$ 4,944</b>	<b>\$ 3,639</b>	<b>\$ 29,147</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Insurance:</b>									
Health Benefits	27,259	12,932	12,804	-	52,996	-	-	-	-
Term Life Premiums	142	142	142	142	568	-	-	-	-
Whole Life Premiums	-	-	-	-	-	-	-	-	-
Long-Term Disability Premiums	768	466	297	218	1,749	-	-	-	-
AD&D Insurance Premiums	18	18	18	15	69	-	-	-	-
Subtotal	928	626	457	375	2,386	-	-	-	-
<b>Total Medical / Life Insurance Costs</b>	<b>\$ 28,187</b>	<b>\$ 13,559</b>	<b>\$ 13,261</b>	<b>\$ 375</b>	<b>\$ 55,382</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Wage &amp; Benefits:</b>									
Police Extra Duty	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-
<b>Total Other Wage &amp; Benefits</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Position Total</b>	<b>\$ 155,680</b>	<b>\$ 89,243</b>	<b>\$ 62,067</b>	<b>\$ 36,639</b>	<b>\$ 343,629</b>	<b>\$ 91,868</b>	<b>\$ 91,868</b>	<b>\$ -</b>	<b>\$ -</b>

**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

Public Works : Park Maintenance									
	Public Works Director	Administrative Assistant	Superintendent - Operations	Supervisor: Parks & Sewers	Field Leader	Equipment Operators	Drivers / Laborers	Part-Time / Seasonal	Department Total
Wages:	15%	10%	10%	60%					
Base Wages   Full Time	20,299	6,610	10,853	50,478	69,260	66,883	707,047	-	931,429
Base Wages   Part Time	-	-	-	-	-	-	-	-	-
Night Differential	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Day	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Night	-	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	1,918	-	-	-	2,290	25,146	-	29,353
CDL Bonus	-	-	100	600	1,000	1,000	10,000	-	12,700
<b>Subtotal</b>	<b>\$ 20,299</b>	<b>\$ 8,527</b>	<b>\$ 10,953</b>	<b>\$ 51,078</b>	<b>\$ 70,260</b>	<b>\$ 70,172</b>	<b>\$ 742,193</b>	<b>\$ -</b>	<b>\$ 973,482</b>
Overtime	-	200	-	-	1,000	3,000	6,000	-	10,200
Longevity	-	650	-	3,900	4,400	4,850	34,250	-	48,050
Sick Pay Bonus	-	-	-	-	175	105	1,050	-	1,330
Medical Expense Reimb. Pay	-	10	10	60	100	100	1,100	-	1,380
Court Time	-	-	-	-	-	-	-	-	-
<b>Total Wages</b>	<b>\$ 20,299</b>	<b>\$ 9,387</b>	<b>\$ 10,963</b>	<b>\$ 55,038</b>	<b>\$ 75,935</b>	<b>\$ 78,227</b>	<b>\$ 784,593</b>	<b>\$ -</b>	<b>\$ 1,034,442</b>
<b>Payroll Liabilities</b>									
Social Security and Medicare	1,318	704	839	4,210	5,809	5,985	60,021	-	78,886
Workers' Compensation	5,932	67	481	2,413	3,285	3,298	34,133	-	49,608
<b>Total Payroll Liabilities</b>	<b>\$ 7,250</b>	<b>\$ 771</b>	<b>\$ 1,319</b>	<b>\$ 6,623</b>	<b>\$ 9,094</b>	<b>\$ 9,283</b>	<b>\$ 94,154</b>	<b>\$ -</b>	<b>\$ 128,494</b>
<b>Post-Employment Expenses:</b>									
Pension - Normal Cost	2,537	1,148	1,185	6,878	9,365	9,402	97,304	-	127,819
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-
<b>Total Post-Employment Expenses</b>	<b>\$ 2,537</b>	<b>\$ 1,148</b>	<b>\$ 1,185</b>	<b>\$ 6,878</b>	<b>\$ 9,365</b>	<b>\$ 9,402</b>	<b>\$ 97,304</b>	<b>\$ -</b>	<b>\$ 127,819</b>
<b>Insurance:</b>									
Health Benefits	5,528	-	2,007	17,507	37,092	32,663	234,671	-	329,467
Term Life Premiums	21	5	14	85	52	52	567	-	796
Whole Life Premiums	-	58	-	-	653	820	7,337	-	8,869
Long-Term Disability Premiums	152	54	81	408	552	538	5,560	-	7,346
AD&D Insurance Premiums	3	2	2	12	21	21	229	-	290
Subtotal	176	120	98	505	1,278	1,431	13,693	-	17,301
<b>Total Medical / Life Insurance Costs</b>	<b>\$ 5,704</b>	<b>\$ 120</b>	<b>\$ 2,104</b>	<b>\$ 18,013</b>	<b>\$ 38,370</b>	<b>\$ 34,094</b>	<b>\$ 248,364</b>	<b>\$ -</b>	<b>\$ 346,768</b>
<b>Other Wage &amp; Benefits:</b>									
Police Extra Duty	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-
<b>Total Other Wage &amp; Benefits</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Position Total</b>	<b>\$ 35,790</b>	<b>\$ 11,426</b>	<b>\$ 15,571</b>	<b>\$ 86,552</b>	<b>\$ 132,765</b>	<b>\$ 131,005</b>	<b>\$ 1,224,414</b>	<b>\$ -</b>	<b>\$ 1,637,524</b>

**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

	Sanitary Sewer Fund									Retirees
	Finance Director	Revenue Coordinator	Public Works Director	Superintendent - Operations	Public Works Admin. Asst.	Supervisor: Parks & Sewers	Field Leader	Drivers / Laborers	Department Total	Department Total
<b>Wages:</b>	20%	34%	25%	10%	20%	40%				
Base Wages   Full Time	29,890	25,965	33,832	10,853	13,220	33,652	69,260	130,333	347,004	-
Base Wages   Part Time	-	-	-	-	-	-	-	-	-	-
Night Differential	-	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Day	-	-	-	-	-	-	-	-	-	-
Acting Corporal Pay - Night	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Day	-	-	-	-	-	-	-	-	-	-
Holiday Pay - Night	-	-	-	-	-	-	-	-	-	-
On Call Bonus	-	-	-	-	-	-	-	-	-	-
Education Bonus	-	-	-	-	-	-	-	-	-	-
Acting Lieutenant Pay	-	-	-	-	-	-	-	-	-	-
K9 Off Duty Pay	-	-	-	-	-	-	-	-	-	-
Medical Opt-Out Sharing Plan	-	779	-	-	3,835	-	2,290	-	6,903	-
CDL Bonus	-	-	-	100	-	400	1,000	2,000	3,500	-
<b>Subtotal</b>	\$ 29,890	\$ 26,743	\$ 33,832	\$ 10,953	\$ 17,055	\$ 34,052	\$ 72,550	\$ 132,333	\$ 357,408	\$ -
Overtime	-	-	-	-	200	-	9,900	9,900	20,000	-
Longevity	-	1,547	-	-	1,300	2,600	4,850	10,450	20,747	-
Sick Pay Bonus	-	48	-	-	-	-	350	665	1,063	-
Medical Expense Reimb. Pay	-	34	-	10	20	40	100	200	404	-
Court Time	-	-	-	-	-	-	-	-	-	-
<b>Total Wages</b>	\$ 29,890	\$ 28,372	\$ 33,832	\$ 10,963	\$ 18,575	\$ 36,692	\$ 87,750	\$ 153,548	\$ 399,621	\$ -
<b>Payroll Liabilities</b>										
Social Security and Medicare	1,799	2,170	2,197	839	1,409	2,807	6,713	11,747	29,680	-
Workers' Compensation	216	205	5,932	481	133	1,608	3,413	6,297	18,286	-
<b>Total Payroll Liabilities</b>	\$ 2,015	\$ 2,376	\$ 8,129	\$ 1,319	\$ 1,542	\$ 4,415	\$ 10,126	\$ 18,044	\$ 47,966	\$ -
<b>Post-Employment Expenses:</b>										
Pension - Normal Cost	3,735	3,546	4,228	1,185	2,296	4,586	9,729	17,952	47,258	-
Pension - Amortization of UAAL	-	-	-	-	-	-	-	-	-	2,551,943
OPEB - Normal Cost	-	-	-	-	-	-	-	-	-	-
OPEB - Amortization of UAAL	-	-	-	-	-	-	-	-	-	-
<b>Total Post-Employment Expenses</b>	\$ 3,735	\$ 3,546	\$ 4,228	\$ 1,185	\$ 2,296	\$ 4,586	\$ 9,729	\$ 17,952	\$ 47,258	\$ 2,551,943
<b>Insurance:</b>										
Health Benefits	7,370	11,105	9,213	2,007	-	11,671	32,663	50,024	124,054	1,730,506
Term Life Premiums	28	48	35	14	10	57	52	103	348	-
Whole Life Premiums	-	-	-	-	117	-	889	1,284	2,290	70,000
Long-Term Disability Premiums	224	206	254	81	109	272	556	1,056	2,758	-
AD&D Insurance Premiums	4	6	5	2	4	8	21	42	91	1,000
Subtotal	256	261	294	98	240	337	1,518	2,485	5,487	71,000
<b>Total Medical / Life Insurance Costs</b>	\$ 7,626	\$ 11,366	\$ 9,506	\$ 2,104	\$ 240	\$ 12,008	\$ 34,181	\$ 52,509	\$ 129,541	\$ 1,801,506
<b>Other Wage &amp; Benefits:</b>										
Police Extra Duty	-	-	-	-	-	-	-	-	-	-
Clothing Allowance	-	-	-	-	-	-	-	-	-	-
Boot Allowance	-	-	-	-	-	-	-	-	-	-
<b>Total Other Wage &amp; Benefits</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Position Total</b>	\$ 43,267	\$ 45,660	\$ 55,696	\$ 15,571	\$ 22,652	\$ 57,701	\$ 141,786	\$ 242,053	\$ 624,386	\$ 4,353,449

**Radnor Township, PA**  
 Schedule of Employee Payroll and Related Liabilities and Benefit Expenses  
 For the Year Budgeted, 2017

	GRAND TOTALS			2016 Totals	\$ Diff	% Diff
	General Fund Totals	Sanitary Sewer Totals	Department Total			
<b>Wages:</b>						
Base Wages   Full Time	9,503,064	347,004	9,850,069	9,281,762	221,302	2.4%
Base Wages   Part Time	465,235	-	465,235	550,415	(85,180)	-15.5%
Night Differential	155,000	-	155,000	155,000	-	0.0%
Acting Corporal Pay - Day	10,300	-	10,300	10,300	-	0.0%
Acting Corporal Pay - Night	15,000	-	15,000	15,000	-	0.0%
Holiday Pay - Day	47,500	-	47,500	47,500	-	0.0%
Holiday Pay - Night	2,600	-	2,600	2,600	-	0.0%
On Call Bonus	25,500	-	25,500	25,500	-	0.0%
Education Bonus	750	-	750	750	-	0.0%
Acting Lieutenant Pay	417	-	417	500	(83)	-16.7%
K9 Off Duty Pay	5,200	-	5,200	5,200	-	0.0%
Medical Opt-Out Sharing Plan	296,146	6,903	303,049	284,970	11,176	3.9%
CDL Bonus	43,500	3,500	47,000	42,500	1,000	2.4%
<b>Subtotal</b>	<b>\$ 10,570,212</b>	<b>\$ 357,408</b>	<b>\$ 10,927,619</b>	<b>10,421,997</b>	<b>148,215</b>	<b>1.4%</b>
Overtime	375,200	20,000	395,200	389,000	(13,800)	-3.5%
Longevity	614,841	20,747	635,588	641,101	(26,260)	-4.1%
Sick Pay Bonus	7,712	1,063	8,775	8,177	(465)	-5.7%
Medical Expense Reimb. Pay	10,196	404	10,600	10,128	68	0.7%
Court Time	16,100	-	16,100	16,100	-	0.0%
<b>Total Wages</b>	<b>\$ 11,594,261</b>	<b>\$ 399,621</b>	<b>\$ 11,993,882</b>	<b>\$ 11,486,503</b>	<b>\$ 107,758</b>	<b>0.9%</b>
<b>Payroll Liabilities</b>						
Social Security and Medicare	877,355	29,680	907,035	848,559	28,796	3.4%
Workers' Compensation	495,347	18,286	513,633	435,215	60,132	13.8%
<b>Total Payroll Liabilities</b>	<b>\$ 1,372,703</b>	<b>\$ 47,966</b>	<b>\$ 1,420,668</b>	<b>\$ 1,283,774</b>	<b>\$ 88,929</b>	<b>6.9%</b>
<b>Post-Employment Expenses:</b>						
Pension - Normal Cost	1,575,273	47,258	1,622,531	1,199,262	376,011	31.4%
Pension - Amortization of UAAL	2,551,943	-	2,551,943	2,865,257	(313,314)	-10.9%
OPEB - Normal Cost	350,000	-	350,000	374,550	(24,550)	-6.6%
OPEB - Amortization of UAAL	-	-	-	-	-	-
<b>Total Post-Employment Expenses</b>	<b>\$ 4,477,216</b>	<b>\$ 47,258</b>	<b>\$ 4,524,474</b>	<b>\$ 4,439,069</b>	<b>\$ 38,147</b>	<b>0.9%</b>
<b>Insurance:</b>						
Health Benefits	4,403,593	124,054	4,527,647	4,449,645	(46,052)	-1.0%
Term Life Premiums	11,854	348	12,202	11,613	241	2.1%
Whole Life Premiums	115,468	2,290	117,758	117,086	(1,618)	-1.4%
Long-Term Disability Premiums	76,279	2,758	79,037	74,257	2,022	2.7%
AD&D Insurance Premiums	4,348	91	4,439	4,455	(107)	-2.4%
Subtotal	207,949	5,487	213,436	207,411	538	0.3%
<b>Total Medical / Life Insurance Costs</b>	<b>\$ 4,611,542</b>	<b>\$ 129,541</b>	<b>\$ 4,741,083</b>	<b>\$ 4,657,056</b>	<b>\$ (45,514)</b>	<b>-1.0%</b>
<b>Other Wage &amp; Benefits:</b>						
Police Extra Duty	200,000	-	200,000	200,000	-	0.0%
Clothing Allowance	2,875	-	2,875	2,875	-	0.0%
Boot Allowance	-	-	-	8,325	(8,325)	-100.0%
<b>Total Other Wage &amp; Benefits</b>	<b>\$ 202,875</b>	<b>\$ -</b>	<b>\$ 202,875</b>	<b>\$ 211,200</b>	<b>\$ (8,325)</b>	<b>-3.9%</b>
<b>Position Total</b>	<b>\$ 22,258,598</b>	<b>\$ 624,386</b>	<b>\$ 22,882,984</b>	<b>\$ 22,077,602</b>	<b>\$ 180,996</b>	<b>0.8%</b>

**Radnor Township, PA**  
**2017 Township Manager Recommended Budget**

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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)
<b>A</b> 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>B</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%
<b>C</b> 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%
<b>D</b> 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%
<b>E</b> 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%
<b>F</b> 10 Year Ramp Up + New Employee Normal Cost + \$10,000,000 seed money	\$200,000 per year for 10 years + New Police Hires Normal Cost	\$20,982 to \$107,624 after the ramp up period with \$2,874,976 fall off in 2049	2048	\$ 5,374,923	Manageable increment ramp up with \$2,874,976 fall off at fully funded.	1.93% annually through ramp up (10 yrs) then averages 0.41% through amortization period (before drop off at fully-funded)	28.03%

**Additional OPEB Funding Recommendations to Consider:**

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

**Assumptions:**

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

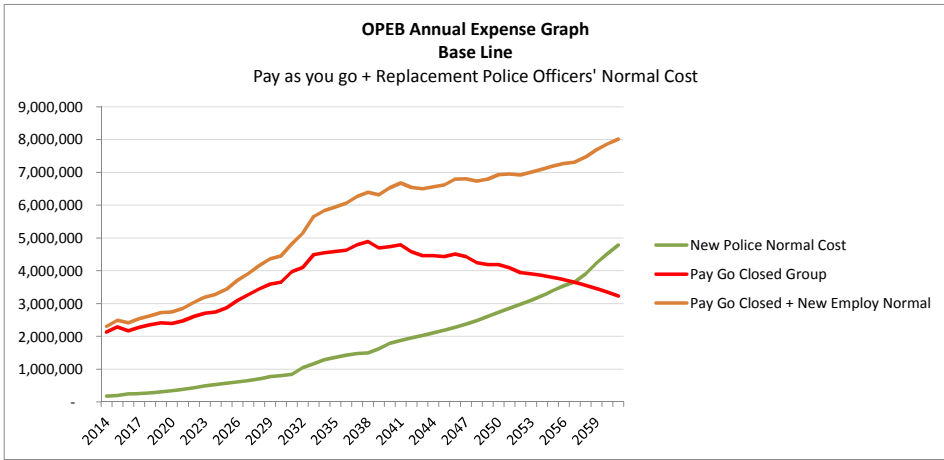
# OPEB - Funded Plan Study

Projected Annual Costs, Accrued Liabilities and Trust Fund Assets

## 10 Year Ramp Up of Amortization + New Police Officer Hires

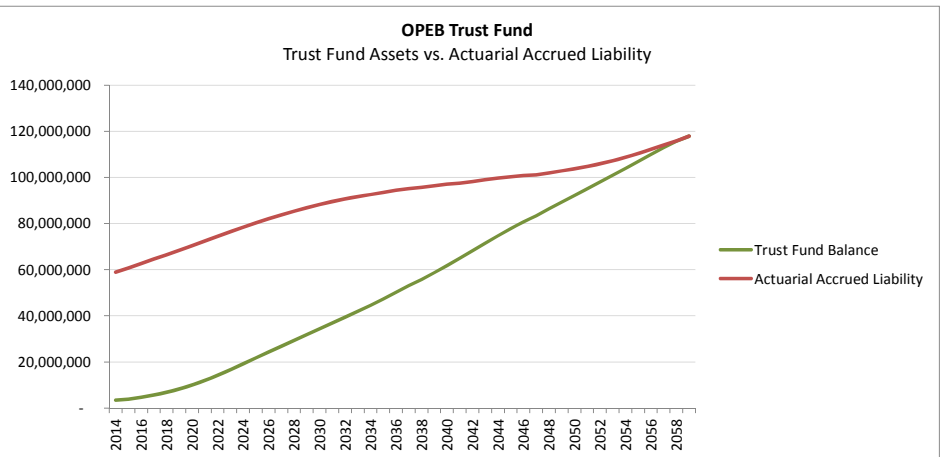
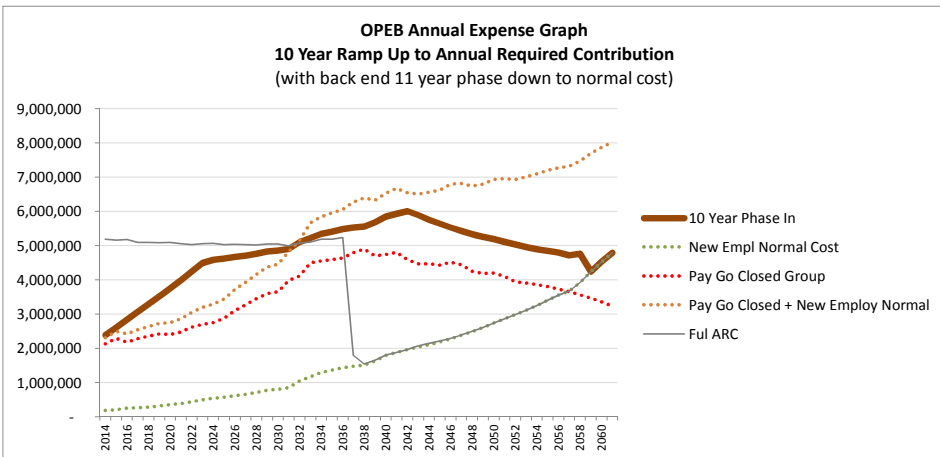
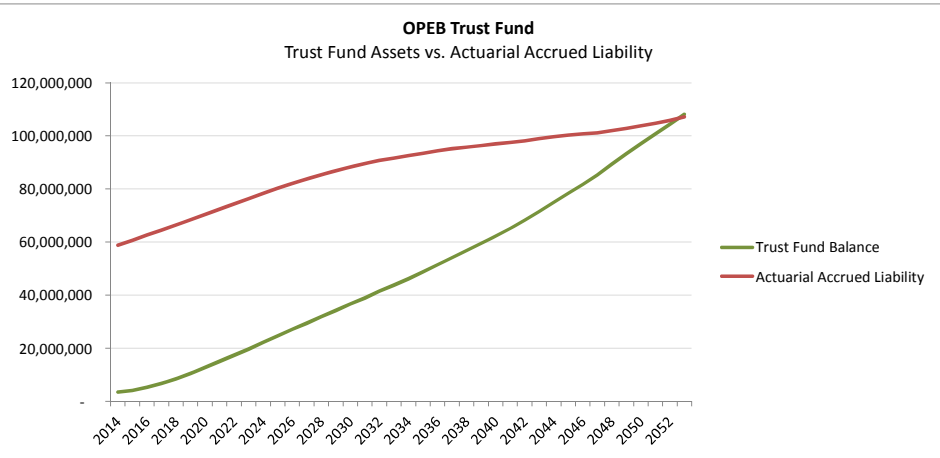
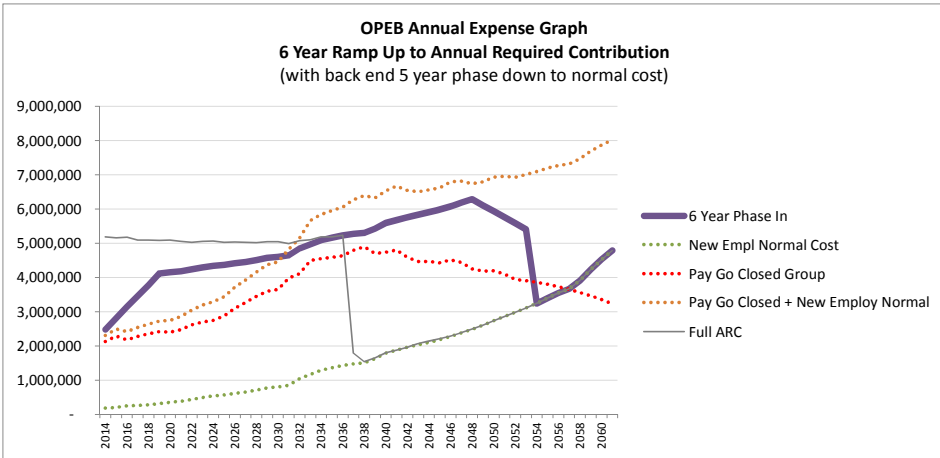
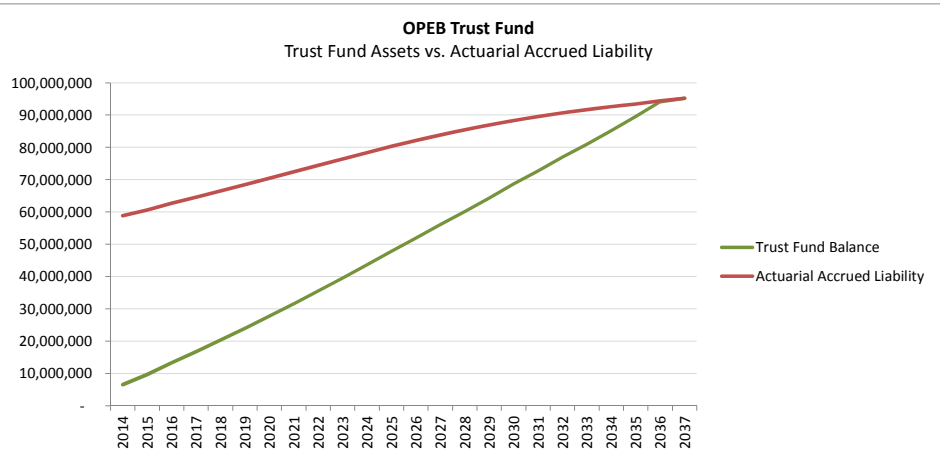
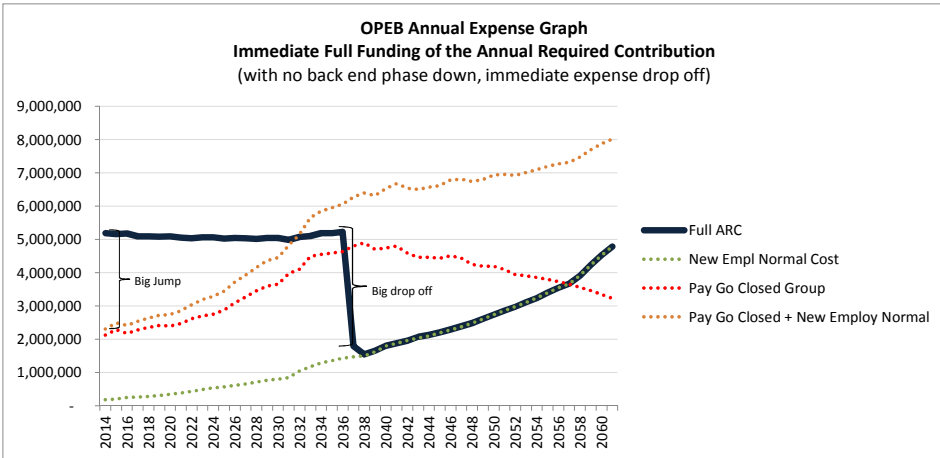
Amortization Assumption	4,050,000
Ramp Up Increment	200,000

	Annual Township Costs				End of Year Funding Status		
	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**  
**2017 Township Manager Recommended Budget**

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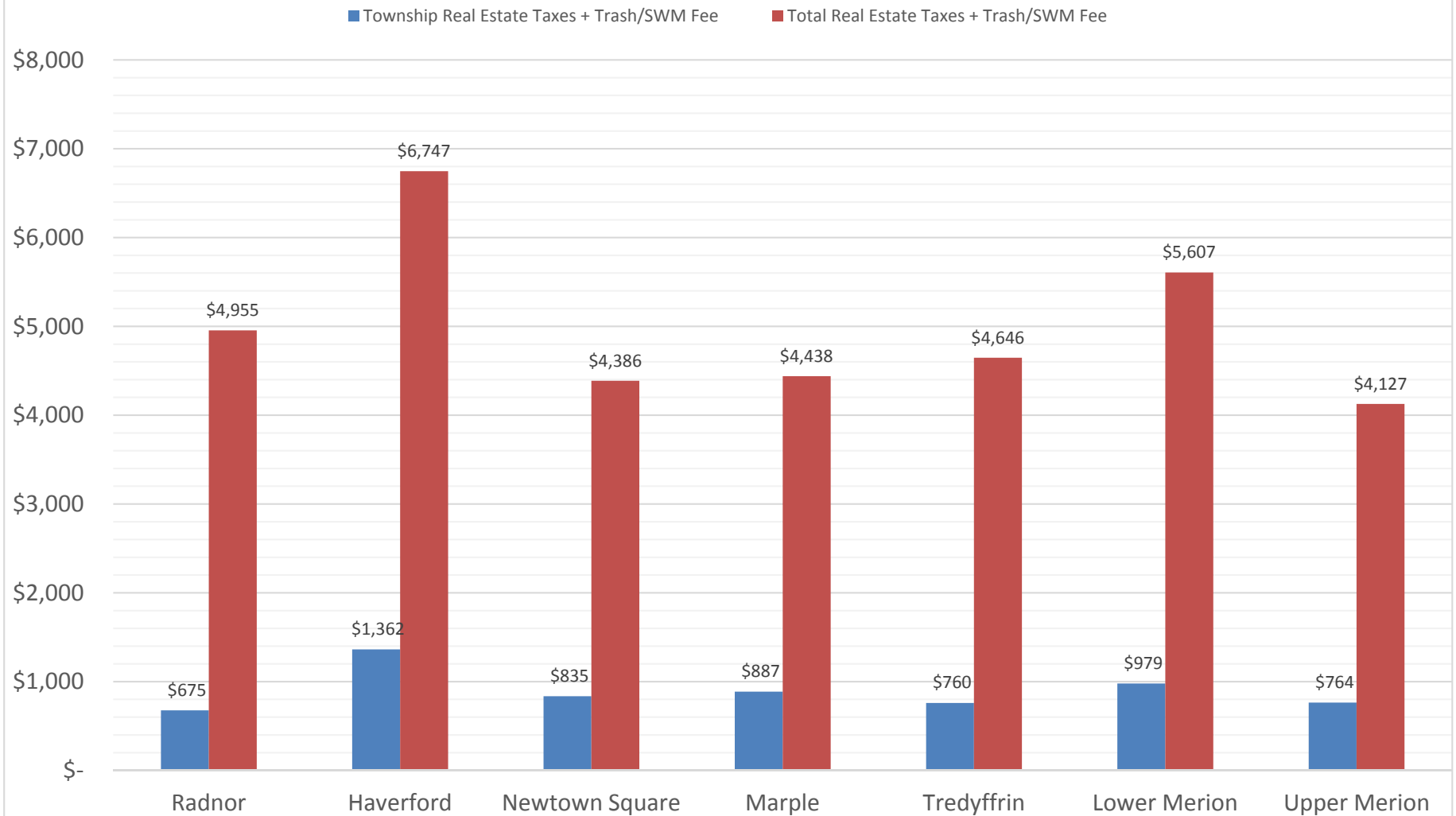
Exhibit C: Tax and fee comparison to surrounding communities

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 Square	Marple	Tredyffrin	Lower Merion	Upper Merion
2016								
Area (sq. miles)		13.8	10	10.1	10.5	19.9	23.9	17.2
Population 2010		31,531	48,491	11,700	23,737	29,332	57,825	28,395
Per Capita Income 2013		\$51,225	\$42,108	\$52,876	\$35,859	\$61,123	\$73,268	\$44,816
Median Household Income 2013		\$102,710	\$94,501	\$93,565	\$74,503	\$111,661	\$115,226	\$79,944
Average Assessed Value of Residential Real Estate		\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<a href="#">Source: 2009-2013 American Community Survey 5-Year Estimates</a>								
Real Estate Tax Millage - Municipality		3.9228	7.7850	2.8840	4.4800	2.3800	4.1900	2.1590
Real Estate Tax Millage - County		5.6040	5.6040	5.6040	5.6040	4.1630	3.4590	3.4590
Real Estate Tax Millage - School District		22.9262	30.2964	18.0690	18.0690	21.7423	27.3963	18.9600
Real Estate Taxes - Municipality		\$ 588.42	\$ 1,167.75	\$ 432.60	\$ 672.00	\$ 357.00	\$ 628.50	\$ 323.85
Real Estate Taxes - County		\$ 840.60	\$ 840.60	\$ 840.60	\$ 840.60	\$ 624.45	\$ 518.85	\$ 518.85
Real Estate Taxes - School District		\$ 3,438.93	\$ 4,544.46	\$ 2,710.35	\$ 2,710.35	\$ 3,261.35	\$ 4,109.45	\$ 2,844.00
<b>Total Real Estate Taxes</b>		<b>\$ 4,867.95</b>	<b>\$ 6,552.81</b>	<b>\$ 3,983.55</b>	<b>\$ 4,222.95</b>	<b>\$ 4,242.80</b>	<b>\$ 5,256.80</b>	<b>\$ 3,686.70</b>
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	\$ -	\$ 194.00	\$ 402.72	\$ 215.00	\$ 402.72	\$ 350.00	\$ 439.80
	Stormwater / Other Fee	\$ 87.00		\$ -	\$ -	\$ -	\$ -	\$ -
	Graduated						See cell 14X	Storm water see 28V
<b>Total Real Estate Taxes + Trash/SWM Fee</b>		<b>\$ 4,954.95</b>	<b>\$ 6,746.81</b>	<b>\$ 4,386.27</b>	<b>\$ 4,437.95</b>	<b>\$ 4,645.52</b>	<b>\$ 5,606.80</b>	<b>\$ 4,126.50</b>
<b>Township Real Estate Taxes + Trash/SWM Fee</b>		<b>\$ 675.42</b>	<b>\$ 1,361.75</b>	<b>\$ 835.32</b>	<b>\$ 887.00</b>	<b>\$ 759.72</b>	<b>\$ 978.50</b>	<b>\$ 763.65</b>
Rank: Full tax and fee amount (1 = highest)		3	1	6	5	4	2	7
Rank: Township only tax and fee amount (1 = highest)		7	1	4	3	6	2	5
Percentage of Median Household Income to Twp Taxes/Fees		0.66%	1.44%	0.89%	1.19%	0.68%	0.85%	0.96%
Rank: % of Median Household Inc. to Twp. Taxes/Fees		1	6	3	4	1	1	1

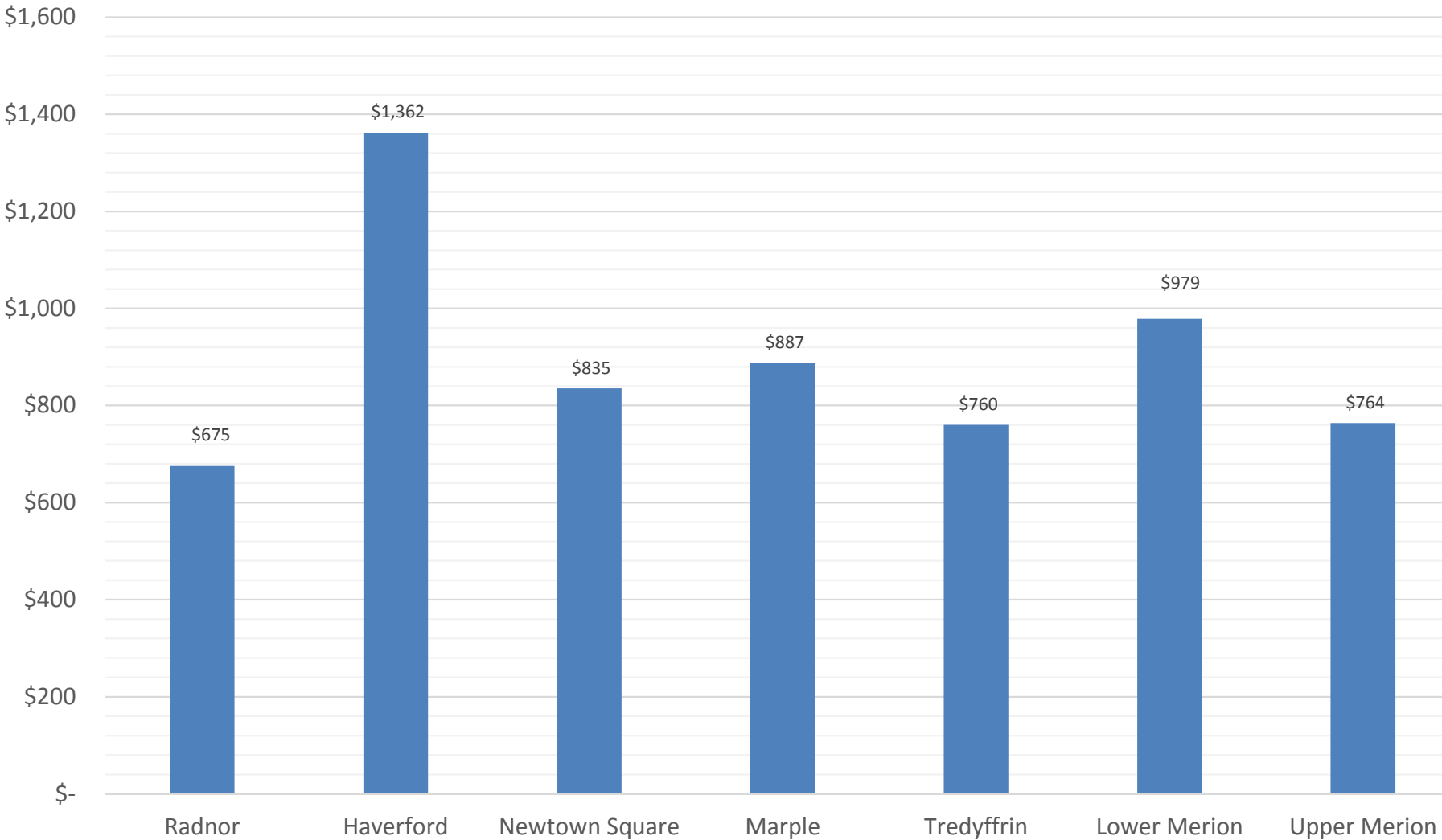
# Cost to Live Comparison

## Township Only and Full Tax Cost Comparison (Includes taxes and fees)



# Cost of Township Comparison

Includes RE Tax and Fees (Trash and/or Stormwater)





# Radnor Township, PA

## 2017 Township Manager Recommended Budget

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The End

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



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