

## BUDGET ADVISORY WORKING GROUP RECOMMENDATIONS

<u>Recommendation</u>	<u>Completed (Y/N)</u>	<u>Completion Date</u>	<u>2010 WP</u>
<b>OVERALL</b>			
O1 Commit to a balanced budget	Yes, for 2010 budget	12/9/2010	
O2 No new programs, services, or activities in 2010	No		
O3 Appoint a Service Enhancement Working Group	No, but all depts have been restructured		
<b>FINANCE &amp; ADMINISTRATION</b>			
F1 Develop a 5-year Strategic Plan; review annually, update biennially	No		
F2 Use top-down budget process; BOS develop guidelines	Yes, for 2010 budget	Qtr 2 2009	
F3a Integrate MIS direction and budgets under MIS Director	Yes	Qtr 4 2009	
F3b Establish an IT Steering Group, led by IT Director	No, but Dept Heads, including IT Director, meet bi-weekly		
F4a Schedule annual meeting with auditors, follow up aggressively	Yes		
F4b Evaluate auditing firm	Yes	replaced for 2009	
F4c Strengthen audit engagement letter	Yes	2009 RFP	
F5 Define target size and uses of reserve funds	Yes	Pre-2009	
F6 Quality control all accounting calculations and conclusions	Yes	Ongoing	
F7 Hire a staff accountant	Yes	3/1/2010	
F8 Establish a Financial Advisory Board	No		
F9 Automate tax collection operations	Consultant hired to improve software		Y
F10a Provide a monthly Management Summary as part of BOS financial report	Will start in 2011		Y
F10b Revise monthly reporting package, with Supervisor input	2011		Y
F11a Centralize purchasing	Yes	10/1/2009	Y
F11b Host a Purchasing Summit w/nearby municipalities and school districts	No		
F12 Reduce 2010 supplies costs by 20%	Yes	12/9/10	
F13 Reduce "Training-Seminars & Travel" costs by 60%	Yes	12/9/10	
F14a Reduce building repair and maintenance	Yes	12/9/10	
F14b Reduce Township Building cleaning frequency by 40%	Yes	Qtr 3 2009	
F15a Limit take-home vehicles	No		
F15b Establish \$40/wk. commuting fee for any F15a exceptions	No		
F16 Outsource pension liabilities by purchasing annuities	Pension Trustees reviewed and decided not to	Aug 2010	Y

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F17a Refund 2003 General Obligation bonds	Yes	12/9/10	
F17b Reduce General Code ordinance printing/filing budget	Yes	12/9/10	
F17c Reduce MIS consulting finance and annual maintenance budget	Yes	12/9/10	
F17d Reduce professional service budget (legal, other)	Yes	12/9/10	
F17e Reduce insurance costs through competitive purchasing	Yes	12/9/10	
F17f Eliminate consultant for investment policy	Yes	12/9/10	
F17g Find a less expensive telecommunications provider	Yes	12/9/10	
F17h Find a less expensive banking service provider	Shopping around for banking and investments		Y
F17i Seek competitive bids for electric and natural gas supplies	WIP		Y
<b>CAPITAL ASSET MANAGEMENT</b>			
A1 Reduce the number of capital projects	Yes	12/9/2010	
A2 Implement a Capital Expenditure Request and Review process	Yes	12/9/2010	
A3 Redesignate residual bond dollars to a Capital Reserve Fund	Yes – when bonds were refinanced in 2004 & 2006		
A4 Capitalize capital project-related staff costs	Yes	12/9/2010	
A5a Require outside funding of future Sidewalk to Schools	No		
A5b Defer all other sidewalks	N/A – no sidewalk projects planned that do not link to schools		
A5c Better inform taxpayers about sidewalk costs	Yes – info on web	Jan 2010	
A5d Accept \$50,000 from St. David's Golf Club in lieu of sidewalk	No	12/21/2009	
A6a Develop vehicle replacement guidelines			Y
A6b No vehicle purchases or replacements in the 2010 budget	Yes	12/9/2010	
A7 Sell/lease back excess trucks and plows, and streetsweeper	No		Y
A8 Share Township garage with T/E School District	No, but exploring other ways to share services with TESD		
<b>HUMAN RESOURCES MANAGEMENT</b>			
H1a Restructure organization; increase supervisory span of control	Yes	10/9/2010	
H1b Report Police Superintendent to the Township Manager	No		
H1c Report Library Director to the Township Manager	No		Y

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H2a Freeze all hiring	Yes	Qtr 1 2009	
H2b Eliminate currently vacant positions	Yes	Qtr 3 2009	
H3 Implement a staff reduction	Yes	Qtr 3 2009	
H4 Reassess need/alternatives whenever any vacancy occurs	Yes	Ongoing	
H5 Eliminate all paid intern positions	Yes	Qtr 1 2009	
H6a Correct the Township's employment application	No		
H6b Require completed employment application	No		
H7a Require multiple interviewers in hiring process	Yes	Past practice	
H7b Require reference checks	Yes	Past practice	
H8 Collaborate with unions to reduce employee costs	Yes	Ongoing	
H9 Eliminate longevity pay	Yes - for non-union staff	12/9/2010	
H10a Stop overtime/comp-time payments to exempt employees	Yes - for paid overtime	9/30/2009	
H10b Pay overtime based on work in excess of 40 hrs/wk (not 37.5 hrs)	No, must negotiate with unions		
H10c Modify shift/hours to reduce overtime/comp time	Yes		
H11 Implement standard salary ranges	No		
H12 Implement a performance evaluation system	Yes	Sept 2009	
H13 Institute merit-based pay, linked to performance evaluations	No (no raises in 2010 other than per contract)		Y
H14 Implement a simple MBO	No		
H15 Increase medical co-pays	Yes	Qtr 3 2009	
H16 Increase prescription drug co-pays	Yes	Qtr 3 2009	
H17 Implement mail order and generic-required prescriptions	No		Y
H18a Terminate defined benefit pensions for all new non-police hires	No		
H18b Modify 5% MPP auto contribution; move to a 401k match, or alternative	No		Y
H19a Require Medicare-eligible retirees to enroll in Medicare	Yes	Pre-2009 for non-uniformed employees	
H19b Institute H19a effective with the next bargaining contract	Yes		
H20 Reduce Township-paid life insurance to 1.5X salary	No - researching		Y
H21 Develop a severance pay policy	Yes	9/9/2010	
H22 Develop a voluntary severance program	No		
H23 Change payroll processing to a one- or two-week lag	Yes, for OT	5/1/2010	Y

Shading = open items

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<b>BUILDINGS PERMITS AND CODE ENFORCEMENT</b>			
B1a Expand use of SharePoint	Yes	Spring 2010	
B1b Outsource permit reviews/inspections when volume demands	No		
B1c Plan to achieve 24-hour turnaround time for permit applications	No, not realistic unless willing to significantly increase costs		
<b>LIBRARIES</b>			
L1 Study Library cost structure and funding	No		
L2a Continue to maximize the use of volunteers	Yes	Ongoing	
L2b Implement a staff reduction	Yes	9/30/2009	
L3 Reduce books and materials budget \$19,800	Yes - \$41,657	1/1/2010	
L4 Reduce building operating costs by \$32,200	No, increased building size by 50%		
L5a Increase library user/service fees yearly	No current timetable		
L5b Increase copying and printing fees	Yes	9/9/2010	
L6 Increase computer class fees by \$10	No current timetable		
L7 Plan for future library services in Paoli area	In progress		
<b>POLICE, FIRE &amp; EMERGENCY MEDICAL SERVICES</b>			
P1a Implement a staff reduction	Yes	9/30/2009	
P1b Do not use grant funds (e.g. "COPS") to add police officers	Yes	12/31/2009	
P2 Eliminate Canine Units	Yes	12/31/2009	
P3 Postpone Citizens Police Academy indefinitely	No, Citizens Police Academy in fall 2010		
P4 Retain SWAT, with cost control	Yes	12/31/2009	
P5 Reduce Police Training costs by 20%	Yes	12/31/2009	
P6 Implement a Citizen Complaint Form	Yes	12/31/2009	
P7a Reduce overtime	Yes	12/31/2009	
P7b Reduce supplies	Yes	12/31/2009	
P7c Reduce clothing and uniform costs	Yes	12/31/2009	
P7d Reduce general repair and maintenance costs	Yes	12/31/2009	

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E1 Reduce contribution to Berwyn (\$50,000) & Paoli (\$25,000) fire co's	No, but smaller reduction in 2010 budget		
E2a Establish fire company capital equipment escrow fund	No		
E2b Require 10-year capital plans from fire companies	No		
E3 Establish a regional Fire Board	Underway		Y
<b>PUBLIC WORKS</b>			
W1 Restructure organization; increase supervisory span of control	Yes	9/30/2009	
W2a Reduce landscape maintenance/mowing frequency	Yes	10/9/2010	
W2b Eliminate landscape maintenance/mowing of "open space"	Yes - reduced	10/9/2010	
W3a End maintenance of "West Valley Park" field	No - renegotiating lease agreement		Y
W3b Reduce maintenance at Country Gate to a few times a year	Yes	3/10/2010	
W4b Eliminate Streets Department summer hires	Yes	12/31/2009	
W4b Reduce Parks Department summer hires	Yes - eliminated summer hires	8/9/2010	
W4c Send temporary workers home in inclement weather	Yes	6/9/2010	
W5 Reduce labor costs and overtime at composting sites	Yes	10/9/2010	
W6a Make camps self-supporting	Yes - new fee schedule	12/31/2009	
W6b Establish "scholarship" fund for needy applicants	to be presented to Park Board: follow T&E Cares		Y
W6c Have independent providers offer a summer camp series	Approved for recreational programming, not summer camps	March 2010	Y
W7 Discontinue offering of Township-sponsored classes	Yes computer class cancelled	12/31/2009	
W8 Operate Concert Series at breakeven level	Yes - donations	1/9/2010	Y
W9 Bring Winter Rec to breakeven, or eliminate the program	Eliminated at MS level; funding ES level only with fee increase and backup provided by Park Foundation	Qtr 1 2010	
W10 Implement a thorough service contract analysis process	Yes	12/31/2009	
W11a Reduce small equipment purchases	Yes	12/31/2009	
W11b Suspend use of rubberized mulch	Yes	1/9/2010	
W11c Eliminate Township-paid consultant reviews for grading permits	No (only used temporarily during staff maternity leave)		
W11d Limit televising of sewers to repair situations	Yes, on an outsourced basis, TT crews	8-Dec	

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<b>COMMUNICATIONS</b>			
C1a Designate a webmaster	Yes	2002	
C1b Improve the website; consider use of Conestoga student(s)	In progress		
C2 Switch to a web-based newsletter	Yes	Fall 2009	
C3 Develop a Strategic Communications Plan	No		
<b>GOVERNANCE</b>			
G1 Hold Township Operations Briefing for new Supervisors	Yes	12/9/2010	
G2 Reduce funding for selected Boards and Committees	No (very little ever budgeted)		
G3 Convene a Shared Services Working Group with neighboring entities	No working group, but discussions ongoing		
<b>REVENUES</b>			
R1 Strengthen Local Services Tax enforcement/collection	Consultant hired to identify non-compliant businesses		Y
R2a Change the Alarm Ordinance fee structure	Yes	2008	
R2b Strengthen False Alarm billing	No		
R3 Increase Police Extra Service fee to \$85/hour	No		
R4a Strengthen enforcement of permits and fees	Yes	1/1/2010	
R4b Increase permit fees by 12%	Not bldg permits		
R4c Pass ordinance imposing fines for permits and inspection noncompliance	Yes – fee schedule	1/1/2010	
R5 Increase subdivision/land development/grading permit fees	Yes	1/1/2010	
R6 Increase the Mechanical Amusement Device fee 10%	No		
R7 Increase SWAT training fees by 7%	SWAT training cancelled		
R8a Develop a 10-year plan for the Sewer Utility Fund	No, eliminated 10-year plan a few years ago	5-year in place	
R8b Clarify uses of the Sewer Utility Fund	Yes	12/9/2010	
R9 Evaluate Flat Rate Business Privilege Tax	No		
R10 No Real Estate Tax increase	Yes	12/9/2010	
R11 Do not implement an Amusement Admissions Tax	Yes		
R12 No change in the real estate transfer tax	Yes		
R13 Do not implement an Earned Income Tax	Yes		