

Free Text Comments from Residents from the Online Public Survey and Email

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Budget Management

- Only essential capital spending should be reviewed with a view to reduce the servicing of the corresponding debt. LT Debt should be renegotiated with the banks to lower the cost of debt service.
- Need strong checks and balances on finances of township. Need financial transparency of all budget sources of income and all expenses. This data should be on the Internet. List all resources, bonds, grants. List infrastructure data: number of residents, number of employees, miles of roads, miles of pipes, number of police, list critical services, list non-critical services. Make sustainability the goal.

Earned Income Tax

- As you are now aware, the Commonwealth of PA has given few options to municipalities to generate revenue. One option, the earned income tax (EIT) is used by most of the municipalities in Chester County. At one point I heard that approximately one-third of Tredyffrin workers are already paying that tax to the municipality where they work and some relief would be given for those residents working in Philadelphia. Implementing the EIT would help to provide some relief from the burden of the property tax which is particularly onerous to many seniors on fixed income.
- Whatever we decide to do (cut programs, reduce programs, increase taxes, a combination of the three, etc.) let's not recommend that the township seek a long-term solution to a short-term problem; i.e. earned income tax. This type of solution has a way of never being eliminated!
- The list you've provided in the survey is of little value in determining the re-ordering of budget priorities in future years. Some services listed are self-funded while the cost of some others is minimal. In my view, it is disingenuous to offer residents the choice between continuing funding levels for essential services and those that are merely desirable and add to the quality of life in Tredyffrin - especially given that the township does not pay for some of them. I suggest that you take a careful look at ways to increase revenues going forward. Stable real estate and fluctuating transfer tax revenues cannot be counted on to cover increasing township expenses in future years. And if BAWG is taking its responsibility seriously (as opposed to acting as a cover for anti-tax supervisors, some of whom have higher political aspirations), then you will look at whether businesses operating in Tredyffrin pay their fair share, whether real estate tax rates are adequate given projected necessary expenses, and whether we can continue to afford to lose earned income taxes currently being paid by Tredyffrin residents to other municipalities - never to see them returned to our township because we don't impose an EIT and thus have no reciprocity. No one wants to pay more in taxes, and for some, any tax increase would be a hardship. But our township has run out of luck under the current system. Every town and municipality around us derives income from broader sources of revenue. East Whiteland and Phoenixville charge an EIT. Lower and Upper Merion as well as Radnor are fortunate to have a sizable commercial/professional tax base that pays mercantile, business privilege and amusement taxes. Since these "511 taxes" can no longer be implemented by municipalities, the EIT is our best option. But I know a fair assessment of the EIT by BAWG is quite unlikely for two reasons: 1) A BAWG member represents the interests of the wealthiest Tredyffrin residents, for whom an EIT would represent a significant bite; his position on an EIT was made crystal clear through his many letters to the editor and appearances at ACT 1 public meetings in 2007; 2) BOS members are averse to tax increases of any size for any reason and would rather cut township staff to the bone and lower the quality of services now offered in Tredyffrin than vote for a tax increase that supports the level of services most people want and expect in Tredyffrin. Thus I am not optimistic that any recommendations of substance or long-lasting value will come from BAWG. Residents may never even see the content of its recommendations. And we should. It's called transparency. The public meeting held in June was a sham with little solid information offered to interested residents. To my great disappointment, the emperor has no clothes.
- Number of residents vs. non-residents employed in Tredyffrin? Number of employed non-residents who pay earned income tax elsewhere or Phila. wage tax? Thank you
- I am currently paying an income tax to the township where I work. I'd rather pay that money to Tredyffrin.

BAWG

- I would like to see the budget balanced first and foremost by reduced expenses. However, if taxes need to be increased, I am completely opposed to an earned income tax, for all of the reasons that came out several years ago when T/E School District investigated that option.
- Obviously Tredyffrin is not the only municipality facing budget problems in today's economy. The township, however, continues to maintain a triple A rating from Moodys, which is much better off than many other municipalities. My advice would be to reduce expenses in the non-critical areas, by determining the difference between the "nice-to-haves" and "need to haves." Increasing taxes is never a popular move among the residents and I feel attempting to add an Earned Income Tax would be met with great resistance, as it was several years ago when it was put to a vote. I also feel the township needs to be run similar to a corporation in today's economy, where expenses are being reduced to minimize losses and/or increase profits.
- I enjoy not having an earned income tax where I live & work. I would like to know that we have done all that we can to cut costs before adding taxes.
- Please investigate the earned income tax. I think a lot of our residents are already paying it to other township and Tredyffrin could recoup this money if we had our own tax. Many townships in other parts of the state have had this kind of tax for over 25 years and it is very good for their budgets. Do not dismiss this tax out of hand, but give it a thorough analysis.
- Earned income tax of 1% or 2% and then refund to residents any monies if not needed by reducing the two property tax
- I am in favor of imposing an Earned Income Tax if it affects those who come from outside our township into our township for employment. I am not in favor of Tredyffrin residents paying for it since we already support the township with taxes.
- I think that an Earned Income Tax (EIT) is one of the items that should be looked at by the BAWG (and the supervisors). While I don't think we should prejudice any decision on whether or not the township should implement an EIT, I do think that we should have a complete financial picture of an EIT in order that an informed decision can be made. Here are some of the questions that I would like to see answered: What is the total revenue that could be gained by implementing an EIT? How would this be split between the township & school district? How would this affect the school district since I don't believe that Easttown has an EIT? I believe that the EIT revenue can be broken into 4 categories: How much revenue would come from recapturing EIT (or similar taxes) that are already paid by residents to other townships/municipalities? This is tax money that is already being paid, but Tredyffrin gets no benefits from the money. Is it true that taxes paid to the city of Philadelphia can not be recaptured? Are there any other exceptions? How much revenue would come from new taxes on Tredyffrin residents who work in the township? How much revenue would come from taxes on non-residents who work in the township but live in a township/municipality with an EIT? For non-residents who live in a township with EIT, I believe that money would just pass through to the resident's township. How much revenue would come from new taxes on non-residents who work in the township but live in a township/municipality without an EIT? The township should always be careful with this last revenue source since we could lose this source at anytime if the non-resident's township/municipality implemented EIT. Are there any other categories of revenue in the EIT that I missed? I think it would also be important to get an estimate of the costs of collecting this tax. That should also be considered in any decision.

New Revenue Streams

- The transfer tax is an outrageous tax to begin with. As a matter of fact, my husband and I were going to purchase a house up the street. Once we did the math for the additional tax of 3% per transaction, we retrieved our offer. We have both lived in many different states and purchased homes. I believe this tax crosses a line. Maybe the tax should be removed and maybe you would be able to help with the real estate market transactions that I am sure that would bring revenue to the township.
- Apply for Federal stimulus grants and other State and Federal funding opportunities.
- Focus on appropriate revenue streams.
- Are there ways to raise income from businesses in the township?
- A number of the local streets within our township (e.g., Thomas Road and Chesterbrook Boulevard) are currently treated as highways by many of the motorists (especially the through traffic) using them. Simply enforcing current speeding laws in the frequent transgression areas would both enhance public safety and add revenue (fines) to the Township coffers.

BAWG

- I can see charging a fee for the leaf recycling - also the composting area could charge a small fee (\$5) for each bag of organics to be deposited.
- Charge students to park near Conestoga high school
- How much money has TT received from the federal stimulus package? How much is anticipated and for what projects.
- I would like the committee to look into the feasibility of a 'Business Privilege Tax' such as Radnor Township uses. Below is excerpted directly from Radnor Township's website, noting that in 2008 the revenue received was \$5.8 million. This would not affect residents who are retired or on fixed incomes. **Business Privilege Tax:** The Business Privilege Tax (BPT) is a business gross receipts tax levied by Radnor Township for the Privilege of doing business in Radnor. The BPT applies to the gross receipts of all businesses and persons engaged in business in Radnor Township except those of businesses subject to the Mercantile Tax or businesses that fall under the manufacturing or other allowable exclusions or that are subject to gross receipts taxes for services rendered under certain conditions in other municipalities. For purposes of the BPT, business is defined as any activity carried on or exercised for gain or profit, including but not limited to the performance of services. All businesses, trades, and professions where any service is offered to the general public or other businesses are liable for payment of this tax, except as described above. Businesses subject to the BPT generally include professions such as insurance and other salespeople, real estate and stock brokers, doctors, lawyers, financial consultants, auto mechanics, etc. Businesses subject to the BPT are required to pay a tax to Radnor Township each year equal to 3 mills, or \$3.00 for every \$1,000 in gross receipts (the first \$25,000 in gross receipts are exempt). In addition, each business must pay an annual \$10.00 business license fee. BPT returns are required to be filed with the Township's Finance Department by May 15 each year. Failure to file a BPT return or to pay any taxes due can lead to citations, fines, and suspension of the privilege to do business in Radnor Township.

Possibly Increase Taxes with Defined Benefits

- A fair evaluation of property taxes are in order (this could mean an increase)
- If we had a clean slate, what services do we need (mandatory) and how cheap can we obtain these services? Once that is done work on step 2. Step 2: Every other item in budget is negotiable. Country and State operate annual budget deficit in addition to a gigantic national/State total debt (no ability to change anytime soon). So why is it so important to balance budget now when we are in deep a recession? Worst economy of our life time. Higher taxes on current tax payers isn't the answer. Common denominator to fixing township deficit = Real Estate market! If Real estate collapses we are in big trouble. If it comes back strong then in good shape. Point: Work group needs to find ways to impact biggest part of the equation. Country, State nor local entities cannot fix budget problem with higher taxes; higher taxes (wage) will compound the problem in many ways. Recommend balancing the budget gradually over the next 10 yrs but have a plan that involves assumptions and math. Slight annual improvements are fine. Cannot tax your way out of this problem with new taxes to existing tax payers. Tax revenue heavily dependent on real estate market; don't compound problem by devaluing real estate and create a less desirable place to work and live. If economy and real estate market comes back so will our balanced budget. Working group is tremendous idea but baby steps on incremental cost savings are recommended. Can't fix Rome in a day and if you do it's not well constructed. Suggestion: focuses on ways to increase revenue (attract new businesses and improve real estate occupancy in commercial space by giving short term tax breaks / long term creating a new tax revenue base). Wage tax on current tax payers is gigantic mistake! Township should look at studying outsourcing alternatives in areas that could make a REAL financial difference to the budget. (ie. Park maintenance) APPRECIATE ALL YOUR EFFORTS WE DIDN'T GET INTO THIS PROBLEM IN THE LAST 12 MONTHS AND WE SHOULDN'T EXPECT TO GET OUT OF IT IN NEXT 12 MONTHS. CONTINUE TO LOOK FOR OPTIMAL SOLUTIONS THAT MAKE AN IMPACT. MORE IMPORTANTLY PRAY THE GLOBAL ECONOMY RECOVERS! Worse case scenario is a subjective opinion; don't get boxed in; focus on improvements not catastrophe! This work group should study what happened to Philadelphia real estate and business when they decided on higher/more taxes (wage tax). Conshohocken was built and King of Prussia expanded! So let's be the beneficiary of other township tax law changes and mistakes by attracting new business with short term tax law breaks & benefits for any new business.

- I am not opposed to modest tax increases in order to preserve programs and expenses that contribute to the quality of life in Tredyffrin.
- Historically, the BOS has refused to make small incremental increases in property taxes. Understanding that no one likes to pay taxes, these small increases were usually in the order of under \$15 - 20 per household! How short sighted. Both the present and past township manager warned the BOS over the years that they would be facing today's issues if they failed to be proactive. Simply stated, there comes a point where you just can't reduce costs anymore and provide the needed services. It costs all of us more to run our households each year; obviously this applies to running government.
- How many commercial properties have tax abatements? What type of abatement? Length of time? Value? Do all neighboring townships have similar policies? All properties, both residential and commercial pay transfer tax.
- Operating expenses and funding should be clearly distinguished from capital projects funded by bonds (although account for interest costs); sources and uses of grant monies should also be analyzed and projected.
- I'm sure this is being looked at and I know BOS has already stated opposition to it, but hearing that we are one of a very few communities that don't use this as a revenue source, the question has to be, why not? Are all the other townships wrong? Since many of our taxpayers are ALREADY paying this now but to other communities, why not bring the money home to us? I know thought of any new or increased tax has always been against the "party" line here, but it's obvious some new thinking is required!
- A full discussion on an EIT to return revenue to the township that is currently going to other municipalities MUST be explored
- I would prefer a tax increase over cutting education funding
- Business privilege and mercantile taxes on township businesses

A Mix of Tax Increases and Expense Management

- I feel like there needs to be a balance of reduced services and some increase in taxes. It is important to not cut essential services, and services that really keep up the quality of life in the township. However things like sidewalks are sort of crazy in a township this size. Most people don't use them. Same with things like hardcopy news letters--if you can put it online and send out info, go for it. I am opposed to cutting services that impact kids--my kids are pretty much past summer camps and winter recreation, but these are important to maintain the quality of the community.
- We can surely find waste among already proposed programs, and start there before we raise taxes.
- First reduce expenses on non-essentials where an alternate funding source such as direct fund raising or corporate sponsorship could cover for a few years, not permanent reductions just for a couple of years. Raising taxes should be the last step after everything has been done to get budgets and operations under control. The feeling today is that Tredyffrin has not reached that point yet but is making good progress.
- We have a very low tax structure for the services provided. There needs to be re-evaluation of the levels of services periodically to ensure revenue sources are stable to meet the demands of the services residents want to have in place.
- In responding to survey question #1, I felt a bit limited by the questions/responses. Balancing the budget by reducing services only makes sense if there truly are non-essential services. Yet, most of the items listed as potential reductions in question #2 seem to be vital infrastructure that needs to be funded and maintained adequately. As for new taxes to balance the budget there is vagueness to "some other kind of tax" that makes that choice unclear. It feels like real estate and income are already as fully taxed as many people can tolerate so, depending on what the new tax is some other form might be more bearable to the average homeowner. Thanks for collecting our input.

No New Taxes Ever

- Raising taxes of any kind is not an option. Too many residents are unemployed and have had salary reductions.

BAWG

- Too many people are working harder than ever and earning less. Costs of living is escalating and many are unemployed. No New Taxes of any kind!!! Thank you for asking our opinions of how to spend our money.
- Do not raise taxes. Improve productivity and efficiency where possible.
- With the economy as it is, its time the township tightened up and gave the tax payer a break!
- I think in these difficult times, common sense has to prevail. Obviously the most basic services need to be preserved to the greatest extent possible, i.e. police, road maintenance, street lights, etc. Also, the people who work for the township should not have to pay for the problems of the budget through no raises. If possible, first should come expense cutting. Second only should come tax increases, and if possible, make them temporary. We're all paying too much in taxes and need to learn to live on less.
- You should have an option to reduce taxes in connection with significant budget cuts.
- Every government agency is looking for someone to pass their costs to. Who do we pass the costs to?
- I am retired. I do not get annual raises. My big expense is property tax. I can control almost everything else. Do not raise my taxes again. Feel free to add an earned income tax for those who are still working.

Employees

- Also, employees must begin to participate in annual performance reviews and managers must develop an organizational reporting structure just like corporations have in order to keep track of outstanding employee performances and jobs that overlap responsibilities.
- The township needs to examine employee salaries, provide no pay increases and institute a reduction in pay (for a defined period) for certain departments/employees. If that is not done the result would need to be mandated layoffs of employees, 15% to 25% across the board. If there is a pension benefit for employees, we need to freeze the Defined Benefit pension plan with the end goal of eliminating this benefit and move a single traditional DC plan (with the exception of uniformed police/fire).
- Line item budgets need to be examined for potential decreases. Medical benefit costs need to be lowered or shared more by employees. Salary freezes, no cost of living adjustments need to be implemented. If not, then reduce staffing by X% regardless of impact. Look at energy consumption in buildings, increase temps, reduce air conditioning, etc. Seems to me that "sacred cows" are not being touched at the expense of dancing around fundamental issue of increasing costs despite lower revenues.
- You should consider freezing wages until the economy becomes healthy. In addition, you should entirely eliminate "longevity bonuses." What an outmoded and unacceptable practice!
- Reduce or eliminate all pensions - provide self pensioning option like 401k option for all employees. Freeze all current pensions and health benefits for all retirees. Require co-pays for health care benefits and adjust each year (retiree's as well). Have two Police dept join forces with other township police dept's (it that saves money). Supervisors should be an unpaid position. Reduce hours for employees (do not lay off employees) - freeze on hiring (any new positions must be justified)
- I don't see administration cuts on the list above. These should be considered.
- Mandate a 5% across the board headcount redux except for fire/police like private business have to do.
- Why don't you revise the benefits offered to your administrative personnel as was urged by the residents at your Board Meeting about the budget? The benefits are outdated and "over the top" compared to industry.
- Make sure cost of living increases, health care, pensions, etc. are held in check during these tough times; everyone (including public servants, law enforcement, etc.) needs to give up a bit.
- What are the associated costs of the items in question three? What about salaries/benefits?
- What had not been spoken about are school budgets. The rest of industry is experiencing layoffs and salary reductions. While layoffs may not be possible in the schools at this time, certainly it is not out of the ordinary to discuss salary/benefit reductions. ALL are doing it-- why are the teachers/administrators different?

BAWG

- I have 23 years of experience and a Master's of Engineering and am out of work. My brother's company has laid off 1/2 of their work force. Township employees should consider this.
- A strong message must be sent to the union-represented employees that taxpayers expect them to "share" in the cost-cutting by accepting some sort of give backs/reductions.
- Township workers need to be accountable. I understand that they have no performance criteria, and have full medical coverage. These areas should be pursued as they are not in line with good practice and industry standards today.
- Freeze wages and employment. Live within a flat budget. How hard is that? Most of us are already dealing with layoffs and declining revenue in our own businesses and households.
- The real savings are going to be people-related and will require a careful analysis of the need for all of the township jobs. There should be a moratorium on filling jobs/reduction in the number of jobs. Pay policy should be reviewed and reduced where warranted. Pay raises should be suspended or raises stretched e.g., from 12 mos to 18 months and not exceed the rate of inflation except in cases of outstanding performance with a % max for each department's payroll, that is you take from the less productive and give to the most and excess the really unproductive employees in EVERY DEPARTMENT. Vacation, sick days, days away from duty at conferences should be reviewed and modified to the present day reality. Union contracts and all perks should be under review e.g. school tuition assistance, health care premiums and coverage etc.
- Evaluate a freeze on police and all other services, salaries. Sun Oil froze ours for 3 years.
- The generous benefits that township employees received should be evaluated and should be compared and matched to non-governmental entities. Most companies have enacted pay-cuts and have reduced benefits. The township should not be immune from such actions.
- Township employees should pay for health insurance just like the rest of us. The longevity bonus should be stopped and the cost of living bonus should be stopped. Raises should be the average 2-4% based on merit just like all the other companies in this area.
- My 2 sons and one son-in-law each has had paycuts of 5% or more and forced unpaid vacations of up to 2 weeks. Are we at least holding salaries to current levels?
- Township employee total compensation packages should reflect nation- and economy-wide compensation practices with regard to wages, health insurance and retirement benefits, and could perhaps be linked to Township economic health.
- Reduce town staff
- Staff salaries are not where they need to be. I agree with the need to update benefits package, but the township then needs to compensate its employees accordingly and in keeping with private sector salaries. With all the cuts already in place, the tax rates and increases can't possibly sustain even lower level services.
- I sell real estate in Tredyffrin. People come to me and ask to move here because of our low taxes and great schools. It is important to hold the line on taxes. Township employees must understand that we are in a time of recession when people are tightening their belts; salary and benefit increases should not be expected and should not occur if a tax increase or a cut in essential services is required to fund them. People should be glad to have jobs. We must preserve that which is great - low taxes, great schools - so that people continue to seek to move here. Important services must be kept well functioning such as Police/fire/EMS. Non-emergency items such as hard copy of the newsletter and recreation must go. Every budget line item should come under scrutiny.
- A number of the surrounding townships, as well as those in neighboring counties looked ahead last year and cut hours/work weeks etc. Our Manager did not, in fact added an employee when told to look for more budget cuts. We should never look to increase or institute a new tax because the employees are unwilling to do more with less. The board of supervisors should be concerned with keeping taxes low and seeing to it that our township manager shares concerns about bonuses and other benefits that the economic times just do not support. I find it to be an insult when tax increases are described as only x dollars a month or x dollars a year. My suggestions would be to look at the pay structures, performance reviews, benefits etc. Employees and employment-related costs are a major portion of the budget.
- Township employees should have raises based only on performance (not cost of living or longevity!!!). They should pay into their health care plan as almost every other business would require.
- Employees must begin to participate in annual performance reviews and managers must develop an organizational reporting structure just like corporations have in order to keep track of outstanding employee performances and jobs that overlap responsibilities.

BAWG

- Outsource Everything!
- Eliminate all perks for Township management personnel
- Taxes are enough of a burden on the residents of this township - and most of us in private industry are feeling the pinch, and have been for some time. Enough of the COL increases for township employees! Accept that these are tough times for everyone. Also, given the mild winters we've had, there's barely been any need for plowing. Check that area for misuse. Plus, given the looks of some of the renovations that have been allowed, the last thing we need is LESS building/code enforcement. Maybe we just need better Township employees (or supervisors).
- Look carefully at efficiency and employment benefits of Township workers. My impression is that they are less efficient and receive higher benefits compared to comparable private sector jobs
- Decrease staff and REDUCE Spending!
- Investigate flexible spending accounts for employees
- Introduce high deductibles for health care plans
- The way services are provided to the township is inefficient. There are too many people in legacy jobs and things need to change, cannot keep the employees just because that's the way it's always been

- Ask the township employees where they think they can cut waste and reduce expenses
- Don't compromise the great level of service we receive from township employees
- Township salary increases plus longevity pay: a fair wage based on merit is needed in our township. This has nothing to do with budget shortfalls, but with bringing the process back to a central, fair point

Police

- Police are essential
- Don't reduce police, they are great
- The only service I would not want to see reduced below a protective level is police crime prevention. But there may be other programs within even their budget that could be reduced. Everything else is fair game for reduction.
- Please keep the police.
- A hard look at police staffing levels
- Hire more police and increase revenue from more aggressive traffic enforcement

Services

- Looking at the '09-10 budget quickly, do we really need to spend \$900K to put a 3-way stop at Conestoga and Upper Goph, then another \$1.76 million on Westover Park there?
- Many townships offer a service that brings a truck around to sweep up leaves from your curb during the fall - we don't have that. The local trash collectors do pick up leaves - but only 3 times in the fall - and they must be in those paper bags. We have been known to fill 40 bags at a time - and have no place to store them in-between pick-ups. We have no woods or back area into which we can throw leaves. We have no area we can designate as a compost area into which we can throw leaves. In other words - we have no options other than to drive the leaves to the compost site. If they don't want to have the site open every day - then that's fine - open MWFSS. Personally I'm not sure why they need to pay someone to sit there and monitor who comes in and out anyway.
- Please no more Tredyffrin banners. What a waste of money. Also, the project on Conestoga near the small parcel they are calling a park should be scrapped. They are building sidewalks to "no where" for a park no one will go to.
- Reduce expenses on summer classes and camps/winter recreation and charge fees for those that want to use those services.
- You need more than three service categories. There is an implied assumption that 'reduction of services' is a certainty with reduction in spending for all personnel categories, i.e.: Police/Fire/EMS - substantial cost savings could be obtained by reduction of police vehicles, minimizing SWAT activities, better utilization of troops and not patrolling 202. What is the true efficiency of all of our services compared to industry? This survey has some real problems and will be skewed.

BAWG

- Ask for nominal fee to cover concerts for those who want to attend, charge fee for leaf recycling since it does not benefit consistently all neighborhoods the same; charge fee for winter rec since most parents use as free babysitting.
- I've followed your request for the 3 services I would be most willing to reduce. However, I could give you tiered categories and include many more that I would reduce before I ever considered raising taxes.
- Our local government should not be involved in anything recreational. If I want recreation I can pay for it out of my own budget. Make sure the cops are funded appropriately, and our infrastructure is sound. Anything else is WAY down the line of priorities, and frankly, should NEVER be funded. I would rather have the money go into a rainy day fund to lessen the impact of any future tax increases. Why is it the responsibility of our local government to fund concerts and recreational programs? I am virtually certain that there are tons of musicians would love to perform for free at Wilson Farm Park.
- Should also eliminate: winter rec. program summer classes & camps, & hard copy newsletter until we come out of this budget crisis.
- In the list provided not all items are equal. A 2-5% cut in police/fire/EMS might equal the 100% elimination of most of the remaining items. Postpone rather than eliminate projects until the economy turns around and revenue increases.
- The services should not be limited to 3 items. We should be able to rank them all.
- The police force size seems excessive for the community. The other community programs such as winter recreation, summer classes and camps and the concerts at Wilson Park are nice but do not benefit all residents.
- Of course, none of these three items I selected will provide a significant reduction to our budget. Whether it's a budget for a condo assoc, a township, county, state or our Federal government the dilemma is the same. How or what expenses do you reduce to minimize adverse impact, and where or how can you tax to generate revenue and not further erode the economy. No easy answer.
- The Township needs to demonstrate that it is providing all services at top quartile levels of efficiency. All revenue sources should be analyzed to establish long run sustainable income levels at current tax rates. If there is a deficit after those two steps, then scenarios of tax increases, price/compensation reductions and service reductions should be developed to allow political decisions to be made. The above list of services is not very helpful without knowing the expenses and efficiencies involved, and it leads only to the obvious conclusion that some services (police) are more essential than others (concerts). There may be more money to be saved from efficiencies in the police department than from eliminating concerts, stopping the newsletter and cutting the winter recreation program all combined. The list also includes both capital and operating items, and separately funded areas like sewers.
- When cutting budgets please consider cutting hard copy information, posting speed monitoring devices. Most things involving children are of value to people living here and that is what attracts people and business here.
- Question #2 isn't worded accurately. There should be an option for keep the service; but provide it in a different way. For example - this year's concerts are still being held, but by private donation. That worked fine and could continue to be the source of support for services such as these. But they would still be "run" by the township. The same with the leaf recycling. I would never want to see it closed totally - what would people do that had no where else to put leaves? But it could be cut back to less hours or alternate days. Or people could sign up for the service and pay a fee to use the compost site. I put a check next to "winter rec" with the same thoughts in mind. We could charge a low fee for this service - similar to the low fee for the summer camps - and this would neutralize the cost of this program. Again, I'm not suggesting I'd be willing to "reduce the service" to balance the budget. Just change the way the service is provided.
- There are more than three items to reduce as listed in question 2. At a time when citizens are hurting financially everywhere, it is not time to add new items or provide non-essentials. Nor is it time to add to their woes with new taxes of any kind and continue non-essential services. Belt tightening is necessary everywhere in order to bring the Township through this recession without further depleting the surplus.
- Outsource services where efficient.
- Increase cost for summer camps and add more. Radnor offers so many more programs. You'd be amazed how many residents go to Radnor. Increase winter programs and charge.

BAWG

- Do not cut any funds which could go towards controlling deer populations, as it's become a real problem.
- If we are in a budget shortfall why was work done on the concert area at Wilson Farm Park along with other projects at the park? This was money that did not need to be spent at this time. Leave the park as is with just maintenance. Also, while I enjoy the concerts I can't see spending the money with a budget shortfall. The township should seek donations to continue the concerts.
- Leaf recycling seems to be an expense that we could absolutely do without.
- Sidewalks NOT near schools are a huge waste of taxpayer dollars as the one that they are trying to push forward on Upper Guph Road is dangerous and leads to nowhere. The dollars that were required to be set aside by businesses (i.e., St. Davids Golf Club) to install sidewalks could still be collected and put into other things within the township or could be returned to the facilities since the sidewalks on busy roads, leading to nowhere will not positively benefit the taxpayers.
- Wilson Park concerts are "nice to have" but not a necessity at this time in this economy.
- Seems as if there is excessive road maintenance – i.e., last year Westwind Drive was re-paved, although it was in fine condition. Did we just have money to burn?
- We enjoy a very high level of service but we can make do without some of it for a period of time while our revenues are down. The Supervisors need to be serious about this and manage accordingly. We cannot go as far as we have - at least during this period.
- Provide newsletter online, a few copies at township bldg & libraries for those who don't have computer access.
- Increases fees for camps (fees have not increased in at least 10 yrs), winter rec, and summer classes. Charge admission fee, sell tickets for park concerts, charge for township map & guide.
- Does the twp do leaf recycling? I compost my own.
- Can the township consider eliminating the hard copy newsletter and post all that information on the website? Residents with no Internet access can get the newsletter from one of the three local libraries.
- Speed bumps needed on pass through roads, stop signs and/or traffic lights at key intersections (e.g. King of Prussia & Upper Guph Roads)
- Reduce hard copy newsletter, sidewalks not near schools, leaf recycling
- The list of options was insufficient. It was weighted to government can't do anything to reduce costs - you have to pay more. Do better. Provide real options.
- Do people who take advantage of summer camps, classes etc. pay a fee for these? Also—for winter recreation—is there a fee even for township residents? Maybe small fees are in order until the economy picks up, if these events are now without charge.
- Look into the Police Department's SWAT Team expenditures. There is talk that the expenditures on this are way out of line with the needs of the township.
- The service items I checked off can be converted to digital for the newsletter.
- Unfortunately, I do not know how much of a shortfall TE Township is currently in or how much money we need to raise or reduce expenses. If when the times were good, we increased services (and continuously increased RE taxes too), if times are not good, we need to reduce some services that appeared when the economy was good.
- The categories in the survey are so disparate in budget amount and where the funds come from that it means very little. Sidewalks come mostly from capital budget. The deficit is in the operating budget. Summer camps are fee-based program. Do the fees cover the expenses? Why would we cut the program? Raise the fees if insufficient.
- With new construction at a minimum, can we reduce the hours of the building inspectors or reduce to a part time position temporarily?
- The survey question should be "what would I retain in the face of this economy?" My vote is: Police Fire EMS, & Sewer Maint.
- Dedicate back to communities Twp roads that go nowhere like roads in the Salem Way community as an example (they would become "private" roads)
- Live within your means by setting priorities. What you are doing here is the correct way to do it
- The roads are already not well-cared for, so that actually needs more money. Recycling should be increased, our carbon footprint reduced. Traffic laws are disobeyed blatantly and with increasing regularity, causing a danger to those who are law-abiding, so a better system is needed- for example,

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use cameras at intersections with traffic lights. While I think the recreation programs are nice, I think safety and maintaining infrastructure should be the focus during tough financial times. By the way, our police have a bad reputation, especially compared with those in Easttown- why is that? There seems to be an "attitude" issue with them- maybe that should be addressed- we are, after all, paying their salaries. This is not true across the board, I don't think, but something isn't right.

- The township does not appear to offer excessive, unnecessary, inefficient services
- As I live in the part of the township with no sewer service, I would like to see that as something we would work toward.
- I think we should look HARD at any ways to rein in costs - there is always bloat/unnecessary expenses/ways to consolidate to reduce expenses. I would hate to see taxes go up, but IF necessary I would be OK with a small tax increase. I really can't say I want any services impacted severely. I definitely want to see the libraries intact to help jobless people and to keep our kids excited about reading. I have a question on summer camps - we pay a modest fee for the sports and Tee Garden camps, do the children in need of special reading and other educational support also pay that same modest fee? If not, I think most of them should, since otherwise they would be spending money on camp. Of course those unable to pay should absolutely go for nothing so that those kids can succeed. Good luck, you're in a tough spot!
- We have too many police that do nothing more than traffic control
- Charge a reasonable fee for concerts, cut back on landscaping, offer the ability for resident volunteer police officers to increase revenue from traffic violations (speeding/running lights, etc.).
- I really don't see how eliminating elements on the survey services list addresses budget remediation. According to the 'Tax Payer Cost of Selected Services' summary posted on the site, each of these have either fees and/or subsidies attached to them, so \$ savings appear quite limited. What is the problem statement for which we are developing a solution? Also feel it incumbent upon the township to quantify the \$ commitments so a reader can be better informed about what is being committed - TE web site says the sidewalk project has been fully funded by ARRA, so isn't that \$0? It would seem appropriate to consider modest, intermediate and significant budget remediation plans. My quick review of 6/2009 budget report suggests that the DB actuarial liability vs. assets could create significant increases in the annual contribution requirements (i.e., doubling of est. 2009 budget of \$759k). Should we be contemplating freezing that plan and pushing all future participation into a DC plan which limits increases in actuarial liability, while putting return risk on employees?
- The police department: if you reduce services by 30% of their budget it must be examined fully and carefully so as not to negatively impact safety.
- Services reduction. Hard for most of us to answer since we don't know what is state (or federal) mandated and what comprises all of the budget line items. Several points come to mind. Look what the Valley Forge Park did to reduce costs and they don't maintain all of the park areas as a front lawn. Maybe we do too much maintenance in the park systems. Why all of the ball field maintenance, let the clubs that use them maintain them.
- You can get rid of the people who cut the grass in parks. People who want to play ball (and their parents) can cut the grass themselves. It will give them even more exercise.
- Reduce or eliminate classes and camps for at least the next two years
- Eliminate environmental education
- How can we get the cost data for the quarterly newsletter? Stop printing the quarterly newsletter. No one entity or organization with any interest in efficiencies prints publications. Make the newsletter available as an online publication ONLY. If residents do not have access to the internet they can go to either of the township's public libraries and use the library computer to access it. Also, one printed copy can be put on a poster board at the township building each quarter.
- No more parks, they are a luxury
- With all the news about townships banding together to share services, this would be an additional initiative to evaluate for long term budget control
- Township newsletters. It is my understanding that the newsletter has gone from 4 editions in 2008 to 2 editions in 2009 budget. That is a cost cutting measure but I would like to see the newsletter costs further reduced. There is absolutely no reason why we need to have 15,000 newsletters printed and mailed to all residences in the township. With today's technology, the cost of printing and postage should determine that the newsletters need to be emailed (if people supply email addresses) or just uploaded on the township website. For those people who do not have access to a computer or do not know how to use a computer - perhaps we print in-house a couple of hundred copies and have them

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available in the lobby of the Township Building. The printing and postage of township newsletters is an absolute that should be cut and I would suggest immediately, not waiting until 2010 budget.

- Can the township consider eliminating the hard copy newsletter and post all that information on the website? Residents with no Internet access can get the newsletter from one of the three local libraries.

Library

- I also think we should look into reducing hours of various sites like the library, the township building etc. Easttown took an early lead in cost cutting measures. How is that working out for them?
- The phenomenal library resources as well as the uniqueness of Wilson Park make this township a fantastic place to live and raise a family. Not many areas can boast of facilities like these that serve to build community.
- Please do NOT slash funding for their library system. They're needed more urgently than ever, with more families relying on their libraries for job searching, internet use, books, educational resources and entertainment for their family.
- Please don't reduce the library's budget! I was referred to this site by CCLS.org, which indicated that the library budget would be cut in the future. I believe a good library is so crucial to any township, and out of all the libraries I have been to, Tredyffrin is one of my favorites. I don't have any children yet, but once I do I plan to take them to the library and to library activities regularly. I think the Tredyffrin library looks so great, and it really has a lot to offer, and I hope all that is around when I have children.
- The township must decide between essential and non-essential services. The library is essential

Schools

- My concern is mostly about education. Our schools are getting an increased enrolment due to the economy. Children are leaving private schools and attending public schools. While TE school district is in a hiring freeze, our schools infrastructures are not necessarily in the best shape [air conditioning]. We just need to make sure we do not sacrifice our schools during a budget deficit.

Some Activities Tredyffrin Performs May be State Functions

- If TT police are out patrolling 202, that should be a state function.
- Define the role of township government versus county government. List the tasks and responsibilities of the township. List what the county is responsible for. Does our township get paid appropriately from the county?

Working with Third Parties

- Let's make sure there is no graft or corruption with contractors or anyone doing business with the Township. Audit everyone who handles township money (fees, taxes, etc.).
- As a small business owner in the township and a member of the Paoli Business & Professional Association, I would like to encourage a fair and 'open' bid process for all contracts in the township. I think it is important for Tredyffrin Township to retain local businesses (if possible) for Township work. I want to make sure that when township business contracts come up for renewal, the bidding process is understood, so that local businesses have the same opportunity to bid as companies who may have held these township contracts for years. I own a business in the township so obviously I am not speaking of myself. But here is an example: I have been approached over the last couple of years by 2 or 3 local township printing companies asking if they could 'bid' the job for the township newsletter. Unless recently changed, the township newsletter was printed and mailed by a company out of North (or South) Carolina. These local township printers make the point if they could do the job for the 'same' money wouldn't it be better for the job to remain in the township and done by a local business. This is an example of open and fair bidding of contracts – I would like to see if there are other

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contracts that are done outside of the township that could be done by a local company. We should be helping our local small businesses during these severe economic times. Obviously this only makes good fiscal sense if the local small business can meet or undercut the current contract holder.

General Operating Comments

- Consider better sidewalks when the Paoli transportation center is built
- Combine spending power with another entity
- Establish criteria for starting or continuing services. Determine how many residents are affected. What is the impact on the township if a service is eliminated?
- Be sure to review the budget data from similar townships in Chester County
- The township has to live and work within its means just like retired taxpayers
- The township needs a communication plan to provide a clear, unbiased set of facts for residents. Must have a time table to enact changes.

Resident's Responsibilities

- Drop any and all sidewalk work not near schools. Undue maintenance burden for affected homeowners.
- Consider requiring sidewalks throughout the township, but require homeowners to install them.
- Hello: I think that the township could alleviate some costs by allowing the community members to volunteer for such things as library work, park clean up, and sidewalk maintenance. If we had a volunteer day every month or two to do some work then maybe we could offload some costs to able-bodied volunteers. For example: names beginning with a-f, meet at the park one day to cut grass or move dirt, etc. Make it social and have everyone bring a potluck snack. All right, maybe it sounds a bit odd but I would not mind and would actually like an opportunity to cut the park grass with a large professional mower. I am sure that there are many men that would like to try that front end loader at the park and move dirt around. The community would enjoy meeting and walking around together in the park picking up trash. Maybe there would be a botanist in the crowd who could talk about the trees and brush while we do the trash pick up. Just a thought!
- Good luck!
- To reduce costs and park and trails can be put out to the public as efforts in volunteerism. These are tough times and we all need to pitch in.

BAWG Operations

- How will the interim and final report be available for review? Will you post on this web page?
- Has your BAWG or would your BAWG consider looking into the financial advantage of combining Tredyffrin and Easttown Townships. I would think that this idea may have some legs in the current environment and would go a long way to increase the camaraderie especially since then the Easttown residents would be supporting the Tredyffrin fields.