TREDYFFRIN TOWNSHIP

2018 PRELIMINARY BUDGET PRESENTATION
2018 PRELIMINARY BUDGET PRESENTATION

- 2018 Preliminary Budget
- Beyond 2018
- Next Steps
- Departmental Presentations
MANAGER’S REVIEW

• Delivering excellent services
• Continued Economic strength in the region
• Proactive planning
• Focus on infrastructure
EMPLOYEE HEAD COUNT
2018 PRELIMINARY BUDGET MESSAGE

• **NO TAX INCREASE**
  - 5<sup>th</sup> CONSECUTIVE YEAR WITHOUT ANY TAX INCREASE
  - 9<sup>th</sup> CONSECUTIVE YEAR WITHOUT A TAX INCREASE FOR OPERATIONS

• **INCREASED BUDGETED USE OF RESERVES**
  - BOARD MUST VOTE TO EXCEED LIMITS SET WITHIN TOWNSHIP’S FUND BALANCE POLICY
GENERAL FUND REVENUES

2018 vs. 2017

• No tax increase
• $82K net increase in RE Taxes (due to assessment)
• $264K increase in use of reserves
• $500K increase in budgeted RE Transfer Taxes
• $150K increase in building permits
## GENERAL FUND OPERATING REVENUE (IN MILLIONS)

<table>
<thead>
<tr>
<th>Source</th>
<th>2017 Forecast</th>
<th>2018 Budget</th>
<th>Diff vs. 2017 Forecast</th>
<th>% ‘18 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>R/E Taxes</td>
<td>$8.40</td>
<td>$8.49</td>
<td>$0.09</td>
<td>41.40%</td>
</tr>
<tr>
<td>Transfer Taxes</td>
<td>$4.88</td>
<td>$3.40</td>
<td>$(1.48)</td>
<td>16.58%</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>$1.79</td>
<td>$1.82</td>
<td>$0.03</td>
<td>8.87%</td>
</tr>
<tr>
<td>Licenses / Permits</td>
<td>$3.91</td>
<td>$3.19</td>
<td>$(0.72)</td>
<td>15.55%</td>
</tr>
<tr>
<td>Grants</td>
<td>$1.21</td>
<td>$1.31</td>
<td>$0.10</td>
<td>6.39%</td>
</tr>
<tr>
<td>Other Income</td>
<td>$1.08</td>
<td>$1.12</td>
<td>$0.04</td>
<td>5.46%</td>
</tr>
<tr>
<td>Reserves</td>
<td>$0.00</td>
<td>$1.18</td>
<td>$1.18</td>
<td>5.75%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$21.27</strong></td>
<td><strong>$20.51</strong></td>
<td><strong>$(0.76)</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td>Year (As of Jan 1)</td>
<td>Assessed Valuation</td>
<td>% Inc / (Dec)</td>
<td></td>
<td></td>
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<tr>
<td>-------------------</td>
<td>--------------------</td>
<td>---------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>3,554,300,604</td>
<td>-0.53%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>3,529,201,584</td>
<td>-0.71%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>3,528,777,730</td>
<td>-0.01%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>3,533,684,180</td>
<td>0.14%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>3,543,782,470</td>
<td>0.29%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>3,557,015,465</td>
<td>0.37%</td>
<td></td>
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</tr>
<tr>
<td>2017 (Jan 1)</td>
<td>3,570,817,205</td>
<td>0.39%</td>
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<td></td>
</tr>
<tr>
<td>2017 (YTD)</td>
<td>3,610,227,412</td>
<td>1.10%</td>
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</tr>
</tbody>
</table>
## Average Residential Tax Bill (Projected for 2018)

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Assessment</td>
<td>2,563,392,472</td>
</tr>
<tr>
<td>Millage Rate</td>
<td>2.380</td>
</tr>
<tr>
<td>Number of Parcels</td>
<td>11,420</td>
</tr>
<tr>
<td>Average Tax Bill</td>
<td>534.23</td>
</tr>
</tbody>
</table>
WHERE DO YOUR TAX DOLLARS GO?

School District: 77%
Township: 8%
County: 15%

Township Millage - 2.380
School District Millage - 22.4381
County Millage - 4.369
BUILDING PERMIT REVENUE

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Actual/Est</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
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</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
BUDGETED USE OF RESERVES

- 2013: 600,000
- 2014: 494,400
- 2015: 825,000
- 2016: 919,250
- 2017: 1,183,585

Values as of [Year]
TOTAL TOWNSHIP OPERATING EXPENSES - $25.3 MM

- **General Fund** represents 81% of all operating expenses, this covers the majority of services provided by the Township.

- **The Sewer and Valley Creek Trunk Sewer (VCTS)** cover the Township’s wastewater systems.

- **Tredyffrin Township Municipal Authority (TTMA)** covers the debt service associated with Township projects along Route 202.
GENERAL FUND OPERATING BUDGET TREND

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>16,574,893</td>
</tr>
<tr>
<td>2014</td>
<td>17,384,335</td>
</tr>
<tr>
<td>2015</td>
<td>19,068,990</td>
</tr>
<tr>
<td>2016</td>
<td>18,524,180</td>
</tr>
<tr>
<td>2017</td>
<td>19,264,250</td>
</tr>
<tr>
<td>2018</td>
<td>20,518,783</td>
</tr>
</tbody>
</table>
GENERAL FUND EXPENSES

2018 vs. 2017

• Overall 6.51% increase in operating expenses
• 6.20% increase in salaries and benefits
  • Contractual obligations (Police, AFSCME, MEA)
  • 3.86% budgeted increase in health insurance premiums
  • $75k increase in OPEB funding
  • $373k increase in pension costs
• Increased contributions to Fire Companies & Library
## GENERAL FUND OPERATING EXPENSES (IN MILLIONS)

<table>
<thead>
<tr>
<th>Expense</th>
<th>2017 Forecast</th>
<th>2018 Budget</th>
<th>Diff v. 2017 Forecast</th>
<th>% 2018 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
<td>$13.77</td>
<td>$14.96</td>
<td>$1.19</td>
<td>72.94%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>$1.64</td>
<td>$1.72</td>
<td>$0.08</td>
<td>8.39%</td>
</tr>
<tr>
<td>Contributions</td>
<td>$1.03</td>
<td>$1.13</td>
<td>$0.10</td>
<td>5.51%</td>
</tr>
<tr>
<td>Professional Svcs</td>
<td>$1.02</td>
<td>$0.90</td>
<td>$(0.12)</td>
<td>4.39%</td>
</tr>
<tr>
<td>Repair &amp; Maint</td>
<td>$0.53</td>
<td>$0.53</td>
<td>$0.00</td>
<td>2.58%</td>
</tr>
<tr>
<td>Other</td>
<td>$1.22</td>
<td>$1.27</td>
<td>$0.05</td>
<td>6.19%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$19.21</strong></td>
<td><strong>$20.51</strong></td>
<td><strong>$1.30</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td>Department</td>
<td>Expense</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>---------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Police</td>
<td>$10.21</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire/Ambulance</td>
<td>$1.20</td>
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</tr>
<tr>
<td>Streets</td>
<td>$2.39</td>
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<tr>
<td>Parks / Recycling</td>
<td>$1.44</td>
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<tr>
<td>Libraries</td>
<td>$1.23</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning &amp; Zoning</td>
<td>$1.22</td>
<td></td>
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<tr>
<td>Engineering</td>
<td>$0.26</td>
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<tr>
<td>Admin</td>
<td>$2.57</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$20.52</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Police</td>
<td>Non-Uniform</td>
<td>MMO</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>-------------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>987,281</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>1,038,419</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td>1,207,070</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td>1,224,485</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td>1,604,771</td>
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</tr>
</tbody>
</table>

**GROSS PENSION EXPENSES**
CAPITAL PLAN (2018-2022) OVERVIEW

• CONTINUED INVESTMENT IN INFRASTRUCTURE
  • $6.5 MM ON PUMP STATION REDESIGNS
  • $5.5 MM FUNDING FOR PAVING
  • HOWELLYVILLE ROAD BRIDGE
  • STORMWATER PROJECTS
• MAJOR INVESTMENT RELATED TO MS-4 PERMIT
• INVESTMENT IN VEHICLE AND EQUIPMENT REPLACEMENTS
CAPITAL PLAN (2018-2022) BREAKDOWN

- Infrastructure: 18,975,000
- Stormwater: 4,360,000
- Vehicles: 2,835,050
- Parks & Rec: 410,000
- Equipment: 907,300
CAPITAL PLAN (2018-2022) FUNDING SOURCES

<table>
<thead>
<tr>
<th>Source</th>
<th>Expense</th>
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</thead>
<tbody>
<tr>
<td>US Grants</td>
<td>$0.00 mm</td>
</tr>
<tr>
<td>PA Grants</td>
<td>$7.97 mm</td>
</tr>
<tr>
<td>Other Grants</td>
<td>$0.66 mm</td>
</tr>
<tr>
<td>Reserves</td>
<td>$12.22 mm</td>
</tr>
<tr>
<td>Sewer</td>
<td>$6.64 mm</td>
</tr>
<tr>
<td>VCTS</td>
<td>$0.00 mm</td>
</tr>
<tr>
<td>Total</td>
<td>$27.49 mm</td>
</tr>
</tbody>
</table>
BEYOND 2018

- **Long Term Capital Plan Funding**
- **Pension & OPEB Liabilities**
- **Effects of MS-4 Permit on Operations**
- **Union Contracts**
PLANNING AND ZONING DEPARTMENT

• DEPARTMENT STAFF:
  • DIRECTOR
  • 2 CODE OFFICIALS
  • 2 PERMIT CLERKS
  • PLANNING & ZONING COORDINATOR
BUILDING PERMIT ACTIVITY

YEAR-TO-DATE AS OF OCTOBER, 2017:
- 2500+ PERMITS ISSUED
- $100+ MILLION CONSTRUCTION $ SPENT IN TREDYFFRIN
- $2.4 MILLION PERMIT REVENUE GENERATED ($1.75 MILLION BUDGETED)

YEAR-TO-DATE AS OF OCTOBER, 2016:
- 2500+ PERMITS ISSUED
- $100+ MILLION CONSTRUCTION $ SPENT IN TREDYFFRIN
- $2.2 MILLION PERMIT REVENUE GENERATED
2017 SIGNIFICANT PROJECTS/MILESTONES

• Chesterbrook – 123 units & 31k sq/ft of commercial retail
• Linden Lane – 153 apartments approved by C/U
• CVS/Covered Wagon Inn
• Lifetime Fitness
• Brightview – 140 senior living units
• Sage in Atwater – 250+ units of senior living
• Marriot Town Center
• Commercial office renovations
2018 OUTLOOK

• **BUILDING ACTIVITY**
  • K-MART site
  • SWEDESFORD PLAZA
  • WAYNE GLEN – RESIDENTIAL AND COMMERCIAL
  • AQUILANTE SITE
  • OFFICE INTERIOR RENOVATIONS

• **ECONOMIC DEVELOPMENT**
  • CONTINUE OUR EMPHASIS ON BEING THE LEAST EXPENSIVE PLACE IN THE REGION TO CONDUCT BUSINESS

• **IMPLEMENT THE ENERGOV PUBLIC PORTAL**
  • TO HELP BETTER SERVE OUR CUSTOMERS
ENGINEERING DEPARTMENT

• DEPARTMENT STAFF:
  • ENGINEER
  • ENGINEERING ASSISTANT
  • ADMINISTRATIVE COORDINATOR
2017 – YEAR IN REVIEW

• SANITARY SEWER
  • TOWNSHIP PUMP STATION UPGRADE PLANNING
  • SANITARY SEWER PLANNING MODULE COORDINATION

• BRIDGES
  • INSPECTIONS
  • DRUMMERS LANE EMERGENCY REHABILITATION
  • HOWELLVILLE ROAD BRIDGE REPLACEMENT
    • WORK UNDERWAY – COORDINATION W/ PADOT, NORFOLK-SOUTHERN, AND THE PUC
      FOR A NEW BRIDGE
2017 – YEAR IN REVIEW

• PAOLI ROAD IMPROVEMENTS
  • ARLE GRANT
  • TAP GRANT
  • COORDINATION WITH PADOT ON PLANNING FOR NEW DARBY ROAD BRIDGE OVER AMTRAK/SEPTA

• PLANNING
  • LAND DEVELOPMENT REVIEWS AND COORDINATION

• STORMWATER
  • STORMWATER & GRADING PERMITS & INSPECTIONS
  • STORMWATER MS4 PERMIT APPLICATION AND POLLUTION REDUCTION PLAN (PRP)
  • STRAFFORD BASIN REHABILITATION PROJECT
  • CRABBY CREEK STORMWATER PROJECT
2018 GOALS & OBJECTIVES

• **Sanitary Sewer**
  • Township Pump Station Upgrade Planning and Construction
    • Station Avenue / Glenn Ave and Lancaster Ave
  • Planning Modules/Exemptions

• **Bridge Inspection and Maintenance Program**
  • Drummers Lane – Complete Rehabilitation of Existing Bridge
  • Howellville Road Bridge – Complete Design/Permitting for Replacement Bridge
  • Crabby Creek Park Pedestrian Bridge – Design/Permitting/Construction

• **Road Improvements**
  • Gateway Multi-Modal Study Project
2018 GOALS & OBJECTIVES

• CONSTRUCTION PERMITTING & SUBDIVISION & LAND DEVELOPMENT
  • Reviews and coordination with PC land development plans
  • Planning modules and sewer reviews
  • Escrow reviews and inspections (i.e. CVS, Brightview, Sage, Chesterbrook)

• STORMWATER MANAGEMENT
  • Construction – Crabby Creek stormwater projects (PADEP GG Grant)
  • Implementation of the Township MS4 Permit and PRP Projects
  • Trout Creek Stormwater Improvements
  • Assist PW Dept. w/ Projects

• PERMITS, INSPECTIONS & COMPLAINTS
  • Stormwater Management (SWM) and Erosion & Sediment Control (ES&C) Permit Reviews
INFORMATION TECHNOLOGY
MIS DEPARTMENT

DEPARTMENT STAFF:
MIS DIRECTOR, SYSTEMS ADMINISTRATOR, TV STUDIO MANAGER

WE AIM TO PROVIDE TOWNSHIP DEPARTMENTS, EMPLOYEES, AND RESIDENTS WITH A SECURE AND RELIABLE TECHNOLOGY BASE. WITH THE GOAL OF ASSISTING INDIVIDUALS TO ACCESS INFORMATION RESOURCES NEEDED TO COMPLETE TECHNOLOGY RELATED TASKS.
2017 ACCOMPLISHMENTS

- Addressed Wilson Farm Park security
- Deployed Microsoft Office Outlook 365
- Deployed new WAP hardware
- Finalizing updated website
- Assisted in implementation of new Sewer Billing Module
- Setup new network printers
- Setup inspectors with ability to update inspection records while in the field
2018 PROJECTS

- Update our electronic file storage software solution
- Update the AV hardware in Keene Hall
- Purchase PCs/Laptops to replace older units
- Coordinate the installation and configuration of the new fleet management software and hardware components
- Review and address network security
TREDYFFRIN STUDIO

2018 Project

• Mac Pro 2013 Final Cut Pro studio editing suite to be replaced

2018 Goals

• Continue to grow resident participation with certification programs.
• Continue the education of current participants, thereby improving production values of our programming.

Items to note

• We like to thank our volunteers that record and produce the Board of Supervisor Meetings.
• You can access on demand produced programing at our TTTV link as well as https://tredyffrin.viebit.com/
LIBRARIES
TOWNSHIP LIBRARIES

Mission: Lead and strengthen a community of lifetime learners engaged in discovery, creation, entertainment, and enrichment.

DEPARTMENT STAFF:

- Director of Libraries
- Assistant Director & Head of Technical Services
- Branch Manager
- Director of Reference & Technology
- Young Adult Librarian
- 2 Children's Librarians
- 1 Customer Service Manager
- Numerous P/T Staff
2017 HIGHLIGHTS

• Recorded an increase of almost 4% in total visits to the libraries

• Circulation has continued to increase following last year’s trend.

• Over 16,000 people attended children’s, young adult, and adult programs throughout the year.

• Volunteer support increased in both total number of volunteers and volunteer contributed hours. Volunteers contribute more than 400 hours of service to the libraries each year.

• Programs and events that encourage social interaction and community involvement.

• Friends support for library programming and outreach efforts. Friends continued support for the libraries’ museum passport program.
LIBRARY SERVICES

The libraries’ professional staff, print and electronic collections, and comfortable public work space contribute to an educated and healthy community. The libraries community space for small and large scale meetings hosts programming throughout the year focusing on:

- Early literacy
- Art classes for children
- Interactive theatrical productions for young adults
- German, Spanish, and Chinese story times
- Hatha yoga classes for adults
- Bridge lessons and games
- An ESL conversation group
- Book groups discussing art, science, mysteries, and new fiction
- Business classes from Chester County SCORE
- Guest speakers and author events
2018 GOALS

• **Continue expanding the capability for the Libraries to serve as a center for community engagement and transformation**

• **Continue developing partnerships with community organizations**

• **Work with the Library Board and the Foundation Board to create a more sustainable future for the Libraries.**

• **Strengthen outreach programs and partnerships with local schools.**
PUBLIC WORKS
PUBLIC WORKS DEPARTMENT

DEPARTMENT STAFF:

- DIRECTOR OF OPERATIONS
- PUBLIC WORKS & SEWER COORDINATOR
- PUBLIC WORKS SERVICES CLERK
- FOREMAN
- CREW LEADER
- MECHANIC (2)
- SENIOR OPERATOR (6)
- OPERATOR (1)
- LABORER (6)
- SEWER (5)
DUTIES

• Day to day maintenance of all Township Parks and Facilities
• Maintenance of approximately 107 miles of Township Roads
• Winter maintenance to all Township Roads, Facilities, and select State Roads
• Maintain 170 miles of sanitary sewer pipe and 9 pump stations
• Vehicle maintenance to all Township vehicles and equipment
• Flush, clean and repair all Township storm pipes and inlets as needed
• Operate the Township Leaf Site for recycling
• Coordinate and operate Facility usage, recreation programs and Community Events
2017 ACCOMPLISHMENTS

- Install a replacement sanitary sewer pipe on Glenn Avenue
- Replaced floor surface on the All Abilities playground at Wilson Farm Park
- Resurface the rear parking lot at the Municipal Complex
- Start clearing brush around the pond at Wilson Farm Park
- Repaired collapsed sanitary sewer pipe on Beechtree Road
- Mill and Pave 31 Township Roads
- Resurface the tennis courts at Strafford Park
- Several successful events including the 4th of July, Community Day, Summer and Winter Recreation Programs
2018 GOALS

• **Rebuild Station Avenue Sanitary Sewer Pump Station**
• **Replace deteriorated storm pipes on Fox Chapel Lane, Bradford Road and General Alexander Drive**
• **Install a garage type storage shed at Wilson Farm Park to store mowers and park equipment**
• **Continue video inspections and flushing of underground sanitary sewer pipes and begin to update the mapping system**
• **Work with Engineering on MS4 requirements**
• **Continue the Superpave Program on Township Roads**
• **Maintain all Recreation programs and Community Events**
Crews televising sanitary sewer in right of way

Completed picture of all Abilities flooring surface

Emergency sewer repair on Beechtree

Highway Crew Installing drainage with pervious blacktop
Superintendent of Police

Captain

Executive Secretary

Patrol Lieutenant

Alpha Patrol Day

Alpha Patrol Middle

Alpha Patrol Midnight

Bravo Patrol Day

Bravo Patrol Middle

Bravo Patrol Midnight

Civilian Staff

Records

Internal Investigations

Internal Review System

Accreditation and Planning

Training

Traffic Unit (1 Sergeant 1 Corporal)

Detective Division (1 Sergeant 4 Detectives)

PD ADMIN – 3
SERGEANTS – 8
CORPORALS - 7
DETECTIVES - 4
OFFICERS – 20
TOTAL SWORN - 42
CALLS FOR SERVICE

2014, 23,703
2015, 24,415
2016, 24,593
PART I & II CRIME TOTALS 2014-2016

<table>
<thead>
<tr>
<th></th>
<th>Part I Crimes</th>
<th>Part II Crimes</th>
<th>Total Crimes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>260</td>
<td>1021</td>
<td>1281</td>
</tr>
<tr>
<td>2015</td>
<td>297</td>
<td>1014</td>
<td>1311</td>
</tr>
<tr>
<td>2016</td>
<td>266</td>
<td>1108</td>
<td>1374</td>
</tr>
</tbody>
</table>
2018 GOALS

• Attain state accreditation
• Proactive patrol and road safety programs
• Efficient and effective investigations
• Expanding community policing programs
• Professional development of staff
• Fiscally responsible delivery of services
NEXT STEPS

• Adopt Preliminary Budget on November 20, 2017
• Budget Open House – November 29, 2017 from 10AM to 12PM in Keene Hall
• Discuss any questions or changes about the preliminary budget
• Adopt Final Budget on December 18, 2017