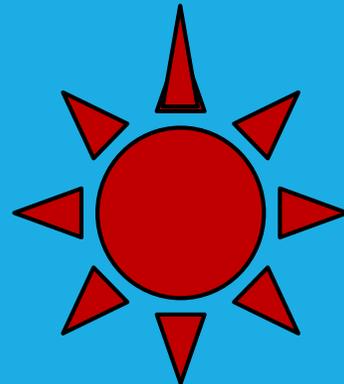




# 2018 BUDGET

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SPRINGETTSBURY TOWNSHIP



# 2018 Budget

2018 Budget	
Revenues	12,926,800
Expenditures	14,088,696
Surplus/(Deficit)	(1,161,896)

Revenues: projected to be flat, based on development outlook and 2017 actuals

Expenses: operations to be flat or lower; contractual increases and unfunded mandates raised costs

Expenses exceed revenues.

# 2017 Budget Performance

## Revenue variations

- Taxes consistent as budgeted
- No variance in RE Transfer tax
- Building permits – no variance

## Expenditure variations

Position vacancies – police officer, code inspector

### Projects +/-

Trout Run Road (-)

Fueling station (-)

Playground (+)



**Good news:** The budget performed as budgeted!

**Bad news:** The budget performed as budgeted . . . with no revenue windfalls.



# 10 years in hindsight

	2009	2010	2011	2012	2013	2014	2015	2016	2017
Revenues budgeted	12,687,625	12,908,000	11,587,500	12,940,950	11,785,500	12,259,725	12,341,700	13,331,181	13,504,893
Revenues actual	<b>12,625,505</b>	<b>12,380,017</b>	<b>14,190,250</b>	<b>12,932,068</b>	<b>13,089,248</b>	<b>14,364,392</b>	<b>13,250,121</b>	<b>14,966,388</b>	
Expenses budgeted	12,687,625	12,908,000	12,963,000	12,940,950	13,183,778	13,459,725	13,211,300	13,797,993	14,669,486
Expenses actual	<b>13,962,006</b>	<b>13,323,650</b>	<b>14,472,528</b>	<b>13,503,218</b>	<b>15,105,504</b>	<b>16,792,185</b>	<b>12,913,347</b>	<b>13,849,507</b>	
Reserves budgeted	0	1,750,000	1,375,500	1,331,950	1,398,278	1,200,000	909,600	466,812	1,164,603
Reserves Balance	4,767,722	3,817,935	3,587,814	3,228,928	1,668,435	2,293,445	3,003,707	4,906,963	3,323,465
Reserves (+/-)	<b>(1,351,687)</b>	<b>(949,787)</b>	<b>(230,121)</b>	<b>(358,886)</b>	<b>(1,560,493)</b>	<b>625,010</b>	<b>710,262</b>	<b>1,903,256</b>	<b>(1,164,603)</b>
Debt proceeds	0	0	0	100,000	400,000	3,000,000	3,765,000	1,385,000	0

# 10 years in hindsight

## Millage increases and millage rates

2014 (+0.13) 1.0

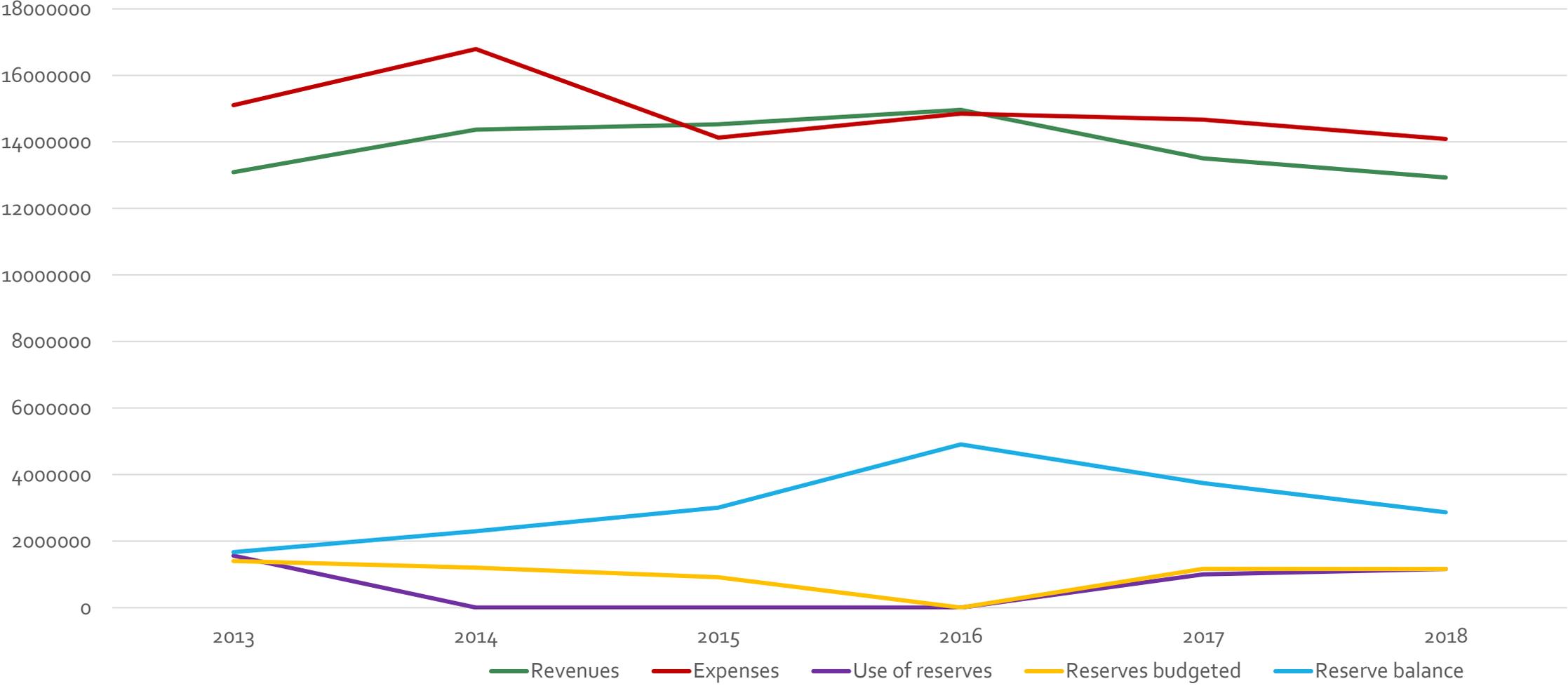
2016 (+0.1) 1.1

## Debt issuances

## Allocation of reserves.

	Mills	Debt	Reserves usage	Reserve balance
2017	1.1	0	(1,164,603)	3,323,465
2016	1.1	1,385,000	0	4,906,963
2015	1.0	3,765,000	0	3,003,707
2014	0.87	3,000,000	0	2,293,445
2013	0.87	400,000	(1,560,493)	1,668,435
2012	0.87	100,000	(358,886)	3,228,928
2011	0.87	0	(230,121)	3,587,814
2010	0.87	0	(949,787)	3,817,935
2009	0.87	0	(1,351,687)	4,767,722

# Budget Trends



# Policy Considerations

## Issue:

Structural deficit of (\$1,165,000)  
Historically consistent for the past 8 of 10 years.

## Objectives:

Maintain existing quality of services.

Achieve revenue/expense stability and sustainability to minimize future tax or fee increases when necessary.

Pursue active investment and reinvestment in the community to expand the tax base.

Pursue audit for tax compliance.

## Strategies:

Increase revenues to resolve deficit  
Increase commercial inspection fees to cover the cost of inspection services.  
Increase real estate tax millage 0.6 mills to a rate of 1.7 mills.  
Utilize reserve funds to balance the remaining deficit.

## Goals:

High quality township services for the least reliance on residential taxes.

Continual community improvement and reinvestment.

## Cost centers...

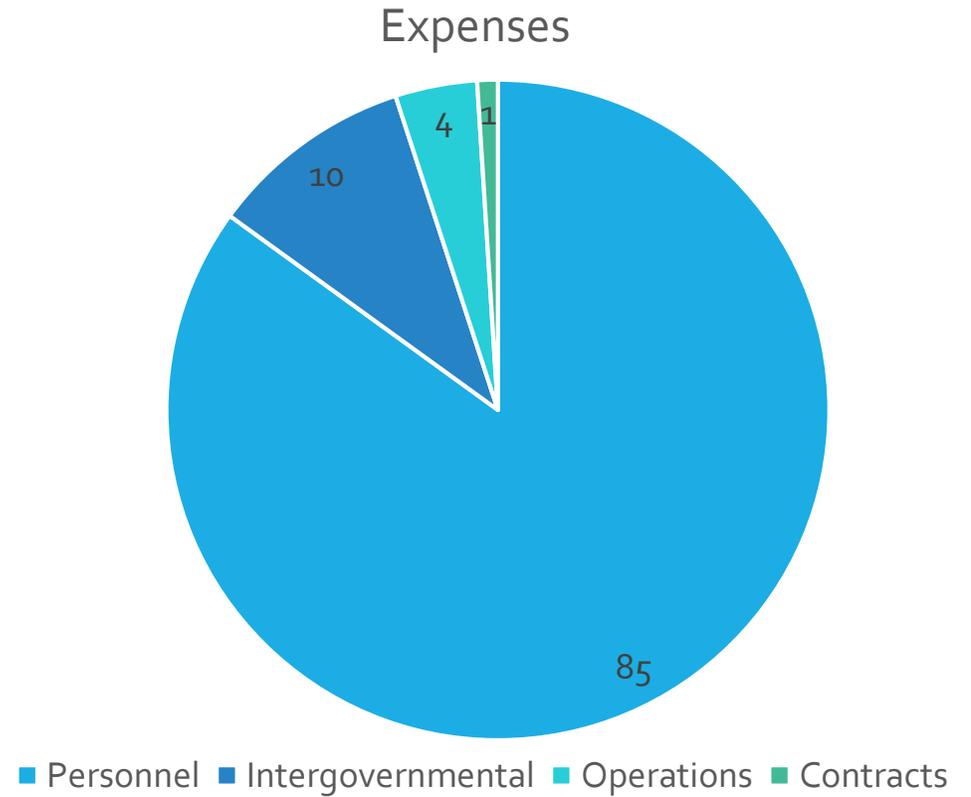
- Contractual agreements
  - Act 111 dictated compensation rates for police wages and benefits
- Inflation
- Federal and State unfunded mandates
  - Clean Water Act mandates
  - Right to know
  - +6000 miscellaneous regulations

## Holding the line...

- Department operating budgets are flat or down.
- A new approach to fleet management is designed to improve quality and reliability and hold costs down for the next ten years.

# Budget composition

Personnel	85% - \$
Intergovernmental	10% - \$
Operations	4% - \$
Contracts	1% - \$



# Staffing composition

## Personnel

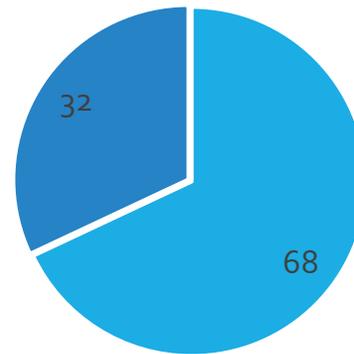
- delivery of government services is labor intensive
- Optimal minimum staffing

## Outsourcing

- Regionalism (YAUFR)
- Cooperatives (IIC, SMT, PP, YCSWC)
- Contracting (EMS, Engineering, Legal, Inspection)

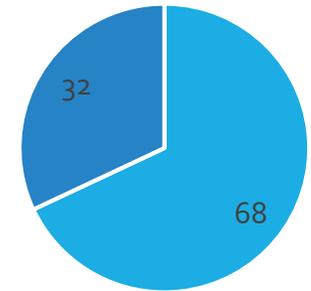


32 Sworn



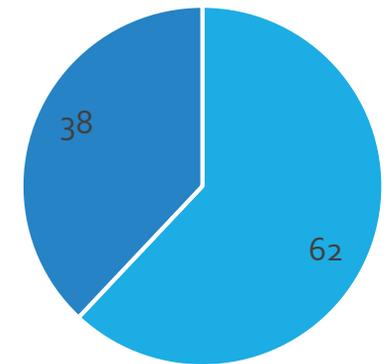
■ Wages ■ Benefits

27 Personnel



■ Wages ■ Benefits

29 Teamsters



■ Wages ■ Benefits

# Budget goals and objectives

- Maintain existing quality and level of services
- Sustainability - Position township for long term cost constraining strategies.
- Efficient, effective and economical service delivery – staffing allocation and composition
- Improve budget presentation, accuracy, clarity and accessibility



# Overview: revenues

<b>2017</b>		<b>2018</b>	<b><u>Percent</u></b>
<b><u>Budget</u></b>	<b><u>Description</u></b>	<b><u>Proposed</u></b>	<b><u>Change</u></b>
	<b>General Fund</b>		
(11,650,511)	Administration Revenue	(11,695,300)	0.3%
(685,850)	Community Development Revenue	(713,000)	3.96%
(607,236)	EMS Revenue	0	-100.00%
0	Finance Revenue	0	0%
(66,296)	Fire Revenue	(60,000)	-9.05%
0	MIS Revenue	0	0%
(213,000)	Police Revenue	(213,000)	0%
(14,500)	Public Works Revenue	(14,500)	0%
(267,500)	Recreation Revenue	(231,000)	-13.74%
<b>(13,504,893)</b>	<b>Total Township Revenue</b>	<b>(12,926,800)</b>	<b>-5.41%</b>

# Overview: expenses

<b>2017</b>		<b>2018</b>	<b>Percent</b>
<b><u>Budget</u></b>	<b><u>Description</u></b>	<b><u>Proposed</u></b>	<b><u>Change</u></b>
	<b>General Fund</b>		
1,612,808	Administration Expense	1,987,855	23.0%
836,534	Community Development Expense	1,121,672	34.1%
616,577	EMS Expense	42,930	-93.0%
410,295	Finance Expense	397,603	-3.1%
66,296	Fire Expense	60,000	-9.5%
280,009	MIS Expense	304,890	8.9%
5,682,195	Police Expense	5,712,923	0.5%
1,897,264	Public Works Expense	1,690,208	-11.0%
510,407	Recreation Expense	527,069	3.3%
2,757,111	YAUFR Expense	2,243,546	-18.6%
<b>14,669,496</b>	<b>Total Township Expenses</b>	<b>14,088,696</b>	<b>-3.9%</b>

# Sewer Fund budget: revenue and expenses

<b>2017</b>		<b>2018</b>	<b><u>Percent</u></b>
<b><u>Budget</u></b>	<b><u>Description</u></b>	<b><u>Proposed</u></b>	<b><u>Change</u></b>
(8,964,750)	Wastewater Revenue	(9,025,750)	0.7%
10,524,888	Wastewater Expenses	10,974,449	4.2%
<b>1,560,138</b>	<b>Total Wastewater</b>	<b>1,948,698</b>	
(821,362)	<i>Without depreciation</i>	(163,502)	
2,381,500	Depreciation	2,112,200	

# Significant budget allocations

\$2,303,546

York Area United Fire and Rescue (YAUFR)

(\$113,016)

YAUFR fund balance return



\$37,000

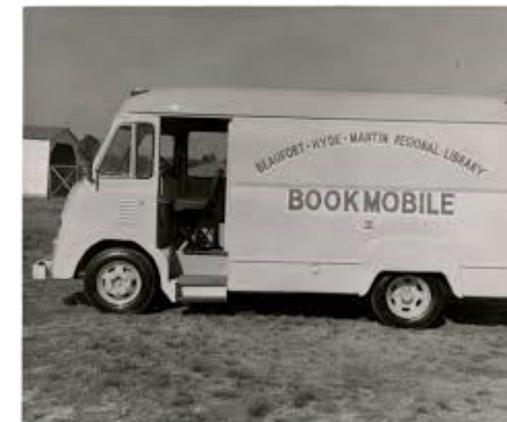
Martin Library – annual township contribution

\$6,000

Martin Library – fee for service to the township

\$42,930

Emergency Medical Service runout



# Public Works

No new equipment.

\$50,000 Township Admin Building roof

\$100,000 Sidewalks



# Parks

## Parks Capital:

- \$25,000 – Pavillion



# MIS

## MIS Capital:

- \$38,514 – Network switches Police, Admin, Parks
- \$30,000 – Fire system update Administration building
- \$3,000 – Wireless bridge replacement Public Works
- \$4,690 – PC replacements

# Community Development

## Staff:

- -\$80,000 – reduction of 1.5 FTEs

## Operations:

- \$154,000 – Contract services – inspections, MS<sub>4</sub>, plan review
- \$225,000 – MS<sub>4</sub> CBPRP Storm water consortium
- \$50,000 – Comprehensive plan
- \$14,066 – ArcGIS



# Police

## Equipment:

- \$2,370 – AED Lifepak
- \$4,515 – Speed display board

Capital: \$66,166

## Replacement Vehicles

- \$16,425 to upfit one marked Ford Utility, lease \$820.86/month
- \$16,425 to upfit one marked Ford Utility, lease \$820.86/month
- \$8,258 to upfit one unmarked Jeep Grand Cherokee Laredo , lease \$511.98

## New Community Service Officer vehicle

- \$19,133 - one marked Ford F150 and lease of \$516.59/month
- Colt LE Commando Rifle (1) \$925.00



# Capital Projects

## FUNDED

- \$76,355 – MIS
- \$61,166 – Police
- \$20,000 – Recreation
- \$175,000 – Fire capital
- \$10,000 Davies Drive extension

# Budget Strategy

**Goal:** Maintain a strong fiscal position to improve the quality, scope and efficiency of delivering municipal services now and in the future.

**1.** Develop a five-year financial plan and budget strategy.

**Target:** A conservative revenue structure model will fund 100% of annual operating expenses.

**TOOLS:**

Fee increase

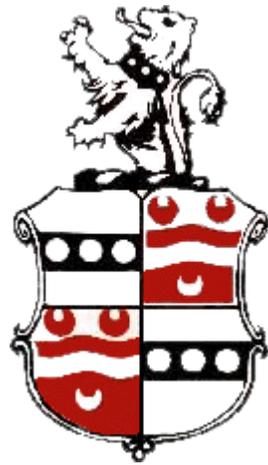
Tax increase

Use of fund balance (policy is to maintain at least 10% of annual expenses in reserve)

# 2018 Budget Summary

Fund	Projected beginning balance	Revenues	Expenses	Fund Balance (Used) / Remaining	Projected ending balance
General	\$3,742,360	12,926,800	(14,088,696)	(1,161,896)	\$2,580,464
1.7 mills		+1,262,833		100,940	\$3,743,300
Sewer		9,025,750	(10,974,449)	163,502	

# QUESTIONS?



## Springettsbury Township 2018 Budget