

**SPRINGETTSBURY TOWNSHIP
BUDGET PLANNING SESSION**

**OCTOBER 1, 2014
APPROVED**

The Board of Supervisors of Springettsbury Township held a Budget Planning Session on Wednesday, October 1, 2014 at 7 p.m. at the offices of the township at 1501 Mt. Zion Road, York, PA.

MEMBERS IN

ATTENDANCE: Julie Landis, Vice Chairman
Bill Schenck
Mark Swomley
Kathleen Phan

MEMBERS NOT

IN ATTENDANCE: George Dvoryak, Chairman

ALSO IN

ATTENDANCE: Kristen Denne, Manager
Jean Abreght, Stenographer

1. CALL TO ORDER

LANDIS Vice Chairman Julie Landis called the meeting to order at 7 p.m. She called the first 2014-15 Budget Planning Session to order and led the Pledge of Allegiance.

Discussion of Dates and Times

DENNE Township Manager Kristen Denne stated that she had requested the meeting in order to learn the board's preferences with regard to budgeting. She provided a handout that focused on vision, goals and objectives. The first objective was to establish dates for the budget planning sessions. A lengthy discussion took place concerning the dates.

Consensus of the board resulted in the following dates: October 22, 27 and 29; November 5, 12 and 17. All meetings are scheduled for 7 p.m. The November 17th date may not be necessary.

2. PUBLIC COMMENT

There was no public comment.

3. MAKING THE VISION INTO A PLAN

DENNE Ms. Denne stated that the meeting this date will be a mini version of strategic planning. She noted the dynamics where there are several new board members and a new manager and suggested that this would be the time to make changes in how the budget is administered. Ms. Denne noted that this particular strategic plan will deal only with the budget process, format and what is desired in the fiscal budget. She referred to her handout:

- **Making the Vision into a Plan**
 - 1) Strategy and Culture
The direction, the path and the map
 - 2) Internal and External Factors
Internal: Employees, board, financial planning and statements
External: Factors that can be changed, environment, residents, competition.
 - 3) Market Focus
Value and services for residents
- **Why Strategic Planning**
Define changing environment in 2015
- **Objectives for Session**
Plan is a living document; must be actionable and become habit.
Initiatives and directives for staff
- **Goals vs. Objective**
Balanced budget #2, a goal
Balanced budget by reducing expenditures by X% = objective.

DENNE Ms. Denne guided the discussion toward identification of the Strengths and Weaknesses of the budget.

STRENGTHS

- Diverse community re/revenue ability.
- Mix of revenue base.
- Budget has been aligned with strategic goals of the board.
- Tax collection rate is extremely high.
- Sewer Fund very healthy; sewer projects not an issue.

Strengths for a Dream Budget

- Three strong sources of revenue, balanced and inflation proof; sustainable.
- Planning for 10 to 20 years into the future; long range capital planning.
- Capital expenditures – Saving for future unfunded mandates and infrastructure projects.

WEAKNESSES

- Disconnect between property taxes and the revenue stream. Need to raise revenues; can only be done through property taxes.
- Property tax is one of the lower value streams of revenue.

- Personal Income Tax and Mercantile Tax = 80% of revenue stream.

Weaknesses in a Dream Budget

- Involves the current budget.
- Review of Use of Surplus for previous seven years.
- More in-depth review of projections versus expenditures; line item details.
- Greater use of MUNIS system with monthly actual reports; more accountability.
- Lack of quarterly finance reviews.
- Understanding of expenditures linked to a revenue side.

DENNE

Ms. Denne noted other areas for consideration. Following are suggestions by the board for review:

- Use of surplus for 2015 – Must be slowed; potential tax increase still on the table.
- Potential cuts for review: Police Department overtime.
- Job assessments – Streamlining employees; review of salaries, benefits, insurances/deductibles and pensions. Realign potential positions.
- Review of legal fees; memberships; seminars/Train the Trainer; Tasking
- Impacts of Chesapeake Bay, MS4; important for long range planning
- Opportunities for utilities/electric/LED's
- Paperless agenda will be an expense; results will help provide better services and reduce expenses.
- Objective is to save 5% across the board for tangible objectives; may not be realistic but should be pursued to see the impacts.
- Provide a letterhead template rather than order stationery; already done.
- Potential use of “spend graphic” and Excel for big data. Current productivity tool use includes MS Office, Word, Excel, PowerPoint.
- Evaluate services where the township should not be involved.
- Explore potential new services that the township could provide such as the market for a sewer collection system that could pay a large portion of the 10-year capital program. The Wastewater Plant discharges approximately 10 million gallons of water a day. Gas turbine generation companies are looking for cooling water. Research the use of township lands for greater use. Grease trap opportunities; transport to Springettsbury.
- Review of all cell phone use and invoices; inventory of printers.
- Assure the employees and township services are the best that they can be.
- Evaluate newsletter

Consensus was that Ms. Denne would present three new big picture ideas in the year 2015 to be investigated and marketed, which would provide an ROI. Also to bring forward a better auditing process for new businesses/Mercantile Tax collection area.

4. ADJOURNMENT

LANDIS Vice Chairman Landis reminded the board that the next meeting will be October 22nd at 7 p.m. She adjourned the meeting at 8:25 p.m.

Respectfully submitted,

Doreen K. Bowders
Secretary
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