

Citizens Audit Review & Financial Advisory Committee (CARFAC)

April 15, 2015

7:00PM – Radnor Township Municipal Building, 2nd Floor, Administration Department

Agenda:

1. New Business
 - a. Kirsten Krug: Welcome!
 - b. Citizen Police Academy / Simulator Funding Discussion (10 Min)
 2. Old Business:
 - a. Comcast Agreement Update (5 Min)
 - b. Moody's Rating Call Update (5 Min)
 - c. CARFAC Roster Finalize (5 Min)
 3. Project Updates:
 - a. IT / Software Update (10 Min)
 - b. Monetizing Assets Update (10 Min)
 - c. BioMed Analysis Update (10 Min)
 - d. Schedule Working Group Meetings for other Projects (5 Min)
 4. Public Participation
 5. Adjourn (the goal will be no later than 8:00PM)
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Attachments:

1. CARFAC 2015 Priority Matrix
2. March 18, 2015 Meeting Minutes
3. Moody's Scorecard Info

Radnor Township, PA
CARFAC 2015 Priority Interest Matrix

	Priorities	Michael Antonoplos	Mark Blair	Edward Caine	Kirstin Krug	E. Martin Heldring	Jerry Linden	Carl Rosenfield	Jeff Ruben	Marty Dwyer	Township Staff
1	Prepare BioMed Redevelopment Analysis: CARFAC to prepare an analysis highlighting the financial impact that the redevelopment would have on the Township's long-term forecast (to include quality of life / traffic as well)	Yes	Lead						Yes	Yes	Yes
2	Review the unfunded liabilities on an on-going basis and report back to the Board annually. In addition, with respect to the pension liability, review the legality and financial impact of "pension spiking." This analysis will look at the impact of modifying this practice as it relates to the decision to reduce or eliminate the 20% bump-up assumption in the actuarial report.		Yes			Yes	Yes		Lead		Yes
3	Continue to update, refine and design additional approaches to using the five-year planning model. Further, in 2015, conduct a comprehensive review of the Township's capital program, with the goal of providing recommendations on program funding, execution, forecasting and any other aspects as they relate to the Township's finances.	Yes	Yes			Lead	Yes				Yes
4	Assist in the design and implementation planning on an information technology solution for the Township		Yes				Lead				Yes
5	Monetizing Real Assets: Continue to work with Board and Administration on identifying and making recommendations regarding assets to monetize	Lead	Yes					Yes		Yes	Yes
6	Reopen analysis of the Township's approach to providing engineering services to the Township. Expand the project to include specific performance/ delivery metrics that can be tracked and reported		Yes							Yes	Lead
7	Review the Township's current and historical full-time staffing levels, and examine the levels required to provide services to taxpayers up to the standards specified by the Board; report to the Board.		Yes			Yes			Yes		Lead
8	Oversee the Audit Plan and process; interact with the public accounting firm's staff.		Yes	Lead				Yes			Yes
9	Continue to work with staff to improve financial controls and processes.		Yes	Lead				Yes			Yes
10	Participate in reviewing public-private partnership possibilities on a case-by-case basis for any non-real assets (to include tangible assets and services)	Yes	Yes					Lead		Yes	Yes

Citizens Audit Review & Financial Advisory Committee
March 18, 2015 7:00PM
Radnor Township Municipal Building
Finance Department, 2nd Floor
301 Iven Ave, Wayne, PA 19087

Meeting Minutes

The meeting was called to order by Chairman Mark Blair at 7:05PM. The meeting was attended by CARFAC Committee members Mark Blair, Jeff Ruben, Michael Antonoplos, Jerry Linden, Marty Dwyer, and Carl Rosenfeld. Committee members Joe Ellis, Martin Heldring and Ed Caine had scheduling conflicts and were unable to attend. Township staff members present were Assistant Finance Director Bob Tate and Finance Director Bill White. Also in attendance was Dan Kozloff from PFM who served as pricing agent on the Township's two recent bond sales. No members from the public were in attendance.

The Committee discussed the following items:

1. New Business:

- a. Committee Member Joe Ellis: Mr. Ellis, via email, communicated to the Committee Chair and Finance Director his intention to step down from CARFAC effective after the March 18, 2015 meeting. Mr. Ellis was not in attendance at tonight's meeting, but the Committee expressed their sincere appreciation for Mr. Ellis' contributions to CARFAC and CBFAC (Citizens Budget & Finance Review Committee – 2010). Given Mr. Ellis' resignation, CARFAC now has one (x1) vacant seat.
- b. Committee Member Marty Dwyer: Committee Chair, Mark Blair, welcomed Mr. Dwyer to CARFAC and thanked him for his volunteering.
- c. PFM: Bond Transaction Pricing Overview and Discussion: Mr. Kozloff stepped through his presentation (attached) on how the Township did in pricing their December Open Space Bonds and their March Refunding Bonds. Specifically, Mr. Kozloff focused on PFM's role as pricing agent and the steps taken to ensure that Radnor's pricing was the very best it could be given market conditions on pricing day. Mr. Kozloff and the Committee were all pleased with the results. As a follow up, CARFAC requested that PFM provide a one-page summary of the pricing so CARFAC could notify the Board of Commissioners on how things went. [Mr. Kozloff will provide that by March 25th](#). Next, the Committee spent some time discussing the various alternative methods of going to market (i.e. Competitive, Negotiated and a hybrid option). After spending some time discussing each option, the Committee decided that this would be revisited at a future date (to be determined). Finally, the Committee discussed the possibilities of pursuing a credit upgrade from Moody's. The result of the conversation was that the Finance Director and Mr. Kozloff would reach out to Moody's informally to discuss the credit upgrade process and what factors Radnor should focus on if it were to request an upgrade. [Once scheduled, Mr. White will communicate the timing with CARFAC.](#)

2. Old Business:

- a. Subcommittee Assignment: The Committee discussed the priority matrix (attached). The consensus was that our team will be in great shape once our ninth member is appointed to take the seat vacated by Joe Ellis. That is expected to occur at the Board's March 23rd meeting. Mr. White indicated that he would reach out to the prospective new member to ask her to specify her interests and thereby complete the matrix.

3. Project Updates:

- a. Monetizing Assets: Mr. Antonoplos updated the Committee that the motion discussed at the February meeting was completed and included on the Board of Commissioner's March 23rd agenda. CARFAC reviewed the motion memorandum and was in agreement with it. [If approved by the Board, the next step would be to organize a meeting to begin building the project framework.](#)
- b. Update on the IT Project: Mr. Linden provided the Committee with an update that the IT Working Group held a phone call with SunGard to review their pricing proposal on March 13. This phone call came on the heels of SunGard's presentation at the February 18 working group meeting where they presented their pricing, installation strategy, and timeline. Also, the IT Working Group met with New World Systems earlier that evening (March 18) to review New World's project implementation strategy, time line, and initial pricing proposal. Mr. Linden noted that the Working Group had a meeting scheduled for Friday March 20 with Tyler Technologies. Also, that the project was getting close to a decision point on which direction to proceed.
- c. Update on Audit: Mr. Tate updated the Committee that auditors had just completed their final fieldwork and that the Administration had provided all of the outstanding items requested by CLA to-date. Mr. Tate also noted that while we are off one week in getting draft financial statements, that the project was still on schedule to meet the end of May deadline for publishing the CAFR.
- d. Schedule Working Group Meetings for other Projects: The Committee discussed the projects that needed to get started in order to be completed within the timetable needed. To that end, [Mr. Blair agreed to set up a meeting to begin the BioMed review work.](#) Also, Mr. Antonoplos reiterated that if the Board adopts the motion on Monday night (March 23) that he will schedule a working group meeting on monetizing assets as well. Mr. White noted that Mr. Heldring was out of the country, but had expressed interest in starting the capital review project.

4. Public Participation: None

5. Adjourn: Being no further business, Chairman Blair moved to adjourn at 9:11 PM.

U.S. LOCAL GOVERNMENT GENERAL OBLIGATION SCORECARD

Issuer Name: Radnor Township, PA

Org ID: 600026182

Input revised scores in column K and press "F9"

City	Very Strong 0.50 - 1.49	Strong 1.50 - 2.49	Moderate 2.50 - 3.49	Weak 3.50 - 4.49	Poor 4.50 - 5.49	Very Poor 5.50 - 6.50	Input	Weight	Moody's Score	Revised Score
	Aaa	Aa	A	Baa	Ba	B & Below				
ECONOMY/TAX BASE (30%)										
Tax Base Size: Full Value (in 000s)	> \$128	\$128 ≥ n > \$1.4B	\$1.4B ≥ n > \$240M	\$240M ≥ n > \$120M	\$120M ≥ n > \$60M	≤ \$60M	\$4,684,420	10%	2.19	2.19
Full Value Per Capita	> \$150,000	\$150,000 ≥ n > \$65,000	\$65,000 ≥ n > \$35,000	\$35,000 ≥ n > \$20,000	\$20,000 ≥ n > \$10,000	≤ \$10,000	\$148,906	10%	1.51	1.51
Socioeconomic Indices: MFI	> 150% of US median	150% to 90% of US median	90% to 75% of US median	75% to 50% of US median	50% to 40% of US median	≤ 40% of US median	233.00%	10%	0.50	0.50
FINANCES (30%)										
Fund Balance as % of Revenues	> 30.0%	30.0% ≥ n > 15.0%	15.0% ≥ n > 5.0%	5.0% ≥ n > 0.0%	0.0% ≥ n > -2.5%	≤ -2.5%	37.12%	10%	1.26	1.26
5-Year Dollar Change in Fund Balance as % of Revenues	> 25.0%	25.0% ≥ n > 10.0%	10.0% ≥ n > 0.0%	0.0% ≥ n > -10.0%	-10.0% ≥ n > -18.0%	≤ -18.0%	21.60%	5%	1.73	1.73
Cash Balance as % of Revenues	> 25.0%	25.0% ≥ n > 10.0%	10.0% ≥ n > 5.0%	5.0% ≥ n > 0.0%	0.0% ≥ n > -2.5%	≤ -2.5%	37.90%	10%	0.64	0.64
5-Year Dollar Change in Cash Balance as % of Revenues	> 25.0%	25.0% ≥ n > 10.0%	10.0% ≥ n > 0.0%	0.0% ≥ n > -10.0%	-10.0% ≥ n > -18.0%	≤ -18.0%	26.15%	5%	1.45	1.45
MANAGEMENT (20%)										
Institutional Framework	Very strong legal ability to match resources with spending	Strong legal ability to match resources with spending	Moderate legal ability to match resources with spending	Limited legal ability to match resources with spending	Poor legal ability to match resources with spending	Very poor or no legal ability to match resources with spending	Aa	10%	2.00	2.00
Operating History: 5-Year Average of Operating Revenues / Operating Expenditures	> 1.05x	1.05x ≥ n > 1.02x	1.02x ≥ n > 0.98x	0.98x ≥ n > 0.95x	0.95x ≥ n > 0.92x	≤ 0.92x	0.98x	10%	3.53	3.53
DEBT/PENSIONS (20%)										
Net Direct Debt / Full Value	< 0.75%	0.75% ≤ n < 1.75%	1.75% ≤ n < 4.00%	4.00% ≤ n < 10.00%	10.00% ≤ n < 15.00%	> 15.00%	1.23%	5%	1.98	1.98
Net Direct Debt / Operating Revenues	< 0.33x	0.33x ≤ n < 0.67x	0.67x ≤ n < 3.00x	3.00x ≤ n < 5.00x	5.00x ≤ n < 7.00x	> 7.00x	1.39x	5%	2.81	2.81
3-Year Average of Moody's Adjusted Net Pension Liability / Full Value	< 0.90%	0.90% ≤ n < 2.10%	2.10% ≤ n < 4.80%	4.80% ≤ n < 12.00%	12.00% ≤ n < 18.00%	> 18.00%	0.89%	5%	1.49	1.49
3-Year Average of Moody's Adjusted Net Pension Liability / Operating Revenues	< 0.40x	0.40x ≤ n < 0.80x	0.80x ≤ n < 3.60x	3.60x ≤ n < 6.00x	6.00x ≤ n < 8.40x	> 8.40x	1.01x	5%	2.57	2.57
Total Score									1.76	1.76
Unadjusted Rating									Aa1	Aa1