

Citizens Audit Review & Financial Advisory Committee (CARFAC)

July 19, 2012

7:00PM – Radnor Township Municipal Building, Finance Conference Room

Agenda:

1. Approval of Minutes:
 - a. June 14, 2012

2. Working Group Updates:
 - a. Planning Group
 - b. Audit Group
 - c. Business Process Group

3. Committee of the Whole Items:
 - a. June Finance Monthly Report Review – Finance Director (attached)
 - b. 2013 Budget Process Overview (draft calendar attached)
 - c. Future Meetings Dates (to be incorporated with the budget process)

4. General Discussion

5. Public Participation

6. Adjourn (the goal will be no later than 9:00PM)

NOTES:



**Citizens Audit Review & Financial Advisory Committee
Public Meeting
June 14, 2012 7:00PM**

**Radnor Township Municipal Building
Finance Department, 2nd Floor
301 Iven Avenue, Wayne, PA 19087**

Meeting Minutes

Committee Members Present:

Karl Bupp, Chairman
Mark Blair
Jerry Linden
Joe Ellis

Leigh Gourmand
Laurent Chardonnet
Jim Bowes

Absent: Ed Caine, Peter Novak

Staff: Bob Tate

Public: None

Meeting called to order by Chairman Bupp at 7:05 PM. Motion to approve minutes made by Mr. Ellis and seconded by Mr. Linden - motion passed 7-0.

Mr. Bowes provided initial update on the Pension / OPEB project with follow up from Mr. Bupp. A brief review of the original timeline and efforts to commence project were discussed and summary of the planning group's meeting on June 6th with the outside professionals and staff was provided. Discussion ensued regarding the planning group's role in leading the project. Also reinforced was the Township's support of the project and that a meeting will be held on June 27th with staff and outside professionals to assign tasks, define responsibilities and establish timelines.

Mr. Tate reported on the Act 511 business process and recommendations previously presented to and supported by the business process group on June 8th, 2012. Committee requested to review the proposed ordinance changes prior to presenting to the Commissioners. Committee was also informed of the resignation of the tax solicitor Brown & Silbergeld and that included on the agenda for Board meeting of Monday, June 18th was recommendation to appoint Grim, Biehn & Thatcher as tax solicitor.

Mr. Tate distributed copies of draft audit report and informed committee of Mr. White's planned presentation of the audit report highlights to the Board of Commissioners at the next scheduled meeting on Monday, June 18th. The committee requested that it be communicated to the Board that CARFAC has a limited role in providing support and guidance to the Finance department and is not authorized and should not be perceived as having responsibility for approving or endorsing the audit report.

Mr. Linden reported that the 4th working group with focus on Information Technology is prepared to move forward and assist the Township as needed.

The committee as a whole discussed future meeting dates and the role that CARFAC should assume to help impact the Township's finances. Further discussed was the budget plan and timeline for presenting the 2013 budget and the committee evaluated where their involvement may or may not be able to help with the 2013 budget.

Finally the committee agreed that an added part-time resource, possibly reporting directly to CARFAC, could help in gathering information and supporting the OPEB/Pension project and the Township as a whole to accomplish the committee's goals.

Next meeting scheduled for Thursday, July 19th, 2012.


Meeting adjourned 10:03PM.

FINANCE DEPARTMENT
Monthly Report
General Fund and Sewer Fund
As of June 30, 2012



Prepared by: William M. White
Finance Director

INTEROFFICE MEMORANDUM

TO: BOARD OF COMMISSIONERS
FROM: WILLIAM M. WHITE, FINANCE DIRECTOR 
SUBJECT: JUNE MONTHLY FINANCIAL REPORT
DATE: 7/17/2012
CC: ROBERT A. ZIENKOWSKI, TOWNSHIP MANAGER



Monthly Financial Report

Overview: This report is meant to answer the following questions with regard to the Township's General and Sewer Funds

- Are the revenue and expense activities where we thought they would be?
- How are the revenue and expense activities comparing to prior years YTD?
- What are the remaining major items that might cause variations from budgeted amounts?
- Grant Update: A progress summary of all open Township grants
- Right-to-Know Report: A listing and cost estimate of 2012 RTK requests [NEW in May]

Are the revenue and expense activities where we thought they would be?

	General Fund			Sewer Fund		
	Estimate	Actual	Variance	Estimate	Actual	Variance
Year-to-Date						
Revenues	\$ 19,724,686	\$ 22,485,379	\$ 2,760,693	\$ 5,275,895	\$ 4,784,787	\$ (491,107)
Expenditures	11,181,309	11,179,919	1,390	2,289,102	2,266,034	23,068
Net Fund Transfers	(901,603)	(1,993,046)	(1,091,443)	-	-	-
Excess/(Shortfall)	\$ 7,641,774	\$ 9,312,414	\$ 1,670,640	\$ 2,986,793	\$ 2,518,753	\$ (468,040)
Full Year Estimate						
	Budget	Forecast	Variance	Budget	Forecast	Variance
Revenues	\$ 27,570,243	\$ 29,841,427	\$ 2,271,184	\$ 5,526,464	\$ 4,979,045	\$ (547,419)
Expenditures	24,452,671	23,783,177	669,494	5,138,507	5,069,807	68,700
Net Fund Transfers	(3,372,289)	(3,372,289)	-	-	-	-
Excess/(Shortfall)	\$ (254,717)	\$ 2,685,961	\$ 2,940,678	\$ (2,707)	\$ (481,426)	\$ (478,719)

Significant Variance Notations:

- General Fund Tax Revenues: The significant positive variance in the year-to-date and full year forecast is the result of better than expected Act 511 revenues including: *Business Privilege Taxes* (projected to be 123% of original estimates), *Reality Transfer Taxes* (projected to be 109% of original estimates), *Act 511 Audit revenues* (projected to be 155% of original estimates).
- General Fund Permit Revenues: Community Development revenues are doing much better than expected as a result of *a one-time, large project receipt* from May.

**FINANCE DEPARTMENT MEMORANDUM
RE: MONTHLY FINANCIAL REPORT**

- General Fund Other Revenues: All other revenues *appear to be slightly above or at projected estimates* to-date with similar results forecasted through the remainder of the year.
- General Fund Expenditures: The following table represents a breakdown of variance percentages by Expenditure Category. The Protection of Persons & Property is tracking above the budget due to *retirement payouts in excess of \$300,000* that were unbudgeted:

Expenditure Category	YTD Budget vs. Actual Variance % ¹	Full Year Forecast Variance % ²
General Government	10.7% - Positive	90%
Protection of Persons & Property	(8.9%) - Negative	100%
Public Works	2.4% - Positive	97%
Parks & Recreation	14.3% - Positive	92%
Contributions, Refunds, Other	0.01% - Positive	100%
Insurances, Payroll Liabilities and Retiree Benefits	2.6% - Positive	99%

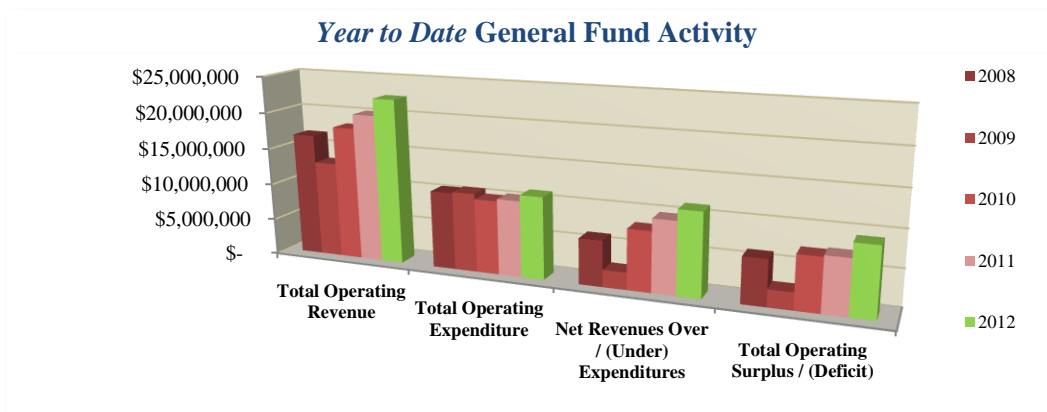
Footnotes:

1. The YTD Budget vs. Actual Variance is a comparison of the actual expenditures to-date versus what we expected them to be through the reporting period. For example, through June, we have processed 13 out of 26 payrolls for the year, so we would expect actual payrolls to be 50% of the full year budget. This analysis is done for each line item in the fund.
2. Full Year Forecast Variance is comparing the Board approved budget (as amended) to the updated full-year forecasted activity. For example, if a variance is less than 100%, at this point, it is expected to come in under what has been budgeted.

- General Fund Net Transfers: The year-to-date variance is the result of timing differences resulting from transfers from the General Fund to the Police Pension Fund earlier in 2012 than in prior years. As noted in the full-year forecast, these timing differences will balance by the end of the year.
- Sewer Rent Revenues: Are down significantly from original estimates as a result of two significant variance items: (1) *2011 water usage was down* from 2010 which was the basis for the 2012 estimated revenue, and (2) several *large accounts are unpaid to-date*. The Finance Department is working with those customers on resolving the issues.

How are the revenue and expense activities comparing to prior years (YTD)?

General Fund:



**FINANCE DEPARTMENT MEMORANDUM
RE: MONTHLY FINANCIAL REPORT**

Significant Variance Notations:

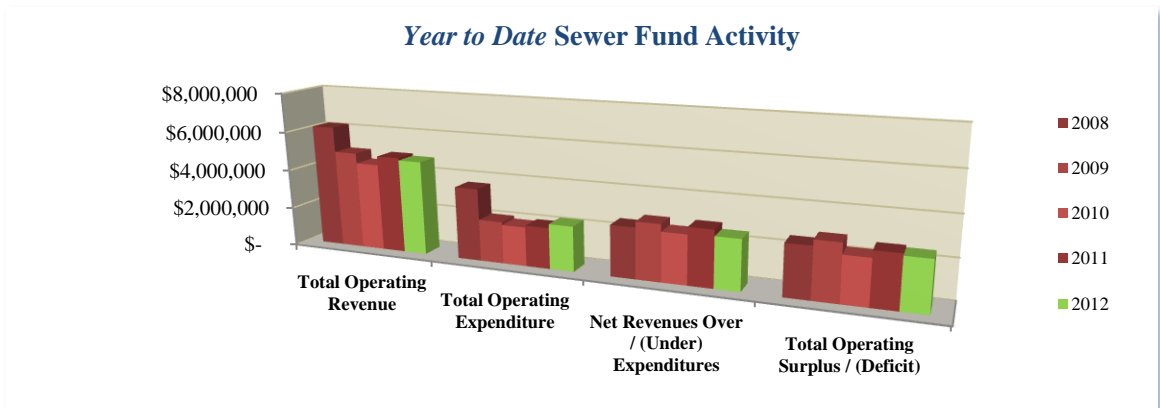
- Revenues: *Up \$2,330,314* or 11.6% over 2011 year-to-date. In total, the 2012 tax revenues are up by \$1,559,140 (or 8.9%) versus this point in 2011. Permits and Licenses are up \$692,858 (or 68.2%) and Other Sources are up \$78,316 (or 4.8%).
- Expenditures: The table below compares the year-to-date expenditures by expense category. Please see the associated table footnote. For the same reason that the 2012 expenditures are exceeding the budget, the Protection of Persons and Property has increased due to *Police retirement leave payouts* in 2012 that did not occur in 2011.

Expense Category	Expense Increase/ (Decrease) over 2011	Less: Expense Change Resulting from Change in Accounting ¹	Net Increase/ (Decrease) in expense over 2011
General Government	\$ 158,989	\$ 161,406	\$ (2,417)
Protection of Persons & Property	2,085,893	1,714,878	371,015
Public Works	389,564	670,309	(280,745)
Parks & Recreation	218,055	235,645	(17,590)
Contributions, Refunds & Other	(380,249)	-	(380,249)
Insurance, Payroll Liabilities & Retiree Benefits	(2,061,646)	(1,972,238)	(89,408)
Subtotal Before Transfers	\$ 410,606	\$ 810,000	\$ (399,394)
Net Transfers	-	(810,000)	810,000
General Fund Total	\$ 410,606	\$ -	\$ 410,606

Footnote:

1. As has been reported throughout 2012: Year over year expense comparisons are skewed due to the significant changes in how payroll liabilities and benefits are accounted for. Specifically, in November 2011, the accounting of those expenses changed from a lump-sum for all departments' method, to a more accurate cost accounting method of charging the various departments for their share of those costs. However, the *bottom-line* comparisons are still relevant since the accounting change represents a reclassification of expenditures.

Sewer Fund:



Significant Variance Notations:

- Sewer Rent Revenues: As compared to 2011, the sewer rent revenues are down \$113,237. As noted earlier in the report, this decrease in revenue is the result of (1) a drop in water consumption and (2) several large delinquencies in which the Township is working on resolving.
- Sewer Fund Expenditures: Expenses for the fund are up \$199,997 over 2011 as a result of (1) increased capital expenditures for emergency repairs and (2) increased payroll allocation as included in the 2012 budget discussion.

**FINANCE DEPARTMENT MEMORANDUM
RE: MONTHLY FINANCIAL REPORT**

What are the remaining major items that might cause variations from budgeted amounts?

(this listing is subject to change and is not meant to encompass all possible variation items)

- **Mercantile Taxes:** The filing deadline is August 30, 2012. Until that time, the estimates for this particular revenue source are subjective (current full year estimate is \$1,251,398).
- **Local Services Taxes:** These taxes are due quarterly and therefore are subject to fluctuation between now and the end of the year with two quarters remaining (current full year estimate is \$852,176 and YTD actual is \$515,988 before the RTSD share has been subtracted).
- **Police Overtime:** Due to sustained level of expectation from the Department and given the drop in manpower resulting from recent retirements, we have seen a steady increase in overtime which is now expected to exceed the budget over \$75,000 (current year full budget is \$80,000 with YTD expenses at \$77,983 and a full-year forecast of \$155,966)
- **Engineering Services:** Given the number of emergency storm and sanitary sewer events that have come up in the first six months, this department's budget could be subject to significant increases to cover the cost to engineer emergency solutions to issues that keep coming up.
- **Storm Sewer – Emergency Projects:** In the Resolution #2012-61 budget amendment, \$200,000 was included for emergency storm sewer repairs. Given the expense associated with correcting emergency situations, this particular item could increase significantly and change budget assumptions.
- **Sanitary Sewer – Emergency Projects:** In the Sanitary Sewer Fund, the same situation exists with failing infrastructure that has required funds to be expended unexpectedly. Given the expense associated with correcting emergency situations, this particular item could increase significantly and change budget assumptions.

Grant Update: A progress summary of all open Township grants

Grant Application Name	Application Date	Amount Requested	Tax Match	Amount Approved	Status / Notes
Library HVAC Upgrades		\$179,425.00			Letter of Intent submitted
Valley Forge to Heinz Refuge Corridor Study	4/4/2012	\$70,000.00	\$70,000.00		Pending Award
Educational Rain Garden Construction and Workshop	3/23/2012	\$2,300.00			Denied
2010 Recycling (Act 101, 902 Grant)	1/1/2012			\$75,874.00	Waiting for payment
Aggressive Driving Wave 2					Pending Award: Grant money to be awarded after program completed
Delco Municipal Energy Conservation Grant	5/25/2011	\$14,983.00	\$0.00	\$14,983.00	Closed - project completed: 6/8/12 Received PECO SmartIdeas rebate check \$7,386.88
Open Space Plan Update	4/14/2011	\$40,000.00	\$44,750.00	\$35,000.00	Open: 7/2/12 Committee meeting monthly - working on Scope of Work and Revised Budget for RFP
Radnor Activity/ Sulpizio Center	1/1/2011	\$5,000.00		\$5,000.00	Closed; Close-out Report accepted
Slip Lining and Reconnect Service Laterals around Hermitage Pumping Station	4/29/2010	\$45,000.00	\$1,500.00	\$45,000.00	Open
Willow's Cottage Energy Efficiency & Restoration/Sustainability Project	11/17/2009	\$244,044.00		\$244,044.00	Closed; One Year Follow-up Report filed
Cowan Park Renovation Project (formerly Hartford Park Trail Project)	9/1/2008	\$100,000.00		\$100,000.00	Open, extension to 12/31/12
Conestoga Road Spillway Enhancement	2/26/2008	\$50,000.00		\$10,000.00	Open, extension to 6/30/13

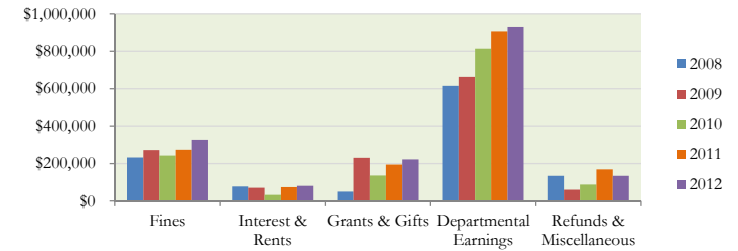
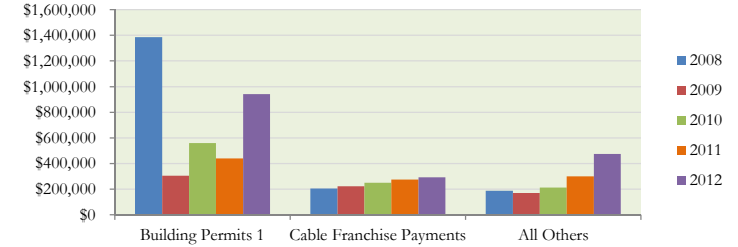
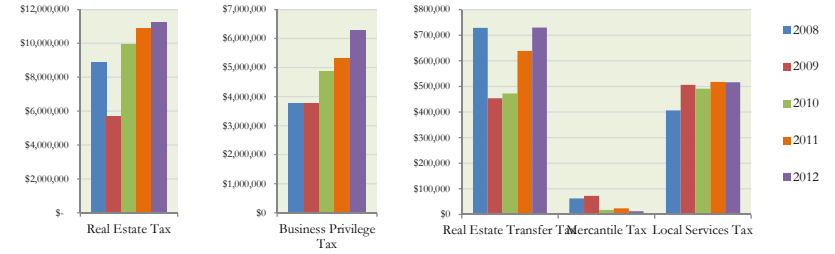
If you should have any questions regarding this information or the information included in the attached worksheets, please let me know. Thank you!

Radnor Township, PA
Monthly Finance Report
General Fund
For the Month Ended, June 30, 2012



Year-to-Date

	2008	2009	2010	2011	2012	\$Δ	%Δ
REVENUES							
Taxes							
Real Estate Tax	\$ 8,902,666	\$ 5,720,458	\$ 9,935,848	\$ 10,917,134	\$ 11,250,399	333,265	3.1%
Real Estate Transfer Tax	728,356	453,964	472,431	638,077	729,669	91,593	14.4%
Mercantile Tax	62,657	73,138	18,154	24,555	13,155	(11,400)	-46.4%
Local Services Tax	406,626	506,305	490,520	516,714	515,988	(726)	-0.1%
Amusement Tax	8,493	9,262	8,313	4,994	7,553	2,559	51.2%
Business Privilege Tax	3,778,352	3,759,211	4,857,682	5,327,332	6,270,419	943,086	17.7%
Mercantile Tax - Audit	-	30,184	39,725	-	40,216	40,216	n/a
Business Privilege Tax Audit	-	524,165	33,251	94,935	255,483	160,548	169.1%
Total Taxes	\$ 13,887,150	\$ 11,076,688	\$ 15,855,924	\$ 17,523,740	\$ 19,082,881	1,559,140	8.9%
Permits & Licenses							
Building Permits ¹	1,385,507	304,942	559,856	440,228	941,211	500,983	113.8%
Cable Franchise Payments	204,764	222,266	250,488	275,836	292,256	16,419	6.0%
All Others	187,123	171,154	211,437	300,123	475,579	175,456	58.5%
Total Permits & Licenses	\$ 1,777,393	\$ 698,363	\$ 1,021,780	\$ 1,016,187	\$ 1,709,045	692,858	68.2%
Other Sources							
Fines	230,926	271,441	242,613	272,427	326,197	53,770	19.7%
Interest & Rents	78,205	71,500	32,964	73,963	81,510	7,548	10.2%
Grants & Gifts	50,229	229,331	135,241	193,683	221,075	27,392	14.1%
Departmental Earnings	614,725	663,498	813,335	905,883	930,916	25,033	2.8%
Refunds & Miscellaneous	134,326	60,570	87,133	169,181	133,754	(35,427)	-20.9%
Total Other Sources	\$ 1,108,410	\$ 1,296,340	\$ 1,311,286	\$ 1,615,137	\$ 1,693,453	78,316	4.8%
TOTAL REVENUES	\$ 16,772,954	\$ 13,071,391	\$ 18,188,990	\$ 20,155,064	\$ 22,485,379	2,330,314	11.6%



¹ Building Permits Includes: Building, Mechanical, Plumbing and Electrical permit codes

Radnor Township, PA
Monthly Finance Report
General Fund
For the Month Ended, June 30, 2012

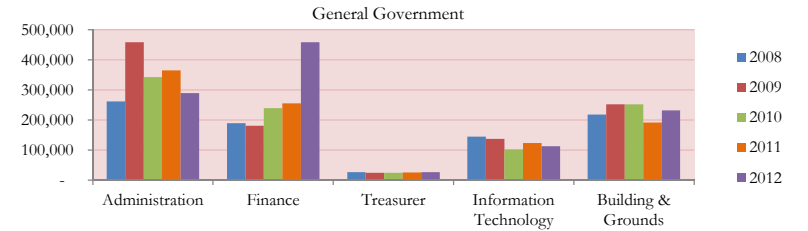


Year-to-Date

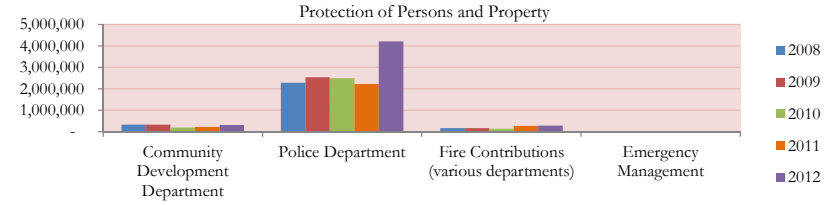
	2008	2009	2010	2011	2012	\$Δ	%Δ
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EXPENDITURES

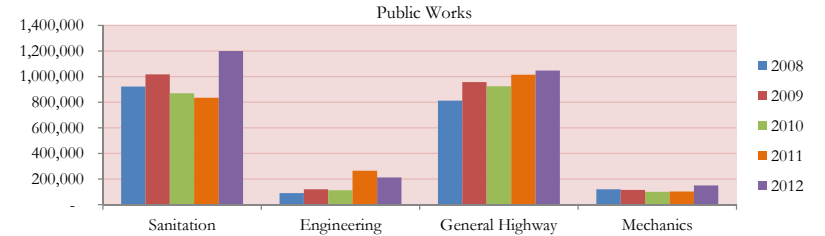
General Government							
Administration	261,669	458,692	342,257	364,865	289,267	(75,597)	-20.7%
Finance	189,584	181,259	238,797	255,205	458,948	203,743	79.8%
Treasurer	26,453	24,929	24,832	24,987	26,581	1,594	6.4%
Information Technology	144,758	137,436	102,428	123,586	112,511	(11,074)	-9.0%
Building & Grounds	217,933	252,134	252,038	191,845	232,168	40,323	21.0%
Total General Government	\$ 840,396	\$ 1,054,450	\$ 960,352	\$ 960,488	\$ 1,119,476	158,989	16.6%



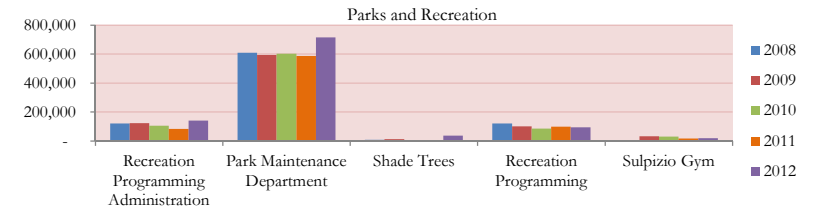
Protection of Persons & Property							
Community Development Department	329,611	334,617	202,301	221,540	307,912	86,372	39.0%
Police Department	2,293,424	2,546,436	2,493,320	2,228,102	4,208,908	1,980,806	88.9%
Fire Contributions (various departments)	161,317	166,521	141,623	265,677	284,273	18,596	7.0%
Emergency Management	-	-	-	-	119	119	n/a
Total Protection of Persons & Property	\$ 2,784,353	\$ 3,047,574	\$ 2,837,245	\$ 2,715,318	\$ 4,801,212	2,085,893	76.8%



Public Works							
Sanitation	921,831	1,018,347	870,672	833,768	1,199,396	365,628	43.9%
Engineering	89,883	121,151	114,094	266,905	212,231	(54,674)	-20.5%
General Highway	812,337	956,784	923,931	1,014,418	1,046,006	31,588	3.1%
Mechanics	121,116	114,833	99,841	104,359	151,381	47,022	45.1%
Total Public Works	\$ 1,945,168	\$ 2,211,114	\$ 2,008,537	\$ 2,219,451	\$ 2,609,014	389,564	17.6%



Parks & Recreation							
Recreation Programming Administration	121,123	123,670	106,753	82,817	141,641	58,823	71.0%
Park Maintenance Department	609,804	592,802	603,411	586,924	714,565	127,641	21.7%
Shade Trees	8,069	12,190	3,921	2,625	37,100	34,475	1313.3%
Recreation Programming	121,974	101,461	86,420	98,045	94,153	(3,892)	-4.0%
Sulpizio Gym	-	33,581	30,342	17,965	18,973	1,008	5.6%
Total Parks & Recreation	\$ 860,970	\$ 863,703	\$ 830,847	\$ 788,376	\$ 1,006,432	218,056	27.7%

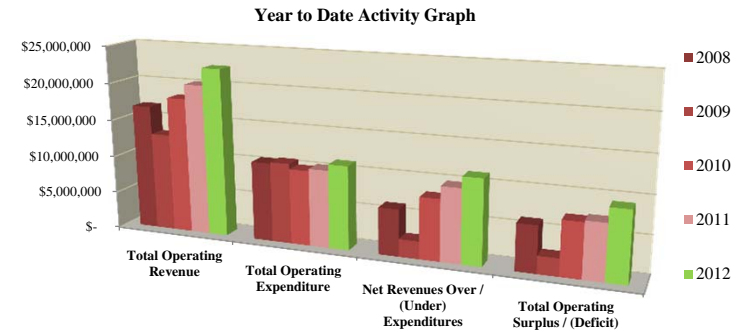
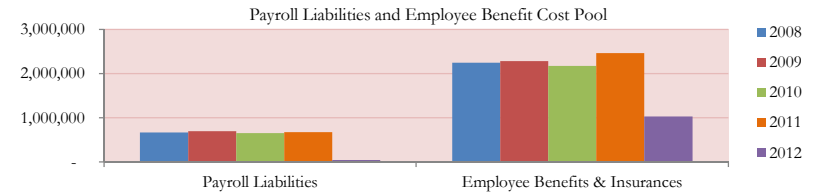
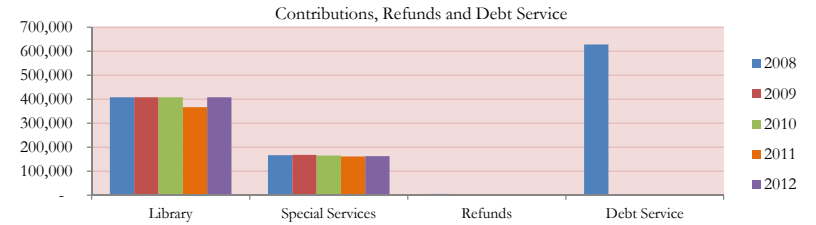


Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, June 30, 2012



Year-to-Date

	2008	2009	2010	2011	2012	\$Δ	%Δ
Contributions, Refunds & Misc.							
Library	407,824	407,824	407,826	366,950	408,580	41,630	11.3%
Special Services	166,613	168,918	166,101	161,601	162,716	1,115	0.7%
Refunds	6,197	-	-	-	-	-	n/a
Debt Service	627,648	950	-	1,000	25	(975)	-97.5%
Total Contributions, Refunds & Misc.	\$ 1,208,282	\$ 577,692	\$ 573,927	\$ 529,550	\$ 571,321	41,770	7.9%
Insurance, Payroll Liabilities & Benefits							
Payroll Liabilities	665,657	694,237	654,804	674,243	46,037	(628,207)	-93.2%
Employee Benefits & Insurances	2,247,200	2,283,381	2,175,533	2,459,866	1,026,427	(1,433,440)	-58.3%
Total Insurance & Employee Benefits	\$ 2,912,856	\$ 2,977,618	\$ 2,830,337	\$ 3,134,110	\$ 1,072,463	(2,061,647)	-65.8%
TOTAL OPERATING EXPENDITURES							
	\$ 10,552,025	\$ 10,732,150	\$ 10,041,244	\$ 10,347,293	\$ 11,179,919	832,626	8.0%
NET REVENUES OVER / (UNDER) EXPENDITURES							
	\$ 6,220,929	\$ 2,339,241	\$ 8,147,746	\$ 9,807,771	\$ 11,305,460	1,497,689	15.3%
Transfers In from Other Funds	-	-	-	-	-	-	n/a
Transfers Out to Other Funds	(55,000)	-	(972,598)	(2,415,066)	(1,993,046)	422,020	n/a
TOTAL SURPLUS / (DEFICIT)	\$ 6,165,929	\$ 2,339,241	\$ 7,175,148	\$ 7,392,705	\$ 9,312,414	1,919,709	26.0%

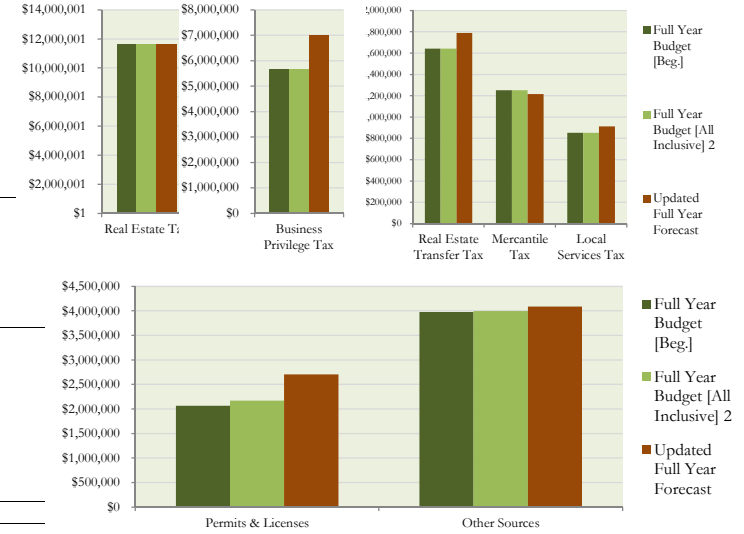


Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, June 30, 2012



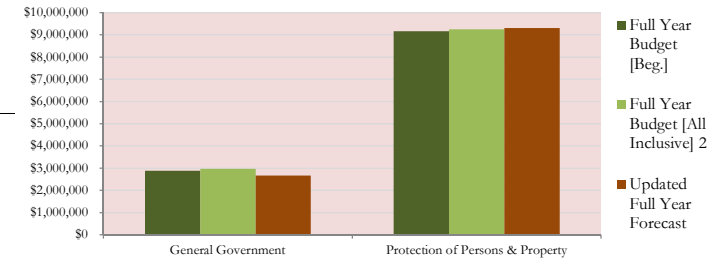
Full Year Budget v Forecast Comparison

	Full Year Budget [Beg.]	2011 Carry Forward Encumb ¹	2012 Board Approved Amendments	Full Year Budget [All Inclusive] ²	% Change	Updated Full Year Forecast	% Variance (vs. amend budget)
REVENUES							
Taxes							
Real Estate Tax	\$ 11,657,762	n/a	\$ -	\$ 11,657,762	0%	11,637,841	100%
Real Estate Transfer Tax	1,642,104	n/a	-	1,642,104	0%	1,789,334	109%
Mercantile Tax	1,251,398	n/a	-	1,251,398	0%	1,216,878	97%
Local Services Tax	852,176	n/a	-	852,176	0%	911,888	107%
Amusement Tax	37,000	n/a	-	37,000	0%	37,395	101%
Business Privilege Tax	5,665,074	n/a	-	5,665,074	0%	6,990,644	123%
Mercantile Tax - Audit	50,000	n/a	-	50,000	0%	70,216	140%
Business Privilege Tax Audit	250,000	n/a	-	250,000	0%	396,036	158%
Total Taxes	\$ 21,405,514	\$ n/a	\$ -	\$ 21,405,514	0%	\$ 23,050,232	108%
Permits & Licenses							
Building Permits	876,950	n/a	-	876,950	0%	1,322,456	151%
Cable Franchise Payments	589,956	n/a	42,840	632,796	7%	596,968	94%
All Others	597,600	n/a	60,000	657,600	10%	786,273	120%
Total Permits & Licenses	\$ 2,064,506	\$ n/a	\$ 102,840	\$ 2,167,346	5%	\$ 2,705,697	125%
Other Sources							
Fines	692,062	n/a	-	692,062	0%	693,826	100%
Interest & Rents	150,000	n/a	-	150,000	0%	167,408	112%
Grants & Gifts	1,302,441	n/a	-	1,302,441	0%	1,364,715	105%
Departmental Earnings	1,651,720	n/a	15,600	1,667,320	1%	1,629,834	98%
Refunds & Miscellaneous	180,000	n/a	5,560	185,560	3%	229,715	124%
Total Other Sources	\$ 3,976,223	\$ n/a	\$ 21,160	\$ 3,997,383	1%	\$ 4,085,498	102%
TOTAL REVENUES	\$ 27,446,243	\$ n/a	\$ 124,000	\$ 27,570,243	0%	\$ 29,841,427	108%



EXPENDITURES

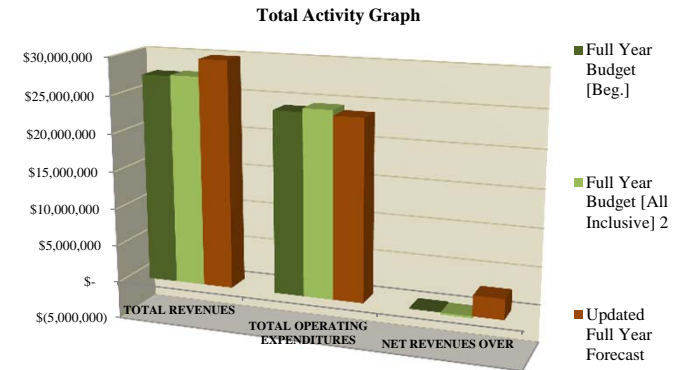
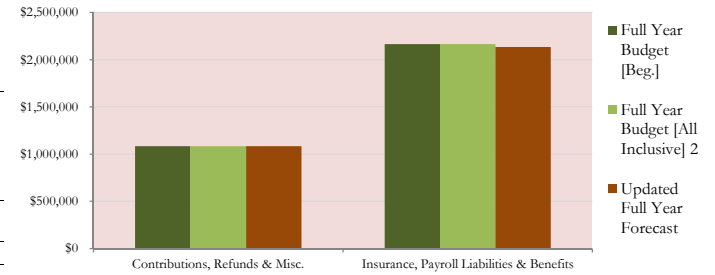
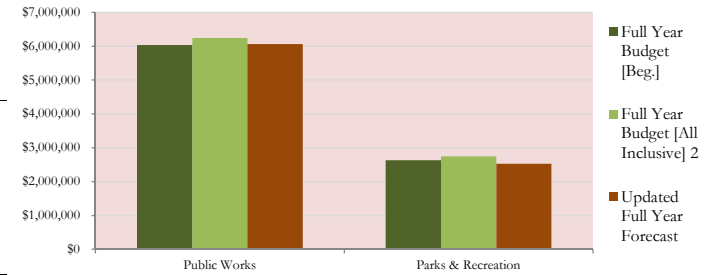
General Government							
Administration	880,711	45,695	-	926,406	5%	806,920	87%
Finance	1,111,413	24,333	-	1,135,746	2%	1,011,983	89%
Treasurer	52,996	-	-	52,996	0%	54,439	103%
Information Technology	281,155	1,547	-	282,702	1%	266,832	94%
Building & Grounds	552,017	13,816	-	565,833	3%	529,060	94%
Total General Government	\$ 2,878,292	\$ 85,392	\$ -	\$ 2,963,684	3%	\$ 2,669,235	90%
Protection of Persons & Property							
Community Development Department	835,588	7,937	-	843,525	1%	793,505	94%
Police Department	7,384,158	80,071	-	7,464,229	1%	7,572,676	101%
Fire Contributions (various departments)	938,830	6,100	-	944,930	1%	934,173	99%
Emergency Management	-	-	-	-	n/a	119	n/a
Total Protection of Persons & Property	\$ 9,158,576	\$ 94,109	\$ -	\$ 9,252,685	1%	\$ 9,300,473	101%





Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, June 30, 2012

Full Year Budget v Forecast Comparison							
Full Year Budget [Beg.]	2011 Carry Forward Encumb ¹	2012 Board Approved Amendments	Full Year Budget [All Inclusive] ²	% Change	Updated Full Year Forecast	% Variance (vs. amend budget)	
Public Works							
Sanitation	2,738,183	46,630	-	2,784,813	2%	2,699,646	97%
Engineering	403,212	505	-	403,717	0%	419,743	104%
General Highway	2,536,794	36,685	124,000	2,697,479	6%	2,593,165	96%
Mechanics	355,374	2,011	-	357,385	1%	350,147	98%
Total Public Works	\$ 6,033,563	\$ 85,831	\$ 124,000	\$ 6,243,393	3%	\$ 6,062,701	97%
Parks & Recreation							
Recreation Programming Administration	369,952	100	-	370,052	0%	336,759	91%
Park Maintenance Department	1,712,743	18,545	-	1,731,288	1%	1,650,786	95%
Shade Trees	65,000	37,100	-	102,100	57%	102,100	100%
Recreation Programming	385,318	51,672	-	436,990	13%	363,458	83%
Sulpizio Gym	100,000	3,743	-	103,743	4%	77,827	75%
Total Parks & Recreation	\$ 2,633,013	\$ 111,160	\$ -	\$ 2,744,173	4%	\$ 2,530,930	92%
Contributions, Refunds & Misc.							
Library	840,650	-	-	840,650	0%	831,397	99%
Special Services	238,975	-	-	238,975	0%	247,945	104%
Refunds	-	-	-	-	n/a	-	n/a
Debt Service	5,000	-	-	5,000	0%	5,000	100%
Total Contributions, Refunds & Misc.	\$ 1,084,625	\$ -	\$ -	\$ 1,084,625	0%	\$ 1,084,341	100%
Insurance, Payroll Liabilities & Benefits							
Payroll Liabilities	55,000	-	-	55,000	0%	56,952	104%
Employee Benefits & Insurances	2,109,110	-	-	2,109,110	0%	2,078,545	99%
Total Insurance & Employee Benefits	\$ 2,164,110	\$ -	\$ -	\$ 2,164,110	0%	\$ 2,135,497	99%
TOTAL OPERATING EXPENDITURES	\$ 23,952,179	\$ 376,491	\$ 124,000	\$ 24,452,671	2%	\$ 23,783,177	97%
NET REVENUES OVER / (UNDER) EXPENDITURES	\$ 3,494,064	\$ (376,491)	\$ -	\$ 3,117,572		\$ 6,058,249	
Transfers In from Other Funds	-	-	-	-	n/a	-	n/a
Transfers Out to Other Funds	(3,372,289)	-	-	(3,372,289)	0%	(3,372,289)	n/a
NET REVENUES OVER	\$ 121,774	\$ (376,491)	\$ -	\$ (254,717)		\$ 2,685,960	



Footnotes:

- 2011 Carry Forward Encumbrances: These represent obligations incurred in 2011, against the 2011 adopted budget that did not occur until 2012. Therefore, the 2011 budget in which these obligations were approved against, were carried forward into 2012. The funds required to pay these obligations are encumbered against the 2011 fund balances.
- Full Year Budget [CF Enc + Amendments]: Includes the Board approved beginning budget, all 2011 carry forward encumbrances, and any Board approved amendments to the 2012 Beginning Budget

Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, June 30, 2012



Full Year Budget v Forecast Comparison						
Full Year Budget [Beg.]	2011 Carry Forward Encumb ¹	2012 Board Approved Amendments	Full Year Budget [All Inclusive] ²	% Change	Updated Full Year Forecast	% Variance (vs. amend budget)

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Radnor Township, PA
Monthly Finance Report
General Fund
For the Month Ended, June 30, 2012



Budget v Actual : Year-to-Date							
YTD Budget [Amended]	% of Full Year Budget	YTD Actual	B v A	%	\$	Variance	%

REVENUES

Taxes							
Real Estate Tax	\$ 11,214,254	96%	\$ 11,250,399	97%		36,145	0.3%
Real Estate Transfer Tax	582,440	35%	729,669	44%		147,230	25.3%
Mercantile Tax	47,675	4%	13,155	1%		(34,520)	-72.4%
Local Services Tax	456,276	54%	515,988	61%		59,712	13.1%
Amusement Tax	7,158	19%	7,553	20%		395	5.5%
Business Privilege Tax	4,630,954	82%	6,270,419	111%		1,639,465	35.4%
Mercantile Tax - Audit	16,062	32%	40,216	80%		24,153	150.4%
Business Privilege Tax Audit	67,391	27%	255,483	102%		188,092	279.1%
Total Taxes	\$ 17,022,210	80%	\$ 19,082,881	89%		\$ 2,060,671	12.1%
Permits & Licenses							
Building Permits	497,679	82%	941,211	154%		443,532	89.1%
Cable Franchise Payments	306,340	48%	292,256	46%		(14,084)	-4.6%
All Others	280,946	30%	475,579	51%		194,633	69.3%
Total Permits & Licenses	\$ 1,084,964	50%	\$ 1,709,045	79%		\$ 624,081	57.5%
Other Sources							
Fines	324,433	47%	326,197	47%		1,764	0.5%
Interest & Rents	64,103	43%	81,510	54%		17,408	27.2%
Grants & Gifts	193,878	15%	221,075	17%		27,197	14.0%
Departmental Earnings	936,609	56%	930,916	56%		(5,694)	-0.6%
Refunds & Miscellaneous	98,489	53%	133,754	72%		35,266	35.8%
Total Other Sources	\$ 1,617,512	40%	\$ 1,693,453	44%		\$ 75,941	-4.7%
TOTAL REVENUES	\$ 19,724,686	72%	\$ 22,485,379	82%		\$ 2,760,693	14.0%

EXPENDITURES

General Government							
Administration	375,796	41%	289,267	31%		(86,529)	-23.0%
Finance	443,251	39%	458,948	40%		15,697	3.5%
Treasurer	26,077	49%	26,581	50%		505	1.9%
Information Technology	138,394	49%	112,511	40%		(25,883)	-18.7%
Building & Grounds	269,939	48%	232,168	41%		(37,771)	-14.0%
Total General Government	\$ 1,253,458	42%	\$ 1,119,476	38%		\$ (133,981)	-10.7%
Protection of Persons & Property							
Community Development Department	362,232	43%	307,912	37%		(54,320)	-15.0%
Police Department	3,772,130	51%	4,208,908	56%		436,778	11.6%
Fire Contributions (various departments)	275,280	29%	284,273	30%		8,993	3.3%
Emergency Management	-	n/a	119	n/a		119	n/a
Total Protection of Persons & Property	\$ 4,409,642	48%	\$ 4,801,212	52%		\$ 391,570	8.9%

Variance Notation

To date, activity is occurring as budgeted
To date, home sales have exceeded what was anticipated
Prior years include one time audit proceeds. The filing deadline is not until August; until then, this variance will be watched
To date, LST has exceeded estimates which is an indication that employment in Radnor is up
Non material amount
The 2011 Filing deadline was May 15; the activity far exceeded what was anticipated
Township audit activities have been increased through the first 6 months of 2012
Township audit activities have been increased through the first 6 months of 2012

Permitting revenues are exceeding expectations (due largely to a one time, large project)
2012 v prior years show this revenue to be up: The negative variance is that the increase has been short of expectations YTD
Activity for the other 19 revenue codes are exceeding estimates

Activity is exceeding the pace set in prior years through May
Activity continues to outpace prior years and the expectations for 2012
This variance is a timing difference in the receipt of the Recycling grant revenue (earlier in 2012 than prior years)
Activity is occurring as budgeted
One-time deposits from the PAL and life insurance proceeds are driving this positive variance

Activity to date is occurring better than budgeted
Activity to date is occurring slightly over what was budgeted, but will be corrected in future months
Activity to date is occurring as budgeted
Contracted Services are slower in 2012 than they were in prior years (on average)
Utilities have come in lower in 2012 than in prior years on average

The positive variance is the result of lower overtime and over budgeted medical insurance expenses
The negative variance is the result of the leave payouts to the recent retirees
Fuel and insurances are slightly higher than budgeted to-date
n/a

Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, June 30, 2012



Budget v Actual : Year-to-Date							
YTD Budget [Amended]	% of Full Year Budget	YTD Actual	B v A	%	\$	Variance	% Variance
Public Works							
Sanitation	1,179,188	42%	1,199,396	43%		20,207	1.7%
Engineering	188,924	47%	212,231	53%		23,307	12.3%
General Highway	1,148,392	43%	1,046,006	39%		(102,386)	-8.9%
Mechanics	155,564	44%	151,381	42%		(4,183)	-2.7%
Total Public Works	\$ 2,672,069	46%	\$ 2,609,014	45%	\$	(63,054)	-2.4%
Parks & Recreation							
Recreation Programming Administration	160,869	43%	141,641	38%		(19,228)	-12.0%
Park Maintenance Department	763,308	44%	714,565	41%		(48,743)	-6.4%
Shade Trees	37,100	36%	37,100	36%		-	0.0%
Recreation Programming	175,507	40%	94,153	22%		(81,354)	-46.4%
Sulpizio Gym	37,037	36%	18,973	18%		(18,064)	-48.8%
Total Parks & Recreation	\$ 1,173,821	43%	\$ 1,006,432	37%	\$	(167,389)	-14.3%
Contributions, Refunds & Misc.							
Library	407,984	49%	408,580	49%		596	0.1%
Special Services	162,716	68%	162,716	68%		-	0.0%
Refunds	-	0%	-	0%		-	n/a
Debt Service	1,028	21%	25	0%		(1,003)	-97.6%
Total Contributions, Refunds & Misc.	\$ 571,727	53%	\$ 571,321	53%	\$	(407)	-0.1%
Insurance, Payroll Liabilities & Benefits							
Payroll Liabilities	46,037	n/a	46,037	n/a		(0)	0.0%
Employee Benefits & Insurances	1,054,555	49%	1,026,427	47%		(28,129)	-2.7%
Total Insurance & Employee Benefits	\$ 1,100,592	51%	\$ 1,072,463	50%	\$	(28,129)	-2.6%
TOTAL OPERATING EXPENDITURES	\$ 11,181,309	46%	\$ 11,179,919	46%	\$	(1,390)	0.0%
NET REVENUES OVER / (UNDER)							
EXPENDITURES	\$ 8,543,377		\$ 11,305,460		\$	2,762,083	32.3%
Transfers In from Other Funds	-	n/a	-	n/a		-	n/a
Transfers Out to Other Funds	(901,603)	27%	(1,993,046)	59%		(1,091,443)	n/a
NET REVENUES OVER	\$ 7,641,774		\$ 9,312,414		\$	1,670,640	21.9%

Variance Notation

The negative variance is resulting from the unbudgeted retirement payout that totaled \$43,000. Full Year BVA looks okay
 Contracted eng payments have exceeded initial estimates; some of excess is offset through revenue / rest storm water
 Positive variances exist throughout most of the line items in this department
 Activity to date is occurring as budgeted

The positive variance is from lower than budgeted payroll (to-date)
 Similar to Highway, the payment of fuel invoices are lagging by 1 month resulting in timing difference variances
 Activity to date is occurring as budgeted
 Activity to date is occurring as budgeted - variance is the result of timing differences in paying vendors
 The positive variance is from lower than expected utilities

Activity to date is occurring as budgeted
 Activity to date is occurring as budgeted
 n/a
 n/a

Activity to date is occurring as budgeted
 Activity to date is occurring as budgeted

n/a
 n/a
 Activity is occurring approximately 22% better than expected through June (mostly from business privilege & other revenues)

Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, June 30, 2012



Budget v Actual : Year-to-Date							
YTD Budget [Amended]	% of Full Year Budget	YTD Actual	B v A	%	\$	Variance	% Variance

Variance Notation

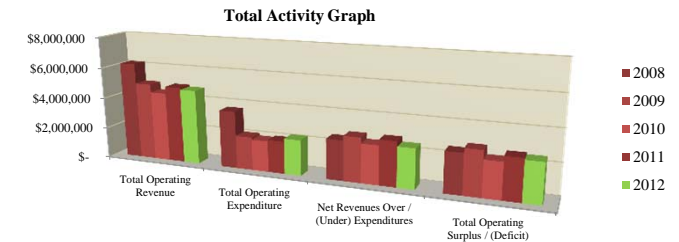
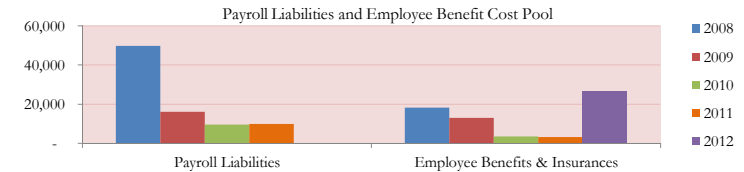
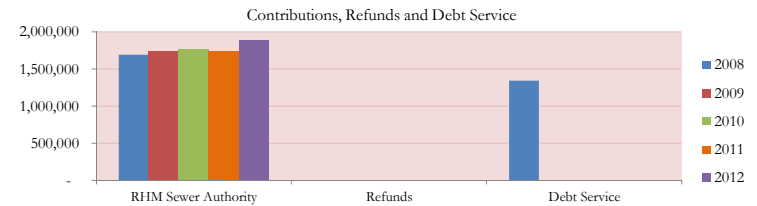
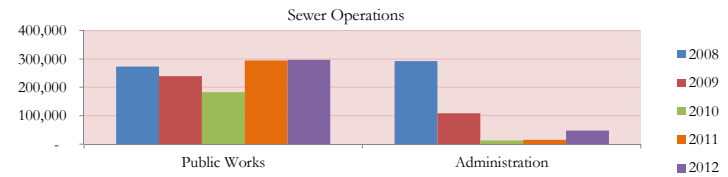
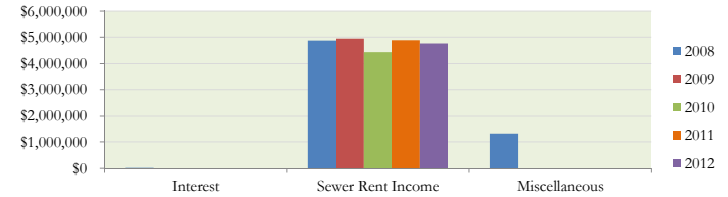
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Radnor Township, PA
Monthly Finance Report
Sewer Fund
For the Month Ended, June 30, 2012



Year-to-Date

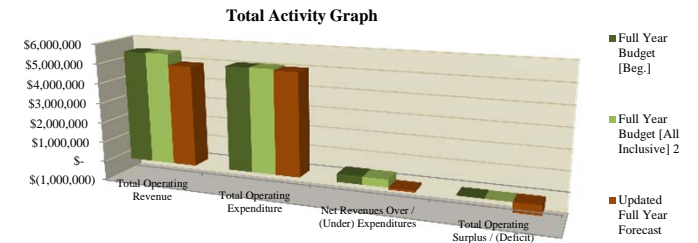
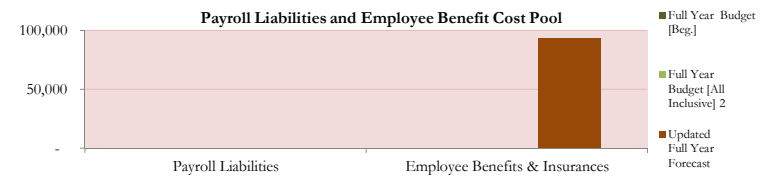
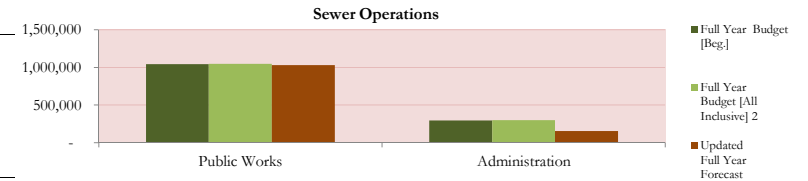
	2008	2009	2010	2011	2012	\$Δ	%Δ
REVENUES							
All Sources							
Interest	\$ 16,690	\$ 2,242	\$ 2,179	\$ 2,337	\$ 6,650	4,313	198.0%
Sewer Rent Income	4,876,540	4,944,705	4,437,707	4,883,825	4,769,970	(113,856)	-2.6%
Miscellaneous	1,321,116	6,552	5,798	11,862	8,168	(3,694)	-63.7%
TOTAL REVENUES	\$ 6,214,346	\$ 4,953,499	\$ 4,445,683	\$ 4,898,025	\$ 4,784,787	(113,237)	-2.5%
<small>(1) In 2008, the Township sold a Tax Anticipation Note in January which was recorded as "Miscellaneous" above</small>							
EXPENDITURES							
Sewer Operations							
Public Works	273,724	239,283	183,088	294,609	297,421	2,812	1.5%
Administration	292,555	108,057	13,159	15,290	47,597	32,307	245.5%
Total Sewer Operations	\$ 566,279	\$ 347,341	\$ 196,246	\$ 309,899	\$ 345,018	35,119	17.9%
Contributions, Refunds & Misc.							
RHM Sewer Authority Refunds	1,688,668	1,741,152	1,763,784	1,743,027	1,894,331	151,304	8.6%
Debt Service	1,342,227	-	-	-	-	-	n/a
Total Contributions, Refunds & Misc.	\$ 3,030,894	\$ 1,741,152	\$ 1,763,784	\$ 1,743,027	\$ 1,894,331	151,304	8.6%
Insurance, Payroll Liabilities & Benefits							
Payroll Liabilities	49,752	16,086	9,554	9,891	-	(9,891)	-103.5%
Employee Benefits & Insurances	18,288	13,039	3,545	3,220	26,685	23,465	661.8%
Total Insurance & Employee Benefits	\$ 68,040	\$ 29,124	\$ 13,099	\$ 13,111	\$ 26,685	13,574	103.6%
TOTAL OPERATING EXPENDITURES	\$ 3,665,213	\$ 2,117,617	\$ 1,973,130	\$ 2,066,037	\$ 2,266,034	199,997	10.1%
NET REVENUES OVER / (UNDER) EXPENDITURES	\$ 2,549,133	\$ 2,835,882	\$ 2,472,553	\$ 2,831,987	\$ 2,518,753	(313,234)	-12.7%
Transfers In from Other Funds	-	-	-	-	-	-	n/a
Transfers Out to Other Funds	-	-	(190,000)	(210,000)	-	210,000	n/a
TOTAL SURPLUS / (DEFICIT)	\$ 2,549,133	\$ 2,835,882	\$ 2,282,553	\$ 2,621,987	\$ 2,518,753	(103,234)	-4.5%



Radnor Township, PA
 Monthly Finance Report
 Sewer Fund
 For the Month Ended, June 30, 2012



Full Year Budget v Forecast Comparison							
Full Year Budget [Beg.]	2011 Carry Forward Encumb ¹	2012 Board Approved Amendments	Full Year Budget [All Inclusive] ²	% Change	Updated Full Year Forecast	% Variance (vs. amend budget)	
REVENUES							
All Sources							
Interest	\$ 3,000	n/a	\$ -	0%	\$ 18,840	628%	
Sewer Rent Income	5,513,464	n/a	-	0%	4,941,138	90%	
Miscellaneous	10,000	n/a	-	0%	19,067	191%	
TOTAL REVENUES	\$ 5,526,464	\$ n/a	\$ -	0%	\$ 4,979,045	90%	
EXPENDITURES							
Sewer Operations							
Public Works	1,041,015	7,708	-	1%	1,031,044	98%	
Administration	296,583	4,539	-	2%	156,930	52%	
Total Sewer Operations	\$ 1,337,598	\$ 12,247	\$ -	1%	\$ 1,187,975	88%	
Contributions, Refunds & Misc.							
RHM Sewer Authority	3,788,662	-	-	0%	3,788,662	100%	
Refunds	-	-	-	n/a	-	n/a	
Debt Service	-	-	-	n/a	-	n/a	
Total Contributions, Refunds & Misc.	\$ 3,788,662	\$ -	\$ -	0%	\$ 3,788,662	100%	
Insurance, Payroll Liabilities & Benefits							
Payroll Liabilities	-	-	-	n/a	-	n/a	
Employee Benefits & Insurances	-	-	-	n/a	93,170	n/a	
Total Insurance & Employee Benefits	\$ -	\$ -	\$ -	n/a	\$ 93,170	n/a	
TOTAL OPERATING EXPENDITURES	\$ 5,126,260	\$ 12,247	\$ -	0%	\$ 5,138,507	99%	
NET REVENUES OVER / (UNDER) EXPENDITURES	\$ 400,204	\$ (12,247)	\$ -	-3%	\$ (90,762)	-23%	
Transfers In from Other Funds	-	n/a	-	n/a	-	n/a	
Transfers Out to Other Funds	(390,664)	-	-	n/a	(390,664)	n/a	
TOTAL SURPLUS / (DEFICIT)	\$ 9,540	\$ (12,247)	\$ -	-128%	\$ (481,426)	n/a	



Footnotes:

- 2011 Carry Forward Encumbrances: These represent obligations incurred in 2011, against the 2011 adopted budget that did not occur until 2012. Therefore, the 2011 budget in which these obligations were approved against, were carried forward into 2012. The funds required to pay these obligations are encumbered against the 2011 fund balances.
- Full Year Budget [CF Enc + Amendments]: Includes the Board approved beginning budget, all 2011 carry forward encumbrances, and any Board approved amendments to the 2012 Beginning Budget

Radnor Township, PA
 Monthly Finance Report
 Sewer Fund
 For the Month Ended, June 30, 2012



Budget v Actual : Year-to-Date

	YTD Forecast	% of Full Year Budget	YTD Actual	B v A Target %	\$ Variance	% Variance	Variance Notation
REVENUES							
All Sources							
Interest	\$ 987	33%	\$ 6,650	0%	5,663	574.0%	Positive variance is the result of a low estimate (of \$3,000 - which has already been exceeded after three months) The invoices were due April 30th the drop off appears to be the result of lower 2011 water consumption (by 5%) To date, this activity is occurring as expected
Sewer Rent Income	5,270,522	96%	4,769,970	0%	(500,552)	-9.5%	
Miscellaneous	4,386	44%	8,168	0%	3,782	86.2%	
TOTAL REVENUES	\$ 5,275,895	95%	\$ 4,784,787	0%	\$ (491,107)	-9.3%	
EXPENDITURES							
Sewer Operations							
Public Works	256,396	24%	297,421	0%	41,025	16.0%	This negative variance is the result of higher than expected payroll allocations. This is being reviewed. This positive variance is the result of lower than expected payroll allocations. This is being reviewed.
Administration	138,375	46%	47,597	0%	(90,778)	-65.6%	
Total Sewer Operations	\$ 394,771	29%	\$ 345,018	0%	\$ (49,753)	-12.6%	
Contributions, Refunds & Misc.							
RHM Sewer Authority	1,894,331	50%	1,894,331	50%	-	0.0%	To date, this activity is occurring as expected
Refunds	-	0%	-	0%	-	n/a	
Debt Service	-	0%	-	0%	-	n/a	
Total Contributions, Refunds & Misc.	\$ 1,894,331	0%	\$ 1,894,331	0%	\$ -	0.0%	
Insurance, Payroll Liabilities & Benefits							
Payroll Liabilities	-	n/a	-	n/a	-	n/a	n/a The original 2012 budget did not have estimates in for Insurance
Employee Benefits & Insurances	-	#DIV/0!	26,685	#DIV/0!	26,685	n/a	
Total Insurance & Employee Benefits	\$ -	0%	\$ 26,685	0%	\$ 26,685	n/a	
TOTAL OPERATING EXPENDITURES	\$ 2,289,102	45%	\$ 2,266,034	44%	\$ (23,068)	-1.0%	
NET REVENUES OVER / (UNDER) EXPENDITURES	\$ 2,986,793		\$ 2,518,753		\$ (468,040)	-15.7%	
Transfers In from Other Funds							
Transfers In from Other Funds	-	0%	-	0%	-	n/a	n/a Through May, as a result of the lower than expected revenue, the Sewer Fund is running 10.5% below expectations
Transfers Out to Other Funds	-	0%	-	0%	-	n/a	
TOTAL SURPLUS / (DEFICIT)	\$ 2,986,793		\$ 2,518,753		\$ (468,040)	-15.7%	

Radnor Township, PA
 Fiscal Year 2013 Budget and Five-Year Forecast Implementation Calendar



July 19 **CARFAC Meeting: Review draft budget calendar**
 July 30 Internal (Departments): Begin preparation of 2013 Budget and Forecasting documents
 July 31 Internal Planning Sessions (Departments) – 2013 budget process

July 2012						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August 8 Internal Staff Meeting (all employees) – 2013 budget process
August 13 BOC Special Meeting: Summary of Findings to date/ Recommendations Administration to give presentation on fully loaded forecast (to-date)
 August 15, 16 Internal Planning Session (Departments) – 2013 budget process
August 20 BOC Regular Meeting: (1) Prelim. Outline/ Discussion for 2013 Budget (2) Introduction of projected 2013 MMO Resolution
 August 22,23 **CARFAC Meeting (pick one of the dates – not all four): Review Significant**
 29,30 **Budget Items/ Determine Working Group breakout items to be worked on in September**

August 2012						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September 6, 8 Township Manager: Public Listening Sessions
September 10 BOC Regular Meeting
September 17 BOC Special Meeting: (1) Formal adoption of BOC priorities for 2013
September 19 **CARFAC Meeting: Overall budget update & Working group budget updates**
September 24 BOC Regular Meeting [adopt 2013 MMO Resolution]
 September 30 [Target Date] Submit 2013-2018 Capital Program [\$7.06]

September 2012						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October 8 BOC Regular Meeting
October 10 **CARFAC Meeting: Full Review Preliminary Manager Recommend. Budget**
 October 15 [Target Date] Submit 2013 Prelim. Manager Recommend. Budget [\$7.03]
October 22 (1) BOC Regular Meeting
 (2) Adoption of 2013 Preliminary Budget (Resolution) [\$7.07.A]

October 2012						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

November 12 BOC Regular Meeting: Public Hearing #1 on 2013 Prelim. Budget [\$7.07.B]
November 14 **CARFAC Meeting:**
 November XX Public Hearing #2 on 2013 Preliminary Budget
 November XX Public Hearing #3 on 2013 Preliminary Budget
November 26 BOC Regular Meeting: Introduction of 2013 Final Budget Ordinance [\$7.07.C]

November 2012						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

December 5 **CARFAC Meeting: Final review of 2013 Budget and any discussion items ahead of the December 10th Board meeting**
December 10 BOC Regular Meeting: Final Adoption of 2013 Budget Ordinance to include:

- 2013 Tax Rates and
- 2013 Sewer Rent Rates
- 2013 Consolidated Fee Schedule
- Five Year Capital Program
- Five Year Financial Forecast

December 2012						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					