

Citizens Audit Review & Financial Advisory Committee (CARFAC)

August 23, 2012

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

Agenda:

1. Approval of Minutes – July 19, 2012
 2. Committee of the Whole Items:
 - a. June Finance Monthly Report Review – Finance Director (attached)
 - b. 2013 Budget Process:
 - i. Calendar review
 - ii. Working Group Review Areas [for discussion]:
 1. Revenues: Business Process Working Group
 2. Expenses: Audit Working Group
 3. Capital: Planning Working Group
 4. Others?
 3. Working Group Updates:
 - a. Planning Group
 - i. OPEB/Pension Project Update
 - b. Audit Group
 - i. Involvement in Audit RFP Process
 - c. Business Process Group
 - i. Review of Act 511 process improvements
 4. General Discussion
 5. Public Participation
 6. Adjourn (the goal will be no later than 9:00PM)
-


NOTES:

FINANCE DEPARTMENT
Monthly Report
General Fund and Sewer Fund
As of July 31, 2012



Prepared by: William M. White
Finance Director

INTEROFFICE MEMORANDUM

TO: BOARD OF COMMISSIONERS
FROM: WILLIAM M. WHITE, FINANCE DIRECTOR 
SUBJECT: JULY MONTHLY FINANCIAL REPORT
DATE: 8/17/2012
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	\$ 21,012,724	\$ 23,255,654	\$ 2,242,930	\$ 5,344,892	\$ 4,885,365	\$ (459,527)
Expenditures	13,324,875	13,153,596	171,279	2,401,800	2,404,957	(3,156)
Net Fund Transfers	(1,993,046)	(1,993,046)	-	(3,909,664)	(390,664)	-
Excess/(Shortfall)	\$ 5,694,803	\$ 8,109,012	\$ 2,414,209	\$ 2,552,428	\$ 2,089,745	\$ (462,683)
Full Year Estimate						
	Budget	Forecast	Variance	Budget	Forecast	Variance
Revenues	\$ 27,570,243	\$ 29,369,463	\$ 1,799,220	\$ 5,526,464	\$ 5,033,261	\$ (493,203)
Expenditures	24,452,671	23,919,987	532,684	5,138,507	5,115,639	22,868
Net Fund Transfers	(3,372,289)	(3,372,289)	-	(390,664)	(390,664)	-
Excess/(Shortfall)	\$ (254,717)	\$ 2,077,187	\$ 2,331,904	\$ 9,540	\$ (473,042)	\$ (470,335)

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 120% of original estimates), and *Act 511 Audit revenues* (projected to be 151% 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 Expenditures: The following table represents a breakdown of variance percentages by Expenditure Category:

Expenditure Category	YTD Budget vs. Actual Variance % ¹	Full Year Forecast Variance % ²	Explanation
General Government	10.5% - Positive	90%	n/a
Protection of Persons & Property	(2.9%) - Negative	101%	Unbudgeted retirement payout and overtime expenses
Public Works	(1.8%) - Negative	99%	Unbudgeted retirement payout in solid waste and consulting engineer variances
Parks & Recreation	10.7% - Positive	91%	n/a
Contributions, Refunds, Other	0.01% - Positive	100%	n/a
Insurances, Payroll Liabilities and Retiree Benefits	5.2% - Positive	98%	n/a

Footnotes:

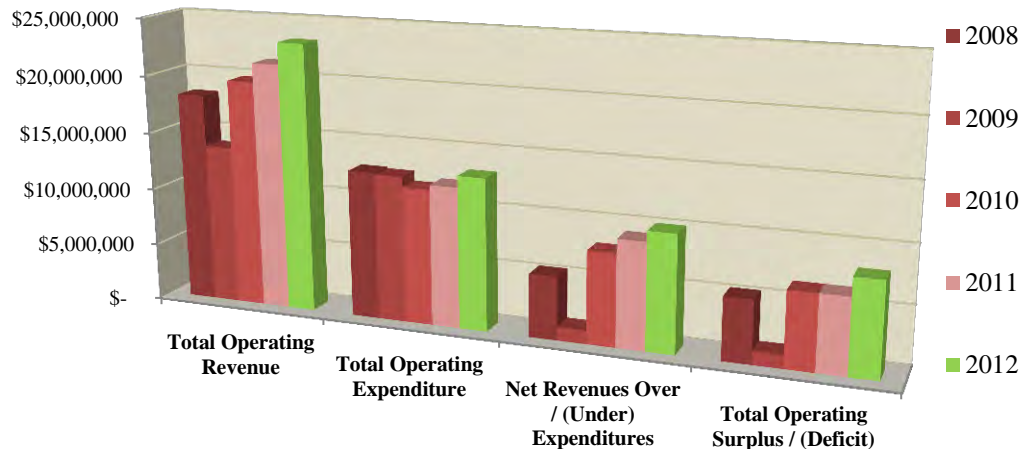
1. The YTD Budget vs. Actual Variance is a comparison of the actual expenditures to-date versus what we expected them to be through the reporting period. For example, through July, we have processed 15 out of 26 payrolls for the year, so we would expect actual payrolls to be 57.7% of the full year budget. 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.

- 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:

Year to Date Activity Graph



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

Significant Variance Notations:

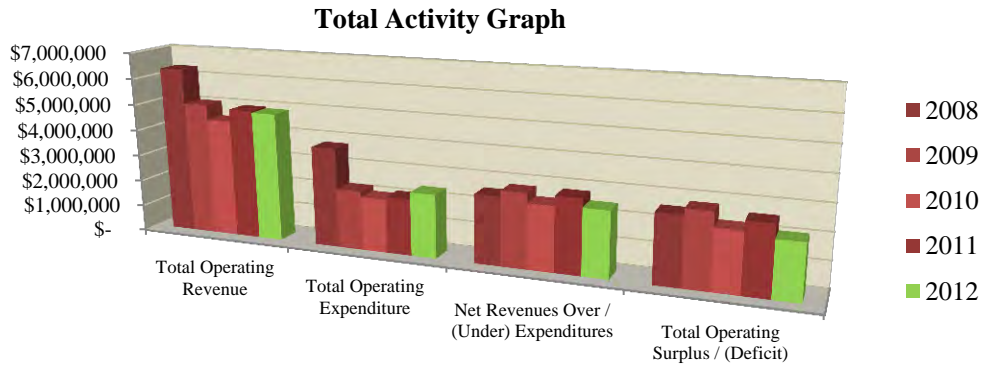
- Revenues: *Up \$1,891,821* or 8.9% over 2011 year-to-date. In total, the 2012 tax revenues are up by \$1,336,323 (or 7.3%) versus this point in 2011. Permits and Licenses are up \$500,381 (or 37.7%) and Other Sources are up \$55,117 (or 3.0%).
- Expenditures: The table below compares the year-to-date 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	\$ 186,416	\$ 187,983	\$ (1,567)
Protection of Persons & Property	2,321,634	1,886,302	435,332
Public Works	562,596	767,091	(204,495)
Parks & Recreation	223,738	273,881	(50,143)
Contributions, Refunds & Other	52,853	-	52,853
Insurance, Payroll Liabilities & Retiree Benefits	(2,365,900)	(2,260,025)	(105,875)
Subtotal Before Transfers	\$ 981,337	\$ 855,232	\$ 126,105
Pension Transfers	-	(855,232)	810,000
All other Transfers	(697,020)	-	(697,020)
General Fund Total	\$ 284,317	\$ -	\$ 284,317

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 \$57,659. 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: Operating expenses for the fund are up \$274,401 over 2011 as a result of (1) increased capital expenditures for emergency repairs, (2) increased payroll allocation and insurance expenses as included in the 2012 budget discussion and (3) in increase of \$151,304 year-to-date in payments to the RHM Sewer Authority (as budgeted).

**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 \$1,217,676).
- **Local Services Taxes:** These taxes are due quarterly and therefore are subject to fluctuation between now and the end of the year with one quarter remaining (current full year estimate is \$884,216 and YTD actual is \$623,580 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 \$78,293 (current year full budget is \$80,000 with YTD expenses at \$92,338 and a full-year forecast of \$158,293)
- **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, July 31, 2012

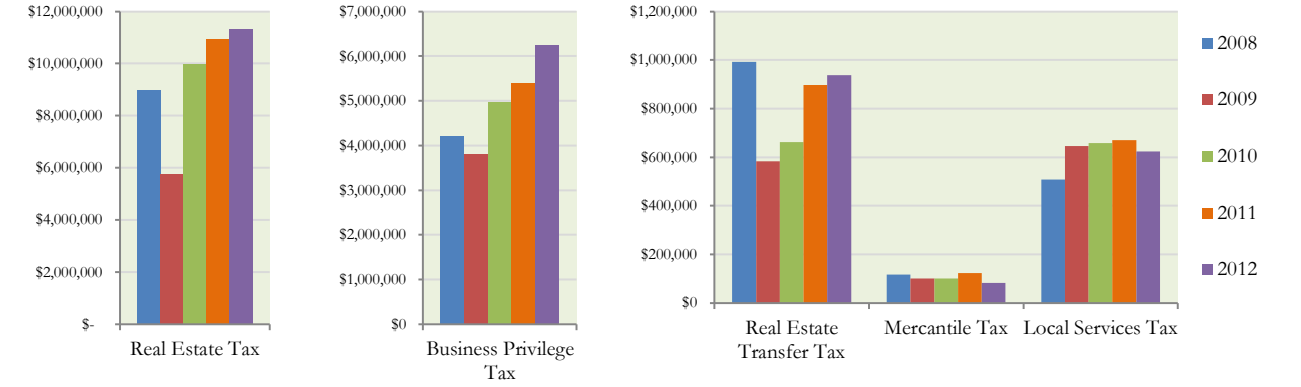


Year-to-Date

	2008	2009	2010	2011	2012	\$Δ	%Δ
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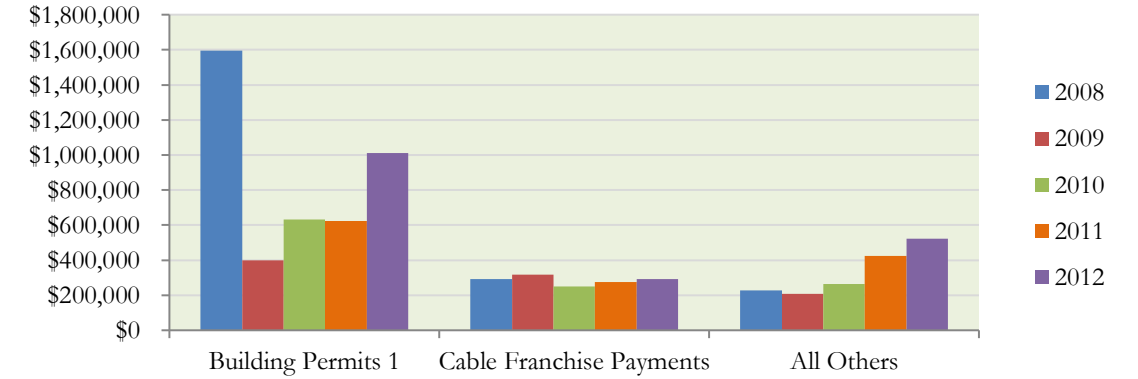
REVENUES

Taxes							
Real Estate Tax	\$ 8,971,466	\$ 5,751,016	\$ 9,990,337	\$ 10,962,135	\$ 11,309,815	347,680	3.2%
Real Estate Transfer Tax	991,669	582,529	661,902	897,720	937,549	39,830	4.4%
Mercantile Tax	117,459	101,443	100,807	122,755	81,388	(41,368)	-33.7%
Local Services Tax	507,951	646,182	657,091	670,678	623,580	(47,098)	-7.0%
Amusement Tax	16,091	14,312	13,223	11,767	13,964	2,197	18.7%
Business Privilege Tax	4,193,653	3,813,897	4,978,315	5,393,254	6,248,510	855,256	15.9%
Mercantile Tax - Audit	-	30,568	56,445	-	40,216	40,216	n/a
Business Privilege Tax Audit	-	542,678	496,325	127,248	266,858	139,610	109.7%
Total Taxes	\$ 14,798,289	\$ 11,482,625	\$ 16,954,446	\$ 18,185,558	\$ 19,521,880	1,336,323	7.3%

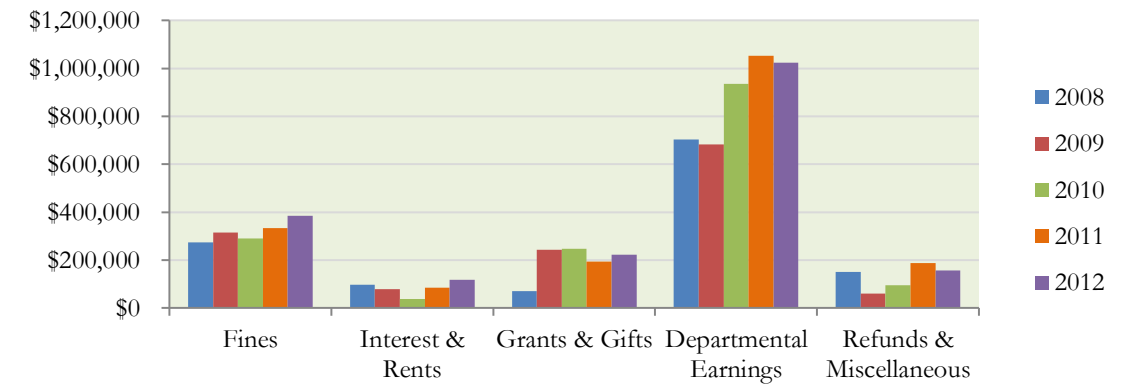


Permits & Licenses							
Building Permits ¹	1,596,302	399,166	633,584	625,254	1,012,500	387,246	61.9%
Cable Franchise Payments	293,304	317,097	250,488	275,836	292,256	16,419	6.0%
All Others	226,456	207,581	265,014	425,404	522,120	96,716	22.7%
Total Permits & Licenses	\$ 2,116,062	\$ 923,843	\$ 1,149,085	\$ 1,326,495	\$ 1,826,876	500,381	37.7%

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



Other Sources							
Fines	273,769	314,089	291,222	334,338	384,339	50,001	15.0%
Interest & Rents	98,055	79,702	36,792	84,735	118,610	33,875	40.0%
Grants & Gifts	69,899	243,620	246,450	193,683	222,128	28,445	14.7%
Departmental Earnings	702,897	683,404	935,836	1,052,302	1,024,378	(27,924)	-2.7%
Refunds & Miscellaneous	150,163	59,570	95,468	186,722	157,443	(29,279)	-15.7%
Total Other Sources	\$ 1,294,783	\$ 1,380,385	\$ 1,605,768	\$ 1,851,781	\$ 1,906,898	55,117	3.0%



TOTAL REVENUES	\$ 18,209,134	\$ 13,786,853	\$ 19,709,299	\$ 21,363,833	\$ 23,255,654	1,891,821	8.9%
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Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, July 31, 2012

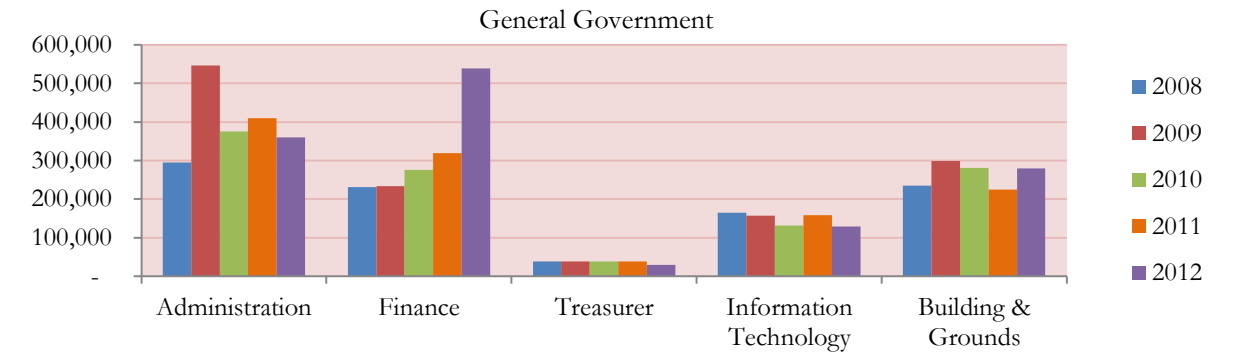


Year-to-Date

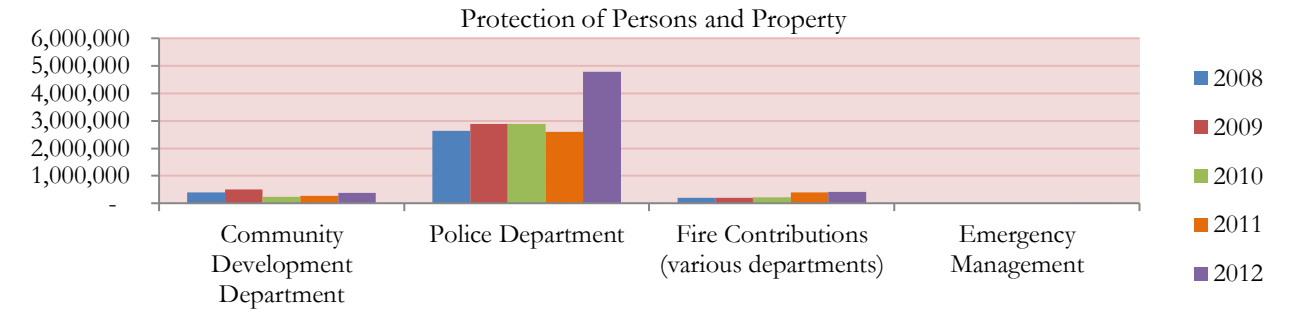
	2008	2009	2010	2011	2012	\$Δ	%Δ
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EXPENDITURES

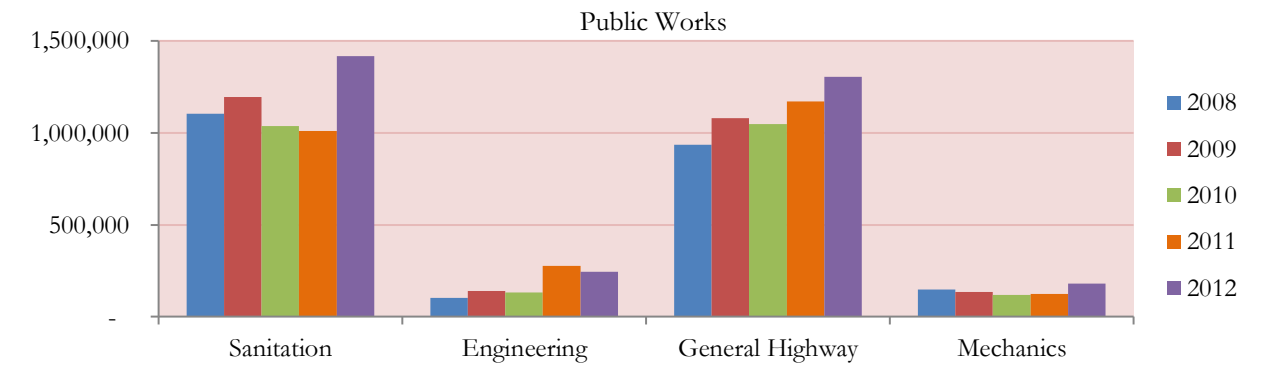
General Government							
Administration	295,149	545,676	374,935	409,690	359,933	(49,757)	-12.1%
Finance	230,564	233,137	275,958	318,966	538,731	219,765	68.9%
Treasurer	38,253	38,265	38,168	38,327	28,761	(9,566)	-25.0%
Information Technology	164,409	157,307	131,468	158,442	129,167	(29,275)	-18.5%
Building & Grounds	234,432	298,475	280,760	224,131	279,379	55,249	24.7%
Total General Government	\$ 962,807	\$ 1,272,860	\$ 1,101,290	\$ 1,149,556	\$ 1,335,971	186,415	16.2%



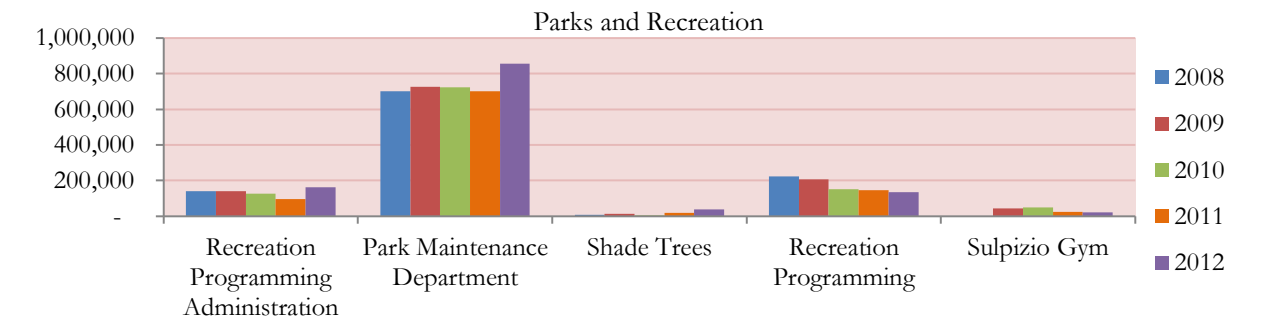
Protection of Persons & Property							
Community Development Department	402,217	499,580	243,338	264,288	370,372	106,084	40.1%
Police Department	2,645,318	2,887,427	2,891,981	2,592,859	4,794,693	2,201,834	84.9%
Fire Contributions (various departments)	194,825	200,029	209,890	394,961	408,558	13,597	3.4%
Emergency Management	-	-	-	-	119	119	n/a
Total Protection of Persons & Property	\$ 3,242,360	\$ 3,587,036	\$ 3,345,210	\$ 3,252,107	\$ 5,573,741	2,321,634	71.4%



Public Works							
Sanitation	1,102,912	1,193,975	1,035,447	1,009,437	1,414,919	405,482	40.2%
Engineering	102,969	139,625	132,702	276,916	244,879	(32,037)	-11.6%
General Highway	935,523	1,078,080	1,047,188	1,169,602	1,302,639	133,038	11.4%
Mechanics	147,212	135,212	118,125	123,604	179,717	56,113	45.4%
Total Public Works	\$ 2,288,617	\$ 2,546,892	\$ 2,333,462	\$ 2,579,559	\$ 3,142,154	562,595	21.8%



Parks & Recreation							
Recreation Programming Administration	139,501	139,862	125,699	95,622	163,040	67,418	70.5%
Park Maintenance Department	700,021	726,249	724,038	702,194	854,727	152,533	21.7%
Shade Trees	8,069	12,286	3,921	19,745	37,100	17,355	87.9%
Recreation Programming	223,872	205,472	151,345	144,592	134,304	(10,288)	-7.1%
Sulpizio Gym	-	42,593	48,618	25,623	22,343	(3,280)	-12.8%
Total Parks & Recreation	\$ 1,071,463	\$ 1,126,462	\$ 1,053,622	\$ 987,776	\$ 1,211,514	223,738	22.7%

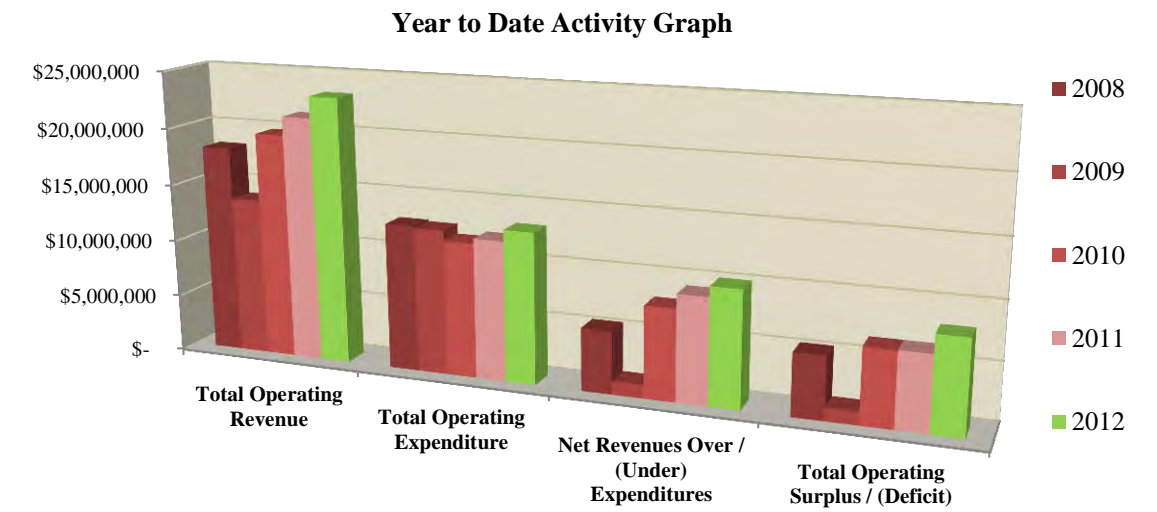
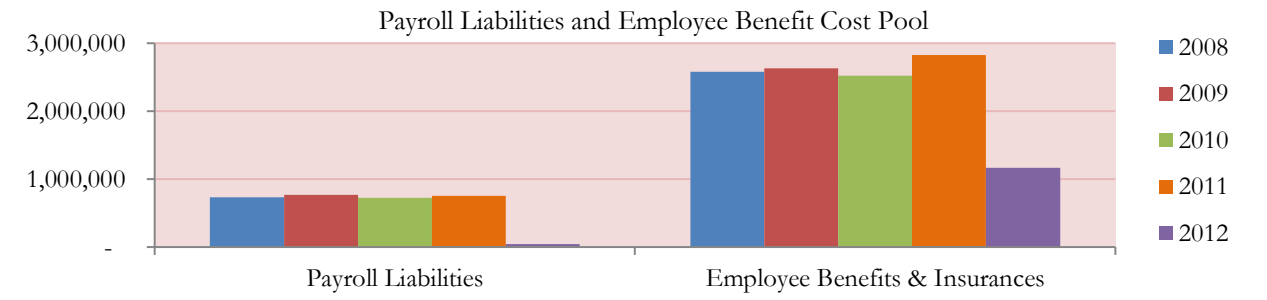
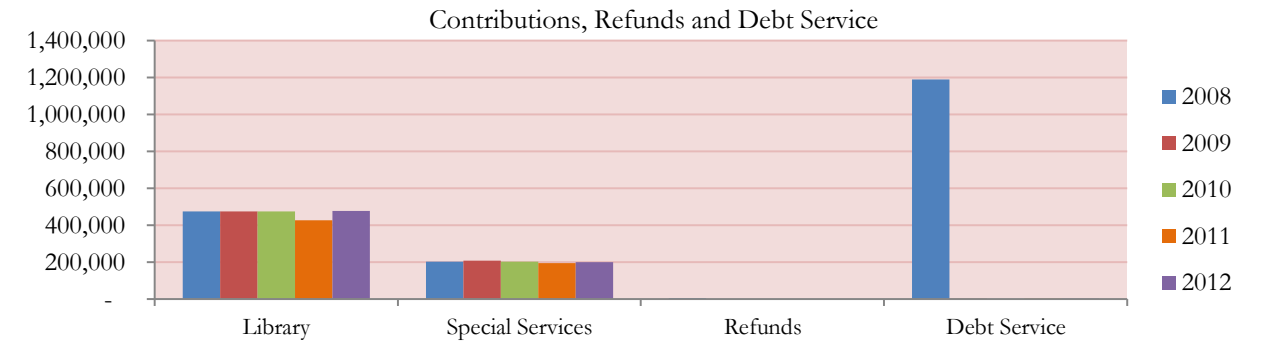


Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, July 31, 2012



Year-to-Date

	2008	2009	2010	2011	2012	\$Δ	%Δ
Contributions, Refunds & Misc.							
Library	475,795	475,795	475,797	428,087	476,551	48,463	11.3%
Special Services	204,954	209,854	204,715	195,965	201,330	5,365	2.7%
Refunds	6,197	-	-	-	-	-	n/a
Debt Service	1,187,627	950	-	1,000	25	(975)	-97.5%
Total Contributions, Refunds & Misc.	\$ 1,874,572	\$ 686,599	\$ 680,512	\$ 625,052	\$ 677,905	52,853	8.5%
Insurance, Payroll Liabilities & Benefits							
Payroll Liabilities	734,498	767,208	722,035	755,086	46,037	(709,049)	-93.9%
Employee Benefits & Insurances	2,577,025	2,631,231	2,517,040	2,823,125	1,166,273	(1,656,851)	-58.7%
Total Insurance & Employee Benefits	\$ 3,311,523	\$ 3,398,438	\$ 3,239,075	\$ 3,578,210	\$ 1,212,310	(2,365,900)	-66.1%
TOTAL OPERATING EXPENDITURES	\$ 12,751,342	\$ 12,618,287	\$ 11,753,170	\$ 12,172,261	\$ 13,153,596	981,335	8.1%
NET REVENUES OVER / (UNDER) EXPENDITURES	\$ 5,457,792	\$ 1,168,566	\$ 7,956,129	\$ 9,191,572	\$ 10,102,058	910,486	9.9%
Transfers In from Other Funds	-	-	-	-	-	-	n/a
Transfers Out to Other Funds	(55,000)	-	(1,457,598)	(2,690,066)	(1,993,046)	697,020	n/a
TOTAL SURPLUS / (DEFICIT)	\$ 5,402,792	\$ 1,168,566	\$ 6,498,531	\$ 6,501,506	\$ 8,109,012	1,607,506	24.7%

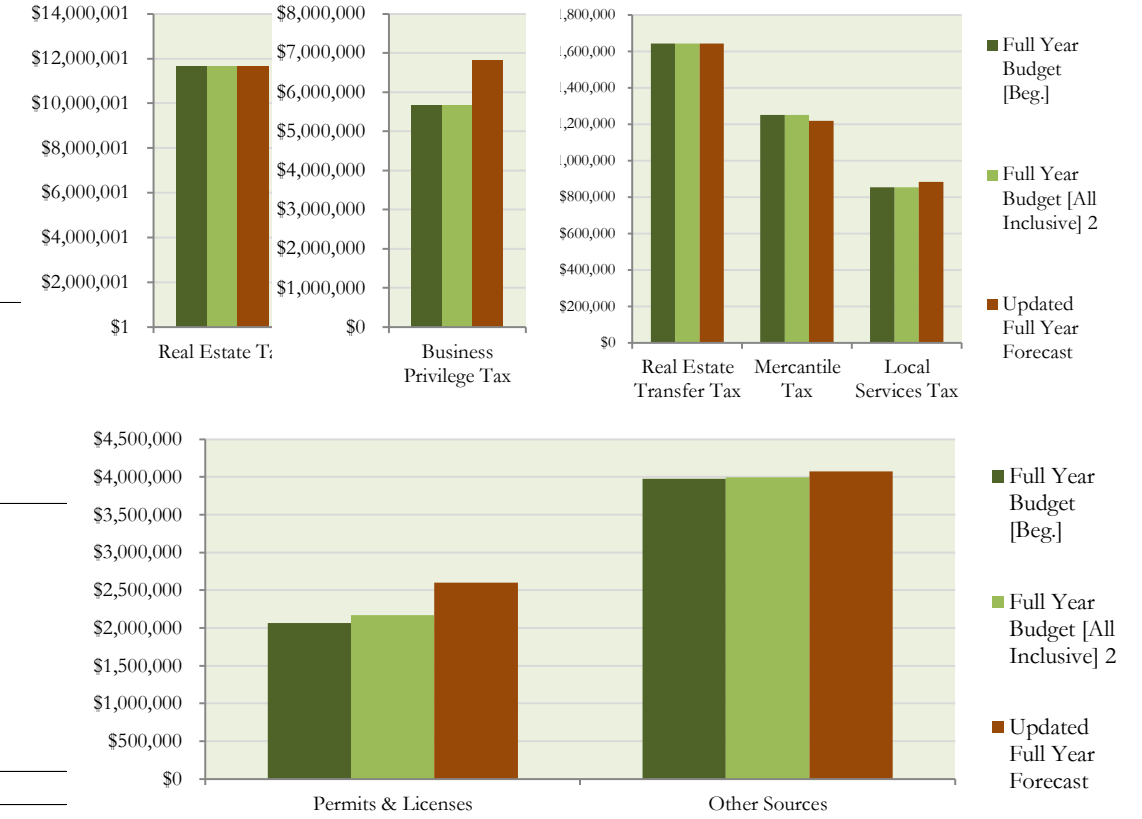


Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, July 31, 2012



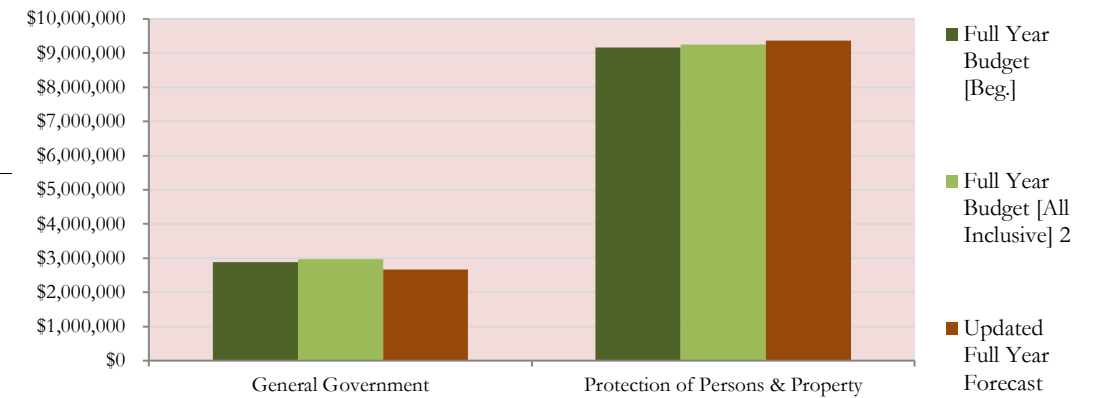
Full Year Budget v Forecast Comparison

	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%	11,650,906	100%
Real Estate Transfer Tax	1,642,104	n/a	-	1,642,104	0%	1,642,104	100%
Mercantile Tax	1,251,398	n/a	-	1,251,398	0%	1,217,676	97%
Local Services Tax	852,176	n/a	-	852,176	0%	884,216	104%
Amusement Tax	37,000	n/a	-	37,000	0%	38,136	103%
Business Privilege Tax	5,665,074	n/a	-	5,665,074	0%	6,807,413	120%
Mercantile Tax - Audit	50,000	n/a	-	50,000	0%	70,216	140%
Business Privilege Tax Audit	250,000	n/a	-	250,000	0%	383,986	154%
Total Taxes	\$ 21,405,514	\$ n/a	\$ -	\$ 21,405,514	0%	\$ 22,694,651	106%
Permits & Licenses							
Building Permits	876,950	n/a	-	876,950	0%	1,276,220	146%
Cable Franchise Payments	589,956	n/a	42,840	632,796	7%	596,407	94%
All Others	597,600	n/a	60,000	657,600	10%	729,414	111%
Total Permits & Licenses	\$ 2,064,506	\$ n/a	\$ 102,840	\$ 2,167,346	5%	\$ 2,602,041	120%
Other Sources							
Fines	692,062	n/a	-	692,062	0%	692,135	100%
Interest & Rents	150,000	n/a	-	150,000	0%	194,472	130%
Grants & Gifts	1,302,441	n/a	-	1,302,441	0%	1,335,091	103%
Departmental Earnings	1,651,720	n/a	15,600	1,667,320	1%	1,620,519	97%
Refunds & Miscellaneous	180,000	n/a	5,560	185,560	3%	230,553	124%
Total Other Sources	\$ 3,976,223	\$ n/a	\$ 21,160	\$ 3,997,383	1%	\$ 4,072,771	102%
TOTAL REVENUES	\$ 27,446,243	\$ n/a	\$ 124,000	\$ 27,570,243	0%	\$ 29,369,463	107%



EXPENDITURES

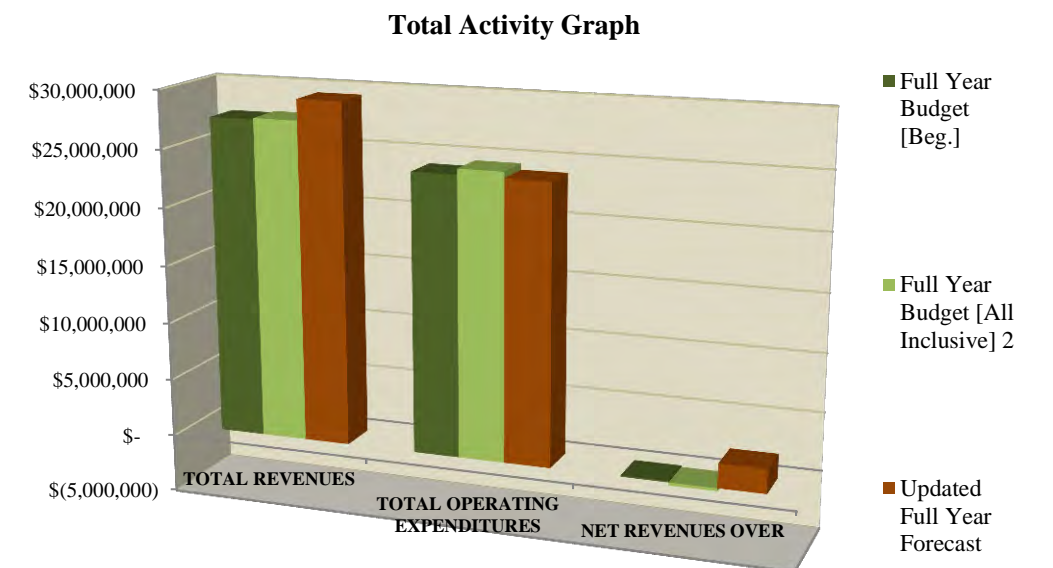
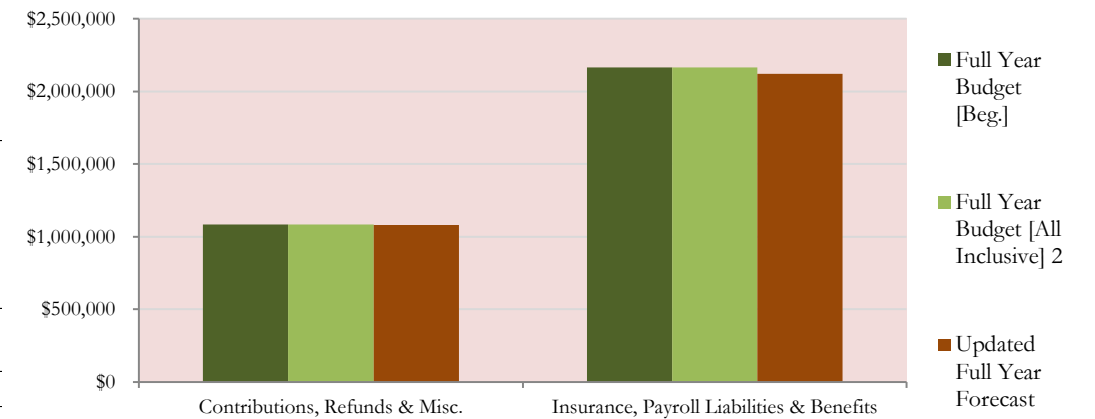
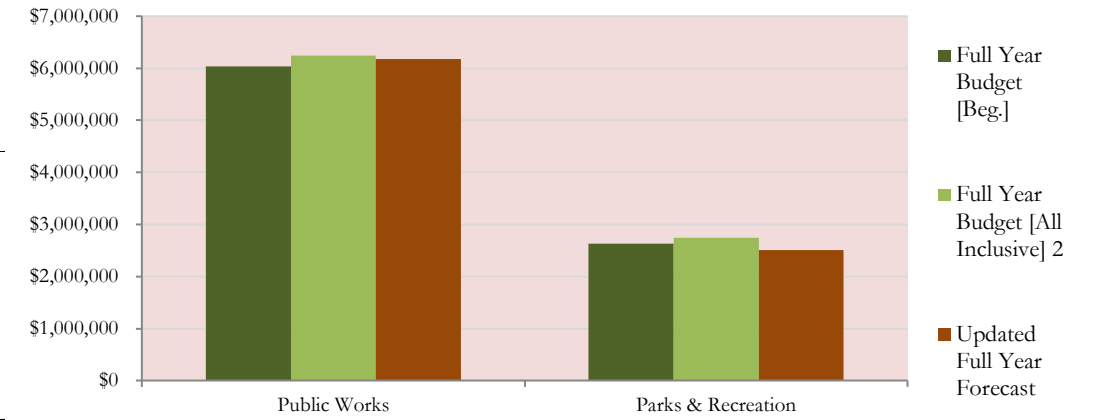
General Government							
Administration	880,711	45,695	-	926,406	5%	812,840	88%
Finance	1,111,413	24,333	-	1,135,746	2%	1,005,030	88%
Treasurer	52,996	-	-	52,996	0%	54,202	102%
Information Technology	281,155	1,547	-	282,702	1%	262,979	93%
Building & Grounds	552,017	13,816	-	565,833	3%	532,369	94%
Total General Government	\$ 2,878,292	\$ 85,392	\$ -	\$ 2,963,684	3%	\$ 2,667,420	90%
Protection of Persons & Property							
Community Development Department	835,588	7,937	-	843,525	1%	796,264	94%
Police Department	7,384,158	80,071	-	7,464,229	1%	7,637,071	102%
Fire Contributions (various departments)	938,830	6,100	-	944,930	1%	935,219	99%
Emergency Management	-	-	-	-	n/a	119	n/a
Total Protection of Persons & Property	\$ 9,158,576	\$ 94,109	\$ -	\$ 9,252,685	1%	\$ 9,368,672	101%



Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, July 31, 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%	2,731,714	98%
Engineering	403,212	505	-	403,717	0%	425,495	105%
General Highway	2,536,794	36,685	124,000	2,697,479	6%	2,663,195	99%
Mechanics	355,374	2,011	-	357,385	1%	355,123	99%
Total Public Works	\$ 6,033,563	\$ 85,831	\$ 124,000	\$ 6,243,393	3%	\$ 6,175,527	99%
Parks & Recreation							
Recreation Programming Administration	369,952	100	-	370,052	0%	335,923	91%
Park Maintenance Department	1,712,743	18,545	-	1,731,288	1%	1,676,841	97%
Shade Trees	65,000	37,100	-	102,100	57%	102,100	100%
Recreation Programming	385,318	51,672	-	436,990	13%	319,267	73%
Sulpizio Gym	100,000	3,743	-	103,743	4%	71,388	69%
Total Parks & Recreation	\$ 2,633,013	\$ 111,160	\$ -	\$ 2,744,173	4%	\$ 2,505,519	91%
Contributions, Refunds & Misc.							
Library	840,650	-	-	840,650	0%	828,898	99%
Special Services	238,975	-	-	238,975	0%	247,944	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%	\$ 1,081,841	100%
Insurance, Payroll Liabilities & Benefits							
Payroll Liabilities	55,000	-	-	55,000	0%	55,133	100%
Employee Benefits & Insurances	2,109,110	-	-	2,109,110	0%	2,065,873	98%
Total Insurance & Employee Benefits	\$ 2,164,110	\$ -	\$ -	\$ 2,164,110	0%	\$ 2,121,006	98%
TOTAL OPERATING EXPENDITURES	\$ 23,952,179	\$ 376,491	\$ 124,000	\$ 24,452,671	2%	\$ 23,919,987	98%
NET REVENUES OVER / (UNDER) EXPENDITURES	\$ 3,494,064	\$ (376,491)	\$ -	\$ 3,117,572		\$ 5,449,476	
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)		\$ 2,077,187	



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, July 31, 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	%	Updated Full Year Forecast	% Variance (vs. amend budget)
				Change		

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Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, July 31, 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	\$ 11,272,254	97%	\$ 11,309,815	97%		37,561	0.3%
Real Estate Transfer Tax	795,232	48%	937,549	57%		142,317	17.9%
Mercantile Tax	115,110	9%	81,388	7%		(33,722)	-29.3%
Local Services Tax	591,540	69%	623,580	73%		32,040	5.4%
Amusement Tax	12,829	35%	13,964	38%		1,136	8.9%
Business Privilege Tax	4,817,508	85%	6,248,510	110%		1,431,002	29.7%
Mercantile Tax - Audit	16,996	34%	40,216	80%		23,219	136.6%
Business Privilege Tax Audit	142,843	57%	266,858	107%		124,016	86.8%
Total Taxes	\$ 17,764,312	83%	\$ 19,521,880	91%		\$ 1,757,569	9.9%
Permits & Licenses							
Building Permits	612,491	100%	1,012,500	166%		400,009	65.3%
Cable Franchise Payments	393,228	62%	292,256	46%		(100,972)	-25.7%
All Others	404,326	44%	522,120	56%		117,794	29.1%
Total Permits & Licenses	\$ 1,410,045	65%	\$ 1,826,876	84%		\$ 416,831	29.6%
Other Sources							
Fines	384,266	56%	384,339	56%		73	0.0%
Interest & Rents	74,138	49%	118,610	79%		44,472	60.0%
Grants & Gifts	224,555	17%	222,128	17%		(2,427)	-1.1%
Departmental Earnings	1,039,019	62%	1,024,378	61%		(14,641)	-1.4%
Refunds & Miscellaneous	116,390	63%	157,443	85%		41,054	35.3%
Total Other Sources	\$ 1,838,367	46%	\$ 1,906,898	49%		\$ 68,531	3.7%
TOTAL REVENUES	\$ 21,012,724	76%	\$ 23,255,654	84%		\$ 2,242,930	10.7%
EXPENDITURES							
General Government							
Administration	424,284	46%	359,933	39%		(64,352)	-15.2%
Finance	552,387	49%	538,731	47%		(13,656)	-2.5%
Treasurer	38,774	73%	28,761	54%		(10,013)	-25.8%
Information Technology	168,972	60%	129,167	46%		(39,804)	-23.6%
Building & Grounds	307,927	54%	279,379	49%		(28,548)	-9.3%
Total General Government	\$ 1,492,344	50%	\$ 1,335,971	45%		\$ (156,372)	-10.5%
Protection of Persons & Property							
Community Development Department	418,947	50%	370,372	44%		(48,576)	-11.6%
Police Department	4,598,958	62%	4,794,693	64%		195,735	4.3%
Fire Contributions (various departments)	401,372	42%	408,558	43%		7,186	1.8%
Emergency Management	-	n/a	119	n/a		119	n/a
Total Protection of Persons & Property	\$ 5,419,277	59%	\$ 5,573,741	60%		\$ 154,464	2.9%

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 7 months of 2012
Township audit activities have been increased through the first 7 months of 2012

Excess is primarily the result of one, large permit back in May
Timing difference in 2nd qtr pmts vs prior years + Actual revenues are less than expectations to-date
Positive variance from better than expected escrow deposits and other Comm Dev and Engineering activity

Activity is occurring as budgeted
Activity continues to outpace prior years and the expectations for 2012
Non material amount
Recreational programming revenues are down, causing this negative variance
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 better than budgeted
Activity to date is occurring better than budgeted
Activity to date is occurring better than budgeted
Activity to date is occurring better than budgeted

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 and overtime expenses exceeding budgets
Fuel and insurances are slightly higher than budgeted to-date
n/a

Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, July 31, 2012



Budget v Actual : Year-to-Date						
YTD Budget [Amended]	% of Full Year Budget	YTD Actual	B v A	%	\$	Variance
Public Works						
Sanitation	1,375,772	49%	1,414,919	51%		39,146
Engineering	219,342	54%	244,879	61%		25,537
General Highway	1,327,829	49%	1,302,639	48%		(25,189)
Mechanics	178,372	50%	179,717	50%		1,346
Total Public Works	\$ 3,101,315	53%	\$ 3,142,154	54%	\$	40,840
Parks & Recreation						
Recreation Programming Administration	184,803	50%	163,040	44%		(21,763)
Park Maintenance Department	884,583	51%	854,727	49%		(29,855)
Shade Trees	37,100	36%	37,100	36%		-
Recreation Programming	199,827	46%	134,304	31%		(65,523)
Sulpizio Gym	50,963	49%	22,343	22%		(28,620)
Total Parks & Recreation	\$ 1,357,276	49%	\$ 1,211,514	44%	\$	(145,762)
Contributions, Refunds & Misc.						
Library	475,955	57%	476,551	57%		596
Special Services	201,330	84%	201,330	84%		-
Refunds	-	0%	-	0%		n/a
Debt Service	1,028	21%	25	0%		(1,003)
Total Contributions, Refunds & Misc.	\$ 678,312	63%	\$ 677,905	63%	\$	(407)
Insurance, Payroll Liabilities & Benefits						
Payroll Liabilities	46,037	n/a	46,037	n/a		(0)
Employee Benefits & Insurances	1,230,314	57%	1,166,273	54%		(64,041)
Total Insurance & Employee Benefits	\$ 1,276,351	59%	\$ 1,212,310	56%	\$	(64,042)
TOTAL OPERATING EXPENDITURES	\$ 13,324,875	54%	\$ 13,153,596	54%	\$	(171,279)
NET REVENUES OVER / (UNDER)						
EXPENDITURES	\$ 7,687,849		\$ 10,102,058		\$	2,414,209
Transfers In from Other Funds	-	n/a	-	n/a		-
Transfers Out to Other Funds	(1,993,046)	59%	(1,993,046)	59%		0
NET REVENUES OVER	\$ 5,694,803		\$ 8,109,012		\$	2,414,210

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 below budget - to help offset the reduction in revenue noted in "Departmental Earnings"
 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
 Retiree Healthcare is coming in slightly below budgets each month, compounding the positive variance

n/a
 n/a
 Activity is occurring approximately 31% better than expected through July (mostly from business privilege & other revenues)

Radnor Township, PA
 Monthly Finance Report
 General Fund
 For the Month Ended, July 31, 2012



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

Variance Notation

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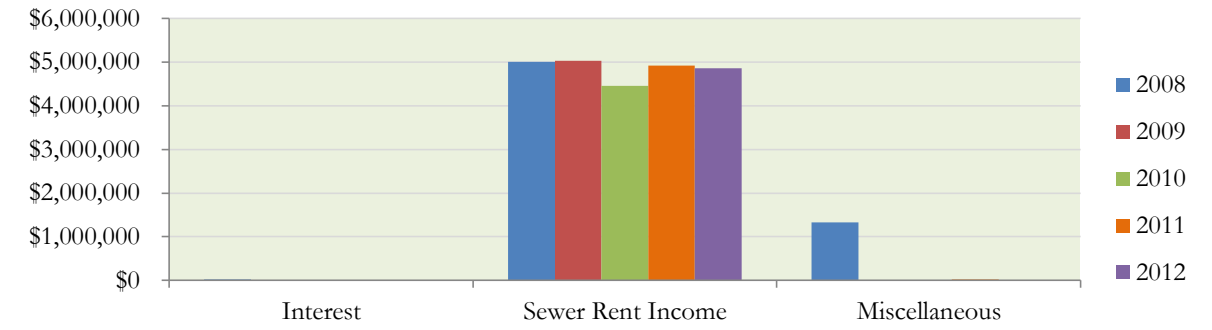
Radnor Township, PA
 Monthly Finance Report
 Sewer Fund
 For the Month Ended, July 31, 2012



Year-to-Date

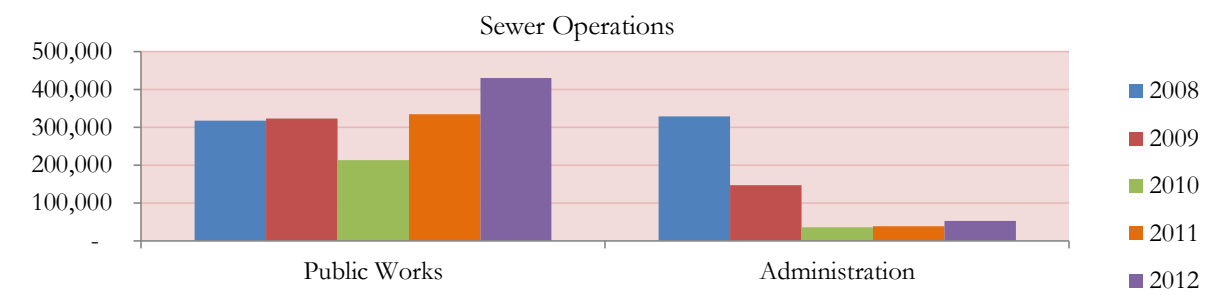
	2008	2009	2010	2011	2012	\$Δ	%Δ
REVENUES							
All Sources							
Interest	\$ 18,808	\$ 3,077	\$ 2,881	\$ 2,695	\$ 6,969	4,274	148.4%
Sewer Rent Income	5,005,839	5,032,608	4,464,225	4,925,664	4,866,623	(59,040)	-1.3%
Miscellaneous	1,324,470	8,018	7,236	14,666	11,773	(2,893)	-40.0%
TOTAL REVENUES	\$ 6,349,116	\$ 5,043,703	\$ 4,474,342	\$ 4,943,024	\$ 4,885,365	(57,659)	-1.3%

(1) In 2008, the Township sold a Tax Anticipation Note in January which was recorded as "Miscellaneous" above

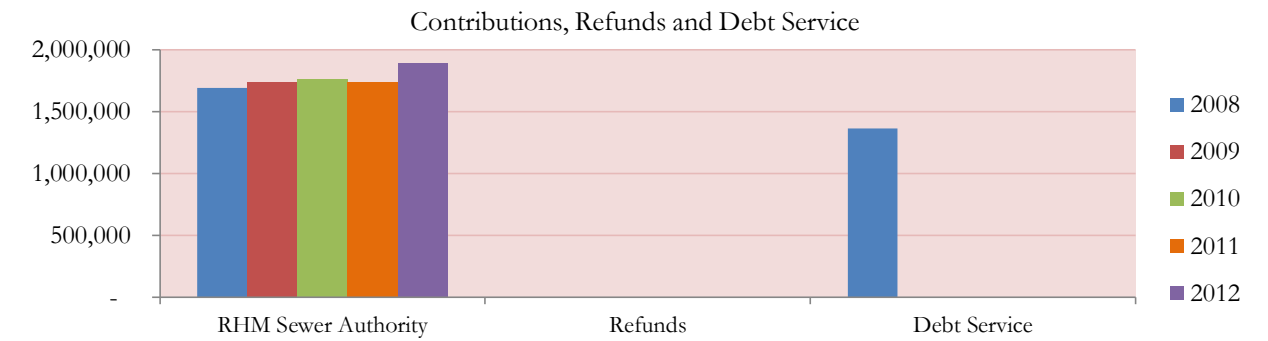


EXPENDITURES

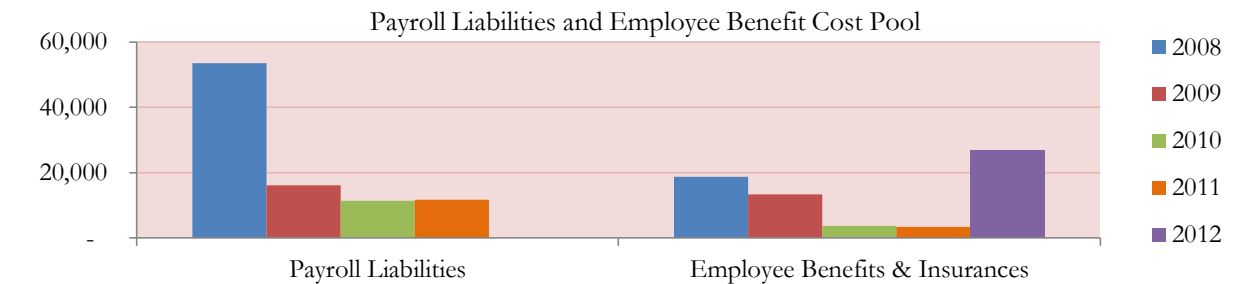
Sewer Operations							
Public Works	317,933	323,081	213,969	334,432	430,719	96,287	45.0%
Administration	328,506	146,803	35,960	38,007	53,222	15,215	42.3%
Total Sewer Operations	\$ 646,439	\$ 469,885	\$ 249,929	\$ 372,438	\$ 483,941	111,502	44.6%



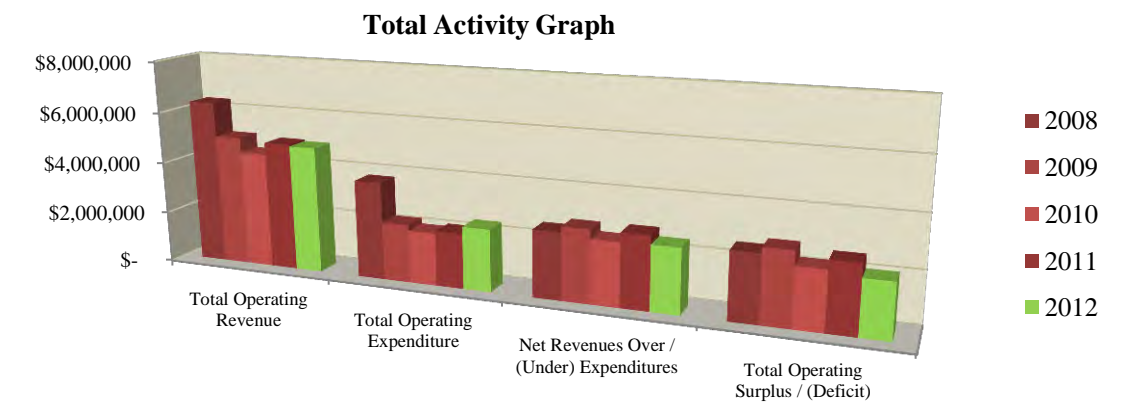
Contributions, Refunds & Misc.							
RHM Sewer Authority	1,688,668	1,741,152	1,763,784	1,743,027	1,894,331	151,304	8.6%
Refunds	-	-	-	-	-	-	n/a
Debt Service	1,361,259	-	-	-	-	-	n/a
Total Contributions, Refunds & Misc.	\$ 3,049,926	\$ 1,741,152	\$ 1,763,784	\$ 1,743,027	\$ 1,894,331	151,304	8.6%



Insurance, Payroll Liabilities & Benefits							
Payroll Liabilities	53,493	16,086	11,417	11,688	-	(11,688)	-102.4%
Employee Benefits & Insurances	18,694	13,360	3,726	3,402	26,685	23,283	624.9%
Total Insurance & Employee Benefits	\$ 72,187	\$ 29,446	\$ 15,142	\$ 15,090	\$ 26,685	11,595	76.6%



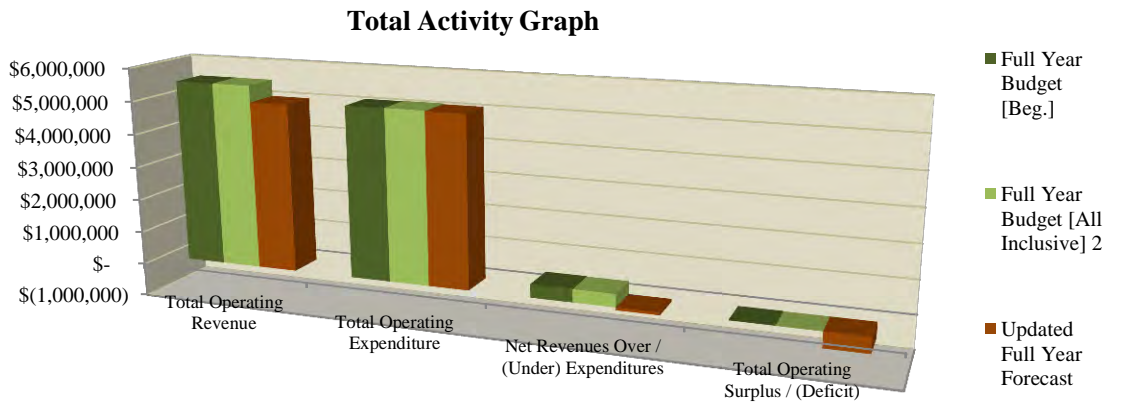
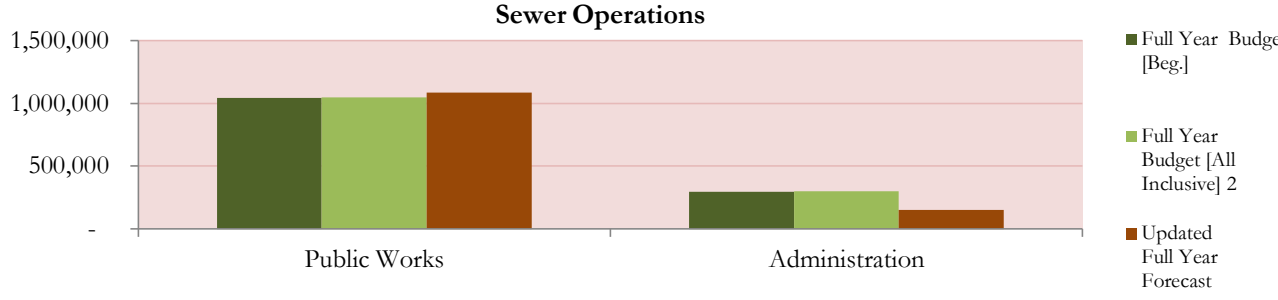
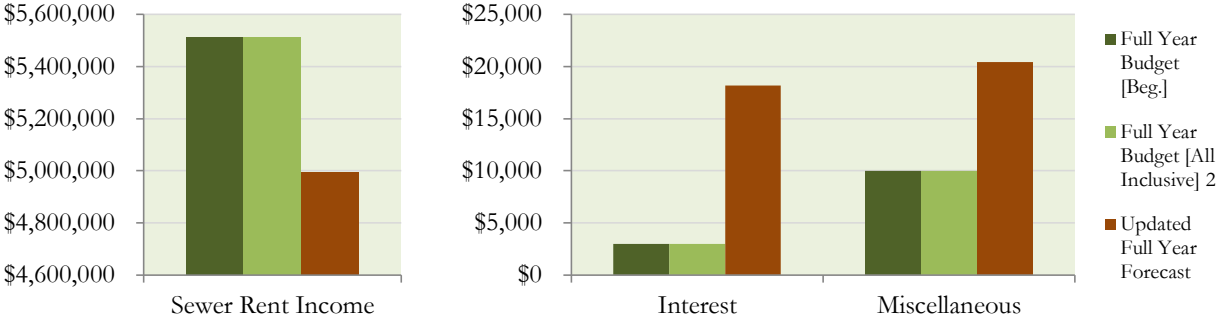
TOTAL OPERATING EXPENDITURES	\$ 3,768,552	\$ 2,240,482	\$ 2,028,856	\$ 2,130,556	\$ 2,404,957	274,401	13.5%
NET REVENUES OVER / (UNDER) EXPENDITURES	\$ 2,580,564	\$ 2,803,220	\$ 2,445,486	\$ 2,812,469	\$ 2,480,409	(332,060)	-13.6%
Transfers In from Other Funds	-	-	-	-	-	-	n/a
Transfers Out to Other Funds	-	-	(190,000)	(210,000)	(390,664)	(180,664)	n/a
TOTAL SURPLUS / (DEFICIT)	\$ 2,580,564	\$ 2,803,220	\$ 2,255,486	\$ 2,602,469	\$ 2,089,745	(512,724)	-22.7%



Radnor Township, PA
 Monthly Finance Report
 Sewer Fund
 For the Month Ended, July 31, 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	\$ 3,000	0%	\$ 18,156	605%
Sewer Rent Income	5,513,464	n/a	5,513,464	0%	4,994,698	91%
Miscellaneous	10,000	n/a	10,000	0%	20,407	204%
TOTAL REVENUES	\$ 5,526,464	\$ n/a	\$ 5,526,464	0%	\$ 5,033,261	91%
EXPENDITURES						
Sewer Operations						
Public Works	1,041,015	7,708	1,048,723	1%	1,083,059	103%
Administration	296,583	4,539	301,122	2%	150,747	50%
Total Sewer Operations	\$ 1,337,598	\$ 12,247	\$ 1,349,845	1%	\$ 1,233,807	91%
Contributions, Refunds & Misc.						
RHM Sewer Authority	3,788,662	-	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	\$ -	\$ 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	\$ 5,138,507	0%	\$ 5,115,639	100%
NET REVENUES OVER / (UNDER)						
EXPENDITURES	\$ 400,204	\$ (12,247)	\$ 387,957	-3%	\$ (82,378)	-21%
Transfers In from Other Funds	-	n/a	-	n/a	-	n/a
Transfers Out to Other Funds	(390,664)	-	(390,664)	n/a	(390,664)	n/a
TOTAL SURPLUS / (DEFICIT)	\$ 9,540	\$ (12,247)	\$ (2,707)	-128%	\$ (473,042)	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, July 31, 2012



Budget v Actual : Year-to-Date

	YTD	Forecast	% of Full Year Budget	YTD Actual	B v A Target %	\$	Variance	%
REVENUES								
All Sources								
Interest	\$	1,200	40%	\$ 6,969	0%		5,769	480.9%
Sewer Rent Income		5,338,196	97%	4,866,623	0%		(471,573)	-8.8%
Miscellaneous		5,496	55%	11,773	0%		6,277	114.2%
TOTAL REVENUES	\$	5,344,892	97%	\$ 4,885,365	0%	\$	(459,527)	-8.6%
EXPENDITURES								
Sewer Operations								
Public Works		330,164	31%	430,719	0%		100,555	30.5%
Administration		177,305	59%	53,222	0%		(124,084)	-70.0%
Total Sewer Operations	\$	507,469	38%	\$ 483,941	0%	\$	(23,529)	-4.6%
Contributions, Refunds & Misc.								
RHM Sewer Authority		1,894,331	50%	1,894,331	50%		-	0.0%
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
Employee Benefits & Insurances		-	n/a	26,685	n/a		26,685	n/a
Total Insurance & Employee Benefits	\$	-	0%	\$ 26,685	0%	\$	26,685	n/a
TOTAL OPERATING EXPENDITURES	\$	2,401,800	47%	\$ 2,404,957	47%	\$	3,156	0.1%
NET REVENUES OVER / (UNDER) EXPENDITURES	\$	2,943,092		\$ 2,480,409		\$	(462,683)	-15.7%
Transfers In from Other Funds		-	0%	-	0%		-	n/a
Transfers Out to Other Funds		(390,664)	100%	(390,664)	100%		-	n/a
TOTAL SURPLUS / (DEFICIT)	\$	2,552,428		\$ 2,089,745		\$	(462,683)	-18.1%

Variance Notation

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

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.

To date, this activity is occurring as expected
 n/a
 n/a

n/a
 The original 2012 budget did not have estimates in for Insurance

n/a
 n/a

Through July, as a result of the lower than expected revenue, the Sewer Fund is running 18% below expectations

Radnor Township, PA

2013 Budget and Five-Year Forecast Implementation Calendar

Adopted -- August 20, 2012



<p>July 19 July 31</p> <p>August 8 August 10 August 13</p> <p>August 15, 16 August 20 August 23</p> <p>September 6, 8 September 10 September 12 September 17 September 18-21 September 19 September 24 September 30</p> <p>October 8 October 9-11 October 10 October 15 October 22</p> <p>October 29</p> <p>November 7 November 12 November 14 November 18 November 26</p> <p>December 5 December 17</p>	<p>CARFAC Meeting: Review draft budget calendar Finalize the Proposed 2013 Budget Calendar</p> <p>Kickoff Staff Meeting (all employees) – 2013 Budget Planning Session Distribution of 2013 Departmental Budget Packets BOC Special Meeting: Summary of Findings to date/ Recommendations Administration to give presentation on fully loaded forecast (to-date) Internal Planning Session (Department Working Groups) BOC Regular Meeting: (1) Prelim. Outline/ Discussion for 2013 Budget CARFAC Meeting: Review significant budget items/ determine working group breakout items to be worked on in September</p> <p>Township Manager: Public Listening Sessions for Resident and Business Input BOC Regular Meeting: (2) Introduction of projected 2013 MMO Resolution Individual Department Budget Requests and Supporting Documentation Due BOC Special Meeting: (1) Formal adoption of BOC priorities for 2013 Individual Department Budget Working Sessions #1 CARFAC Meeting: Overall budget update & Working group budget updates BOC Regular Meeting [adopt 2013 MMO Resolution] Submit 2013-2018 Capital Program to BOC [\$7.06]</p> <p>BOC Regular Meeting Individual Department Budget Working Sessions #2 CARFAC Meeting: Full Review Preliminary Manager Recommended Budget Submit 2013 Prelim. Manager Recommended Budget to BOC [\$7.03] (1) BOC Regular Meeting (2) Adoption of 2013 Preliminary Budget (Resolution) [\$7.07.A] Public Hearing #1 on 2013 Preliminary Budget [6:30pm]</p> <p>Public Hearing #2 on 2013 Preliminary Budget [6:30pm] BOC Regular Meeting: Public Hearing #3 on 2013 Prelim. Budget [\$7.07.B] CARFAC Meeting Public Hearing #4 on 2013 Preliminary Budget [5:00pm] BOC Regular Meeting: Introduction of 2013 Final Budget Ordinance [\$7.07.C]</p> <p>CARFAC Meeting: Final review of 2013 Budget and any discussion items ahead of the December 10th Board meeting BOC Regular Meeting: Final Adoption of 2013 Budget Ordinance to include:</p> <ul style="list-style-type: none"> • 2013 Tax Rates • 2013 Sewer Rent Rates • 2013 Consolidated Fee Schedule • 2013 Salary Schedule • Five Year Capital Program • 2013 Appropriation Budget • Five Year Financial Forecast • Fifteen Year Financial Model
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July 2012						
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