



BOARD OF SUPERVISORS,  
Draft 2021 Budget  
WORKSHOP  
**October 13, 2020**  
**6:00 p.m.**

AGENDA

**LOCATION:** This meeting will be held **virtually**. Any member of the public interested in participating in the meeting should email the Township at [tscheivert@upperuwchlan-pa.gov](mailto:tscheivert@upperuwchlan-pa.gov) for a link and a password to join in the meeting. To minimize public exposure to COVID-19, the meeting will be conducted via webinar. No attendance in person will be allowed. If you require special accommodation, please call the Township office at 610-458-9400.

- I. Call to Order
  - A. Salute to the Flag
  - B. Moment of Silence
  - C. Inquire if any Attendee plans to audio or video record the Workshop
  - D. Executive Sessions were held September 21, 2020 regarding personnel and legal matters and October 5, 2020 regarding legal matters
- II. Tax Collector Compensation Ordinance Amendment – Authorize Advertisement
- III. Promulgation, Resolution for Updated Township Emergency Operations Plan
- IV. Draft 2021 Budget
  - A. General Fund
    1. Police Department
    2. Building / Codes Department
    3. Public Works Department
  - B. Solid Waste Fund
  - C. Liquid Fuels Fund
- V. Open Session
- VI. Adjournment



# UPPER UWCHLAN TOWNSHIP

## MEMORANDUM

### ADMINISTRATION

TO: BOARD OF SUPERVISORS

FROM: Gwen Jonik  
Township Secretary

RE: Tax Collector Compensation Ordinance Amendment  
– Authorize Advertisement

DATE: October 9, 2020

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The Board is requested to authorize the advertisement of the following draft Ordinance to change the tax collector's compensation, beginning January 1, 2022. You may consider the Ordinance for adoption at your November 16 meeting.

In order for the compensation to be changed, the Township must adopt an Ordinance and it be in effect by the first date that candidates may circulate and file nomination petitions, typically February.



UPPER UWCHLAN TOWNSHIP  
CHESTER COUNTY, PENNSYLVANIA  
ORDINANCE NO. \_\_\_\_\_

**AN ORDINANCE OF THE TOWNSHIP OF UPPER UWCHLAN, CHESTER COUNTY, PENNSYLVANIA, AMENDING CHAPTER 36 OF THE UPPER UWCHLAN CODE TITLED, "SALARIES AND COMPENSATION", ARTICLE II TITLED "TAX COLLECTOR", SECTION 36-3 TITLED "COMPENSATION ESTABLISHED", TO CHANGE THE COMPENSATION OF THE TOWNSHIP TAX COLLECTOR EFFECTIVE CALENDAR YEAR 2022.**

WHEREAS, the Second Class Township Code authorizes the electors of Upper Uwchlan Township to elect a tax collector to serve for a term of four years; and

WHEREAS, pursuant to 72 P.S. §5511.35, the compensation or salary of the tax collector shall be established by the Board of Supervisors.

NOW THEREFORE, BE IT ENACTED AND ORDAINED by the Board of Supervisors of Upper Uwchlan Township as follows:

**SECTION 1.** Chapter 36 of the Upper Uwchlan Code, titled, "Salaries and Compensation", Article II, Section 36-3 shall be amended as follows:

**"§ 36-3. Compensation designated.**

The compensation for the Upper Uwchlan Township tax collector (the "Tax Collector") shall be as follows:

- A. Through December 31, 2021, the Township shall pay the Tax Collector \$1.65 per real estate tax bill. The compensation shall be paid to the Tax Collector in bi-weekly installments.
- B. Commencing January 1, 2022, the Township shall pay the Tax Collector the sum of One Dollar (\$1.00) per annum. Said rate shall continue for subsequent terms unless amended by ordinance of the Board of Supervisors.
- C. Expenses for postage for the tax notices shall be paid by the Township as provided by the laws of the Commonwealth pursuant to 72 P.S. § 5511.9."

**SECTION 2. Severability.** If any sentence, clause, section, or part of this Ordinance is for any reason found to be unconstitutional, illegal or invalid, such unconstitutionality, illegality or invalidity shall not affect or impair any of the remaining provisions, sentences, clauses, sections, or parts hereof. It is hereby declared as the intent of the Board of Supervisors that this Ordinance would have been adopted had such unconstitutional, illegal, or invalid sentence, clause, section, or part thereof not been included herein.

**SECTION 3. Repealer.** All Ordinances or parts of Ordinances conflicting with any provision of this Ordinance are hereby repealed insofar as the same affects this Ordinance.

**SECTION 4. Effective Date.** This Ordinance shall become effective five days after enactment as by law provided.

ENACTED this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

ATTEST:

**UPPER UWCHLAN TOWNSHIP  
BOARD OF SUPERVISORS**

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Gwen A. Jonik, Township Secretary

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Sandra M. D'Amico, Chair

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Jamie W. Goncharoff, Vice-Chair

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Jennifer F. Baxter, Member

## **Changes to Emergency Operations Plan (EOP)**

Review completed by Byron Nickerson, Emergency Management Coordinator (EMC) and Chairperson, Emergency Management Planning Commission (EMPC) for Upper Uwchlan Township (UUT)

Date of review: October 2, 2020

### **List of Proposed Changes**

1. The binder cover should be updated.
2. Chester County DES Staff Directory should be updated.
3. EOP cover and cover page should be updated to reflect this review.
4. Resolution to adopt these recommended changes should be approved and adopted by the Upper Uwchlan Township Board of Supervisors.
5. Table of Contents should be updated, all pages referenced, and page numbers corrected.
6. Tabs for Appendices A, b, and C should be provided.
7. Promulgation page ii should be updated to reflect these changes.
8. Certification of Annual Review should be updated and become page iii.
9. Certification of Review (current page iii) should be updated, including correcting the page number.
10. Distribution List (current page iv) should be updated, including correcting the page number.
11. Page 1: The current population, of UUT is reportedly 11,519 (UUT Web Site).
12. If available, an updated UUT Community Trail Master Plan – Pedestrian Trails map should be included and referenced as Appendix D in the Table of Contents.
13. Checklist #1 should be updated to reflect the current structure of the Board of Supervisors and list Tony Scheivert as the Township Manager.
14. Checklist #1, Page 3 should be updated to reflect the current Board of Supervisors
15. Checklist #2 – UUT EOP Emergency Operations Center (EOC) Billet Assignment List should be updated.
  - a. Changes include the Supervisors, EMC, Tom Kelly should be referenced as the Deputy Communications Officer, Kevin Cook should be referenced as the Limerick/Hazmat Officer, Tony Scheivert should be referenced as the Public Information Officer, Byron Nickerson's cell phone number is xxx-xxx-xxxx.
16. Checklist #2, page 5: Update the names of the elected officials.
17. Checklist #2, page 5, add Item 15 after item 14, which is "County notified that EOC is operational." Item 15 should read: "EOC requests initial test email from the County at eoc@upperuwchlan-pa.gov."
18. Checklist #6, page 15, Notification, Item 2. Following item 1 "Reported to the Municipal Emergency Operations Center (EOS) at 140 Pottstown Pike, Chester Springs, PA," add new item 2: "Establish position in the EOC beside the AFCES/RACES personnel and the EOC Manager."
19. Checklist #6, page 15, Notification, Item 7. Following item 6 "Established contact with county Communication Branch Director," add new item 7: "Request initial test email from County at eoc@upperuwchlan-pa.gov."
20. Appendix 9, page 9-4: The EOC floor plan should be updated in consultation with the EMC.

# **PROMULGATION**

THE UPPER UWCHLAN TOWNSHIP  
EMERGENCY OPERATIONS PLAN WAS  
UPDATED \_\_\_\_\_

THIS PLAN WAS ADOPTED BY THE UPPER UWCHLAN TOWNSHIP BOARD OF  
SUPERVISORS UNDER RESOLUTION # \_\_\_\_\_  
DATED \_\_\_\_\_. THIS PLAN SUPERCEDES ALL  
PREVIOUS PLANS.

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Sandra M. D'Amico  
Board of Supervisors Chair

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Gwen A. Jonik  
Township Secretary

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Byron Nickerson  
Upper Uwchlan Township Emergency Management Coordinator



UPPER UWCHLAN TOWNSHIP  
Chester County, Pennsylvania

RESOLUTION # \_\_\_\_\_

A RESOLUTION approved and adopted by the elected officials of UPPER UWCHLAN TOWNSHIP, Chester County, Pennsylvania, on the date hereinafter set forth.

WHEREAS, Section 7503 of the Pennsylvania Emergency Management Services Code, 35 Pa. C.S. Section 7101 et seq. mandates that municipalities prepare, maintain and keep current an emergency operations plan for the prevention and minimization of injury and damage caused by a major emergency or disaster within this municipality; and

WHEREAS, in response to the mandate stated above, this municipality has prepared an Emergency Operations Plan to provide prompt and effective emergency response procedures to be followed in the event of a major emergency or disaster; and

WHEREAS, this municipality has also prepared an Emergency Operations Plan in order to reduce the potential effects of a major emergency or disaster and to protect the health, safety and welfare of the residents of this municipality;

NOW, THEREFORE, we, the undersigned elected officials of UPPER UWCHLAN TOWNSHIP do hereby approve, adopt and place into immediate effect the Emergency Operations Plan of UPPER UWCHLAN TOWNSHIP. This Plan shall be reviewed every two years to make certain that it conforms to the requirements of the Chester County Emergency Operations Guideline.

ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

UPPER UWCHLAN TOWNSHIP  
BOARD OF SUPERVISORS

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Sandra M. D'Amico, Chair

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Jamie W. Goncharoff, Vice Chair

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Jennifer F. Baxter, Member

ATTEST:

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Gwen A. Jonik  
Township Secretary

UPPER UWCHLAN TOWNSHIP  
CHESTER COUNTY  
COMMONWEALTH OF PENNSYLVANIA

# 2021 Budget



Budget Workshops – October 13 &  
November 10, 2020

Advertised – November 18, 2020

Approved – Monday, December 21, 2020

**Table of Contents – October Workshop**

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**ABOUT UPPER UWCHLAN TOWNSHIP.....**



**Location of Chester County  
shown in red on map of Pennsylvania**

Upper Uwchlan Township is one of 73 municipalities that comprise Chester County, Pennsylvania, located in the northern part of the county. Chester County was one of the three original Pennsylvania counties created by William Penn in 1682. (*Philadelphia and Bucks Counties are the other two*). Chester County is the highest-income county in Pennsylvania and ranks as the 24<sup>th</sup> highest in the United States as measured by median household income in the 2010 census.

Historically, the location of Chester County, lying between Philadelphia and the Susquehanna River, attributed to its growth. The first road towards the “west” (meaning Lancaster County) passed through the central part of Chester County. This road became known as Lincoln Highway and later, US Route 30. It is still known today as Lancaster Avenue in most of the Chester County towns it runs through. The first railroad (which became the Pennsylvania Railroad) followed a similar route and the Reading railroad followed the Schuylkill River to Reading. Industry was concentrated along the rail lines. The availability of transportation allowed workers to commute to urban jobs and suburbs sprang up in rural areas.

Chester County has fertile soil; rich loam as deep as twenty-four inches thick together with a temperate climate have made it a major agricultural area. Although development in Chester County has increased, agriculture is still a major part of the county’s economy. The number of horse farms is increasing and mushroom farming is a specialty in the southern portion of the county. Chester County is home to the famous Devon Horse Show and Radnor Hunt.

Upper Uwchlan Township was incorporated as a municipality in 1858. The Township contains 12.12 square miles. The main population center of the Township has grown surrounding the historic Eagle Tavern at the intersection of Route 100 and Little Conestoga Road. This area is known as the “Village of Eagle” and remains unincorporated. It is sometimes referred to as “Uwchland, which is the address of the closest Post Office. The name “Uwchland” was the result of a spelling error made by the Postal Service in the 1970’s when it established the 19480 zip code. Much of the area uses a Chester Springs address which has a zip code of 19425.

Route 100 is the only main state route going through Upper Uwchlan Township; it traverses north to south. Route 401 skims the northeastern edge of the township and meets Route 100 in West Vincent Township. There is easy access to Philadelphia and King of Prussia with the Pennsylvania Turnpike/Interstate 76 which cuts through the township, crossing over Route 100 in the far southern section of the township. The Turnpike interchange is located in Uwchlan Township and is only a few minutes from the Village of Eagle. There is no public transportation within the Township.

**ABOUT UPPER UWCHLAN TOWNSHIP.....continued**

The 2010 census shows that there are 11,227 residents of the Township vs. 6,850 in the census of 2000. The Township experienced significant development during the first decade of this century. There are 3,618 residential dwellings in the Township with a median value of \$420,100. This compares to a median value in Chester County of \$329,700 and \$164,900 in the Commonwealth of Pennsylvania.

The median family income in Upper Uwchlan Township in 2012 was \$163,415 compared to \$104,431 and \$65,980 for Chester County and the Commonwealth of Pennsylvania, respectively. Township residents are well educated. The majority (62.4%) of Township residents are employed in professional occupations, and 22.3% are employed in sales and other office positions.

The ten largest employers in Upper Uwchlan provide approximately 1,300 jobs. Most businesses within the Township are small retail or professional offices.

Marsh Creek State Park is located in Upper Uwchlan and Wallace Townships. It is the location of the 535 acre man-made Marsh Creek Lake which was created when Marsh Creek was dammed in the early 1970's. It has an average depth of 40 feet (73 feet at its deepest); it is stocked with fish and is a stop for migrating waterfowl. Fishing and non-powered or electric powered boats are permitted. A portion of the Park is open to hunting. There are about 12 miles of trails available for equestrian use, hiking and mountain biking around the lake.

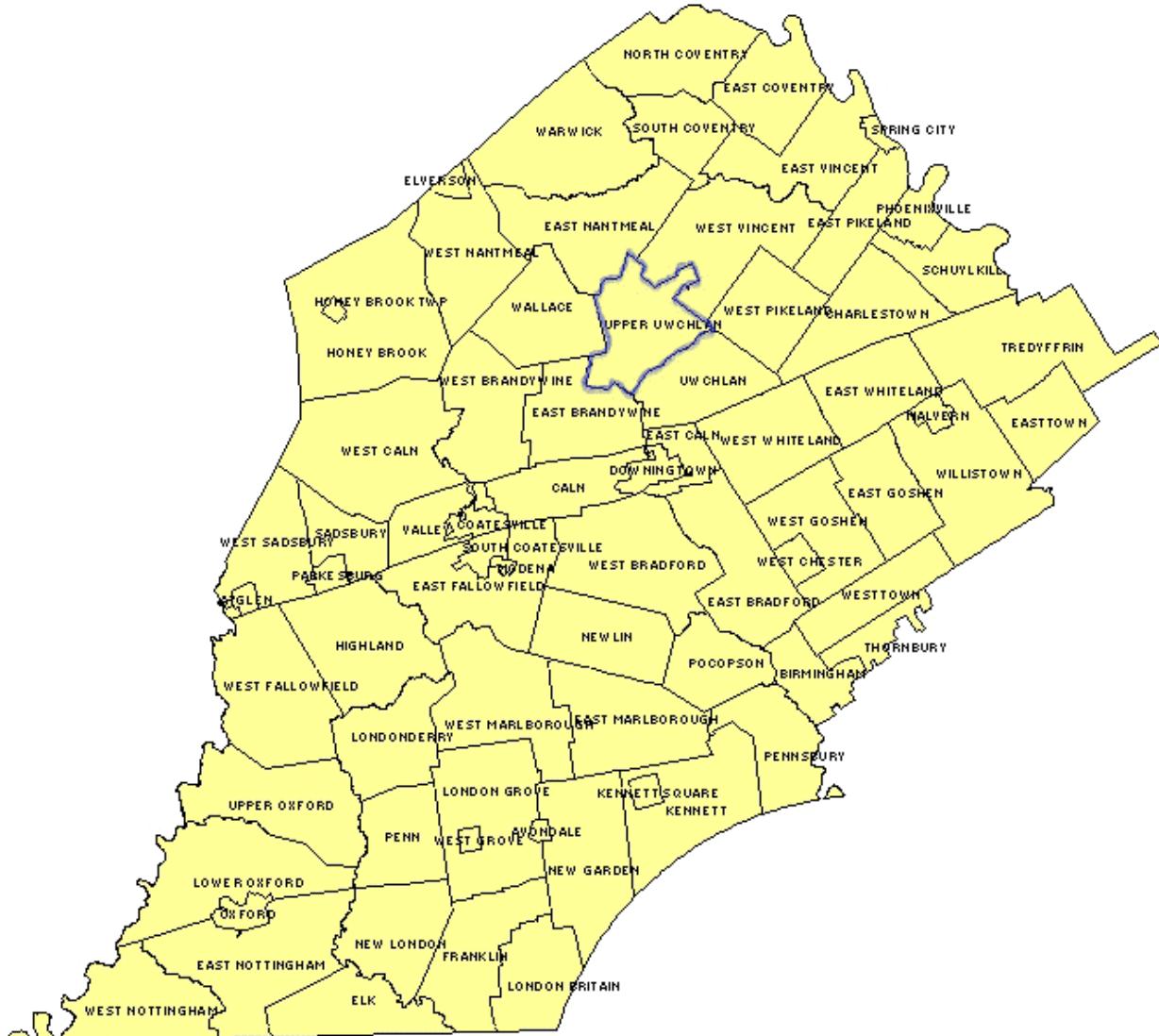
The Township owns over 90 acres of passive and active recreational land in four parks – Upland Farms (56 acres), Hickory Park (32 acres), Fellowship Fields (17 acres) and Larkins Field (7.2 acres). *Refer to the section on “Township Parks” for more information.*

Upper Uwchlan Township has its own police force and is served by four fire companies from surrounding Townships and three EMT organizations.

Each year, on the Saturday before Father's Day, the Township holds a "Block Party" during which a portion of Route 100 is closed to hold the event. Local vendors participate in this street fair and there are many activities for families with young children. Fireworks cap off the evening.

Please refer to the map of Chester County on the next page for the location of Upper Uwchlan Township in the northern central part of the county.

**MAP OF CHESTER COUNTY MUNICIPALITIES**



## BOARD OF SUPERVISORS FIVE-YEAR GOALS FOR 2021 – 2025

### ***Health and Safety***

- Provide customer based, proactive, responsive law enforcement by an accredited law enforcement agency
- Maintain and support a high quality emergency response system
- Continued investment in social and recreational opportunities for our residents
- Maintain the quality of life and the health, safety, and welfare through the administration of all applicable codes, regulations and standards to include, but not limited to: Township codes, building codes, the property management code, and the International Fire Code

### ***Thriving Local Economy***

- Invest in, maintain, and manage vehicular and pedestrian networks
- Encourage economic vitality through appropriate zoning, land development, and infrastructure improvement

### ***Protect Natural Resources and Systems – Marsh Creek and Pickering Creek Watersheds***

- Continue the public sanitary sewer expansion, as outlined in the Township's approved ACT 537 plan.
- Protect the local watershed by appropriately managing storm water infrastructure via the development and management of a Water Resource Protection program
- Continued collaboration on projects such as the Brandywine Creek Greenway

### ***Inclusive Government***

- Significantly increase citizen understanding, access to and participation in Upper Uwchlan Township local government
- Participation and dissemination of information via various social media outlets

### ***Effective and Efficient Township Services***

- Define levels of service for township services: benchmark services against comparable municipalities and scrutinize the current processes to maximize efficiency
- Become a vision and goal-driven organization that is accountable to the residents of the Township
- Protect and preserve investment in public facilities
- Continue to identify and employ technological advances to promote access, maximize efficiencies and increase productivity of employees

**Upper Uwchlan Township  
Budget - 2021**

**Projected Changes in Fund Balances**

|   | <b>Solid<br/>Waste<br/>Fund</b> | <b>Liquid<br/>Fuels<br/>Fund</b> |
|---|---------------------------------|----------------------------------|
| <b>Fund Balance, December 31, 2019</b>                                  | \$ 593,733                      | \$ 685,961                       |
| Net income through Sept. 30, 2020<br><i>(excludes transfers in/out)</i> | 301,835                         | 22,363                           |
| <b>Planned transfers through Dec. 31, 2020</b>                          |                                 |                                  |
| To Capital Fund   | (150,000)                       | -                                |
| To Capital Fund - debt reduction  | -                               | -                                |
| To Water Resource Protection Fund                                       | -                               | -                                |
| To Municipal Authority  | -                               | -                                |
| Projected net income (loss) - 4Q 2020                                   | (68,990)                        | (19,700)                         |
| <b>Projected Fund Balance, December 31, 2020</b>                        | <b>\$ 676,578</b>               | <b>\$ 688,624</b>                |
| <br><b>Fund Balance, December 31, 2020</b>                              | <br>676,578                     | <br>688,624                      |
| Budgeted net income   | 114,653                         | (13,423)                         |
| <b>Transfers budgeted:</b>  |                                 |                                  |
| To Capital Fund   | (80,000)                        | -                                |
| To Capital Fund - debt reduction  | -                               | -                                |
| To Water Resource Protection Fund                                       | -                               | -                                |
| To Municipal Authority - construction                                   | -                               | -                                |
| Municipal Authority - transfer of new construction                      | -                               | -                                |
| To Act 209 Fund   | -                               | -                                |
| <b>Projected Fund Balance, December 31, 2021</b>                        | <b>\$ 711,231</b>               | <b>\$ 675,201</b>                |
| <b>Projected Change in Fund Balance</b>                                 | <b>\$ 34,653</b>                | <b>\$ (13,423)</b>               |
| <b>Percentage change in Fund Balance</b>                                | <b>5.12%</b>                    | <b>-1.95%</b>                    |

## DESCRIPTION OF THE TOWNSHIP'S FUND STRUCTURE

Upper Uwchlan Township uses several Funds to account for its fiscal transactions. Each Fund is a separate accounting and reporting entity. As such, its assets will equal the total of its liabilities and fund balance (also known as net assets or equity). In governmental accounting, funds are classified as **governmental funds, proprietary funds or fiduciary funds**.

Governmental funds account for the activities of the Township that are not considered proprietary (business-type) or fiduciary. There are two types of proprietary funds – enterprise funds and internal service funds. The Township's proprietary funds are **enterprise funds** - they operate in a manner similar to a private business. Their intent is to recover the costs of providing services to the general public on a continuing basis through user fees. Fiduciary funds account for "other people's money" that the Township is responsible for. The Township does not have any internal service funds at this time.

The budgetary funds and their descriptions are as follows:

### *GOVERNMENTAL FUNDS*

**General Fund** – The *General Fund* is the Township's main operating fund. The *General Fund* is used to account for and report all financial resources not accounted for and reported in another fund, either by law or Generally Accepted Accounting Principles (GAAP). All of the Township's real estate property taxes and earned income tax revenues are receipted into the *General Fund*. The majority of Township expenditures are made from the General Fund, including salaries and all employment benefits for Township employees.

**Solid Waste Fund** – The *Solid Waste Fund* is a special revenue fund which is used to account for all revenues and expenses related to the collection of trash and recycling in the Township. This Fund was created as of January 1, 2012 and was separated from the General Fund at that time. The main source of revenue consists of solid waste payments made by residents. The primary expenditures are payments to A. J. Blosenski for trash collection, as well as payments made to the Chester County Solid Waste Authority for tipping fees for disposal of solid waste at its location.

**Capital Projects Fund** – The *Capital Projects Fund* is a governmental fund that is used to account and report on financial resources that are restricted, committed or assigned to expenditures for capital outlays, including the acquisition or construction of capital facilities and other capital assets. The *Capital Projects Fund* receives its revenue from inter-fund transfers from the General Fund and/or Solid Waste Fund or from grants. Payments on the Township's debt are made from the *Capital Projects Fund*.

**NON-MAJOR GOVERNMENTAL FUNDS**

**Liquid Fuels Fund** – The *Liquid Fuels Fund* is a special revenue fund which is used to account for all revenues and expenses related to Liquid Fuels receipts from the Commonwealth of Pennsylvania. The *Liquid Fuels Fund* is restricted by statute; it can only be used for specific expenses related to the maintenance of roads within the Township. All revenues, except for interest, are received from the Commonwealth from a formula based on the mileage of Township roads and the population of the Township.

**Water Resource Protection Fund** – originally named *The Storm Water Management Fund*, this Fund was established in 2014 to account for expenses associated with managing, improving and repairing storm water infrastructure throughout the Township.

**Act 209 Fund** – The *Act 209 Fund* is a special revenue fund which is used to account for all revenues and expenses relating to traffic flow improvement within the Township. All revenues are received from Act 209 Traffic Impact fees for land development projects and from the Commonwealth of Pennsylvania through applicable grants. Expenditures are made for road and bridge improvements as part of the Traffic Impact Project. This fund is legally restricted.

**PROPRIETARY FUNDS**

**Sewer Fund** – The *Sewer Fund* was established in 2014 and reports the resources necessary for the operations of the Upper Uwchlan Township Municipal Authority (“Municipal Authority”). The capital assets used by the Municipal Authority in its business (sewer treatment plants, land, pump stations, etc.) are owned by the Township and are leased to the Sewer Authority. In 2014, Upper Uwchlan Township issued General Obligation bonds to finance the construction of Phase II of the Route 100 Wastewater Treatment Plant. The proceeds of the bond offering and all related liabilities and payments to bond holders are recorded in the Sewer Fund.

**Sewer Authority** – The *Sewer Authority* accounts for the activities of the Upper Uwchlan Township Municipal Authority which operates the Township’s sewer system. As stated above, the capital assets used to operate the sewer system are owned by Upper Uwchlan Township and are leased to the Municipal Authority. The Municipal Authority has a separate five member Board; members are appointed by the Upper Uwchlan Township Board of Supervisors. The budget for the Municipal Authority is not included in this document as it is a separate, stand-alone organization which issues its own set of annual audited financial statements.

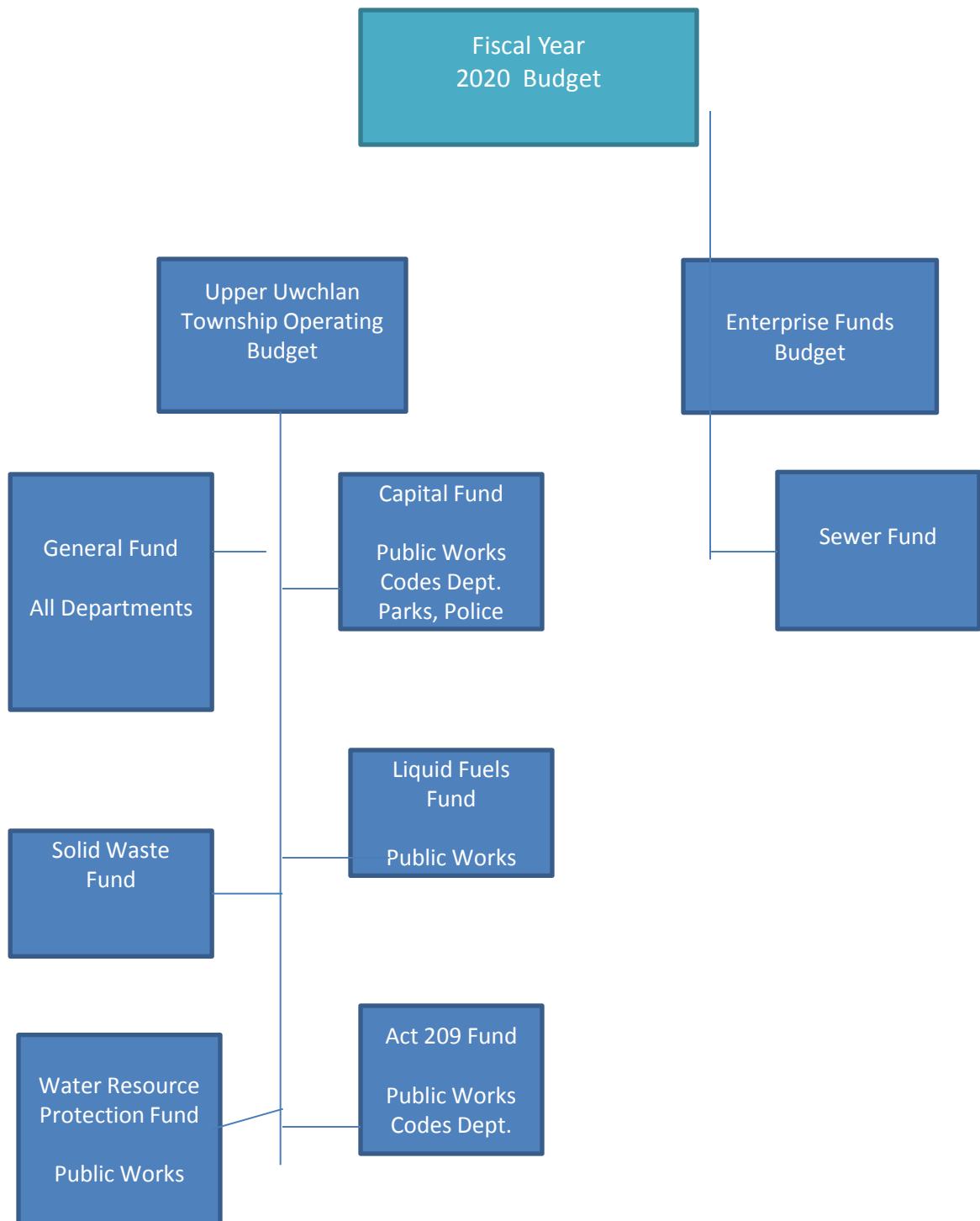
***FIDUCIARY FUNDS***

**Developer's Escrow Fund** – For large projects, the Township requires developer's to deposit cash with the Township to pay for costs the Township will incur during the process of approving plans for the development. These costs normally consist of consulting fees for engineers or other experts and attorney fees. At the conclusion of the project, any unused funds on deposit are returned to the developer. The *Developer's Escrow Fund* is not included in this budget document. It is included in the annual audited Upper Uwchlan Township Basic Financial Statements.

The Township also has two fiduciary funds – the **Police Pension Plan** and the **Non-Uniform Pension Plan**. ("the plans"). Both plans are managed by an outside administrator and are in the custody of a bank; both were chosen by the Pension Committee (see note below) and approved by the Board of Supervisors. The plans are audited annually and separate audited financial statements are issued. They are not included in this budget document, but are included in the Upper Uwchlan Township Basic Financial Statements.

Note – The Pension Committee members include: one member of the Board of Supervisors, the Township Manager, Township Treasurer, Chief of Police and two members of the Police Department.

# UPPER UWCHLAN TOWNSHIP RELATIONSHIP BETWEEN FUNDS AND DEPARTMENTS



This chart shows the departments that primarily provide services to each of the Township Funds. The General Government and Executive departments are involved with all of them.

## BASIS OF ACCOUNTING AND BUDGETING

### Basis of Budgeting

All of the funds are budgeted using the modified accrual method of accounting. Modified accrual accounting recognizes revenues when they become measurable and available. **Measurable** means that the dollar amount of the transaction is known. **Available** means that it is collectible within the current period, or soon enough after the end of the current period to pay liabilities of the current period. For this purpose, the Township considers revenues to be available if they are collected within 30 days of the reporting period. Expenditures are generally recorded when a liability is incurred. An exception to this applies to debt service payments and compensated absences which are recorded only when a payment is due.

### Accounting Basis

The basis of accounting refers to when revenues and expenditures or expenses are recorded in the accounting records and reported in the financial statements. The Township's basis of accounting is the same as that used for budgeting. Exceptions are as follows:

- Depreciation and amortization, which are considered expenses on the modified accrual basis of accounting are ignored under the budget basis because these items do not require an expenditure of funds. They are not included in the Township's General Fund and all other budgets except the Sewer Fund budget.
- Compensated absences are not budgeted, but will be reflected in the annual financial statements as an expense and liability.
- Principal debt payments are budgeted as an expense in the Capital Fund and are adjusted at year-end against the liability.

**BUDGET SCHEDULE**

| Activity   | Recommended Date                       | Date Required by Statute |
|--|--|--------------------------|
| Department heads review 2020 actuals in preparation for 2021 budget meetings   | August 24, 2020                        |                          |
| Department heads notify Treasurer and Township Manager of any large increases they are submitting in the 2021 Budget (ie – personnel, capital)   | August 31, 2020                        |                          |
| Treasurer prepares initial budget worksheet: <ul style="list-style-type: none"> <li>• Estimates revenue based on current year actuals and prior year trends</li> <li>• Estimates salary and benefits based on current staffing levels</li> </ul> | August 31, 2020                        |                          |
| Department heads submit data for 2020/2019 actual performance measures   | September 8, 2020                      |                          |
| Department heads meet with Township Manager and Treasurer to review goals for 2021   | September 21, 2020                     |                          |
| Treasurer incorporates requests from department heads into budget and updates minor expense line items   | September 28, 2020                     |                          |
| Capital budget items are reviewed  | October 5, 2020                        |                          |
| Treasurer prepares and delivers the initial 2021 Budget package to the Board of Supervisors for their review   | October 13, 2020                       |                          |
| Initial presentation of the 2021 Budget to the Board of Supervisors for the following departments:<br><i>Police</i><br><i>Codes</i><br><i>Public Works</i><br><i>Solid Waste Fund</i><br><i>Liquid Fuels Fund</i>                                | October 13, 2020<br>(Regular Workshop) |                          |

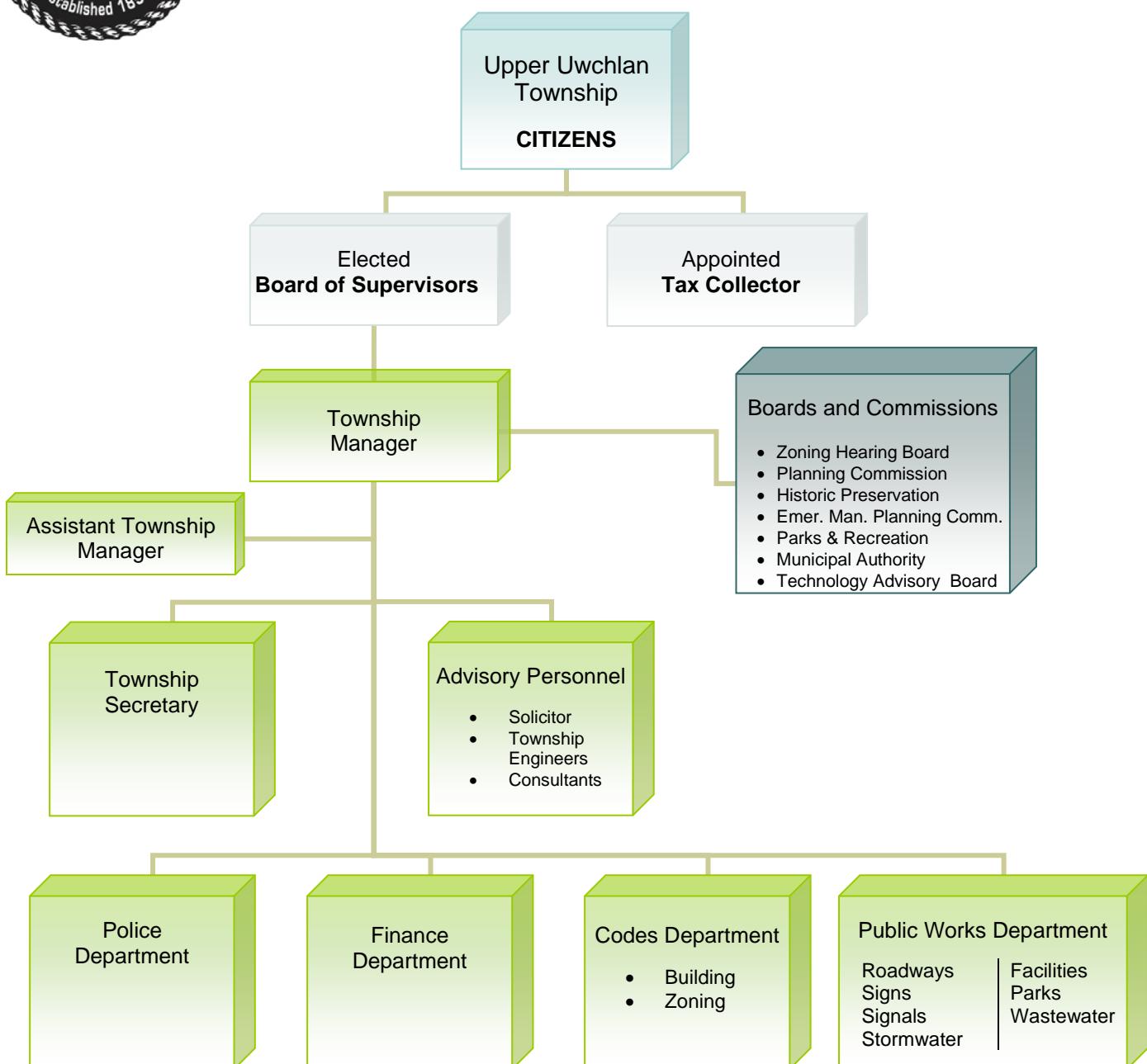
| Activity  | Recommended Date                     | Date Required by Statute |
|---|--------------------------------------|--------------------------|
| <p>The following departments present their budgets to the Board of Supervisors:</p> <p><i>General Government</i><br/> <i>Executive</i><br/> <i>Audit &amp; Tax</i><br/> <i>Legal and Computer</i><br/> <i>Engineering</i><br/> <i>Township Properties</i><br/> <i>Planning and Zoning</i><br/> <i>Commissions</i><br/> <i>Other Services</i><br/> <i>Long Term Debt</i><br/> <i>Capital Fund</i><br/> <i>Water Resource Protection Fund</i><br/> <i>Sewer Fund</i><br/> <i>Act 209 Fund</i></p> | November 10, 2020                    |                          |
| <p>Township Manager requests Supervisors to authorize advertising the budget</p>  | November 10, 2020 (Tuesday workshop) |                          |
| <p>Budget is advertised in the Daily Local News as required by Pa. Statute (<i>20 business days prior</i>)</p>  | November 18, 2020                    | November 18, 2020        |
| <p>Supervisors discuss budget, request any final changes (if necessary)</p>   | December 8, 2020                     |                          |
| <p>Township Manager presents the final budget to the Supervisors and recommends voting to accept it</p>   | December 21, 2020                    | December 31, 2020        |

#### Process for Budget Amendments

The Second Class Township Code of Pennsylvania permits an Adopted Budget to be re-opened and revised during the month of January following the election of any new member of the Board of Supervisors. The amended Budget must be advertised to provide the public with ten (10) days to inspect and review the new Budget prior to its legal adoption. Any amended budget must be adopted by the Board of Supervisors on or before the fifteenth (15<sup>th</sup>) day of February. The budget may be amended at any time during the year, but that is not our normal practice.



## UPPER UWCHLAN TOWNSHIP ORGANIZATIONAL CHART



EMS and Fire services are provided by the following agencies: Uwchlan Ambulance (Station 87), Lionville Fire Department (Station 47), Ludwig's Corner Fire Department (Station 73), East Brandywine Fire Department (Station 49), and the Glenmoore Fire Department (Station 48)

**SUMMARY OF STAFF POSITIONS**

|                                       | <b>2021</b> | <b>2020</b> | <b>2019</b> |
|---------------------------------------|-------------|-------------|-------------|
| <b><u>Full Time:</u></b>              |             |             |             |
| Executive                             | 6           | 6           | 6           |
| Codes Department                      | 3           | 3           | 3           |
| Police Department                     | 12          | 12          | 12          |
| Public Works Department               | 6           | 6           | 6           |
| Public Works – Facilities             | 3           | 3           | 3           |
| <b>Total</b>                          | <b>30</b>   | <b>30</b>   | <b>30</b>   |
| <br><b><u>Part Time/Seasonal:</u></b> |             |             |             |
| Executive                             | 0           | 0           | 0           |
| Codes Department                      | 0           | 0           | 0           |
| Police Department                     | 2           | 2           | 1           |
| Public Works Department               | 1           | 1           | 1           |
| Public Works – Facilities *           | 0           | 0           | 0           |
| <b>Total</b>                          | <b>3</b>    | <b>3</b>    | <b>2</b>    |

*Statistics are as of the end of each year presented. The Public Works Department hires three to four seasonal workers during the summer months – usually May through September - to maintain the grass in the Township parks and near roadways. They are not included in the numbers presented above because they are not employed on December 31.*

More detailed information on staffing is provided in each of the above departmental summaries.

## FINANCIAL POLICIES

Financial policies provide a framework for making annual budgetary and other financial decisions. The Township has the following accounting and financial policies in place:

- Capitalization Policy
- Maintaining a Balanced Budget
- Fund Balance Policy
- General Cash Receipts Policy
- Utility Billing Policy
- Investment Policy
- Contribution Policy
- Debt Management Policy

### CAPITALIZATION POLICY

#### **POLICY PURPOSE**

It shall be the policy of Upper Uwchlan Township to apply accounting principles in accordance with generally accepted accounting principles ("GAAP"). GAAP includes all relevant Governmental Accounting Standards Board ("GASB") pronouncements. This policy relates to the capitalization of capital assets and also describes what does not qualify for capitalization.

#### **SCOPE**

This policy applies to Upper Uwchlan Township's Governmental and Proprietary Funds.

#### **RESPONSIBILITY**

The Treasurer is responsible for maintaining and revising this policy with the review and approval of the Township Manager.

#### **POLICIES AND GOALS**

##### **Applicability**

This policy is applicable to every capital asset purchased or received by donation that has an initial cost of \$5,000 (\$10,000 in the case of infrastructure assets) or more.

##### **Definition of a Capital Asset**

A capital asset has an initial cost of \$5,000 or more and an estimated useful life in excess of one year. Such assets are recorded at historical cost, if purchased or constructed. Donated capital assets are recorded at estimated fair value at the date of donation.

Major outlays for capital assets and improvements are capitalized as projects are constructed, inclusive of ancillary costs.

Certain costs can exceed \$5,000 and are not deemed to be capital in nature. Painting a building is one example of a cost that is incurred but which is deemed to be a maintenance expense and not capitalizable. However, if a truck was purchased and the truck was being painted a special color prior to delivery to us, the painting would be capitalized as part of the truck purchase since it occurred at the time of purchase and added to its value.

**Depreciation Method**

The Township's capital assets are depreciated using the straight line method over the following estimated useful lives:

|                         |               |
|-------------------------|---------------|
| Land improvements       | 10 – 30 years |
| Buildings               | 40 years      |
| Building improvements   | 7 - 40 years  |
| Infrastructure          | 50 years      |
| Machinery and equipment | 5 – 20 years  |
| Vehicles                | 5 – 18 years  |

The half-year convention is used to record depreciation. Under this convention, half of the normal depreciation is recorded in the first and last year of an asset's estimated useful life.

**POLICY FOR MAINTAINING A BALANCED BUDGET**

**ADOPTED: November 12, 2019**

**PURPOSE OF THE POLICY**

This policy provides guidance and ensures that there is a common understanding among the elected officials, staff and the community concerning what a structurally balanced budget is, and the Township's intent to maintain it from year to year. The intention of the policy is to demonstrate a commitment to long term financial planning and sound fiscal policy.

**APPLICABILITY OF THE POLICY**

The Balanced Budget policy is applicable to Upper Uwchlan Township's General Fund only.

### **ACHIEVING AND MAINTAINING A BALANCED BUDGET**

A **structurally balanced budget** is one in which recurring revenues exceed or equal recurring expenditures. In other words, where the net income is positive. Incurring a net loss in any year would mean that the budget was not balanced. In Pennsylvania, a budget can be “balanced” by using fund reserves but then it would not be considered structurally balanced. A true structurally balanced budget is one that supports financial sustainability for multiple years into the future.

**It is the intention of Upper Uwchlan Township to adopt a structurally balanced budget each year.**

*Recurring revenues* are the portion of the municipality’s revenues that are expected to continue year to year in a predictable manner. Examples are: real estate property taxes, real estate transfer taxes, earned income taxes, building permits, cable franchise fees, and intergovernmental revenues. In preparing each year’s budget, Township staff knows that we will have these recurring revenues but whether they can be expected to increase in the following year – or to decrease – is a matter of judgement. It is necessary to take into account the broader economic view of what is happening in the United States and in our area. Is a recession expected? Are housing prices going up or down? How will that affect recurring tax revenues? What is expected in terms of home building in the Township?

*Recurring expenditures* include salaries and benefits, pension costs, payroll taxes, vehicle maintenance, insurance, supplies, travel and training etc. Recurring expenditures are those that can reasonably be expected to be consistent year to year (with expected cost of living increases) and which are required to maintain service levels. Governments recognize that they have a greater degree of flexibility in controlling non-recurring expenditures than recurring ones.

*Reserves* are the portion of fund balance that is set aside as a hedge against future downturns in revenue. The Township has defined the minimum amount of funds that should be held in reserve in the Fund Balance Policy. Maintaining that minimum amount of Fund Balance and growing it each year is an indication of a structurally balanced budget.

The Township has been very successful in taking a conservative approach to budgeting. Such an approach is consistent with good accounting practices – budgeting for expenditures to be higher and revenues lower than might be expected.

### **REMEDY FOR NON-COMPLIANCE**

If circumstances are such that the budget is not structurally balanced in a future period, and it is balanced only because it is using existing fund reserves, there must be a plan put into place to specify how and when the budget will again be structurally balanced. The plan should include the following:

- Cause of the budget imbalance
- Amount of time to return to a structurally balanced budget
- Annual amount of catch-up to return to a balanced position

## **RESPONSIBILITY FOR THE POLICY**

The development and responsibility of the Balanced Budget Policy rests with the Treasurer.

## **FUND BALANCE POLICY**

(In Conformity with GASB Statement No. 54)  
ADOPTED: June 16, 2014

### **PURPOSE OF FUND BALANCE**

Upper Uwchlan Township believes in sound fiscal management and understands that keeping adequate working capital is fiscally responsible and advantageous for both the township and the taxpayers. The fund balance is an important measure of economic stability. It is essential that the Township maintain adequate levels of unreserved fund balance to provide the capacity to provide sufficient cash flow for daily financial needs; offset significant economic downturns or revenue shortfalls; secure and protect the bond rating of the Township; and provide funds for unforeseen expenditures related to emergencies.

### **DEFINITIONS**

**Fund Balance.** Net assets, which is the difference between assets and liabilities in a governmental fund, is considered Fund Balance.

The Governmental Accounting Standards Board (GASB), which establishes financial reporting rules for governments, separates fund balance into five classifications that comprise a hierarchy based primarily on the restrictions placed on the funds.

1. **Non-spendable:** That portion of the fund balance that cannot be spent because they are either in a non-spendable form or legally or contractually required to be maintained intact. Examples include inventories, prepaid items, account receivables and other current assets that are consumed in the course of operations and cannot be converted to cash or are not expected to be available to pay current liabilities.
2. **Restricted:** That portion of the fund balance that is constrained to be used for a specific purpose as per an external party or law. These restrictions include such things as debt covenants' or constraints imposed by legislation or federal and state agencies on the use of intergovernmental revenues, such as grants and contracts.
3. **Committed:** That portion of the balance that is to be used for a specific purpose as per Township resolution or ordinance. These funds may only be spent for the purpose intended by the resolution or ordinance and can only be uncommitted by the same action taken to commit the funds. Action to commit resources should occur prior to the fiscal year end.
4. **Assigned:** That portion of the fund balance that is intended to be used for a specific purpose as established by the Treasurer or Township Manager. Assigned resources do not require formal action of the governing body. Assigned fund balance can reflect the

appropriation of a portion of existing fund balance to eliminate a projected deficit in the subsequent year's budget.

5. **Unassigned:** That portion of the fund balance that represents expendable available financial resources that can be used to meet contingencies and cash flow requirements. It is the residual after the non-spendable, restricted, committed and assigned portions are deducted from the total fund balance.

**Considerations.** Credit rating agencies and others monitor the levels of fund balance in the general fund as an important indicator of the Township's economic condition. While credit agencies have always analyzed fund balance as part of their evaluation of credit-worthiness, increased attention has been focused on determining sufficient levels due to recent events in the credit markets.

The size of the fund balance is an important, but not the only consideration in the Township's rating. Other important factors are the reliability of a government's revenue sources, economic conditions, employment base, cash position, debt ratios, budget management, and fiscal decisions made by the governing body.

The Government Finance Officer's Association of the US & Canada (GFOA) recommends, *at a minimum*, that general-purpose governments, regardless of size, maintain unreserved fund balance in their general fund of no less than 5 to 15 percent of regular general fund operating revenues, or of no less than one to two months of regular general fund operating expenditures.

#### **FUND BALANCE POLICY**

It is the policy of Upper Uwchlan Township to maintain a minimum unassigned fund balance in the general fund equal to 35% of all general operating expenditures (before any transfers to other funds) in the preceding fiscal year measured on a Generally Accepted Accounting Principles (GAAP) basis. In the event that the unassigned general fund balance drops below this minimum level, the Township shall plan to adjust budgeted resources in the subsequent fiscal years to restore the balance. Except in extraordinary circumstances, unassigned fund balance should not be used to fund any portion of the ongoing and routine year-to-year operating expenditures of the Township. It should be used primarily to insure adequate assigned balances, to respond to unforeseen emergencies, to provide cash flow, and to provide overall financial stability.

Amounts in excess of the targeted 35% shall be used for capital improvements or other one-time expenditures as authorized by the Board of Supervisors.

The General Fund assigned and unassigned fund balance shall be used as a revenue source to balance the general operating budget under the following conditions:

- a. It will be used for "one-time" expenditures.
- b. If used to fund reoccurring expenditures of the next fiscal year, future budget decisions will revolve around finding resources to continue funding these expenditures.

Board action must be taken to establish the types of assignments prior to the fiscal year end but will delegate to the Treasurer the determination of the proper amounts that are required.

## **POLICY ADMINISTRATION**

The Treasurer shall be responsible for monitoring and reporting the Township's various assignments. The Township Manager is directed to make recommendations to the Board of Supervisors on the use of unassigned funds both as an element of the annual operating budget submission and from time to time throughout the year as needs may arise.

### **GENERAL CASH RECEIPTS POLICY**

ADOPTED: May 16, 2016

## **POLICY PURPOSE**

It shall be the policy of Upper Uwchlan Township to develop, encourage, and enforce a controlled environment for the receipt and processing of all revenues. The ultimate goal is to ensure that proper controls exist over all receipts in accordance with generally accepted accounting principles (GAAP), local ordinances and state laws. This policy describes the guidelines associated with the receipt of Township revenues.

## **SCOPE**

This policy applies to Upper Uwchlan Township's Governmental and Proprietary Funds.

## **RESPONSIBILITY**

The Treasurer is responsible for maintaining and revising this policy with the review and approval of the Township Manager.

## **POLICIES AND GOALS**

### **Applicability**

This policy is applicable to every Township department involved in handling any Township cash or checks. Employees with any type of cash handling function are required to be familiar with the requirements of this policy.

### **Segregation of Duties**

Cash handling operations must be subject to daily supervisory review and management. To minimize the potential for mistakes or misappropriation of cash, the segregation of cash handling duties is mandatory. The duties of collecting cash, maintaining documentation, preparing deposits and reconciling records should be separated among different individuals. In departments where separation

of duties is not feasible, strict individual accountability and review of the funds by management is required.

### **Safekeeping**

Departments handling cash are responsible for the safekeeping of these Township assets. The following general guidelines should be followed to help maintain the integrity of those areas handling cash and checks:

- Unauthorized persons are not allowed in areas when cash is being handled
- Large sums of cash should be counted and handled out of sight of the general public
- Cash should never be left unattended. If an employee leaves his or her desk, for any reason, cash must be appropriately secured and locked.
- For overnight storage, cash and checks should be locked in the safe located in the Finance Department
- Under no circumstances should an individual keep Township cash with their own personal funds, deposit Township funds in a personal bank account or take Township fund's to one's home for safekeeping

### **Incoming Revenues**

Aside from the separate Policy on Utility Billing Cash Receipts and Collection Policy or Real Estate Tax Collection Policy, Upper Uwchlan Township receives funds for a number of other reasons.

The Township's various departments collect fees for the services they provide. The Codes Department collects fees for permits, refinance certifications, zoning permits and hearings, and usage of the Township's recreational fields. Fees are collected for engineering reviews of subdivision and land development-plan submittals. The Police Department collects fees for accident reports, background checks and motor vehicle and ordinance violations. The Finance Department receives additional sources of revenue which include, but are not limited to, earned income and local service taxes, realty transfer taxes, cable franchise fees, cell tower rentals and intergovernmental revenues.

### **Collection of Revenues**

The Township collects the aforementioned revenues in a variety of ways:

1. Mail delivery to the Township Office
2. Cash or check collections at the Township Office
3. Secure drop box at the exterior of the Township Office
4. Police collection
5. ACH transactions

All mail is opened and checks are recorded in a log at the counter and then forwarded to the Finance Department. A member of the Finance Department retrieves deposits from the secure drop box several times a week. The box is checked on a daily basis immediately after bills are mailed and on days surrounding the time that bills are due. Receipts are given to everyone who brings cash or checks to the

Township Office and they are also recorded in the log book before being turned over to the Finance Department. Receipts must always be given to anyone who is paying in cash.

The Police Department has separate policies concerning the receipt and safekeeping of any cash or checks received by the Department. Any monies collected by the Police Department are turned over to the Finance Department by the next day.

All ACH transactions are recorded in the general ledger by the Treasurer.

**Revenue Recognition**

It is important that all revenues received are recorded accurately into the township's financial software. The Finance Department has the responsibility for entering all receipts accurately and in a timely manner. The majority of checks are entered via check scanners provided by the two banks that the Township uses as depositories. Checks that will not scan properly, and cash, must be physically deposited at one of the two banks.

**Petty Cash**

The Township maintains a small amount of petty cash on hand to be used for small cash expenses that may be incurred from time to time. Petty cash is kept in the locked safe. A nominal amount of cash is maintained at the counter to make change and is kept in a locked drawer in the desk. Receipts are turned over to the Finance Department when the amount reaches or exceeds \$50.00 on hand.

**UTILITY BILLING CASH RECEIPTS AND COLLECTIONS POLICY**

ADOPTED: May 16, 2016

**PURPOSE OF THE UTILITY BILLING CASH RECEIPTS AND COLLECTIONS POLICY**

The purpose of this policy is to establish guidelines for both the receipt of payments for Solid Waste & Recycling and Sewer services and the timely collection of delinquent accounts resulting from non-payment.

**SCOPE**

This policy is intended to apply only to billings for Sewer and Solid Waste and Recycling.

**RESPONSIBILITY**

The Treasurer is responsible for maintaining and revising this policy with the review and approval of the Township Manager.

## **BILLINGS FOR SERVICES**

### Solid Waste and Recycling

The Township contracts with an outside contractor to provide Solid Waste and Recycling Services to the Township. The contract with the outside contractor typically has a term of three years and is subject to the bid process outlined in the Second Class Township Code. All **occupied residential properties** as defined in Chapter 148 of the Township Code are provided this service by the Township except for the developments who are providing it through the Homeowner's Association. Those developments are:

- Marsh Harbour
- Mews at Byers Station (condominiums)

The Township invoices the residential properties on an annual basis. The service period extends from February 1 until January 31 of the following year. Invoices for the annual period are mailed at the end of January and are due according to the following schedule:

|                                   |                     |
|-----------------------------------|---------------------|
| • Discount of 2%                  | March 31            |
| • In full, no discount or penalty | September 30        |
| • Penalty of 10%                  | October 1 and later |

In August, reminder letters are mailed to those residents who have not paid their balances in full. The penalty will be applied to accounts which have a balance on October 1.

Commercial establishments are required to provide and pay for their own Solid Waste and Recycling services. They are subject to the Township's Solid Waste and Recycling ordinances.

### Sewer

The Upper Uwchlan Township Municipal Authority is responsible for the operation of the sewer system in Upper Uwchlan Township. It has delegated the responsibility for billing sewer services to Township personnel. Residential customers pay a flat fee. Commercial customers are billed one quarter in arrears based on water usage as metered by the local water company. Sewer bills are mailed on a quarterly basis according to the following schedule:

| Service Period          | Bills Mailed   | Payment Due |
|-------------------------|----------------|-------------|
| January 1 – March 31    | End of January | February 28 |
| April 1 – June 30       | End of April   | May 31      |
| July 1 – September 30   | End of July    | August 31   |
| October 1 – December 31 | End of October | November 30 |

Due dates may be adjusted so they do not fall on a weekend.

## **RECEIPT OF PAYMENTS**

Payments may be received in three ways: by U.S. mail to the Township building or the post office box at the Uwchland Post Office; in person at the Township building – at the secure drop box outside or at the Office; or electronically via our website.

While we discourage payments in cash, they will be accepted at the Township Office. A receipt must be given for all payments made in cash at the Township Office window.

## **PENALTY AND INTEREST**

If payment is not received on or before the scheduled deadlines, penalty and/or interest charges will be applied to the account according to the appropriate Township ordinance for the service rendered.

### *Solid Waste and Recycling*

Upper Uwchlan Township's Ordinance #2012-02 amended the Code of Upper Uwchlan Township, Chapter 148, titled "Solid Waste and Recycling" to authorize the collection of interest on delinquent accounts. It specifies the following:

- All collection service charges billed and unpaid on their respective due dates shall incur a ten-percent (10%) penalty on the account balance served by the Township until paid.
- All fees not paid within three months following the month in which the bills were due and payable shall be deemed to be delinquent and shall be subject to interest charges in the amount of 1% per month of the unpaid balance until paid.

### *Sewer*

The Upper Uwchlan Municipal Authority passed Resolution #05-16-12-10 on May 16, 2012 which authorizes the following regarding unpaid sewer account balances:

- All user fees established by Resolution of the Municipal Authority from time to time which remain unpaid on their respective due date shall incur a ten-percent (10%) penalty on the account balance served by the Municipal Authority until paid.
- All user fees not paid within three months following the month in which the bills were due and payable shall be deemed to be delinquent and shall be subject to interest charges in the amount of 1% per month of the unpaid balance until paid.

## **DELINQUENT ACCOUNTS**

Residents who are delinquent will be notified regarding account balances and impending action dates via a series of letters which are mailed according to a pre-determined schedule. There may be differences in the dates depending on whether the delinquency is for Solid Waste and Recycling or Sewer.

The "initial contact" referenced below shall be in the form of a written notice, mailed to the resident's mailing address on file with the Township. The resident then has thirty (30) days to respond to the letter and make mutually satisfactory arrangements to pay the outstanding balance.

If such arrangements are made and honored prior to the initiation of the lien process, the process will be put on "hold" pending receipt of full payment as agreed, in writing, by the resident. If the resident fails to make the payments as agreed, the Township may resume the process towards executing a lien on the property. The next step is for the Township or Authority to forward the matter to our Solicitor. The Solicitor will mail a certified letter to the resident to notify him of the Township's intention to lien the property for non-payment of a municipal debt. Failure of the resident to accept delivery of the certified letter does not prevent the Township from placing a lien on the property.

**Solid Waste and Recycling**

Initial contact regarding delinquency  
Thirty (30) days after initial contact  
Ten days after attorney letter

After balance has been unpaid for **two years**  
Solicitor mails certified letter for payment  
Attorney executes a lien against the property

**Sewer**

Initial contact regarding delinquency  
Thirty (30) days after initial contact  
Ten days after attorney letter

After missing **2<sup>nd</sup> consecutive quarter payment**  
Solicitor mails certified letter for payment  
Attorney executes a lien against the property

**Payment Terms for Delinquent Accounts**

Any payment arrangement with a resident, prior to filing a lien, must adhere to the following:

- Payments must be structured so that the delinquent account will reach a zero balance within twelve (12) months, taking current quarterly or annual charges into account
- Payments must be a minimum of \$125.00 per month

**WRIT OF SCIRE FACIAS SUR MUNICIPAL CLAIM**

When a resident is delinquent in an amount greater or equal to the amount specified below, a combination lien is filed against the subject property which encompasses all previous liens and additional charges accrued since the previous lien was filed. This applies to each type of utility delinquency separately.

|                           | <u>Delinquent Amount</u> |                                     |
|---------------------------|--------------------------|-------------------------------------|
| Solid waste and recycling | \$1,300                  | (equivalent to 4 years non-payment) |
| Sewer                     | \$2,300                  | (equivalent to 3 years non-payment) |

A copy of this lien is sent to the property owner with notice that the Township is prepared to file a Writ of Execution for the Sale by Sheriff of the property in its continued effort to collect the unpaid fees. Continued failure to establish or maintain a reasonable payment arrangement results in the filing of a Writ of Scire Facias Sur Municipal Claim. The resident has twenty (20) days after being served the Writ to respond. If no response or defense is entered, the property is sent to Sheriff Sale to recover the debt owed.

## **INVESTMENT POLICY FOR TOWNSHIP FUNDS**

ADOPTED: November 16, 2015

### **PURPOSE OF INVESTMENT POLICY**

The safety of public funds is the foremost objective of Upper Uwchlan Township cash management. It shall be the policy of the Board of Supervisors to optimize its return through investment of cash balances in such a way as to minimize non-invested balances and to maximize the return on investments.

The primary objectives of investment activities, in priority order, shall be:

- Legality – All investments shall be made in accordance with applicable laws of Pennsylvania and the Second Class Township Code.
- Safety – Safety of principal shall be of highest priority. Preservation of capital in the portfolio of investments shall be ensured through the mitigation of credit risk and interest rate risk.
- Liquidity – Investments shall remain sufficiently liquid to meet all operating requirements that are reasonably anticipated. A fiscal year operations anticipated cash flow shall be developed so that investments can be made as early as possible, with maturities concurrent with anticipated cash demands.
- Yield – Investments shall be made with the objective of attaining a market-average rate of return throughout the budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs.

### **SCOPE**

This policy is not intended to cover the Township's pension or other retirement plans which have their own Investment Policy.

### **AUTHORITY**

All investments made by the Treasurer or designee shall be made in accordance with this policy and a Board-approved investment program.

### **DEFINITIONS**

- Short-term – any period of thirteen (13) months or less.
- Long-term – any period exceeding forty-eight (48) months duration.
- Mid-range – any period between short-term and long-term.
- Concentration of credit risk – the risk associated with the consolidation of investments in a single pool, institution or instrument.
- Credit risk – the risk of loss of principal due to the failure of the security issue or backer of the issue.

- Custodial credit risk – the risk of loss associated with consolidation of investments with a single institution where the Township may rely on the institution to hold investments on behalf of the Township or through collateral action when the instruments are not in the Township's name.
- Interest rate risk – the risk that the market value of securities will fall due to changes in market interest rates.

### **DELEGATION OF RESPONSIBILITY**

The Board shall delegate to the Treasurer or designee the responsibility to manage the Township's investment program, in accordance with this policy.

The accounting systems will provide regular information concerning cash positions and investment performance.

An annual review of the investments shall be performed by the Treasurer or designee, based upon the anticipated cash flow of all Township funds – e.g. General, Capital Fund and Bonds.

The Treasurer or designee shall report the following to the Board on a monthly basis:

- Amount of funds invested.
- Interest rate.
- Types and amounts of each investment and maturity date.
- Names of the institutions where investments are placed.
- Current market value of the funds invested.

### **GUIDELINES**

The Commonwealth of Pennsylvania's Second Class Township Code - Section 3204 states certain types of investments in which the Township is permitted to invest. These include:

- United States Treasury Bills.
- Short-term obligations of the United States government or its agencies.
- Savings accounts or time deposits of Pennsylvania institutions insured by the Federal Deposit Insurance Guaranty Corporation or the National Credit Union Share Insurance Fund up to the amount covered by insurance with the remainder covered by approved collateral pledged by the depository.
- Obligations of the United States, Commonwealth of Pennsylvania, any political subdivision of the Commonwealth, and any of their agencies or instrumentalities, backed by their full faith and credit
- Shares of an investment company registered under the Investment Company Act of 1940 (54 Stat. 789, 15 U.S.C. paragraph 77a et seq.), if the only investments of that company are in the authorized investments for Township funds:
  - United States Treasury Bills
  - Short-term obligations of the Federal Government or its agencies or instrumentalities
  - Savings accounts or time deposits of Pennsylvania institutions insured by the Federal Deposit Insurance Guaranty Corporation or the National Credit Union Share Insurance Fund up to the amount covered by insurance with the remainder covered by approved collateral pledged by the depository.

- Obligations of the United States, Commonwealth of Pennsylvania, any political subdivision of the Commonwealth, and any of their agencies or instrumentalities, backed by their full faith and credit
- Certificates of Deposit from institutions having their principal place of business in the Commonwealth and insured and collateralized as noted above.

### **CUSTODY**

All securities shall be purchased in the name of the Township and held at Pennsylvania School District Liquid Asset Fund ("PSDLAF") or in a bank's custody or agent in the Township's name.

All investment advisors or banking institutions shall be required to understand this policy and all applicable statutes related to municipal investments in the Commonwealth of Pennsylvania, and intend to fully comply with these requirements.

The Township shall require all investment advisors or banking institutions to submit their audited financial statements each year.

### **DISCLOSURE**

The Treasurer or designee involved in the Township's investment process shall disclose all personal business activity that would conflict with the proper execution and management of the investment policy or could impair the ability to make impartial decisions.

### **AUDIT**

The Board directs that all investment records be subject to annual audit by the Township's independent auditors. The audit shall include, but not be limited to, independent verification of amounts and records of all transactions, as deemed necessary by the independent auditors.

### **BOND PROCEEDS**

Bond proceeds shall be invested in accordance with the Local Government Unit Debt Act (Act of July 12, 1972 P.L. 78 1, No. 185) and applicable federal and state laws, subject to approval by the solicitor and/or bond counsel and the Township.

Investment transactions arising from bond proceeds shall be reported to the Board monthly in accordance with this policy.

### **COMPLIANCE WITH GENERALLY ACCEPTED ACCOUNTING PRINCIPLES ("GAAP")**

Township funds shall not be invested in foreign currency and shall not have any related risk that would require disclosure pursuant to GASB Statement 40.

Township investments shall limit exposure to loss of principal due to market changes in interest rates.

Township investments in authorized instruments that are not backed by the "full faith and credit" of the federal or state government shall be limited to those with the highest two (2) credit ratings for such instruments issued by a recognized organization.

If the rating of any instrument is reduced after the purchase and is no longer in compliance with this policy, the individual responsible for Township investments shall replace the investment immediately upon receipt of notice of the rating change and notify the Board of the rating change, action taken and replacement of investment.

When Township funds are invested in any one (1) issuer other than designated depository accounts, the amount of the investment shall be unlimited, but the Board shall be notified of such investment monthly.

#### **POLICY ADMINISTRATION**

The Treasurer shall be responsible for monitoring and reporting the Township's various assignments. The Township Manager is directed to make recommendations to the Board of Supervisors on the use of unassigned funds both as an element of the annual operating budget submission and from time to time throughout the year as needs may arise.

#### **CONTRIBUTION POLICY**

**ADOPTED: November 12, 2019**

#### **PURPOSE OF CONTRIBUTION POLICY**

The purpose of the Contribution Policy is to serve as a general guideline for approving or disapproving requests from outside agencies for contributions by the Township, using public funds.

#### **SCOPE**

This policy is intended to cover the contributions made by Upper Uwchlan Township to non-profit organizations which serve the residents of the Township. This policy shall not apply to contributions to emergency services agencies, e.g., fire and ambulance companies. This policy shall not apply to any non-profit organization that may be established by Upper Uwchlan Township.

#### **AUTHORITY**

All contributions made by the Treasurer or designee shall be made in accordance with this policy and approved by the Board of Supervisors.

The Township reserves the right to suspend all contributions to outside agencies at any time for any reason.

### **DELEGATION OF RESPONSIBILITY**

The Board shall delegate to the Treasurer or designee the responsibility to manage the Township's contributions, in accordance with this policy.

### **GUIDELINES**

Requests for contributions from outside agencies or parties *may be* approved at the Board's discretion if, at a minimum, they meet the following criteria:

- The requesting agency or party is a municipality within the Commonwealth of Pennsylvania or is a 501c(3) organization under Internal Revenue Service regulations.
- The requesting agency is non-religious.
- The requesting agency does not advocate support of, or opposition to, political campaigns, candidates, or ballot measures.
- The requesting agency does not promote, foster, or perpetuate discrimination on the basis of race, creed, color, age, religion, gender, marital status, or status with regard to public assistance, national origin, physical or mental disability, or sexual orientation.
- The requesting agency demonstrates that it provides services to residents of Upper Uwchlan Township.
- The request for a contribution is made in writing and documents the reasons for the request and the amount of contribution requested.
- The requesting agency provides the Township with a copy of its budget for the year that the request is being made, as well as the most recent audits and/or financial statements of the agency.

### **DISCLOSURE**

The Treasurer or designee involved in the Township's process shall disclose all personal business activity that would conflict with the proper execution and management of the contribution policy or could impair the ability to make impartial decisions.

## DEBT MANAGEMENT POLICY

ADOPTED: October 8, 2019

### **PURPOSE OF A DEBT MANAGEMENT POLICY**

A debt management policy provides credibility and transparency and ensures that there is a common understanding among the elected officials, staff and the community regarding policies surrounding the issuance of municipal obligations. The intention of the debt policy is to demonstrate a commitment to long term financial planning. It is the objective of the policy that:

- Financing is obtained only when necessary to purchase capital assets that can not be attained through the Township's available revenues or fund balance
- The most favorable interest rates and related costs are obtained
- Financial flexibility is maintained

### **APPLICABLE REGULATIONS GOVERNING MUNICIPAL DEBT**

#### *The Debt Act*

The Local Government Unit Debt Act (the “Debt Act”), administered by Pennsylvania Department of Community and Economic Development (DCED), provides the procedure for Pennsylvania’s local government units to issue debt and tax anticipation notes.

Article IX, Section 10 of the Constitution of the Commonwealth of Pennsylvania requires the General Assembly to prescribe the debt limits of units of local governments in the Commonwealth, including the Township, based on a percentage of total revenues of such units over a three-year period immediately preceding the borrowing. Self- liquidating debt and subsidized debt and all debt approved by referendum are excluded from such debt limits. The Debt Act implements Article IX, Section 10 of the Constitution.

Under the Debt Act as presently in effect, there is no limit on the amount of electoral debt (debt incurred with the approval of the voters) which may be incurred or outstanding, but (i) the Township may not incur new non-electoral debt (debt not approved by the voters) if the total amount of such new non-electoral debt plus all other non-electoral debt to remain outstanding upon issuance of such new non-electoral debt, net of the amount of any non-electoral debt that constitutes subsidized debt or self-liquidating debt, will exceed 250% of the borrowing base and (ii) the Township may not incur new **lease rental debt** if the total amount of such new lease rental debt plus all other non-electoral debt and lease rental debt to remain outstanding upon issuance of such new lease rental debt, net of the amount of any non-electoral or lease rental debt that constitutes subsidized debt or self-liquidating debt, will exceed 350% of the Borrowing Base.

**Lease rental debt** is defined as: debt represented by obligations of an authority or another local government unit to be repaid by the Township pursuant to a lease, subsidy contract, guarantee or other

form of agreement where such debt is or may be payable out of the tax revenues and other general revenues of the Township.

A copy of the Debt Act and the DCED document, "An Introduction to the Local Government Unit Debt Act", is included as an attachment to this policy.

### **REFUNDING POLICY**

The primary objectives of proceeding with a current refinancing or an advance refunding shall be to benefit the Township in one or more of the following ways:

- Providing net present value savings
- Eliminate burdensome or restrictive covenants imposed by the terms of the bonds to be refunded
- Changing the type of debt instrument

The Township should consider an advance refunding if it meets one of the following guidelines:

- A refunding issue would generate net present value savings as outlined below
- The final maturity of the refunding bonds should be no longer than the final maturity on the refunded bonds
- Refunding issues should be structured to achieve level annual debt service savings

Solely meeting one or more of the minimum guidelines will not necessarily result in the Township executing a refunding issue. All costs and benefits of the refunding will be taken into account and analyzed by the Township and its advisors in determining if the refunding is in the best interest of the Township.

A present value analysis shall be prepared to identify the economic effect of the proposed refunding. To proceed with a refunding, a minimum net present value savings amount, as a percentage of the refunded par amount, should be achieved. Appropriate savings thresholds for the different refunding alternatives, based on the level of risk they pose, are shown below. The savings shall be calculated net of all issuance fees and using a net debt savings approach, which takes into consideration arbitrage rebate requirements.

- Current refunding: a minimum of three percent (3%) net present value savings should generally be achieved. (a current refunding is one in which the closing on the refunded bonds is within 90 days of the call date)
- Advance refunding: a minimum of three percent (3%) net present value savings should be achieved. Prudent analysis should be performed to determine the most efficient method of funding the escrow portfolio. (an advance refunding is one in which the closing is earlier than a current refunding. New tax laws in 2017 made advance refundings taxable therefore they are rarely used)

In evaluating refunding opportunities and applying the above referenced guidelines, the Township should consider the following factors:

- For advance refundings, adjustments to the savings thresholds may be justified based on the length of time before the call and the length of time from the call to maturity. The longer the escrow, the higher the savings threshold should be. Conversely, shorter escrows may justify a lower savings threshold, but should not be lower than the minimum of three (3) percent noted above.
- The couponing and/or callability of the refunding bonds may also justify adjustments to the savings threshold. Non-callable bonds might justify a higher threshold.
- For advance refundings, adjustments to savings thresholds may be justified based on where interest rates are at the time of the refunding relative to historical markets. In low interest rate markets, a lower threshold may be justified while a higher threshold would be justified in high interest rate markets.

## **COMPONENTS OF THE DEBT MANAGEMENT POLICY**

### ***DEBT LIMITS***

- The Township will issue debt only for the purposes of constructing or acquiring capital assets and for making major renovations to existing capital assets or when the project is included in the Township's Capital Improvement Program.
- The Township can legally incur non-electoral debt equal to 250% of its borrowing base. The borrowing base is the average of total revenues for the past three (3) years minus certain statutory deductions.
- The Township will not construct or acquire a public facility if it is unable to adequately provide for the subsequent annual operation and maintenance costs of the facility.
- Growth in debt service should be sustainable consistent with the projected growth of revenues.
- In no case will debt maturity exceed the useful life of the project. Where possible, the Township will seek to maximize principal repayment ahead of the scheduled repayment date.
- The Township will use three statistical measures to determine debt capacity and compare these ratios (where possible) to other municipalities of similar size, rating agency standards and its own historical ratios to determine the affordability of the debt:
  1. Debt per capita
  2. Debt to taxable property value
  3. Debt service payments as a percentage of general fund revenues or expenditures

### ***DEBT STRUCTURING PRACTICES***

- The Township was given a credit rating of "Aa1" by Moody's in November of 2018. Due to the size and revenue capacity of the Township, it is unlikely that a higher rating can be attained. The Township will strive to maintain this rating and will maintain communication with bond rating agencies as necessary.

- Capital projects financed through the issuance of bonds shall not be financed for longer than the expected useful life of the project.
- The Township will attempt to structure debt issues to maintain level annual debt service payments over time
- Variable rate debt exposes the Township to interest rate risk, which is not a consideration or risk when employing fixed rate debt. Interest rate risk is the risk that interest rates will rise, on a sustained basis, above levels that would have been set if the rate had been fixed. The Township has elected not to issue variable rate debt.
- The Township has elected not to use derivatives as an investment vehicle for any debt

#### ***DEBT ISSUANCE PRACTICES***

- It is the responsibility of the Finance Director/Treasurer to continually monitor market conditions for opportunities to improve the Township's debt position and to coordinate with financial advisors (as selected by the Township) to coordinate the timing, process and sale of the Township's debt.
- Prior to any debt issuance, an analysis of market conditions and other financing options will be conducted to determine the feasibility and advisability of entering the credit markets at that time
- The process for selecting the financial advisor, bond counsel and underwriters shall be discussed and documented. The Township is permitted to take into account its experience with advisors and bond counsel that it has worked with in previous bond offerings.
- The Township may choose to use short-term bank financing when it is advantageous to do so in the case of smaller borrowings.
- The Township will choose the method of sale of its bonds (competitive, invited or negotiated) in light of financial and market conditions, considering an assessment of the different risks associated with each method. Records shall be maintained to document the decisions for the methods discussed and selected.
  - Competitive sale – the underwriter buys the bonds but does not provide advice or support to the issuer. In Pennsylvania, approximately 20% of sales are competitive.
  - Negotiated sale – the issuer works with the underwriter who can provide advice. A negotiated sale provides more flexibility in determining the appropriate timing of taking the issue to market. In Pa., approximately 80% of bonds are issued in a negotiated sale.

#### ***DEBT MANAGEMENT PRACTICES***

- The Township will manage debt issuance to comply with the established debt limits and will evaluate those every year and revise them as necessary.
- In order to comply with Federal arbitrage regulation, the Township will not issue obligations until identifiable projects are close to initiation. Debt obligations will be issued as closely as feasible to the time contracts are expected to be awarded.
- Debt service payments:
  - The Township has a fiduciary responsibility to manage its funds in a manner that assures accurate and timely payment of debt service principal and interest.

- The Township will negotiate terms allowing for full investment of funds until the payment due date by utilizing electronic fund transfer
- The Township requires that its paying agent invoice the Township at least 30 days prior to the due date for payment of principal and/or interest
- The Township will use electronic fund transfer to assure transfer to the paying agent on or before the payment date. The Township is permitted to pay by check if circumstances make it necessary or prudent to do so.
- Purchase and sale of investments for bond proceeds:
  - The Township shall seek competitive rates for the investment of bond proceeds and shall endeavor to select the provider that can provide the highest rate of interest unless there are other benefits to be considered in the selection.
  - Compliance with all applicable Federal, State and contractual restrictions regarding use and investment of bond proceeds shall be maintained
  - Invested proceeds shall be diversified in order to reduce risk exposure to investment providers, types of investment products and types of securities held.
- Disclosure:
  - All fees resulting from investment services or sale of products should be fully disclosed to ensure there are no conflicts of interest and investments are being purchased at a fair market price. Underwriters of the bonds, but not the Financial or Investment Advisor, may bid on the sale of investment products for the proceeds. The Financial or Investment Advisor shall document the bidding process and results and shall certify in writing that a competitive and fair market price was received.

### **CONTINUING DISCLOSURE**

SEC Rule 15c2-12 requires that underwriters of municipal bonds ensure that the issuer will disclose certain information on an on-going basis and other information, known as “material event notices “within 10 business days of the event’s occurrence. These requirements are included in the Continuing Disclosure Agreement between the underwriter and the issuer.

#### Annual Disclosure

The Continuing Disclosure Agreements for the General Obligation Bonds, Series of 2019 and Series A of 2019 both require:

- Annual financial report - to be posted within 270 days of the Township’s year end on the EMMA website

Although not specified in the Continuing Disclosure Agreement:

- Annual budget – within 10 days after adoption, we will post to the EMMA website

#### Material Event Notices

On August 15, 2018, the Securities and Exchange Commission adopted amendments to Rule 15c2-12 of the Securities Exchange Act to include additional material event notices. These changes were effective February 27, 2019. The Rule and its amendment should be reviewed annually for disclosure requirements. The following is an abbreviated list of items that are considered “material events”:

- New material debt obligations, including leases that “operate as a vehicle to borrow money”
- Bankruptcy
- Unscheduled draws on financial reserves, indicating financial difficulties
- Modifications to rights of bondholders, if material
- Adverse tax opinions pertaining to the issue
- Bond calls and tender offers
- Defaults on any existing debt
- Change in ratings on existing bond issues
- Failure to file annual financial reports on time

#### **RESPONSIBILITY FOR THE POLICY**

The development and responsibility of the Debt Management Policy rests with the Treasurer/Director of Finance. The primary responsibilities of the Treasurer in regards to Debt Management are as follows:

- Review Capital Improvement Projects on an annual basis to determine financing needs
- Annually, review opportunities for refinancing existing debts at more favorable terms
- Review annual debt ratios to insure compliance
- Ensure compliance with Federal and State continuing disclosure regulations and file all required documents as necessary

## GENERAL FUND

### POLICE DEPARTMENT



#### MISSION

The mission of the Police Department is to work in a true partnership with its fellow citizens to enhance the quality of life in our community. By raising the level of public safety through law enforcement, the Police Department reduces the fear and incidence of crime. In accomplishing these goals, service will be our commitment, honor and integrity our mandate.

#### DESCRIPTION OF SERVICES PROVIDED

The Police department is headquartered at the Township Building in Chester Springs, Pa. The following services are provided:

##### Chief of Police

- The Chief of Police plans, organizes and administers a public safety program.
- The Chief of Police has the authority and responsibility for management, direction, planning, staffing, performance, and control of the operation and administration of the Township Police Department.
- Directs functions at all Township events. Serves as the Incident Commander at the scene of all police related incidents.

##### Police Officers

- The basic obligations of the Department are to protect life and property and all the rights guaranteed by the United States Constitution and the Commonwealth of Pennsylvania's Constitution.
- Prevent abuse and injury whenever possible; to preserve the peace and maintain order; to control crime, apprehend offenders and to enforce the law.

#### ACCOMPLISHMENTS IN 2020

- Police operations enhanced using benchmarking
- Proactive with community-oriented policing
  - Business community
  - Religious community
  - Sports organizations
  - HOA's
- Customer service focused

- Relocated into new facility
- Participation in regional services to provide cost effective specialty services
- Maintained high levels of service during COVID 19
- Prescription drug take-back program
- Vehicle operations training, firearms, use of force and incident command training
- Use of social media (Facebook)
- Recognition by the Government Finance Officers Association for budgetary practices
- Records being transferred from paper to digital
- Facilities program design
- Emergency Services (Fire, EMS) Partnership
- Community Public Safety Programs
- Chaplain program expanded
- Employee development program
- COVID 19 operations



Police Department Outreach Activities at Hickory Park



Local residents dropped off refreshments to officers on their first day in the refurbished police station

### **GOALS FOR 2021**

- Continue to follow customer service-based philosophies and practices
- Continue with Risk Management Team Assessments
- Continue to utilize benchmarking data to address personnel and the department's overall performance
- Attempt to enlist more participants in the Community Assistance Personnel Services Program
- Evaluate community demographics and provide training as needed
- Building Programming Project
- Continue paper records to digital electronic storage
- Expand use of social media and technology
- Continue fiscal practices identified by the Government Finance Officers Association
- Employee Development Program
- Continue Public Safety Presentations
- Continue Accreditation procedures
- Vehicle Accident Analysis

*Staffing Statistics – as of the end of each year presented*

|                          | 2021         | 2020         | 2019         |
|--------------------------|--------------|--------------|--------------|
| <b><u>Full time:</u></b> |              |              |              |
| Police Chief             | 1            | 1            | 1            |
| Sergeant                 | 0            | 0            | 0            |
| Corporal                 | 2            | 2            | 2            |
| Detective                | 1            | 1            | 1            |
| Officers                 | 8            | 8            | 8            |
| <b><u>Part time:</u></b> |              |              |              |
| Officers                 | 1            | 1            | 0            |
| Admin Assistant          | 1            | 1            | 1            |
| <b>Total FTE's</b>       | <b>12.75</b> | <b>12.75</b> | <b>12.25</b> |

Each part-time officer is considered one half FTE. The administrative assistant works approximately sixteen hours per week and is counts as .25 FTE.



Traffic accident with injuries on Little Conestoga Road

**2021 Budget Summary – Police Department**

|                                  | 2021<br>Budget     | Actual 2020<br>(9/30/20) | 2020<br>Budget     | 2021<br>Increase<br>(Decrease) | Percentage<br>Change |
|----------------------------------|--------------------|--------------------------|--------------------|--------------------------------|----------------------|
| Personnel and related expenses   | \$2,267,042        | \$1,640,586              | \$2,170,892        | \$96,150                       | 4.4%                 |
| Vehicle costs                    | 60,000             | 34,207                   | 53,000             | 7,000                          | 13.2%                |
| Insurance – liability & property | 15,221             | 12,154                   | 16,204             | (983)                          | (6.1%)               |
| All other                        | 107,890            | 42,918                   | 106,200            | 1,690                          | 1.6%                 |
| <b>Total</b>                     | <b>\$2,450,153</b> | <b>\$1,729,865</b>       | <b>\$2,346,296</b> | <b>\$103,857</b>               | <b>4.4%</b>          |

**Explanation of Major Changes**

**Personnel and related expenses**

The Upper Uwchlan Township Police Association has a three year contract that runs from January 1, 2020 to December 31, 2022. It includes salary increases of 3% in each of the three years. The newest member of the department, hired in 2019, receives slightly higher percentage increases each year for the first five years until he reaches the same pay level as the other officers.

The Township is using its rate stabilization credits to maintain medical insurance at 2020 levels. The Police Department's insurance will increase in 2021 due to a change in family status for one of the officers.

One police vehicle is replaced each year; it is expected that additional maintenance will be required in 2021 so the vehicle maintenance budget was increased.



*Police are always the first on the scene of emergencies for everyone's safety.*



Police use the ATV on the trail system to meet residents and hand out give-aways.

## STATISTICS

|                  | 2021          | 2020* | 2019   |
|------------------|---------------|-------|--------|
| Police incidents |               | 8,135 | 12,588 |
| Radio            | NOT PERMITTED | 1,294 | 2,193  |
| Sight            | COULD BE      | 577   | 1,007  |
| Person           | DEEMED TO BE  | 139   | 161    |
| Headquarters     | QUOTAS        | 6,305 | 9,197  |

\*As of 8/31/19

\*\* Changed reporting system

### *Sworn Full Time Equivalent (FTE) Employees*

The ratio of sworn full time equivalent (FTE) employees to each 1,000 residents

|             | 2021 | 2020 | 2019 |
|-------------|------|------|------|
| Sworn FTE's | 1.00 | 1.00 | 1.00 |

Population 11,540

### *Reported Crimes and Arrests*

|                            | 2021    | 2020* | 2019 |
|----------------------------|---------|-------|------|
| Reported Crimes Part 1 & 2 | Unknown | 82    | 156  |
| Arrests                    | Unknown | 33    | 60   |
| Crimes per 1,000 residents | Unknown | 7     | 13   |

\*As of 8/31/20

*Traffic Safety*

*Police Traffic Enforcement*

|                           | <b>2021</b> | <b>2020*</b> | <b>2019</b> |
|---------------------------|-------------|--------------|-------------|
| Traffic stops             | Unknown     | 1,034        | 1,984       |
| Verbal & Written Warnings | Unknown     | 814          | 1,196       |
| Citations                 | Unknown     | 618          | 1,522       |

\*As of 8/31/20

*Traffic Crashes*

*Highway traffic accidents*

|                   | <b>2021</b> | <b>2020*</b> | <b>2019</b> |
|-------------------|-------------|--------------|-------------|
| Vehicle accidents | Unknown     | 54           | 177         |

\*As of 8/31/20



Trapped driver being extricated by Lionville Fire Company



Officers did many birthday parades for local kids during the COVID 19 restrictions

### **PERFORMANCE MEASURES**

#### *Township Goals Supported:*

- Health and Safety
  - Provide customer-based, proactive, responsive law enforcement by an accredited law enforcement agency
- Participation and dissemination of information via various social media outlets

|  | <b>2021</b> | <b>2020</b> | <b>2019</b> |
|--|-------------|-------------|-------------|
| <i>Number of years that the Police Department has been accredited by the Pennsylvania Police Chief's Association</i> | 6           | 5           | 4           |
| <i>Number of years that the Police Department has used Facebook to share information with residents and others</i>   | 9           | 8           | 7           |



Vehicle accident with injuries



Birthday parade during COVID 19 restrictions

**Upper Uwchlan Township**  
**2021 Budget**

|                                  |                                | Actual - 9/30/20 |           |           |           |           |           |            |              |           |           |           |           |  |  |
|----------------------------------|--------------------------------|------------------|-----------|-----------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|--|--|
|                                  |                                | Actual           |           |           | Budget    |           | Budget    |            | \$ Inc/(Dec) |           | %         |           | Budget    |  |  |
|                                  |                                | 2018             | 2019      | 2019      | 2020      | 2020      | 2021      | '20 Budget | Inc/(Dec)    | 2022      | 2023      | 2024      | 2025      |  |  |
| <b>410 POLICE EXPENSES</b>       |                                |                  |           |           |           |           |           |            |              |           |           |           |           |  |  |
| 01-410-000-100                   | Police Wages                   | 1,214,743        | 1,273,965 | 1,236,990 | 946,561   | 1,309,163 | 1,366,432 | 57,269     | 4%           | 1,404,604 | 1,452,276 | 1,495,844 | 1,540,720 |  |  |
| 01-410-000-150                   | Payroll Tax Expense            | 94,617           | 102,833   | 93,953    | 76,446    | 100,151   | 104,532   | 4,381      | 4%           | 107,452   | 111,099   | 114,432   | 117,865   |  |  |
| 01-410-000-151                   | Unemployment Compensation      | 1,226            | 1,040     | 1,040     | 1,039     | 1,040     | 2,870     | 1,830      | 176%         | 2,870     | 2,870     | 2,870     | 2,870     |  |  |
| 01-410-000-156                   | Employee Benefit Expense       | 323,675          | 332,780   | 329,526   | 242,635   | 333,668   | 344,817   | 11,149     | 3%           | 351,714   | 358,748   | 365,923   | 373,241   |  |  |
| 01-410-000-158                   | Medical Expense Reimbursement  | 8,096            | 8,813     | 9,000     | 6,027     | 10,000    | 13,000    | 3,000      | 30%          | 13,000    | 13,000    | 13,000    | 13,000    |  |  |
| 01-410-000-160                   | Pension Expense                | 177,707          | 230,104   | 228,232   | 251,733   | 251,733   | 257,095   | 5,362      | 2%           | 256,768   | 261,903   | 267,141   | 272,484   |  |  |
| 01-410-000-165                   | Employer 457 Match             | -                | -         | -         | -         | 12,000    | 18,000    | 6,000      | 100%         | 24,000    | 24,000    | 24,000    | 24,000    |  |  |
| 01-410-000-174                   | Tuition Reimbursement          | -                | 4,868     | 12,000    | 12,544    | 12,000    | 15,000    | 3,000      | 25%          | 15,000    | 15,000    | 15,000    | 15,000    |  |  |
| 01-410-000-181                   | Longevity Pay                  | 19,400           | 19,800    | 19,800    | 22,000    | 27,600    | 28,600    | 1,000      | 4%           | 29,400    | 31,000    | 31,800    | 32,600    |  |  |
| 01-410-000-182                   | Education Incentive            | 3,000            | 3,750     | 3,000     | 3,750     | 3,750     | 3,750     | -          | 0%           | 3,750     | 3,750     | 3,750     | 3,750     |  |  |
| 01-410-000-183                   | Overtime Wages                 | 40,401           | 47,474    | 46,000    | 30,049    | 49,000    | 54,000    | 5,000      | 10%          | 54,000    | 54,000    | 54,000    | 54,000    |  |  |
| 01-410-000-187                   | Court Time Wages               | 18,690           | 5,783     | 12,000    | 2,918     | 12,000    | 12,000    | -          | 0%           | 12,000    | 12,000    | 12,000    | 12,000    |  |  |
| 01-410-000-191                   | Uniform & Boot Allowances      | 11,550           | 11,600    | 11,950    | 11,600    | 11,600    | 11,600    | -          | 0%           | 11,600    | 11,600    | 11,600    | 11,600    |  |  |
| 01-410-000-200                   | Supplies                       | 7,893            | 7,192     | 14,000    | 8,369     | 14,000    | 14,000    | -          | 0%           | 14,000    | 14,000    | 14,000    | 14,000    |  |  |
| 01-410-000-215                   | Postage                        | 750              | 999       | 750       | 344       | 750       | 750       | -          | 0%           | 750       | 750       | 750       | 750       |  |  |
| 01-410-000-230                   | Gasoline & Oil                 | 27,428           | 30,879    | 30,000    | 20,899    | 30,000    | 35,000    | 5,000      | 17%          | 35,000    | 35,000    | 35,000    | 35,000    |  |  |
| 01-410-000-235                   | Vehicle Maintenance            | 20,921           | 20,055    | 30,000    | 13,308    | 23,000    | 25,000    | 2,000      | 9%           | 30,000    | 30,000    | 30,000    | 30,000    |  |  |
| 01-410-000-238                   | Clothing/Uniforms              | 3,649            | 4,779     | 5,000     | 3,328     | 9,000     | 9,000     | -          | 0%           | 5,500     | 5,500     | 5,500     | 5,500     |  |  |
| 01-410-000-250                   | Maintenance & Repairs          | 2,255            | 189       | 2,500     | 613       | 2,500     | 2,500     | -          | 0%           | 6,500     | 6,500     | 6,500     | 6,500     |  |  |
| 01-410-000-260                   | Small Tools & Equipment        | 6,855            | 5,806     | 9,000     | 3,316     | 9,000     | 9,000     | -          | 0%           | 9,000     | 9,000     | 9,000     | 9,000     |  |  |
| 01-410-000-311                   | Non-Reimbursable Legal         | -                | -         | 3,000     | -         | -         | -         | -          | #DIV/0!      | -         | -         | -         | -         |  |  |
| 01-410-000-316                   | Training & Seminars            | 10,758           | 8,568     | 16,000    | 7,607     | 13,000    | 13,000    | -          | 0%           | 13,000    | 13,000    | 13,000    | 13,000    |  |  |
| 01-410-000-317                   | Parking & Travel               | 6                | 963       | 500       | 154       | 1,000     | 1,000     | -          | 0%           | 1,000     | 1,000     | 1,000     | 1,000     |  |  |
| 01-410-000-320                   | Telephone                      | 3,249            | 3,494     | 8,000     | 1,816     | 8,000     | 8,000     | -          | 0%           | 8,000     | 8,000     | 8,000     | 8,000     |  |  |
| 01-410-000-322                   | Ipad Expense                   | 448              | 125       | 600       | 338       | 600       | 600       | -          | 0%           | 600       | 600       | 600       | 600       |  |  |
| 01-410-000-327                   | Radio Equipment M & R          | -                | -         | 1,000     | -         | 1,000     | 1,000     | -          | 0%           | 1,000     | 1,000     | 1,000     | 1,000     |  |  |
| 01-410-000-340                   | Public Relations               | 9,178            | 11,302    | 12,000    | 1,929     | 12,000    | 12,000    | -          | 0%           | 12,000    | 12,000    | 12,000    | 12,000    |  |  |
| 01-410-000-342                   | Police Accreditation           | 2,030            | 3,408     | 13,500    | 1,785     | 6,000     | 6,000     | -          | 0%           | 3,000     | 3,000     | 3,000     | 3,000     |  |  |
| 01-410-000-352                   | Insurance - Liability          | 14,485           | 14,550    | 14,550    | 10,370    | 13,826    | 13,114    | (712)      | -5%          | 13,114    | 13,114    | 13,114    | 13,114    |  |  |
| 01-410-000-353                   | Insurance - Vehicles           | 4,409            | 2,429     | 2,429     | 1,784     | 2,378     | 2,107     | (271)      | -11%         | 2,107     | 2,107     | 2,107     | 2,107     |  |  |
| 01-410-000-354                   | Insurance - Workers Comp.      | 40,132           | 39,029    | 37,619    | 33,284    | 37,187    | 37,096    | (91)       | 0%           | 38,208    | 39,355    | 40,535    | 41,751    |  |  |
| 01-410-000-420                   | Dues/Subscriptions/Memberships | 157              | 1,130     | 1,000     | 375       | 1,000     | 1,000     | -          | 0%           | 1,000     | 1,000     | 1,000     | 1,000     |  |  |
| 01-410-000-450                   | Contracted Services            | 9,195            | 15,204    | 17,200    | 12,944    | 25,350    | 27,040    | 1,690      | 7%           | 27,040    | 27,040    | 27,040    | 27,040    |  |  |
| 01-410-000-740                   | Computer/Furniture             | 1,896            | 2,356     | 5,000     | -         | 3,000     | 3,000     | -          | 0%           | 3,000     | 3,000     | 3,000     | 3,000     |  |  |
| <b>Total 410 POLICE EXPENSES</b> |                                | 2,078,799        | 2,215,267 | 2,227,139 | 1,729,865 | 2,346,296 | 2,451,903 | 105,607    | 5%           | 2,509,977 | 2,576,212 | 2,637,507 | 2,700,492 |  |  |

## GENERAL FUND

### **CODES DEPARTMENT**

#### **MISSION**

The mission of the Codes Department is to ensure the safety of Township residents through compliance with the Uniform Construction Code, the Township Property Maintenance Code and the Storm Water Management ordinance.

Zoning ordinances regulate use, densities, and locations of activities in the Township. The Codes Enforcement Officers enforce municipal ordinances and ensures safe building standards. The Codes Department uses the township engineer to inspect and regulate development projects in accordance with the Township Subdivision and Land Development Ordinance and the Municipalities Planning Code (MPC).

#### **DESCRIPTION OF SERVICES PROVIDED**

The Codes department is headquartered at the Township Building in Chester Springs, PA. The following services are provided:

- Residential and commercial building permits – review, inspect and issue approvals as appropriate
- Address zoning issues and attend meetings of the Zoning Hearing Board as necessary
- Manage various Township facilities, primarily Township parks
- Participates as a member of the Township Safety Committee
- Assists various local organizations in completing community service projects and facilitates the Adopt-A-Roadway trash clean-up program
- Coordinate the annual Block Party (*Administrative Assistant*)
- Provides first impression that people have of the Township, greeting visitors and residents in person or on the phone (*Administrative Assistant*)
- Editor of the Township newsletter (*Administrative Assistant*)
- Assists Emergency Management Planning Commission (*Administrative Assistant*)
- Issues certifications to Lenders on property Sales/Refinance (*Administrative Assistant*)
- Notary Acts for stormwater management (*Administrative Assistant*)

#### **ACCOMPLISHMENTS IN 2020**

- Maintained Stormwater Management Standards on new projects
- Implemented Stormwater and Alternative Energy ordinances
- Coordinated Eagle Scout Projects and community service individuals involving improvements within the township.
- Managed Dedication site work and infrastructure repairs at Reserve at Chester Springs and Townes at Chester Springs.
- Managed the commencement of housing construction at Chester Springs Crossing and Preserve at Marsh Creek.

## Upper Uwchlan Township Budget - 2021

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- Transitioned Al Gaspari's responsibilities to the Building and Zoning Officers.
- Adapted the departments standard operating procedures to comply with Governors Orders regarding Covid19.

### **GOALS FOR 2021**

- Enforce the Property Maintenance Code
- Continue Coordination with Sunoco on Mariner II and Mariner III projects
- Implement a Fire Inspection program
- Continue to work with the Storm Water Technical Advisory Committee
- Coordinate a Water Resource Protection Program
- Review Township fee schedule relating to permits
- Continue to utilize the TRAISR program as intended
- Revise permit applications to make them more user friendly for residents
- Streamline the permit process in order to make the experience easier for residents

### *Staffing Statistics – as of the end of each year presented*

|                          | 2021        | 2020        | 2019        |
|--------------------------|-------------|-------------|-------------|
| <b>Full time:</b>        |             |             |             |
| Codes Department         |             |             |             |
| Administrator            | 1           | 1           | 1           |
| Building Inspector       | 1           | 1           | 1           |
| Administrative Assistant | 1           | 1           | 1           |
| <b>Part time:</b>        |             |             |             |
| Consultant               | -           | -           | -           |
| <b>Total</b>             | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> |

\*One individual acts as the Administrative Assistant to the Executive and Codes Departments and is included for accounting purposes in the Codes Department.

### **2021 Budget Summary - Codes**

|                                | 2021<br>Budget   | Actual 2020<br>(9/30/20) | 2020<br>Budget   | 2021<br>Increase<br>(Decrease) | Percentage<br>Change |
|--------------------------------|------------------|--------------------------|------------------|--------------------------------|----------------------|
| Personnel and related expenses | \$349,385        | \$261,185                | \$406,748        | (\$57,362)                     | (14.1%)              |
| All other                      | 17,902           | 10,540                   | 19,574           | (1,672)                        | (8.5%)               |
| <b>Total</b>                   | <b>\$367,287</b> | <b>\$271,725</b>         | <b>\$426,321</b> | <b>(\$59,034)</b>              | <b>(13.8%)</b>       |

### **Explanation of Major Changes**

#### **Personnel and related expenses**

Personnel costs decreased due to the retirement of the Codes Official, who had been a Township employee for 24 years. He retired on July 1, 2020 and the Township engaged a consultant until September 28 when he was hired as a full time employee to replace the Codes Official. Also, a decrease in medical costs resulted from the personnel change. All non-uniform personnel are budgeted for a 3% salary increase in 2021. The Township is using its rate stabilization credits to maintain medical insurance at 2020 levels.

### **STATISTICS**

|  | <b>2021</b> | <b>2020*</b> | <b>2019</b> |
|--|-------------|--------------|-------------|
| Building permits issued - residential                    | 575         | 429          | 637         |
| Building inspections - residential                       | 3,160       | 2,360        | 1,986       |
| Building permits issued - commercial                     | 30          | 21           | 56          |
| Building inspections - commercial                        | 210         | 147          | 368         |
| Re-sale Use & Occupancy permits issued                   | 200         | 150          | 175         |
| Re-sale Use & Occupancy inspections                      | 100         | **10         | 202         |
| Residential refinance requests – trash & sewer lien info | 250         | 220          | 117         |
| Number of Zoning Hearings conducted                      | 5           | 2            | 3           |

\*As of 9/30/20

\*\*Reduction of Resale U&O inspections due to COVID19 Pandemic

### **PERFORMANCE MEASURES**

#### *Township Goals Supported:*

- Health and Safety
  - Maintain the quality of life and the health, safety, and welfare through the administration of all applicable codes, regulations and standards to include, but not limited to: Township codes, building codes, the property management code and the International Fire Code.
- Thriving Local Economy
  - Encourage economic vitality through appropriate zoning, land development and infrastructure improvement

*Code Enforcement: Inspector Response to Permits Issued*

Average inspections per workday; number of inspections performed (does not include electrical inspections performed by third party electrical underwriters)

|                                    | 2021 | 2020* | 2019 |
|------------------------------------|------|-------|------|
| Number of permits issued           | 605  | 450   | 693  |
| Average inspections per workday**  | 10.9 | 11.5  | 12.5 |
| Permits issued per 1,000 residents | 52   | 39    | 60   |

\*As of 9/30/20

\*\* Average inspections per permit = 3.50 inspections

*Code Enforcement: Costs per parcel*

Direct costs of the Code Department relative to the number of parcels in the Township. (Fringe benefits and pension costs are excluded)

|                               | 2021      | 2020*     | 2019      |
|-------------------------------|-----------|-----------|-----------|
| Codes Department direct costs | \$278,849 | \$200,370 | \$293,366 |
| Cost per parcel               | \$61.53   | \$44.21   | \$64.73   |

\*As of 9/30/20

*Code Enforcement: Contribution to offset Department Costs*

The fees charged by the Township help to offset the costs of running the department

|                                 | 2021      | 2020*     | 2019      |
|---------------------------------|-----------|-----------|-----------|
| Building Codes fees received    | \$486,000 | \$370,193 | \$392,207 |
| Average contribution per permit | \$803.31  | \$822.65  | \$565.96  |

**Upper Uwchlan Township  
2021 Budget**

|                                       |                                | Actual - 9/30/20 |         |         |         |         |         |            |              |         |         |         |         |  |  |  |
|---------------------------------------|--------------------------------|------------------|---------|---------|---------|---------|---------|------------|--------------|---------|---------|---------|---------|--|--|--|
|                                       |                                | Actual           |         |         | Budget  |         | Budget  |            | \$ Inc/(Dec) |         | %       |         | Budget  |  |  |  |
|                                       |                                | 2018             | 2019    | 2019    | 2020    | 2020    | 2021    | '20 Budget | Inc/(Dec)    | 2022    | 2023    | 2024    | 2025    |  |  |  |
| <b>413 CODES ADMINISTRATION</b>       |                                |                  |         |         |         |         |         |            |              |         |         |         |         |  |  |  |
| 01-413-000-100                        | Code Administrator Wages       | 242,228          | 241,943 | 243,098 | 167,250 | 250,390 | 223,678 | (26,712)   | -11%         | 230,388 | 237,300 | 244,419 | 251,751 |  |  |  |
| 01-413-000-150                        | Payroll Tax Expense            | 18,268           | 18,987  | 18,597  | 13,304  | 19,155  | 17,111  | (2,044)    | -11%         | 17,625  | 18,153  | 18,698  | 19,259  |  |  |  |
| 01-413-000-151                        | Unemployment Compensation      | 270              | 247     | 240     | 240     | 240     | 615     | 375        | 156%         | 677     | 738     | 707     | 707     |  |  |  |
| 01-413-000-156                        | Employee Benefit Expense       | 73,725           | 74,505  | 73,835  | 49,370  | 72,761  | 57,905  | (14,856)   | -20%         | 59,063  | 60,244  | 61,449  | 62,678  |  |  |  |
| 01-413-000-160                        | Pension Expense                | 24,445           | 23,468  | 23,468  | 21,985  | 21,985  | 18,883  | (3,102)    | -14%         | 19,449  | 20,033  | 20,634  | 21,253  |  |  |  |
| 01-413-000-165                        | Employer 457 Match             | -                | -       | -       | -       | 3,000   | 4,500   | 1,500      | 50%          | 4,500   | 4,500   | 4,500   | 4,500   |  |  |  |
| 01-413-000-181                        | Longevity Pay                  | 6,900            | 7,200   | 7,200   | 7,500   | 7,500   | 4,800   | (2,700)    | -36%         | 5,100   | 5,400   | 5,700   | 6,750   |  |  |  |
| 01-413-000-200                        | Supplies                       | 1,831            | 1,400   | 2,000   | 163     | 2,000   | 2,000   | -          | 0%           | 2,000   | 2,000   | 2,000   | 2,000   |  |  |  |
| 01-413-000-230                        | Gasoline & Oil                 | 2,405            | 2,165   | 3,800   | 1,254   | 3,800   | 3,400   | (400)      | -11%         | 3,400   | 3,400   | 3,400   | 3,400   |  |  |  |
| 01-413-000-235                        | Vehicle Maintenance            | 1,118            | 4,978   | 1,500   | 79      | 1,500   | 2,000   | 500        | 33%          | 2,000   | 2,000   | 2,000   | 2,000   |  |  |  |
| 01-413-000-316                        | Training & Seminars            | 1,969            | 155     | 3,000   | 352     | 3,000   | 2,500   | (500)      | -17%         | 2,500   | 2,500   | 2,500   | 2,500   |  |  |  |
| 01-413-000-317                        | Parking & Travel               | 593              | 97      | 1,000   | -       | 1,000   | 750     | (250)      | -25%         | 750     | 750     | 750     | 750     |  |  |  |
| 01-413-000-320                        | Telephone                      | 1,568            | 1,279   | 2,000   | 1,094   | 2,000   | 2,000   | -          | 0%           | 2,000   | 2,000   | 2,000   | 2,000   |  |  |  |
| 01-413-000-322                        | Ipad Expense                   | 374              | 145     | 600     | 518     | 600     | 600     | -          | 0%           | 600     | 600     | 600     | 600     |  |  |  |
| 01-413-000-352                        | Insurance - Liability          | -                | 424     | 424     | 282     | 377     | 367     | (10)       | -3%          | 367     | 367     | 367     | 367     |  |  |  |
| 01-413-000-353                        | Insurance - Vehicles           | 362              | 349     | 349     | 223     | 297     | 285     | (12)       | -4%          | 285     | 285     | 285     | 285     |  |  |  |
| 01-413-000-354                        | Insurance - Workers Comp.      | 1,853            | 1,801   | 1,736   | 1,536   | 1,716   | 618     | (1,098)    | -64%         | 700     | 700     | 700     | 700     |  |  |  |
| 01-413-000-420                        | Dues/Subscriptions/Memberships | 2,071            | 355     | 5,000   | 85      | 5,000   | 3,000   | (2,000)    | -40%         | 3,000   | 3,000   | 3,000   | 3,000   |  |  |  |
| 01-413-000-450                        | Contracted Services            | 9,674            | 11,842  | 30,000  | 6,490   | 30,000  | 10,000  | (20,000)   | -67%         | 10,000  | 10,000  | 12,000  | 12,000  |  |  |  |
| 01-413-000-460                        | Meetings & Conferences         | -                | -       | -       | -       | -       | 1,000   | 1,000      | #DIV/0!      | 1,000   | 1,000   | 1,000   | 1,000   |  |  |  |
| <b>Total 413 CODES ADMINISTRATION</b> |                                | 389,654          | 391,340 | 417,847 | 271,725 | 426,321 | 356,012 | (70,309)   | -16%         | 365,404 | 374,970 | 386,709 | 397,501 |  |  |  |

## GENERAL FUND

### **PUBLIC WORKS DEPARTMENT**

#### **MISSION**

The mission of the Public Works Department is to serve the residents of Upper Uwchlan Township by maintaining the public roadways and township parks for the safe and efficient use. The Public Works department also maintains the infrastructure and facilities owned and operated by the Upper Uwchlan Township Municipal Authority.

Township expenses associated with the operation of the wastewater system are charged back to the Municipal Authority and are shown as revenue under the description "Municipal Authority Reimbursement".

#### **DESCRIPTION OF SERVICES PROVIDED**

The Public Works Department is located at 132 Oscar Way in Chester Springs, about a half mile from the Township building. The department is responsible for the maintenance and repair of the following:

- Roadways
- Storm water infrastructure
- Traffic signals
- Roadway signage
- Open space parkland
- Athletic facilities
- Waste water pump stations and treatment plants
- Drip/spray fields
- General township facilities

#### **ACCOMPLISHMENTS IN 2020**

- Performed over 30 road repairs and in-house asphalt repairs, using approximately 55 tons of asphalt.
- Repaired or rebuilt 80 inlets as of September 2020.
- Replaced two 30' stormwater pipes near 140 Krauser Road.
- Repaired and resurfaced 3.06 miles of roadway
- Paved the driveway at Lakeridge Sewer Plant using approximately 245 tons of asphalt
- Paved the driveway at Marsh Harbour Pump Station using approximately 40 tons of asphalt
- Responded to 670 PA One call tickets (*as of September 1<sup>st</sup>*).
- Continuously performed roadside mowing throughout the Township – 16.9 miles
- Mowed and maintained all Township owned facilities... Parks, Municipal Authority pump stations, sewer plants, spray and drip fields, manholes and spray heads, Public Works garage, Township Building, covered bridge, and Upland Farms continuously throughout the year. Total of 154.5 acres.
- Called out 3 times for snow or ice removal and other storm related issues.

- Cleaned out approximately 1,800 inlets throughout the year.
- Performed street sweeping on approximately 238 lane miles. This includes street sweeping during the winter months to collect excess cinders to recycle and reuse during future storm events. At the completion of the winter season, street sweeping was performed to collect salt, cinders and debris. Street sweeping was also performed at various times throughout the year to clean out storm drains and to collect leaves and other miscellaneous debris.
- Delivered trash and recycling Toters to approximately 52 new homes constructed in 2020.
- Repaired or replaced approximately 63 trash and recycling Toters that were damaged.
- Swapped out approximately thirteen 64-gallon Recycling Toters with larger 96-gallon and delivered thirteen additional recycling toters in an effort to increase recycling in the township.
- Worked with the Township Secretary to prepare bid contracts for road milling and resurfacing, line painting, various road materials and snow removal.
- Repaired and replaced 66 signs that were not up to MUTCD standards.
- Performed intersection trimming to allow for sight distance
- Tree trimming along streets to accommodate plow vehicles, delivery trucks, school busses, and trash trucks.
- Performed 34 State inspections and over 100 repair and maintenance services on Township owned vehicles and equipment



*Inlet Repair on Prescott Drive*

**GOALS FOR 2021**

- Continue to perform our duties in a professional and effective manner.
- Attend training sessions and continuing education courses to help employees refresh and enhance their knowledge.
- Repair and resurface 3.41 miles of roadway.
- Recycle old asphalt to make pothole patching a permanent fix – to avoid multiple repairs with cold patch.
- Respond effectively to PA One call requests.
- Continue Storm Water Management rehabilitation work.
- Asset mapping
  - Storm water basins
  - Signs

*Staffing Statistics – as of the end of each year presented*

|                          | <b>2021</b> | <b>2020</b> | <b>2019</b> |
|--------------------------|-------------|-------------|-------------|
| <b><u>Full time:</u></b> |             |             |             |
| Director                 | 1           | 1           | 1           |
| Road foreman             | 1           | 1           | 1           |
| Skilled road worker      | 4           | 4           | 4           |
| Facilities - Wastewater  | 1           | 1           | 1           |
| Facilities - Parks       | 2           | 2           | 2           |
| Administrative Ass't     | 1           | -           | -           |
| Seasonal *               | 5           | 5           | 4           |
| <b><u>Part-time:</u></b> |             |             |             |
| Administrative assistant | -           | 1           | 1           |
| <b>Total FTE's</b>       | <b>12.0</b> | <b>11.2</b> | <b>11.2</b> |

\*Seasonal employees are hired for the warmer months – generally from April to October. Although seasonal employees are budgeted for 6 months, the seasonal employees traditionally return to college at the end of August so the actual time of employment is frequently less. The part-time administrative assistant counted as .60 FTE in 2019 and 2020. In 2021, she will be a full-time employee.

**2021 Budget Summary – Public Works Department (including Facilities Division)**

|                                  | 2021<br>Budget     | Actual 2020<br>(9/30/20) | 2020<br>Budget      | 2021<br>Increase<br>(Decrease) | Percentage<br>Change |
|----------------------------------|--------------------|--------------------------|---------------------|--------------------------------|----------------------|
| Personnel and related expenses   | \$1,048,260        | \$673,486                | \$991,966           | \$56,293                       | 5.7%                 |
| Vehicle costs                    | 70,841             | 26,666                   | 70,939              | (98)                           | (0.1%)               |
| Insurance – liability & property | 4,383              | 3,390                    | 4,519               | (136)                          | (3.0%)               |
| Road resurfacing                 | 274,333            | -                        | -                   | 274,333                        | 100.0%               |
| Signs                            | 6,000              | -                        | 6,000               | -                              | 0.0%                 |
| Signals                          | 35,200             | -                        | 35,000              | 200                            | 0.6%                 |
| All other                        | 143,180            | 44,094                   | 148,180             | (5,000)                        | (3.4%)               |
| Labor allocation                 | (221,494)          | (145,381)                | (207,336)           | (14,158)                       | 6.8%                 |
| <b>Total</b>                     | <b>\$1,360,703</b> | <b>\$602,255</b>         | <b>\$ 1,049,268</b> | <b>\$311,434</b>               | <b>29.7%</b>         |

**Explanation of Major Changes**

**Personnel and related**

All non-uniform personnel are budgeted for a 3% salary increase in 2021. The administrative assistant will become a full-time employee in 2021 due to the high volume of work related to solid waste collection. Her salary and all employer paid benefits are shared with the Solid Waste Fund, which is allocated 25% of the total cost. The budget includes hiring an intern to work for two months mapping stormwater inlets. The intern's costs are allocated to the Storm Water Resource Fund.

The Township is using its rate stabilization credits to maintain medical insurance at 2020 levels.

**Road Resurfacing**

The Township performs road resurfacing each year and spends approximately \$450,000 annually. The costs are generally shared between the General Fund (under the Public Works department) and the Liquid Fuels Fund. In 2020, road resurfacing was financed completely from the Liquid Fuels Fund. The 2021 Budget returns to shared funding.

**Allocations of labor to the parks**

The Township assigns labor costs to the Parks to show the full cost of operating the five Township parks. It includes all personnel costs: salaries, employer portion of Social Security taxes (FICA), overtime, pension expense, medical and dental insurance and Worker's Compensation insurance.



*Public Works personnel visited St. Matthews Pre-School & Kindergarten*



*Public Works removing a tree on Krauser Road*

## STATISTICS

|   | 2021               | 2020               | 2019               |
|---|--------------------|--------------------|--------------------|
| Roadways  | 59.53 miles        | 59.53 miles        | 58.93 miles        |
| Storm water mains   | 34.12 miles +      | 34.12 miles +      | 34.12 miles        |
| Storm water inlets  | 1,713              | 1,713              | 1,713              |
| Storm water basins  | 5 (township owned) | 5 (township owned) | 5 (township owned) |
| Traffic signals   | 12                 | 12                 | 12                 |
| Parks   | 5                  | 5                  | 5                  |
| Trails maintained   | 9.83 miles         | 9.83 miles         | 9 miles            |
| General Township Facilities (Township building, PW building and Milford building) | 3                  | 3                  | 3                  |
| Drip/spray fields   | 24                 | 24                 | 24                 |
| Acres of drip/spray fields  | 107.33 acres       | 107.33 acres       | 107.33 acres       |
| Treatment plants  | 8                  | 8                  | 8                  |
| Pump stations   | 15                 | 15                 | 15                 |
| Sanitary main   | 41.42 miles +      | 41.42 miles +      | 41.42 miles +      |
| Spray heads   | 1,452              | 1,452              | 1,452              |
| Miles of roadway paved  | 3.41 miles         | 3.06 miles         | 2.93 miles         |
| Roadway signs replaced  | 75                 | 66                 | 100                |
| Arrows & legends repainted  | 44                 | 99                 | 44                 |
| <u>Roadway painting:</u>  |                    |                    |                    |
| White line freshened  | 27 miles           | 27 miles           | 27 miles           |
| Double yellow lines freshened   | 17 miles           | 17 miles           | 17 miles           |
| Acres of grass to mow   | 166.45             | 166.45             | 166.45             |
| <u>Inspections conducted:</u>   |                    |                    |                    |
| Wastewater treatment facilities   | 390                | 390                | 390                |
| Township parks  | 60                 | 60                 | 60                 |
| In-depth roadway  | 10                 | 10                 | 10                 |



*Storm Water Pipe Repair on Krauser Road*

## **PERFORMANCE MEASURES**

### *Township Goals Supported:*

- Effective and Efficient Township Services
  - Protect and preserve investment in public facilities
- Thriving Local Economy
  - Invest in, maintain, and manage vehicular and pedestrian networks

### *Road Rehabilitation*

The cost per lane mile to pave and patch Township roads. (asphalt overlay)

|                    | <b>2021</b> | <b>2020</b> | <b>2019</b> |
|--------------------|-------------|-------------|-------------|
| Total lane miles   | 6.82        | 6.06        | 5.86        |
| Total cost         | \$549,333   | \$381,947   | \$373,490   |
| Cost per lane mile | \$80,547    | \$63,028    | \$63,735    |

*Staff Productivity*

The number of road maintenance full time equivalents per 1,000 residents. (Note – the Public Works Director, administrative assistant and seasonal employees are not included as FTE's).

|  | <b>2021</b> | <b>2020</b> | <b>2019</b> |
|--|-------------|-------------|-------------|
| Total FTE's                                | 7           | 7           | 7           |
| Road maintenance FTE's per 1,000 residents | 0.58        | 0.58        | 0.58        |

*Snow and Ice Control*

Total miles and per capita cost (includes overtime wages, benefits, contracted labor and snow and ice control supplies) for snow and ice control. This includes State roads that are under a snow agreement with the Township.

|                                  | <b>2021</b> | <b>2020</b> | <b>2019</b> |
|----------------------------------|-------------|-------------|-------------|
| Total snow/ice events            | Unknown     | 3           | 14          |
| Total lane miles                 | 119.06      | 119.06      | 119.06      |
| Total cost                       | Unknown     | \$16,062    | \$88,402    |
| Tons of snow/ice removal product | Unknown     | 235.55      | 1,498.77    |
| Cost per lane mile               | Unknown     | \$134.90    | \$742.50    |

**Upper Uwchlan Township  
2021 Budget**

|                         |                                | Actual - 9/30/20 |           |           |         |         |              |           |        |           |           |           |           |
|-------------------------|--------------------------------|------------------|-----------|-----------|---------|---------|--------------|-----------|--------|-----------|-----------|-----------|-----------|
|                         |                                | Actual           | Actual    | Budget    | Budget  | Budget  | \$ Inc/(Dec) | %         | Budget | Budget    | Budget    | Budget    | Budget    |
|                         |                                | 2018             | 2019      | 2019      | 2020    | 2020    | '20 Budget   | Inc/(Dec) | 2022   | 2023      | 2024      | 2025      |           |
|                         |                                |                  |           |           |         |         |              |           |        |           |           |           |           |
| <b>433 SIGNS</b>        |                                |                  |           |           |         |         |              |           |        |           |           |           |           |
| 01-433-000-200          | Supplies                       | 2,853            | 5,290     | 5,000     | 5,000   | 5,000   | -            | 0%        | 5,000  | 5,000     | 5,000     | 5,000     |           |
| 01-433-000-450          | Contracted Services            | 210              | -         | 1,000     | -       | 1,000   | -            | 0%        | 1,000  | 1,000     | 1,000     | 1,000     |           |
|                         |                                | 3,063            | 5,290     | 6,000     | -       | 6,000   | 6,000        | -         | 6,000  | 6,000     | 6,000     | 6,000     |           |
| <b>434 SIGNALS</b>      |                                |                  |           |           |         |         |              |           |        |           |           |           |           |
| 01-434-000-450          | Contracted Services            | 40,420           | 57,466    | 26,632    | 35,000  | 35,200  | 200          | 1%        | 20,000 | 20,000    | 20,000    | 20,000    |           |
|                         |                                | 40,420           | 57,466    | 26,632    | -       | 35,000  | 35,200       | 200       | 1%     | 20,000    | 20,000    | 20,000    |           |
| <b>438 PUBLIC WORKS</b> |                                |                  |           |           |         |         |              |           |        |           |           |           |           |
| 01-438-000-100          | Public Works Wages             | 341,719          | 399,889   | 393,594   | 293,273 | 405,395 | 439,698      | 34,303    | 8%     | 452,889   | 466,476   | 480,470   | 494,884   |
| 01-438-000-101          | Employee Cost Allocated        | -                | -         | -         | -       | -       | (27,098)     | (27,098)  | 100%   | (27,911)  | (28,748)  | (29,611)  | (30,499)  |
| 01-438-000-150          | Payroll Tax Expense            | 26,559           | 32,074    | 30,110    | 22,888  | 31,013  | 33,637       | 2,624     | 8%     | 34,646    | 35,685    | 36,756    | 37,859    |
| 01-438-000-151          | Unemployment Compensation      | 701              | 548       | 560       | 563     | 560     | 1,435        | 875       | 156%   | 1,579     | 1,722     | 1,794     | 1,866     |
| 01-438-000-156          | Employee Benefit Expense       | 143,395          | 147,337   | 150,538   | 104,709 | 143,928 | 171,289      | 27,361    | 19%    | 174,715   | 178,210   | 181,774   | 185,409   |
| 01-438-000-160          | Pension Expense                | 29,504           | 34,315    | 33,556    | 32,193  | 32,196  | 41,333       | 9,137     | 28%    | 42,573    | 43,850    | 45,166    | 46,521    |
| 01-410-000-165          | Employer 457 Match             | -                | -         | -         | -       | 6,000   | 10,500       | 4,500     | 75%    | 14,000    | 14,000    | 14,000    | 14,000    |
| 01-438-000-181          | Longevity                      | 5,550            | 6,150     | 6,150     | 4,500   | 6,750   | 8,100        | 1,350     | 20%    | 8,850     | 9,600     | 10,350    | 11,100    |
| 01-438-000-183          | Overtime Wages                 | 13,073           | 14,737    | 24,000    | 2,874   | 24,000  | 26,000       | 2,000     | 8%     | 26,000    | 26,000    | 26,000    | 26,000    |
| 01-438-000-200          | Supplies                       | 46,543           | 47,723    | 49,600    | 23,848  | 51,300  | 48,500       | (2,800)   | -5%    | 48,500    | 48,500    | 48,500    | 48,500    |
| 01-438-000-205          | Meals and Meal Allowances      | 90               | 198       | 500       | -       | 500     | 500          | -         | 0%     | 500       | 500       | 500       | 500       |
| 01-438-000-230          | Gasoline & Oil                 | 37,305           | 23,230    | 29,200    | 9,326   | 34,200  | 34,200       | -         | 0%     | 34,200    | 34,200    | 34,200    | 34,200    |
| 01-438-000-235          | Vehicle Maintenance            | 5,989            | 13,326    | 14,050    | 5,817   | 17,050  | 17,000       | (50)      | 0%     | 17,000    | 17,000    | 17,000    | 17,000    |
| 01-438-000-238          | Uniforms                       | 3,020            | 3,932     | 3,050     | 2,679   | 3,050   | 3,050        | -         | 0%     | 3,050     | 3,050     | 3,050     | 3,050     |
| 01-438-000-245          | Highway Supplies               | 10,911           | 8,008     | 9,900     | 2,081   | 10,100  | 9,600        | (500)     | -5%    | 9,600     | 9,600     | 9,600     | 9,600     |
| 01-438-000-260          | Small Tools & Equipment        | 11,847           | 7,542     | 12,400    | 5,550   | 12,800  | 9,600        | (3,200)   | -25%   | 9,600     | 9,600     | 9,600     | 9,600     |
| 01-438-000-316          | Training & Seminars            | 4,558            | 1,514     | 6,075     | 192     | 5,000   | 5,000        | -         | 0%     | 5,000     | 5,000     | 5,000     | 5,000     |
| 01-438-000-317          | Parking and Travel             | 1,518            | 1,387     | 600       | -       | 800     | 800          | -         | 0%     | 800       | 800       | 800       | 800       |
| 01-438-000-320          | Telephone                      | 2,707            | 2,519     | 3,000     | 2,022   | 3,000   | 3,000        | -         | 0%     | 3,000     | 3,000     | 3,000     | 3,000     |
| 01-438-000-322          | Ipad Expense                   | 601              | 1,577     | 1,200     | 731     | 1,200   | 1,200        | -         | 0%     | 1,200     | 1,200     | 1,200     | 1,200     |
| 01-438-000-341          | Advertising                    | 3,369            | 623       | -         | 21      | -       | -            | -         | 0%     | -         | -         | -         | -         |
| 01-438-000-342          | Accreditation                  | -                | -         | 5,000     | -       | 5,000   | 5,000        | -         | 0%     | 5,000     | 5,000     | 5,000     | 5,000     |
| 01-438-000-352          | Insurance - Liability          | -                | 1,764     | 1,764     | 1,249   | 1,665   | 1,621        | (44)      | -3%    | 1,621     | 1,621     | 1,621     | 1,621     |
| 01-438-000-353          | Insurance - Vehicles           | 5,089            | 1,397     | 1,397     | 892     | 1,189   | 1,141        | (48)      | -4%    | 1,141     | 1,141     | 1,141     | 1,141     |
| 01-438-000-354          | Insurance - Workers Comp.      | 9,879            | 9,007     | 8,884     | 9,392   | 8,916   | 11,747       | 2,831     | 32%    | 12,099    | 12,462    | 12,836    | 13,221    |
| 01-438-000-420          | Dues/Subscriptions/Memberships | 665              | 685       | 400       | 820     | 400     | 400          | -         | 0%     | 400       | 400       | 400       | 400       |
| 01-438-000-450          | Contracted Services            | 60,163           | 52,278    | 52,730    | 6,025   | 52,230  | 52,730       | 500       | 1%     | 52,730    | 52,730    | 52,730    | 52,730    |
| 01-438-000-463          | Miscellaneous                  | 300              | -         | -         | -       | -       | -            | -         | 0%     | -         | -         | -         | -         |
| 01-438-000-720          | Road Resurfacing               | 244,222          | 244,222   | 244,222   | -       | -       | 274,333      | 274,333   | 100%   | 274,333   | 274,333   | 274,333   | 274,333   |
|                         |                                | 1,009,277        | 1,055,982 | 1,082,480 | 531,645 | 858,242 | 1,184,317    | 326,075   | 38%    | 1,207,116 | 1,226,932 | 1,247,210 | 1,268,036 |

**Upper Uwchlan Township  
2021 Budget**

|  | Actual                             | Actual           | Budget           | Actual -       |                  | Budget           | \$ Inc/(Dec)   | %          | Budget           | Budget           | Budget           | Budget           |           |
|--|------------------------------------|------------------|------------------|----------------|------------------|------------------|----------------|------------|------------------|------------------|------------------|------------------|-----------|
|  |                                    |                  |                  | 9/30/20        | 2020             |                  |                |            |                  |                  |                  |                  |           |
|  | 2018                               | 2019             | 2019             |                |                  |                  |                |            |                  |                  |                  |                  |           |
| <b><i>Public Works - Facilities Division</i></b> |                                    |                  |                  |                |                  |                  |                |            |                  |                  |                  |                  |           |
| 01-438-001-100                                   | Public Works Wages-Facilities Div. | 160,468          | 191,091          | 221,770        | 142,859          | 218,918          | 234,093        | 15,175     | 7%               | 241,116          | 248,349          | 255,800          | 263,474   |
| 01-438-001-101                                   | PW Facilities Costs Allocated      | (169,620)        | (183,974)        | (207,991)      | (145,381)        | (207,336)        | (222,029)      | (14,693)   | 7%               | (222,029)        | (222,029)        | (222,029)        | (222,029) |
| 01-438-001-150                                   | Payroll Tax Expense                | 12,430           | 15,366           | 16,965         | 11,088           | 16,747           | 17,908         | 1,161      | 7%               | 18,445           | 18,999           | 19,569           | 20,156    |
| 01-438-001-151                                   | Unemployment Compensation          | 619              | 553              | 560            | 314              | 560              | 1,435          | 875        | 156%             | 1,507            | 1,579            | 1,650            | 1,722     |
| 01-438-001-156                                   | Employee Benefit Expense           | 61,784           | 69,330           | 70,955         | 31,769           | 67,702           | 45,027         | (22,675)   | -33%             | 45,927           | 46,846           | 47,783           | 48,738    |
| 01-438-001-160                                   | Pension Expense                    | 9,540            | 13,326           | 10,711         | 11,517           | 11,517           | 11,425         | (92)       | -1%              | 11,768           | 12,121           | 12,485           | 12,859    |
| 01-410-000-165                                   | Employer 457 Match                 | -                | -                | -              | -                | 3,000            | 4,500          | 1,500      | 50%              | 6,000            | 6,000            | 6,000            | 6,000     |
| 01-438-001-181                                   | Longevity                          | 1,650            | 1,800            | 1,800          | 1,950            | 1,950            | 2,850          | 900        | 46%              | 3,150            | 3,450            | 3,750            | 4,800     |
| 01-438-001-183                                   | Overtime Wages                     | 6,010            | 8,547            | 8,000          | 699              | 8,000            | 8,000          | -          | 0%               | 8,000            | 8,000            | 8,000            | 8,000     |
| 01-438-001-230                                   | Gasoline & Oil                     | 9,956            | 16,379           | 8,000          | 10,298           | 12,000           | 12,000         | -          | 0%               | 12,000           | 12,000           | 12,000           | 12,000    |
| 01-438-001-235                                   | Vehicle Maintenance                | -                | -                | 6,500          | 333              | 6,500            | 6,500          | -          | 0%               | 6,500            | 6,500            | 6,500            | 6,500     |
| 01-438-001-238                                   | Uniforms                           | 308              | 277              | 950            | 125              | 1,200            | 2,200          | 1,000      | 83%              | 2,200            | 2,200            | 2,200            | 2,200     |
| 01-438-001-316                                   | Training & Seminars                | 271              | 804              | 2,000          | -                | 1,600            | 1,600          | -          | 0%               | 1,600            | 1,600            | 1,600            | 1,600     |
| 01-438-001-352                                   | Insurance - Liability              | -                | 1,764            | 1,764          | 1,249            | 1,665            | 1,621          | (44)       | -3%              | 1,621            | 1,621            | 1,621            | 1,621     |
| 01-438-001-353                                   | Insurance - Vehicles               | 1,636            | 1,397            | 1,397          | 892              | 1,189            | 1,141          | (48)       | -4%              | 1,141            | 1,141            | 1,141            | 1,141     |
| 01-438-001-354                                   | Insurance - Workers Comp.          | 4,939            | 5,404            | 5,006          | 2,898            | 4,815            | 8,037          | 3,222      | 67%              | 8,037            | 8,037            | 8,037            | 8,037     |
| 01-438-001-450                                   | Contracted Services                | -                | -                | -              | -                | -                | -              | -          | 0%               | -                | -                | -                | -         |
|  | 99,991                             | 142,064          | 148,387          | 70,610         | 150,027          | 136,309          | (13,718)       | -9%        | 146,984          | 156,414          | 166,107          | 176,820          |           |
| <b>Total 438 PUBLIC WORKS</b>                    | <b>1,109,268</b>                   | <b>1,198,046</b> | <b>1,230,867</b> | <b>602,255</b> | <b>1,008,269</b> | <b>1,320,626</b> | <b>312,357</b> | <b>31%</b> | <b>1,354,099</b> | <b>1,383,346</b> | <b>1,413,317</b> | <b>1,443,855</b> |           |

## SOLID WASTE AND RECYCLING FUND

### DESCRIPTION OF SERVICES PROVIDED

The Solid Waste and Recycling Fund is used to manage revenues and expenditures directly related to the Township's Solid Waste and Recycling program. Chapter 148 of the Upper Uwchlan Township Code requires all residential property owners in the Township to dispose of recyclable materials and waste using the municipally contracted hauler. Chapter 148 also requires all commercial establishments to dispose of waste and recyclables in compliance with the code. Upper Uwchlan Township provides residential solid waste and recycling services to approximately 3,372 residential households using a "Toter" system. Each household has been issued one solid waste and one recycling container (or "Toter") 64 or 96 gallons in capacity. Chapter 148 limits residential solid waste collection to no more than 96 gallons/week. There is NO limit on the amount of recyclable materials collected. One bulk pick-up per month is provided. The Township's program also includes 36 leaf and yard waste collection dates throughout the year and a permanent yard waste dumpster for residential use located at 132 Oscar Way. Materials accepted on yard waste collection days include yard debris, leaves, grass clippings, tree branches, Christmas trees, etc.

2020 marked the first full year of the newest hauler contracts. In August 2019, new trash and recycling hauler contracts took effect in Upper Uwchlan Township. The Board of Supervisors awarded these contracts after undertaking the required competitive bidding process. Recyclables are collected by A.J. Blosenski. Solid waste and yard waste are collected by Advanced Disposal.

Upper Uwchlan Township is required to recycle by the Pennsylvania Municipal Waste Planning Recycling and Waste Reduction Act (Act 101). Throughout 2020, the Township continued their efforts to increase recycling and decrease the tons of municipal solid waste (MSW) being sent to the Chester County Solid Waste Authority Landfill. Upper Uwchlan Township is party to the Chester County Process and Marketing contract for recyclables. From January to September 2020 tipping fees for this contract averaged \$32.43/ton. Costs for disposing solid waste include contracted hauler costs as well as tipping fees at \$67/ton. Despite the worldwide decrease in value of recyclable materials, recycling still offers the Township a significant savings compared to disposal of MSW. Enforcement education via the production and use of non-collection stickers was continued in 2020. This program makes residents aware of the proper preparation of recyclables. Each year, recycling education for both residents and commercial entities is conducted through direct mailings and digital outreach on the Township website and social media.



*Through the Chester County Process and Marketing Contract, recyclables are sorted and bundled at the Birdsboro Total Recycle facility.*



*During the height of the COVID-19 pandemic, staff worked with the haulers to develop and distribute additional guidelines for the preparation of trash and recyclables to keep the collection personnel safe.*

## OBJECTIVES FOR 2021

The Township will continue to track, on a monthly basis, tons of garbage collected, tons of recycling collected, tons of yard waste collected, percent of the waste stream diverted by recycling, and the percent of the waste stream diverted by composting yard waste collected. This data is also collected annually through the compiling of Act 101 Reports. These reports, which are the basis for the Township's 904 Recycling Performance Grant, allow the Township to track yearly totals for all recyclables collected in the Township, both the residential recyclables collected by the Township contracted hauler and commercial recyclables collected by various other haulers. Data collection allows the Township to identify monthly and annual trends and gauge the success of program changes, education, and communication.

## PERFORMANCE MEASURES

| Tons Reported on Act 101 Reports from Haulers |                  |       |       |       |
|---|------------------|-------|-------|-------|
|   | 2020 (projected) | 2019  | 2018* | 2017  |
| Recyclables Collected                         | 1,882            | 1,696 | 1,873 | 2,077 |
| Yard Waste Collected                          | 796              | 731   | 945   | 713   |

*Act 101 Reports are received in February for the previous year.*

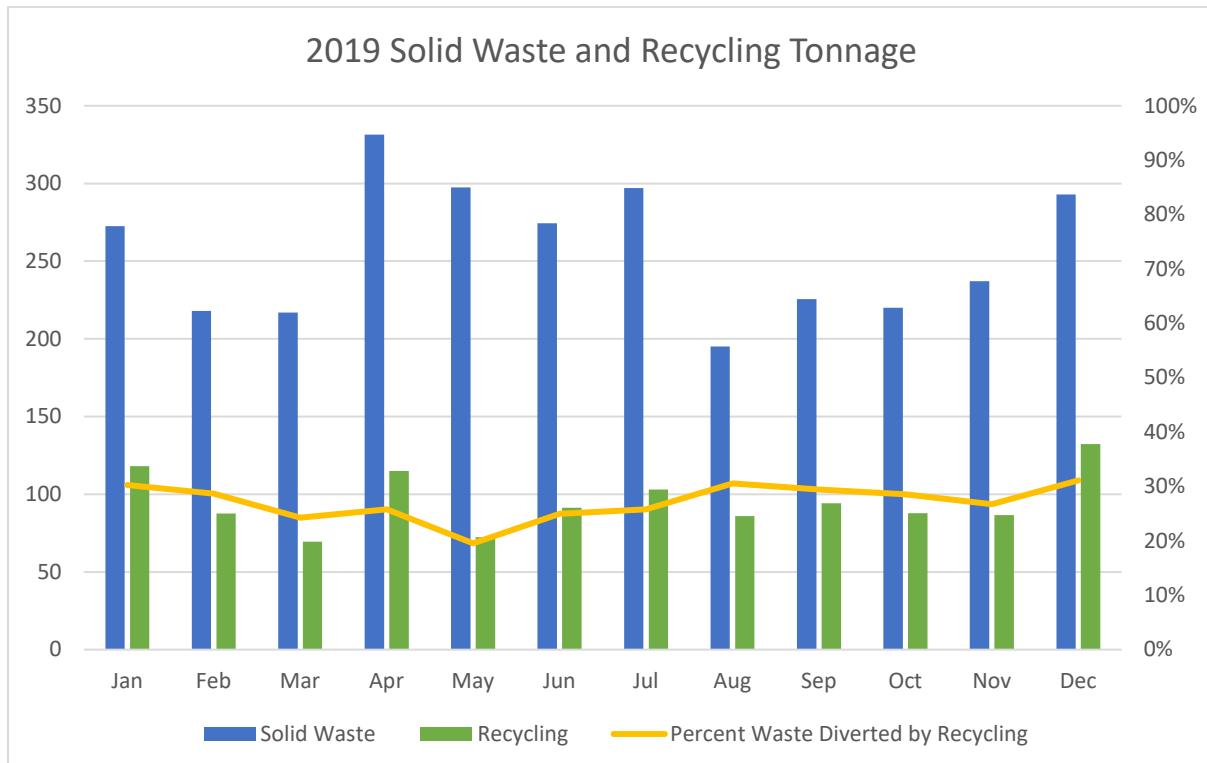
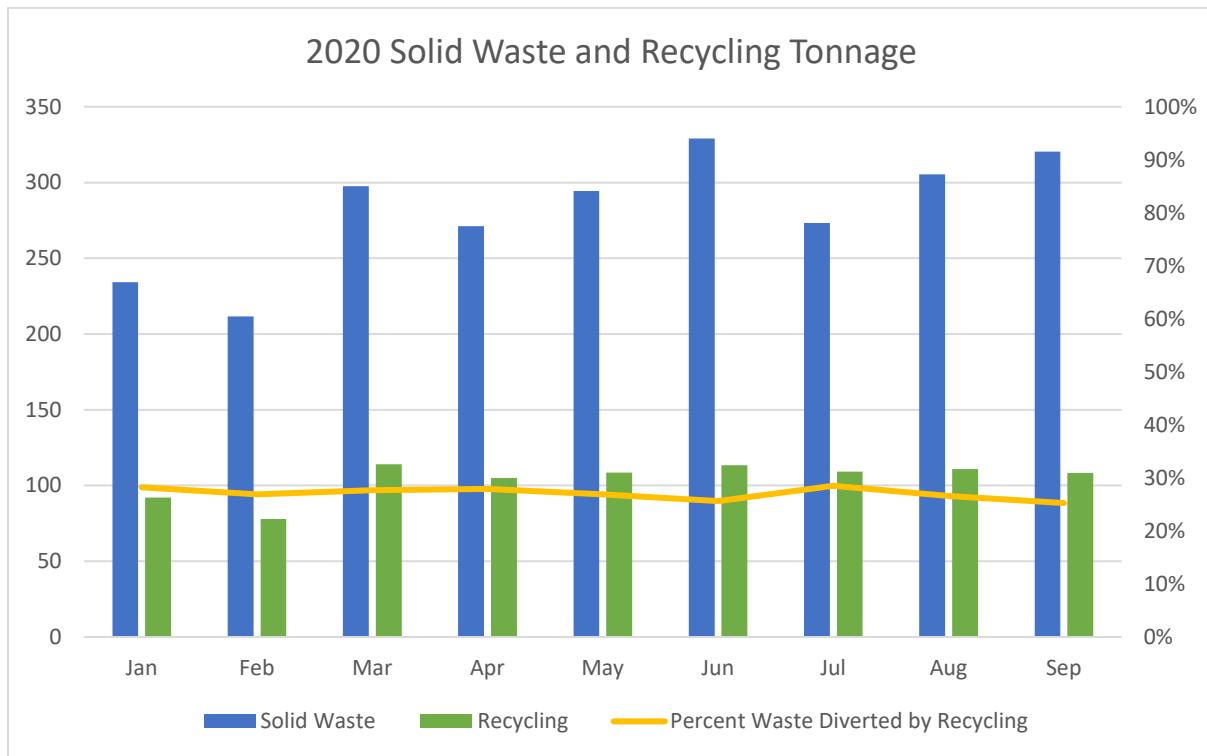
*\*There was an error in the calculation of 2018 totals; the total published in the 2020 budget has been updated here.*

| Waste Diversion through Recycling and Yard Waste Collection |                  |       |      |      |
|---|------------------|-------|------|------|
|   | 2021 (projected) | 2020* | 2019 | 2018 |
| Waste diversion through recycling                           | 27%              | 27%   | 27%  | 27%  |
| Waste diversion through composting                          | 8%               | 9%    | 8%   | 8%   |

*\*As of September 30, 2020*

## SOLID WASTE AND RECYCLING TONNAGE

The charts below show and compare residential solid waste and recycling collected by the contracted haulers and the percentage of material that is diverted from the landfill by recycling efforts.



**Upper Uwchlan Township  
Solid Waste Fund  
2021 Budget**

|                           | Actual                                       | Actual | Budget | Actual - 9/30 | Budget | Budget | \$ Inc/(Dec) | % | Budget    |           | Budget    |         | Budget    |           |          |           |           |           |           |           |
|---------------------------|--|--------|--------|---------------|--------|--------|--------------|---|-----------|-----------|-----------|---------|-----------|-----------|----------|-----------|-----------|-----------|-----------|-----------|
|                           |  |        |        |               |        |        |              |   | 2018      | 2019      | 2019      | 2020    | 2020      | 2021      | '20 Bud  | Inc/(Dec) | 2022      | 2023      | 2024      | 2025      |
| <b>INCOME</b>             |  |        |        |               |        |        |              |   |           |           |           |         |           |           |          |           |           |           |           |           |
|                           |  |        |        |               |        |        |              |   |           |           |           |         |           |           |          |           |           |           |           |           |
|                           | <b>341 INTEREST</b>                          |        |        |               |        |        |              |   |           |           |           |         |           |           |          |           |           |           |           |           |
| 05-341-000-000            | Interest Income                              |        |        |               |        |        |              |   | 10,898    | 11,665    | 10,000    | 4,324   | 10,000    | 10,000    | -        | 0%        | 10,000    | 10,000    | 10,000    | 10,000    |
|                           |  |        |        |               |        |        |              |   | 10,898    | 11,665    | 10,000    | 4,324   | 10,000    | 10,000    | -        | 0%        | 10,000    | 10,000    | 10,000    | 10,000    |
|                           | <b>364 SOLID WASTE REVENUE</b>               |        |        |               |        |        |              |   |           |           |           |         |           |           |          |           |           |           |           |           |
| 05-364-000-010            | Solid Waste Income                           |        |        |               |        |        |              |   | 1,036,960 | 1,028,746 | 1,025,124 | 955,848 | 1,058,444 | 1,103,331 | 44,887   | 4%        | 1,131,681 | 1,157,669 | 1,169,481 | 1,169,481 |
| 05-364-000-020            | Recycling Income                             |        |        |               |        |        |              |   | 930       | -         | -         | -       | -         | -         | -        | #DIV/0!   | -         | -         | -         | -         |
| 05-364-000-025            | Hazardous Waste Event                        |        |        |               |        |        |              |   | -         | 1,272     | -         | -       | 2,000     | 2,000     | -        | 0%        | 1,600     | 1,800     | 2,000     | 2,200     |
| 05-364-000-030            | Leaf Bags Sold                               |        |        |               |        |        |              |   | 150       | 245       | 500       | -       | 500       | 500       | -        | 0%        | 500       | 500       | 500       | 500       |
| 05-364-000-035            | Scrap Metal Sold                             |        |        |               |        |        |              |   | -         | 409       | 500       | 243     | 500       | 500       | -        | 0%        | 500       | 500       | 500       | 500       |
| 05-364-000-040            | Equipment Purchase Grant (State)             |        |        |               |        |        |              |   | -         | -         | -         | -       | -         | -         | -        | #DIV/0!   | -         | -         | -         | -         |
|                           | Performance Grant                            |        |        |               |        |        |              |   | 25,095    | 89,789    | 25,000    | -       | 25,000    | 25,000    | -        | 0%        | 50,000    | 50,000    | 50,000    | 50,000    |
|                           | <b>Total 364 SOLID WASTE</b>                 |        |        |               |        |        |              |   | 1,063,135 | 1,120,461 | 1,051,124 | 956,091 | 1,086,444 | 1,131,331 | 44,887   | 4%        | 1,184,281 | 1,210,469 | 1,222,481 | 1,222,681 |
|                           | <b>392 INTERFUND TRANSFER</b>                |        |        |               |        |        |              |   |           |           |           |         |           |           |          |           |           |           |           |           |
| 05-395-000-000            | Refund of Prior Year Expenses                |        |        |               |        |        |              |   | 445       | -         | -         | -       | -         | -         | -        | 0%        | -         | -         | -         | -         |
|                           | Interfund Transfer - Other                   |        |        |               |        |        |              |   | -         | -         | -         | -       | -         | -         | -        | 0%        | -         | -         | -         | -         |
|                           | <b>Total 392 INTERFUND TRANSFER</b>          |        |        |               |        |        |              |   | 445       | -         | -         | -       | -         | -         | -        | 0%        | -         | -         | -         | -         |
| <b>Total 300 - INCOME</b> |  |        |        |               |        |        |              |   | 1,074,478 | 1,132,126 | 1,061,124 | 960,415 | 1,096,444 | 1,141,331 | 44,887   | 0         | 1,194,281 | 1,220,469 | 1,232,481 | 1,232,681 |
|                           | <b>Total Income</b>                          |        |        |               |        |        |              |   | 1,074,478 | 1,132,126 | 1,061,124 | 960,415 | 1,096,444 | 1,141,331 | 44,887   | 4%        | 1,194,281 | 1,220,469 | 1,232,481 | 1,232,681 |
| <b>EXPENSES</b>           |  |        |        |               |        |        |              |   |           |           |           |         |           |           |          |           |           |           |           |           |
|                           |  |        |        |               |        |        |              |   |           |           |           |         |           |           |          |           |           |           |           |           |
|                           | <b>427 SOLID WASTE EXPENSES</b>              |        |        |               |        |        |              |   |           |           |           |         |           |           |          |           |           |           |           |           |
|                           | Employee cost allocation                     |        |        |               |        |        |              |   | -         | -         | -         | -       | -         | 21,833    | 21,833   | 100%      | 22,487    | 23,162    | 23,857    | 24,573    |
| 05-427-000-150            | Bank Fees                                    |        |        |               |        |        |              |   | 200       | -         | 200       | -       | 200       | 200       | -        | 0%        | 200       | 200       | 200       | 200       |
| 05-427-000-200            | Supplies                                     |        |        |               |        |        |              |   | 888       | 2,746     | 2,000     | -       | 2,000     | 2,000     | -        | 0%        | 2,000     | 2,000     | 2,000     | 2,000     |
| 05-427-000-210            | Utility Billing Expenses                     |        |        |               |        |        |              |   | 1,540     | 2,667     | 2,000     | 2,701   | 2,000     | 2,800     | 800      | 40%       | 2,800     | 2,800     | 2,800     | 2,800     |
| 05-427-000-220            | Postage                                      |        |        |               |        |        |              |   | 1,487     | 2,785     | 2,500     | 2,055   | 2,500     | 2,300     | (200)    | -8%       | 2,300     | 2,300     | 2,300     | 2,300     |
| 05-427-000-230            | Toters                                       |        |        |               |        |        |              |   | 2,907     | 33,582    | 12,000    | (100)   | 42,628    | 28,800    | (13,828) | -32%      | 4,000     | 4,000     | 4,000     | 4,000     |
| 05-427-000-314            | Legal Expense                                |        |        |               |        |        |              |   | 6,790     | 5,601     | 9,000     | 1,469   | 9,000     | 9,000     | -        | 0%        | 9,000     | 9,000     | 9,000     | 9,000     |
| 05-427-000-316            | Training & Seminars                          |        |        |               |        |        |              |   | -         | -         | 500       | -       | 500       | 500       | -        | 0%        | 500       | 500       | 500       | 500       |
| 05-427-000-420            | Dues/Subscriptions/Memberships               |        |        |               |        |        |              |   | -         | -         | 125       | -       | 125       | 125       | -        | 0%        | 125       | 125       | 125       | 125       |
| 05-427-000-450            | Contracted Services - Solid Waste            |        |        |               |        |        |              |   | 447,541   | 570,829   | 481,962   | 309,446 | 416,953   | 438,476   | 21,523   | 5%        | 447,496   | 464,011   | 473,928   | 466,726   |
| 05-427-000-460            | Contracted Services - Recycling              |        |        |               |        |        |              |   | 157,571   | 60,235    | 175,901   | 136,508 | 178,890   | 182,645   | 3,755    | 2%        | 183,235   | 189,997   | 194,058   | 191,109   |
| 05-427-000-700            | Tipping Fees - Solid Waste                   |        |        |               |        |        |              |   | 232,067   | 231,560   | 234,090   | 178,935 | 202,000   | 275,000   | 73,000   | 36%       | 283,000   | 291,000   | 299,000   | 307,000   |
| 05-427-000-725            | Tipping Fees - Recycling                     |        |        |               |        |        |              |   | 8,354     | 36,239    | 36,000    | 27,566  | 49,000    | 54,000    | 5,000    | 10%       | 59,200    | 64,600    | 70,200    | 70,200    |
| 05-427-000-800            | Recycling Disposal                           |        |        |               |        |        |              |   | 11,087    | 6,570     | -         | -       | 9,000     | 9,000     | -        | 0%        | 9,000     | 9,000     | 9,000     | 9,000     |
|                           | <b>TOTAL EXPENSES</b>                        |        |        |               |        |        |              |   | 870,432   | 952,814   | 956,278   | 658,580 | 914,796   | 1,026,678 | 111,882  | 12%       | 1,025,343 | 1,062,695 | 1,090,968 | 1,089,532 |
|                           | <b>NET INCOME BEFORE OPERATING TRANSFERS</b> |        |        |               |        |        |              |   | 204,046   | 179,312   | 104,846   | 301,835 | 181,648   | 114,653   | (66,995) | -37%      | 168,938   | 157,774   | 141,513   | 143,150   |
|                           | <b>492 OPERATING TRANSFERS</b>               |        |        |               |        |        |              |   |           |           |           |         |           |           |          |           |           |           |           |           |
| 05-492-000-030            | Transfer to Capital Fund                     |        |        |               |        |        |              |   | 375,000   | -         | -         | -       | 150,000   | 80,000    | (70,000) | -47%      | 80,000    | 80,000    | 80,000    | 80,000    |
|                           | Transfer to Water Resource Protection Fund   |        |        |               |        |        |              |   |           |           |           |         |           |           |          |           |           |           |           |           |
|                           | <b>Total 492 OPERATING TRANSFERS</b>         |        |        |               |        |        |              |   | 375,000   | -         | -         | -       | 150,000   | 80,000    | (70,000) | -47%      | 80,000    | 80,000    | 80,000    | 80,000    |
|                           | <b>Total Expenditures</b>                    |        |        |               |        |        |              |   | 1,245,432 | 952,814   | 956,278   | 658,580 | 1,064,796 | 1,106,678 | 41,882   | 4%        | 1,105,343 | 1,142,695 | 1,170,968 | 1,169,532 |
|                           | <b>Net Ordinary Income</b>                   |        |        |               |        |        |              |   | (170,954) | 179,312   | 104,846   | 301,835 | 31,648    | 34,653    | 3,005    | 9%        | 88,938    | 77,774    | 61,513    | 63,150    |

## LIQUID FUELS FUND

### MISSION

The Commonwealth of Pennsylvania requires each municipality that receives Liquid Fuels funding to segregate those monies in a separate Fund and to use them only as prescribed by state statute for the maintenance of public roads.

### DESCRIPTION OF SERVICES PROVIDED

The Liquid Fuels Fund was established to manage revenues and expenditures specific to the repair, maintenance, construction and re-construction of public roadways. The amount of a municipality's Liquid Fuels allocation is based on both census population and miles of roadway on their approved Liquid Fuels Inventory. To qualify for Liquid Fuels funding, a roadway must have a minimum right of way of 33'. The "cartway" (drivable surface) must be a minimum width of 16', and the roadway must be a minimum of 250' in length. In order to receive Liquid Fuels funding, the Township is required to submit to the Commonwealth of Pennsylvania a number of forms or reports to include: the MS-965 Actual Use Report, the MS-965P Project and Miscellaneous Receipts, the MS-965S Record of Checks, and the Department of Community and Economic Development's (DCED) Survey of Financial Condition. All Liquid Fuels expenditures must be made in compliance with the Liquid Fuels Tax Act. The Auditor General's Office audits the Township's Liquid Fuels Reports annually.

Liquid Fuels funding comes from the tax on each gallon of liquid fuels sold in the Commonwealth of Pennsylvania - the Oil Franchise Tax and the Oil Company Franchise Tax. Upper Uwchlan Township primarily uses Liquid Fuels funding for the maintenance of qualifying Public Works equipment, snow and ice removal and for the repair and re-paving of public roadways.

The Liquid Fuels Fund is projected to have a fund balance of approximately \$688,624 at December 31, 2020. At the end of 2021, the fund balance is projected to be approximately \$675,201 or a decrease of 1.95%. The Township re-paves approximately 2.7 miles of road each year and generally splits the cost between the Liquid Fuels Fund and the General Fund. The cash balance in the Liquid Fuels Fund has increased each year since annual expenses have been lower than the Motor Vehicle Fuel tax payments received from the Commonwealth of Pennsylvania. In 2020, all road re-paving was paid from the Liquid Fuels Fund to use some of the accumulated cash. In 2021, the cost will be shared with the General Fund.

| Budget Year | Population (Census - 2010) | Roadway Mileage | Liquid Fuels Allocation |
|-------------|----------------------------|-----------------|-------------------------|
| 2021        | 11,227                     | 59.53           | \$362,257 (estimated)   |
| 2020        | 11,227                     | 59.53           | \$399,957 (actual)      |
| 2019        | 11,227                     | 59.53           | \$412,753 (actual)      |

### ACCOMPLISHMENTS IN 2020

- Maintained, repaired, and repaved Upper Uwchlan Township's nearly 60 miles of roadway

### GOALS FOR 2021

- Continue the road resurfacing program

**Upper Uwchlan Township**  
**Liquid Fuels**  
**2021 Budget**

|   | Actual                                    | Actual         | Budget         | YTD            | Budget         | Budget           | \$ Inc/(Dec)    | %                | Budget       | Budget         | Budget         | Budget         |                |
|---|---|----------------|----------------|----------------|----------------|------------------|-----------------|------------------|--------------|----------------|----------------|----------------|----------------|
|   | 2018                                      | 2019           | 2019           | 2020           | 2020           | 2021             | '20 Bud         | Inc/(Dec)        | 2022         | 2023           | 2024           | 2025           |                |
|   | (9/30/20)                                 |                |                |                |                |                  |                 |                  |              |                |                |                |                |
| <b>Beginning Cash Balance:</b>              |   |                |                |                |                | <b>683,325</b>   |                 |                  | 669,902      | 730,519        | 801,136        | 881,753        |                |
| <b>INCOME</b>                               |   |                |                |                |                |                  |                 |                  |              |                |                |                |                |
| 04-341-000-000                              | <b>Interest Earnings</b>                  | 12,010         | 15,020         | 3,500          | 2,227          | 14,000           | 7,000           | (7,000)          | -314%        | 14,000         | 14,000         | 14,000         |                |
| 04-389-000-001                              | <b>Snow Agreement</b>                     | 596            | -              | 475            | 649.00         | 600              | 600             | -                | 100%         | 600            | 600            | 600            |                |
| 04-389-000-002                              | <b>Turnback Maintenance</b>               | 14,520         | 14,520         | 14,760         | 14,520         | 14,760           | 14,520          | (240)            | -2%          | 14,760         | 14,760         | 14,760         |                |
| 04-355-000-002                              | <b>Motor Fuel Vehicle Taxes</b>           | 397,925        | 412,753        | 398,817        | 399,957        | 393,958          | 362,257         | (31,701)         | -8%          | 372,257        | 382,257        | 392,257        |                |
| <b>Total Income</b>                         |   | <b>425,051</b> | <b>442,293</b> | <b>417,552</b> | <b>417,353</b> | <b>423,318</b>   | <b>384,377</b>  | <b>(38,941)</b>  | <b>-224%</b> | <b>401,617</b> | <b>411,617</b> | <b>421,617</b> | <b>431,617</b> |
| <b>EXPENSES</b>                             |   |                |                |                |                |                  |                 |                  |              |                |                |                |                |
| 04-400-000-074                              | <b>Equipment Purchase</b>                 | -              | -              | -              | -              | -                | -               | -                | 0%           | -              | -              | -              |                |
| <b>Expenses</b>                             |   |                |                |                |                |                  |                 |                  |              |                |                |                |                |
| 04-432-000-239                              | <b>Snow &amp; Ice Supplies</b>            | 59,322         | 40,850         | 75,000         | 10,184         | 75,000           | 75,000          | -                | 0%           | 50,000         | 50,000         | 50,000         | 50,000         |
| 04-432-000-250                              | <b>Vehicle Maintenance &amp; Repair</b>   | -              | 4,000          | -              | 4,000          | 4,000            | 4,000           | -                | 100%         | 4,000          | 4,000          | 4,000          | 4,000          |
| 04-432-000-450                              | <b>Snow &amp; Ice Contracted Services</b> | 32,930         | 8,730          | 45,000         | -              | -                | -               | -                | #DIV/0!      | -              | -              | -              | -              |
| 04-438-000-239                              | <b>Road Project Supplies</b>              | 4,751          | 17,560         | 6,000          | 2,859          | 28,810           | 37,800          | 8,990            | 314%         | 6,000          | 6,000          | 6,000          | 6,000          |
| 04-439-001-250                              | <b>Resurfacing</b>                        | 145,847        | 129,268        | 224,000        | 381,947        | 513,444          | 275,000         | (238,444)        | -62%         | 275,000        | 275,000        | 275,000        | 275,000        |
| 04-439-002-250                              | <b>Base Repairs</b>                       | 159,890        | -              | -              | -              | -                | 6,000           | 6,000            | #DIV/0!      | 6,000          | 6,000          | 6,000          | 6,000          |
| 04-438-000-450                              | <b>Road Project Contracted Service</b>    | -              | -              | -              | -              | -                | -               | -                | 100%         | -              | -              | -              | -              |
| <b>Total Expenses</b>                       |   | <b>402,740</b> | <b>196,408</b> | <b>354,000</b> | <b>394,990</b> | <b>621,254</b>   | <b>397,800</b>  | <b>(223,454)</b> | <b>-57%</b>  | <b>341,000</b> | <b>341,000</b> | <b>341,000</b> | <b>341,000</b> |
| <b>Total Expenses &amp; Equip Purchases</b> |   | <b>402,740</b> | <b>196,408</b> | <b>354,000</b> | <b>394,990</b> | <b>621,254</b>   | <b>397,800</b>  | <b>(223,454)</b> | <b>-57%</b>  | <b>341,000</b> | <b>341,000</b> | <b>341,000</b> | <b>341,000</b> |
| 04-472-000-003                              | <b>Operating Transfers</b>                | -              | -              | -              | -              | -                | -               | -                | -            | -              | -              | -              | -              |
| <b>Net Income</b>                           |   | <b>22,311</b>  | <b>245,885</b> | <b>63,552</b>  | <b>22,363</b>  | <b>(197,936)</b> | <b>(13,423)</b> | <b>184,513</b>   | <b>-167%</b> | <b>60,617</b>  | <b>70,617</b>  | <b>80,617</b>  | <b>90,617</b>  |

## GLOSSARY

**Accrual Basis of Accounting** – The basis of accounting in which revenues are recognized when they are earned and expenses are recognized when they are incurred.

**Act 209 Transportation Plan** – refers to Act 209 of the Pennsylvania Legislature, enacted on July 31, 1968. It provides for traffic impact fees for development or re-development that generates increased traffic volumes within municipalities.

**Act 537 Plan** – refers to the Pennsylvania Sewage Facilities Act, as amended, enacted on January 24, 1966 to correct existing sewage disposal problems and prevent future problems. The Act requires proper planning in all types of sewage disposal situations. Local municipalities are largely responsible for administering the Act 537 sewage disposal program.

**Assets** – Property owned by the Township that has a monetary value.

**Balanced Budget** – A budget is considered balanced when budgeted revenues equal or exceed budgeted expenditures. (also known as a “structurally balanced budget”)

**CAFR** – abbreviation for Comprehensive Annual Financial Report. The CAFR expands upon full GAAP financial statements by including a large amount of statistical information applicable to the municipality.

**Capital assets** – any tangible or intangible asset that has an initial useful life extending beyond a single reporting period. Assets such as land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, works of art or of historical significance are normally capital assets.

**Capital Expenditures** – Money expended to purchase capital assets.

**Comprehensive Annual Financial Report** – The official financial report of a municipal entity. It includes management’s discussion and analysis, financial statements, supporting schedules and required supplementary information and statistics on the municipality.

**DDB** – “DDB” is an abbreviation for Dry Detention Basin. A dry detention basins’ outlets have been designed to detain storm water runoff for a minimum period of time (ie. Usually 24 hours) to allow particles and pollutants to settle. Unlike wet ponds, they do not have a permanent pool of water.

**Debt Limit** – The State-set maximum amount of legally permitted outstanding net debt.

**Delaware Valley Insurance Trust (DVIT)** – A regional risk sharing pool providing property, liability and/or health coverage to its participating members which consists of municipalities in Southeastern Pennsylvania. The Trust was formed under the authority granted by the Pennsylvania Intergovernmental Cooperation Act and the Pennsylvania Political Subdivision Tort Claims Act.

The Township currently has all of its insurance coverage through DVIT.

## GLOSSARY, cont'd

**Electoral Debt** - Debt incurred with the approval of the voters

**Enterprise Funds** – Proprietary fund type used to report an activity for which a fee is charted to external users for goods or services.

**Fund** – A fiscal and accounting tool with a self-balancing set of accounts to record revenues and expenditures.

**Fund Balance** – Fund balance is the net position of a governmental fund. It is equal to the difference between assets, liabilities, deferred outflows of resources and deferred inflows of resources. It is the “equity” of a governmental fund.

**GAAP** - GAAP is an abbreviation for Generally Accepted Accounting Principles which are the standard framework and guidelines used in financial accounting in the United States of America. The Financial Accounting Standards Board is responsible for issuing new accounting pronouncements.

**GASB** - GASB is an abbreviation for The Government Accounting Standards Board. GASB is the authoritative accounting and financial reporting standard –setting body for state and local governments.

**General Fund** - An accounting entity used to account for all revenue and expenditures applicable to the general operations of the departments of the Township, and to record all financial transactions not accounted for in another fund.

**GFOA** – GFOA is the abbreviation for The Government Finance Officers Association. The GFOA is a national professional organization comprised of people who are working in government finance on a state, local or federal level. The GFOA holds educational training seminars nationally and also provides information on “Best Practices”, as well as other services, to its members. State and local chapters provide local training on a monthly, quarterly or annual basis.

**Impervious Coverage** - Impervious coverage refers to any man-made surfaces, along with compacted soil, that water cannot penetrate. Examples, are asphalt, concrete, and rooftops.

**LUAR** – is the abbreviation for a Land Use Assumptions Report.

**Millage or “mills”** – the property tax rate that an owner of real property is required to pay to the taxing authority. A “mill” is one thousandth of a currency unit. For example, to obtain the amount of tax, multiply the assessed value of the property times the millage rate and then divide by 1,000.

**Modified Accrual Basis of Accounting** – an accounting method that combines elements of the two basic accounting methods, cash basis and accrual basis. Revenues are recognized when earned, measurable and available. Expenses are recognized when the liability is incurred.

## GLOSSARY, cont'd

**MS-4** – Under the 1987 Clean Water Act Amendments, the U.S. EPA developed new regulations to address storm water that might impact water quality. These new “Municipal Separate Storm Sewer System” (MS4) regulations were established by the EPA and are administered in Pennsylvania by the Pennsylvania Department of Environmental Protection (“DEP” or “PADEP”).

**MUTCD Standards** –this refers to the Federal Highway Administration manual on Uniform Traffic Control Devices.

**Non-electoral Debt** – Debt not approved by the voters.

**NPDES permit** – National Pollutant Discharge Elimination System permit. Permits are issued by PADEP.

**PADEP** – Pennsylvania Department of Environmental Protection

**PEMA** – Pennsylvania Emergency Management Agency

**Scheduled interest** - is the amount of interest that would be paid by following the bank's amortization schedule. If the Township pays additional principal amounts during the remaining years of the loan, the actual amount of interest paid will be less.

**Second Class Township** – a second class township is defined as having a population of less than 300 inhabitants per square mile and in Pennsylvania they are governed by the Second Class Township Code, enacted by the state legislature on May 1, 1933, as amended.

**Self-Liquidating Debt** – Debt to be paid solely from rents, rates or other charges to the ultimate users of the project to be financed by such debt.

**Subsidized Debt** – Debt the principal and interest on which will be covered by subsidies or reimbursements to be paid to the Township by the Commonwealth of Pennsylvania or the federal government, or under a subsidy contract with the Township, by another local government unit or an authority.

**WWTF** – Waste Water Treatment Facility