

**Kennett Township 2020 Budget Preparation  
Summary P&L**

## **GENERAL FUND, including EMS and GF Capital Expenditures: First draft view including ALL requests**

This is the first draft that includes all requests. All of these initiatives cannot be funded with the current Revenue expectations. Many cost reduction options are included and will be shown in detail for prioritization and discussion.

	2020 All Requests	Cost Reduction Options - Extreme Plan	Cost Reduction - Lesser Plan
<b>Revenue</b>			
<b>Taxes</b>			
Earned Income Taxes	\$ 2,824,000		
Real Estate Taxes	\$ 1,629,000		
Real Estate Transfer Taxes	\$ 330,000		
<b>Taxes Total</b>	<b>\$ 4,783,000</b>		
<b>Fees, Fines, Grants, Interest</b>			
Licenses and Permits	\$ 602,205		
Grants	\$ 262,927		
Planning & Zoning	\$ 68,469		
Fine & Penalties	\$ 54,000		
Interest	\$ 20,500		
Reimbursement	\$ 42,000		
Other Income	\$ 12,000		
<b>Fees, Fines, Grants, Interest Total</b>	<b>\$ 1,062,101</b>		
<b>Revenue Total</b>	<b>\$ 5,845,101</b>		
<b>Expense</b>			
Salaries & Benefits	\$ 2,936,693	\$ 165,000	\$ 10,000
Maintenance & Operations	\$ 1,442,868	\$ 119,500	\$ 10,500
Community & Economic Development	\$ 647,800	\$ 501,450	\$ 187,600
Capital Expense	\$ 693,000	\$ 267,000	\$ 111,000
Grant Pass-through	\$ 73,094		
Contracted/ Professional Services	\$ 640,872	\$ 25,000	\$ 10,000
<b>Expense Total</b>	<b>\$ 6,434,327</b>	<b>\$ 1,077,950</b>	<b>\$ 329,100</b>
<b>Net Surplus/(Deficit)</b>	<b>\$ (589,226)</b>		
<b>Net Surplus/(Deficit) After Cost Reduction</b>			
<b>Options</b>		<b>\$ 488,724</b>	<b>\$ (260,126)</b>

\*The EMS fund will be collapsed into the General Fund.

**NOTES:**

Any expenses related to the financial investigation are assumed to be funded from reserve.

A portion of salary and benefits have been allocated to the Sewer Fund to represent time dedicated to the Sewer System.

**Kennett Township 2020 Budget Preparation  
Expense Detail (by Dept)**

Department	Category 1	Account Title	Request Detail	Reduction comment	2020 All Requests	Cost Reduction Options - Extreme Plan	Cost Reduction - Lesser Plan
Administration	Salaries & Benefits	Salaries, Board of Supervisors	(blank)	(blank)	\$ 7,500		
		Salaries, Office Staff	(blank)	(blank)	\$ 502,000		
		Salaries, Office Staff Overtime	Office staff overtime for BOS and Committee meetings, events, initiatives	(blank)	\$ 15,000		
	Maintenance & Operations	Auditing Services	Comprehensive audit; prelim estimate, includes work to get caught up (which will take place over 2-3 years)	(blank)	\$ 35,000		
		General Expense	Longwood Rotary (\$1.2K); Audubon (bird town) (\$500); \$500 newspaper subscription. Dues, supplies, misc	(blank)	\$ 15,000		
		Miscellaneous	2019 includes new hire expenses.	(blank)	\$ 10,000		
		Payments to other Governmental bodies/committees	Real Estate Taxes for parcels not yet exempt.	(blank)	\$ 20,000		
	Contracted/ Professional Services	Contracted Services	Umbrite staffing supplementation to enable proper segregation of duties. HR consulting for new policies & procedures	(blank)	\$ 20,000		
	Legal Services	(blank)	(blank)	\$ 30,000			
<b>Administration Total</b>					<b>\$ 654,500</b>		
Employee Benefits	Salaries & Benefits	Employee Pension Plan	Munimum Municipal Obligation - Non-Uniform	(blank)	\$ 164,454		
		Employee Savings Plan	457b retirement plan, max of 3% salary match	(blank)	\$ 32,000		
		Life & Disability Insurance	(blank)	(blank)	\$ 3,000		
		Medical & Dental Insurance	(blank)	(blank)	\$ 264,000		
		Social Security & Medicare	SS 6.2%; Medicare 1.45% of salaries	(blank)	\$ 80,000		
		Unemployment Taxes	(blank)	(blank)	\$ 6,800		
<b>Employee Benefits Total</b>					<b>\$ 550,254</b>		

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Expense Detail (by Dept)**

Department	Category 1	Account Title	Request Detail	Reduction comment	2020 All Requests	Cost Reduction Options - Extreme Plan	Cost Reduction - Lesser Plan
Tax Collection	Contracted/ Professional Services	Contracted Services - Real Estate Taxes	Most expenses are in for the year	(blank)	\$ 3,500		
<b>Tax Collection Total</b>					<b>\$ 3,500</b>		
Insurance	Maintenance & Operations	Bonds	(blank)	(blank)	\$ 11,000		
		Property & Liability Insurance	(blank)	(blank)	\$ 83,000		
		Worker's Compensation Insurance	(blank)	(blank)	\$ 100,000		
<b>Insurance Total</b>					<b>\$ 194,000</b>		
Planning and Zoning	Salaries & Benefits	Salaries	Incremental staff position/function all-in compensation (reduce reliance on outside parties for planning/zoning)	(blank)	\$ 311,000	\$ 120,000	
		Salaries, Planning Commission	\$1650 per quarter for members	(blank)	\$ 6,600		
	Maintenance & Operations	Act 45 Fees	State required; offset 100% by Revenue	(blank)	\$ 760		
		Building & Zoning Expenses	Permit system, membership dues, DCED fee, conference travel, cell phone reimbursement. Move MuniCode fees for Ordinances here \$5K run-rate), which includes codifying the new zoning ordinances (\$6K).	(blank)	\$ 22,000		
	Building Permit Reviews	Keystone Municipal Serv for Commercial reviews	(blank)	\$ 10,000			
	Conditional Use Hearing Expenses	100% covered by Conditional Use fee included in Revenue	(blank)	\$ 8,000			
	Vision Partnership Program Grant	Zoning ordinance project (\$19K match total. Grant is funding \$63.5K. Only \$5K of match remaining for 2020.)	(blank)	\$ 5,000			
	Zoning Hearing Board	\$7.5K in Legal Ads, remainder consultants (Harvey, Hagerty, Sage & Unruh Turner Burke & Frees)	(blank)	\$ 15,500			
<b>Planning and Zoning Total</b>					<b>\$ 378,860</b>	<b>\$ 120,000</b>	

**Kennett Township 2020 Budget Preparation  
Expense Detail (by Dept)**

Department	Category 1	Account Title	Request Detail	Reduction comment	2020 All Requests	Cost Reduction Options - Extreme Plan	Cost Reduction - Lesser Plan
Police Department	Salaries & Benefits	Employee Pension Plan	Minmum Municipal Obligation (MMO)	(blank)	\$ 83,611		
		Employee Savings Plan	Max of 3% salary match	(blank)	\$ 27,000		
		Life, Disability, Heart & Lung Insurance	Life and Diability (\$9.2K). Heart & Lung (\$5K)	(blank)	\$ 14,200		
		Salaries, Overtime	For 2020, will separate reimbursable overtime (grants/hired services) vs. regular OT needs. Was combined in 2019.	(blank)	\$ 20,000		
		Salaries, Overtime Reimbursable	Hard to estimate but offset by revenue	(blank)	\$ 15,000		
		Salaries, Police	Includes current force plus \$35K for new part-time officer.	Do not hire new part-time officer	\$ 900,000	\$ 35,000	
		Social Security & Medicare	SS 6.2%; Medicare 1.45% of salaries	(blank)	\$ 71,528		
		Training	Training, travel and dues	(blank)	\$ 8,000		
		Tuition Reimbursement	Benefit provided via CBA. Currently only one officer utilizing.	Only 1 currently using, so higher spend unlikely. Contractually required to pay if another officer requests.	\$ 20,000	\$ 10,000	\$ 10,000
	Maintenance & Operations	Uniform Maintenance	Per CBA	(blank)	\$ 3,000		
		Cell Phone Expense	Per CBA	(blank)	\$ 6,240		
		Gasoline	Estimate. Actuals currently included with Garage Util.	(blank)	\$ 19,000		
		General Expense	Gym reimbursement per CBA; Bank Fees; Misc (to be further reviewed). Split out Contracted Services 01.410.450 that previously hit here	(blank)	\$ 19,000		
		Office Supplies	Combined office supplies and printing.	(blank)	\$ 1,750		
		Payments to other Governmental bodies/committees	Chester County SWOT (Emergency Response Team (ERT)) (\$2.5K), Safety committee (\$400), deer committee (\$100), SPCA (\$1K)	Cut Safety and Deer Committee money. If urgent issues arises, funded elsewhere as normal operations.	\$ 3,000	\$ 500	\$ 500
		Police Equipment	Includes all Police Equipment replacement and for new hires, ammunition and bullet proofVests (vest cost to township after grant; includes replacement every 5 years and new hire for 2020)	Do not hire new part-time officer (this cutting equipment for that officer)	\$ 11,800	\$ 5,000	
		Uniforms	Includes replacements and new hire uniforms. Part-time new hire requested for 2020.	(blank)	\$ 2,000		
		Vehicle Maintenance & Repair	(blank)	(blank)	\$ 10,000		

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Expense Detail (by Dept)**

Department	Category 1	Account Title	Request Detail	Reduction comment	2020 All Requests	Cost Reduction Options - Extreme Plan	Cost Reduction - Lesser Plan
Police Department	Community & Economic Development	Community Policing	Community involvement events/supplies	(blank)	\$ 1,000		
	Capital Expense	Vehicles & Equipment (to be capitalized)	1 new vehicle proposed for 2020. We have 5 vehicles with 5 year expected life. We replace one each year.	Hold until 2021	\$ 47,000	\$ 47,000	
	Contracted/ Professional Services	Contracted Services	Lease including maintenance & repair for car cameras (\$7.9K), body cameras (\$8.7K) & taisrs (\$3.6K); Speed device calibration, certification, maintenance (\$1.2K), GPS tracking (\$1.5K), printers (\$3K), toxicology services (\$5K), SPCA for animal issues (\$1K). (All of these previously hit under General Expense)	(blank)	\$ 32,000		
		IT Services	All Covered (\$1281/mth), Intelligence/Research databases (Lexis Nexis \$1.8K & Magloclen \$400); Cody (\$6.3K); Scheduling system (\$350)	(blank)	\$ 33,372		
		Legal Services	(blank)	(blank)	\$ 2,000		
<b>Police Department Total</b>					<b>\$ 1,350,501</b>	<b>\$ 97,500</b>	<b>\$ 10,500</b>
Fire Department	Salaries & Benefits	Salaries, Fire Marshall - Part Time	\$496 per pay period.	(blank)	\$ 13,000		
	Maintenance & Operations	EMS Commission Funding	Fire & Ambulance Funding locked in by contract	(blank)	\$ 470,000		
		Hydrant Fees	114 currently. Assume adding 10 for new development. \$436 per hydrant per year	(blank)	\$ 54,018		
		Misc. Expenses	Banquet	(blank)	\$ 300		
		Grant Pass-through			\$ 73,094		
<b>Fire Department Total</b>					<b>\$ 610,412</b>		

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Expense Detail (by Dept)**

Department	Category 1	Account Title	Request Detail	Reduction comment	2020 All Requests	Cost Reduction Options - Extreme Plan	Cost Reduction - Lesser Plan	
Public Works	Salaries & Benefits	Salaries, Overtime	(blank)	(blank)	\$ 51,000			
		Salaries, Public Works	Public works, including MS4 part-timer. Some salary should be allocated to Sewer.	(blank)	\$ 318,000			
	Maintenance & Operations	Black Top	(blank)	(blank)	\$ 15,000			
		Bridges	(blank)	Not usually needed	\$ 5,000	\$ 5,000		
		Drainage Materials	(blank)	Run-rate typically under budget	\$ 15,000	\$ 5,000	\$ 5,000	
		Electric, Street Lights	(blank)	(blank)	\$ 4,000			
		Household Hazardous Waste Disposal	(blank)	(blank)	\$ 3,000			
		Line Painting	(blank)	(blank)	\$ 30,000			
		Maintenance, Traffic Signals	(blank)	(blank)	\$ 12,500			
		Oil & Chip	Oil & Chip with Slurry Seal combo is a new method that we want to test as residents do not like Oil & Chip.	Hold off on new method	\$ 42,000	\$ 42,000		
		Slurry Seal	(blank)	Hold off on new method	\$ 50,000	\$ 50,000		
		PA One Call	(blank)	(blank)	\$ 1,000			
		Skin Patching	(blank)	Conserve	\$ 30,000	\$ 2,000		
		Skin Patching Oil	(blank)	(blank)	\$ 10,000			
		Snow & Ice Control Supplies	(blank)	(blank)	\$ 80,000			
		Stone	(blank)	(blank)	\$ 15,000			
		Supplies, Signs	(blank)	(blank)	\$ 10,000			
		Capital Expense	Trns to Capital (Paving)	To pay a portion of Road reconstruction/paving not covered by Liquid Fuels Grant. Three roads planned for 2020 (Norway Rd (\$228K funded with Liq Fuels); South Ridge \$81K; N Chandler Mill \$193K)	Extreme: Do not exceed Liquid Fuels grant amount for 2020. Cut N Chandler Mill. Lesser cut would be South Ridge, which is the most recommended option if a cut is needed	\$ 190,000	\$ 190,000	\$ 81,000
		Contracted/ Professional Services	Contracted Services	Street sweeping and tree work. 2019 includes some paving which will all be in capital fund next year.	(blank)	\$ 15,000		
		<b>Public Works Total</b>					<b>\$ 896,500</b>	<b>\$ 294,000</b>
Public Works Building	Maintenance & Operations	Maintenance Supplies	General Bldg Expense, Garage Supplies and Uniforms.	Conserve on supplies across PW/Twp	\$ 25,000	\$ 5,000		
		Repair & Maintenance	Building and vehicle repair	(blank)	\$ 60,000			
		Small Equipment	Small equipment replacement for daily operations/tasks.	(blank)	\$ 8,000			

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Department	Category 1	Account Title	Request Detail	Reduction comment	2020 All Requests	Cost Reduction Options - Extreme Plan	Cost Reduction - Lesser Plan
Public Works Building	Maintenance & Operations	Utilities - PW Garage	Garage utilities with rough split of gas for Police vehicles moved to Police.	(blank)	\$ 41,000		
	Contracted/ Professional Services	Contracted Services	Trash service, GPS Tracking	(blank)	\$ 7,000		
<b>Public Works Building Total</b>					<b>\$ 141,000</b>	<b>\$ 5,000</b>	
Township Building	Maintenance & Operations	Repair & Maintenance	Typical repairs and maintenance for daily operations. Plus \$5K for LED project in parking lot.	Defer LED project	\$ 20,000	\$ 5,000	\$ 5,000
		Utilities	Utilities: Electric \$18K, Oil \$7.5K, Verizon \$2.3K, Phone system \$6.2K	(blank)	\$ 34,000		
	Contracted/ Professional Services	Contracted Services	Lawn/landscaping (\$31.5K), office equipment leases (\$12K), cleaning service (\$12K), building repair/maintenance/painting (\$10K), bldg security system (\$4.4K), elevator inspec/maint (\$4K), pest control (\$1.5K), window cleaning (\$1.1K), carpet cleaning (\$1K), generator (\$1K), misc (\$2K). Video maintenance every 3 yrs.	(blank)	\$ 81,000		
<b>Township Building Total</b>					<b>\$ 135,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>
Engineering	Contracted/ Professional Services	Engineering Services - General	Includes typical consultation on General Fund operational matters plus projects.	(blank)	\$ 80,000		
		Engineering Services - Grants	DELTA (\$8K in payments from prior grants, \$15K for new 5 Points grant, \$15K Magnolia trail grant request. Plus \$9.5K in Sewer.	(blank)	\$ 38,000		
		Engineering Services - MS4	\$50K Total Max Daily Load projects required by MS4 (Anson B. Nixon); AECOM ( \$85K for basin project)	(blank)	\$ 135,000		
		Planning Services (& Landscape Architecture)	Annualized current year	Put any new efforts on hold. Very rough estimate.	\$ 105,000	\$ 25,000	\$ 10,000
		Trail Consultant	Magnolia trail work. (Any other? Can this be open space?)	(blank)	\$ 15,000		
<b>Engineering Total</b>					<b>\$ 373,000</b>	<b>\$ 25,000</b>	<b>\$ 10,000</b>

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Department	Category 1	Account Title	Request Detail	Reduction comment	2020 All Requests	Cost Reduction Options - Extreme Plan	Cost Reduction - Lesser Plan
Information Technology	Contracted/ Professional Services	IT Services	All Covered (\$1281/month (EMS pays equal amount)), Website (\$3200), Gov Office (\$950 hosting), Laserfiche doc mgmt (\$1400); Payroll system & services (\$3K), \$20K IT projects (new GL implementation & 1st yr license (50% to sewer as well))	(blank)	\$ 44,000		
<b>Information Technology Total</b>					<b>\$ 44,000</b>		

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Expense Detail (by Dept)**

Department	Category 1	Account Title	Request Detail	Reduction comment	2020 All Requests	Cost Reduction Options - Extreme Plan	Cost Reduction - Lesser Plan
Community Development	Community & Economic Development	Brandywine Valley Scenic Byway	Donation; annual	(blank)	\$ 500	\$ 500	
		Environmental Advisory Committee	<b>\$2.5K for Brandywine Conservancy to update the Woodland Classification and Forest Interior Map. \$2,500 discretionary funds for a combination of Garden Way supplies (mulch, fertilizer, etc.), possible consultation with the solicitor on MPC topics, and possible follow up ground studies after the Woodland map is updated.</b>	Reduce discretionary	\$ 5,000	\$ 1,500	\$ 1,500
		Historic Commission	<b>Commission request (\$1.2K for dues, programs, market at the Pines); Brandywine Battlefield grant match (\$2K). Isaac Allen house (\$6.4K)</b>	Hold on Isaac Allen House. Or may be able to go to Isaac Allen House	\$ 9,600	\$ 6,400	\$ 6,400
		Land Stewardship Program	<b>Current initiatives: Barkingfield Park maintenance (\$7.2K); Land Stewardship coordinator (\$18K); Understanding Woodlands TLC program (\$1K); CBLs speaker series (\$1K)</b>  <b>New Initiatives: Regenerative agriculture program (\$15K); logo contest (\$2K); Plan for increased community engagement &amp; prioritization of impact areas (\$62K); Stewardship plans for Spar Hill/municipal protected land (\$11.25K) &amp; HOA/commercial properties 2-3 plans (\$18.5K)</b>  <b>2019 budget of \$33K included in Sustainable Dev line item. Some of these costs may be able to go to Open Space.</b>	Hold on all new initiatives and keep coordinator costs equal to 2019 at \$15K	\$ 135,000	\$ 110,850	
		Township Events	<b>Office hours monthly</b>	No office hours for 2020 or option to partially reduce	\$ 8,700	\$ 8,700	\$ 8,700
<b>Community Development Total</b>					<b>\$ 158,800</b>	<b>\$ 127,950</b>	<b>\$ 16,600</b>
Contributions	Community & Economic Development	Brandywine Red Clay Alliance	Annual contribution	(blank)	\$ 1,000		
		Historic Kennett Square	Annual \$20K	(blank)	\$ 20,000		
		Holiday Village	100% reimbursement hits revenue.	(blank)	\$ 27,000		

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Expense Detail (by Dept)**

Department	Category 1	Account Title	Request Detail	Reduction comment	2020 All Requests	Cost Reduction Options - Extreme Plan	Cost Reduction - Lesser Plan
<b>Contributions</b>	<b>Community &amp; Economic</b>	Kennett Area Senior Center	<b>Quarterly contribution</b>	Do not fund	\$ 2,500	\$ 2,500	\$ 1,000
		Kennett Flash	<b>Annual contribution</b>	Do not fund	\$ 1,000	\$ 1,000	\$ 1,000
		Mushroom Festival	<b>\$10K per year.</b>	(blank)	\$ 10,000	\$ 5,000	\$ 5,000
		New Library Construction	<b>Library requested donation for construction of the new library. Every year for ~3 years.</b>	Do not fund, raise special tax or pay half the amount per year for 6 years.	\$ 241,000	\$ 241,000	\$ 120,000
		SCCOOT transportation service	<b>Requesting that local gov't for municipalities it serves donate \$27K. Need to understand our % usage.</b>	Do not fund increase request for 2020	\$ 5,000	\$ 4,000	\$ 4,000
<b>Contributions Total</b>					<b>\$ 307,500</b>	<b>\$ 253,500</b>	<b>\$ 131,000</b>

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Department	Category 1	Account Title	Request Detail	Reduction comment	2020 All Requests	Cost Reduction Options - Extreme Plan	Cost Reduction - Lesser Plan
Economic Development	Community & Economic Development	Economic Development Office	\$50K Economic Dev salary contribution via Historic Kennett Sq (Contract through 2020)	(blank)	\$ 50,000		
		Sustainable Development Officer	\$100K Sustainable Development Director, Indoor Ag projects and conferences \$20K	Put any new efforts on hold.	\$ 120,000	\$ 120,000	\$ 40,000
		Vision Partnership Grant	\$10.5K LRK Econ Dev Ordinance Project (this is the match to a grant that is funding \$59K.)	(blank)	\$ 10,500		
<b>Economic Development Total</b>					<b>\$ 180,500</b>	<b>\$ 120,000</b>	<b>\$ 40,000</b>
Interfund Operating Transfers	Capital Expense	Trns to Capital (New Garden Corridor Trail)	\$55K match required; assume remaining from NG Twp. Maybe be able to go in Open Space.	Will match be paid in 2021?	\$ 30,000	\$ 30,000	\$ 30,000
		Trns to Capital (Rt 82/Rt 1/Cedarcroft)	Rt 82/Rt 1/Cedarcroft match	(blank)	\$ 61,000		
		Trns to Capital (Traffic signal improvements)	Match for Green Light Go Traffic Signal Grant	(blank)	\$ 65,000		
		Trns to Capital (Trail Grant Match)	\$903K match. Assume \$603K from Open Space	(blank)	\$ 300,000		
<b>Interfund Operating Transfers Total</b>					<b>\$ 456,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>
<b>Grand Total</b>					<b>\$ 6,434,327</b>	<b>\$ 1,077,950</b>	<b>\$ 329,100</b>