

**AGENDA**  
**EAST GOSHEN TOWNSHIP**  
**BOARD OF SUPERVISORS**  
Wednesday, May 25, 2016  
9:30 AM

BUDGET PLANNING SESSION

1. Call to Order
2. Pledge of Allegiance
3. Moment of Silence – Supervisor Carmen Battavio
4. Ask if anyone is recording the meeting
5. Update on Goshen Fire Company budget and budget forecast
6. Consider Long Range Planning Memo
7. Consider conducting a “statistically valid” recreation survey
8. Consider amending the performance evaluation process
9. Any Other Matter
10. Public Comment – Hearing of Residents
11. Adjournment

The Chairperson, in his or her sole discretion, shall have the authority to rearrange the agenda in order to accommodate the needs of other board members, the public or an applicant.

# Memo

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To: Board of Supervisors  
From: Jon Altshul  
Re: Long range planning memo  
Date: May 20, 2016

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Before the end of the current decade (December 31, 2019), it is anticipated that the Township will have completed four major capital projects:

- 80%-90% of the improvements identified in the Parks Master Plan, including the Tot-Lot replacement.
- Segments C-G (Reservoir Road to Line Road) of the Paoli Pike Trail
- Repair, partial or full breach of Milltown Dam
- Repair, partial or full breach of Hershey's Mill Dam

While the Township has ample reserves, each of these projects represents a major investment by the Township. Collectively, these four projects could cost between \$3.0 million and \$8.6 million, but for planning purposes, I am assuming \$5.8 million all total. Major variables that explain the difference in costs include how successful we are in securing grant funding and, for the dams, which options are selected.

	<b>Lowest cost</b>	<b>Planning Estimate</b>	<b>Highest cost</b>
<b>Milltown Dam</b>	796,061	1,941,447	3,086,832
<b>Hershey Mill Dam</b>	160,324	332,225	504,126
<b>Paoli Pike Trail</b>	1,580,829	2,825,441	4,070,054
<b>Park MP</b>	451,477	677,477	903,477
<b>Total</b>	<b>2,988,691</b>	<b>5,776,590</b>	<b>8,564,488</b>

Projecting additional trail and park capital costs beyond the end of this decade becomes difficult, as a number of variables cannot be reliably predicted. These variables include whether and how much grant funding will be available for Segments A-B (Airport Road to Reservoir Road) of the trail; when the Township will act on all the mid-term and long-term improvements outlined in the Park Master Plan; and how many of the mid-term and long-term park improvements can be done in-house. For the purposes of rough estimation, I guesstimate that park improvement expenses between 2020 and 2026 will be about \$370,000 and, assuming we are able to secure 50% grants for Segments A-B, we'd incur matching costs of about \$1.5 million to complete the trail. **Thus, a reasonable planning estimate for the 10-year cost of these four capital projects is probably about \$7.65 million.**

### Assumptions about the four large capital projects

#### 1) Park Master Plan—See *Park & Trail* tab

The following projects are envisioned between now and the end of 2019, for the purpose of these estimates:

- Tot-Lot
- Signage
- ADA accessibility in amphitheater
- Picnic grove
- Area surrounding playground
- 1/3<sup>rd</sup> of the “mid-term” improvements

I included three scenarios for grant revenues. The planning estimate represents the mid-point between the best-case/lowest cost and the worst-case/highest cost estimate; in this case, that we are awarded 40% of the grant funds that we have applied for (or \$226,000). Under the best-case/lowest cost option, I have assumed that we will receive 80% of all the grants applied for (or \$452,000). Under the worst-case/highest cost option, I assumed that we will receive no grant funding.

The “long-term” improvements, 2/3rds of the “mid-term” improvements and the amphitheater backstop work are projected to occur after 2019 and are reflected in all three scenarios in the same way.

Note also that about \$120,000 has been depreciated in the Sinking Fund for the replacement of the current assets in the Tot-Lot. This amount has been netted out of the cost of the project under all three scenarios.

#### 2) Trail—See *Park & Trail* tab

Three scenarios are presented for 2017-2019 trail revenues and expenses:

a) The planning estimate represents the midpoint between the best case/lowest cost and the worst case/highest cost estimate.

b) Under the best-case/lowest cost estimate, we are awarded \$2.0 million from some combination of the CMAQ and MTF grants for Sections D & E; Public Works designs and constructs Segments F&G in-house at a cost of \$50,000 for pre-construction and \$150,000 for construction; and we receive \$52,500 from the DVRPC TDCI program for the Paoli Pike Master Plan. The two grants that we have already been awarded are included as well.

c) Under the worst-case/highest cost scenario, we would receive no additional grants beside the two that we have already received.

In addition, for the long-term forecasts, I assumed that Segments A-B would be completed at a net cost (after grants) of \$500,000 per year between 2020 and 2022 under all three scenarios.

#### 3) Milltown Dam

The planning estimate represents the mid-point between the lowest cost option (partial breach) and the highest cost option (full breach). This planning estimate figure therefore does not correspond with any of the options laid out in the Gannet Fleming study.

These estimates do not reflect the cost of any enhancements to the standard restoration design above the dam under the full or partial breach scenarios. In addition, these estimates do not include ongoing operating and maintenance costs of the dam, as those expenses are already reflected in the baseline budget.

#### 4) Hershey's Mill Dam

In response to the Gannet Fleming letter, I added 30% across the board to EB Walsh's earlier estimates for all three options.

### **Public Works/Township Building New Assets**

The Board may wish to consider the following four expenses in 2017 for a combined price of \$164,500.

#### Brine Tank

We budgeted \$10,000 for a new brine tank for the current year to allow four brine tanks to be on the road during snow storms. However, because of the unexpected need to purchase the one-way plow in late January, we are proposing to defer this purchase to 2017.

#### Alarm System

We have had the current fire alarm system since the mid-1990s. In March and April, the system went on and off intermittently, often several times per day. Multiple attempts to repair the system proved unsuccessful, before the installation of a new relay finally caused the false alarms to stop for two weeks. However, the alarm went off again on May 17<sup>th</sup>, and it's likely that it will continue to do so. The replacement price is probably about \$25,000, and we have not been depreciating the system in the sinking fund, meaning that a replacement would need to be funded by a transfer from the general fund.

#### Public Works Vehicle Wash Bay

Public Works does not currently have a facility that is connected to the sanitary sewer system to wash its vehicles. Mark is exploring options for building off of the Public Works Annex next to the salt building to accommodate a new wash bay. Currently, we wash vehicles on-site, meaning that any runoff is entering the storm water system. Using Public Works labor to the extent possible for construction, we expect that the project would cost \$120,000, including water recovery, tanks and building materials. This project would bring us into compliance with MS4 permit guidelines.

#### New Iron Worker Tool

Public Works currently uses three vendors for its fabrication work for the shop and the sewer plant. The Township averages about \$4,000 per year for fabrication work. Purchasing a new iron worker tool would cost approximately \$9,500, meaning that it would break even within 2.5 years. Our mechanic is already fully trained in using an iron worker, so no training expenses are anticipated.

### **Revenue considerations**

I project that the General Fund will have a fund balance of \$4.7 million at the end of 2016, plus \$2.5 million in the operating reserve fund, for a total available fund balance of \$7.2 million.

In addition, the Township has \$600,000 extra in the sinking fund (i.e. the fund balance is \$600,000 higher than the accumulated depreciation of all the assets plus the \$150,000 reserve for new assets). I

would recommend that this amount be applied against the cost of the various capital projects to defray general fund costs.

### **“What If” Scenarios**

I have prepared eight “What If” scenarios described below. Currently the Township’s financial policy requires us to maintain a general fund balance of 20% of annual revenues and to fund the operating reserve at 5% of annual expenditures (or 25% in total). For purposes of this analysis, I used a threshold of 30%. That is, when the balance of both funds falls below 30% of annual expenses, we need to be prepared to raise real estate taxes.

Scenarios #3, #4, #6, #7 and #8 assume that we borrow funds for the capital projects. I have assumed that we borrow at 2.5% over 20 years. For perspective, the current yield on 20 year AAA municipal bonds is 2.4% and the yield on AA munis is 2.6%. DeVal yields are 2.4% for 20 years.

Scenarios #4, #7 and #8 assume that the township raises real estate taxes. As you know, the current millage is 1.25 mills, which compares favorably to many of our neighbors including Westtown (3.5 mills) and West Goshen (2.0 mills). Currently, the average homeowner pays \$255 in Township real estate taxes, so each .1 mill increase would add about \$20 per year to the average bill. The Township has not raised real estate taxes since 2004.

**What If #1—baseline operating projection**—assumes no new capital projects for the next decade.

- The General Fund is projected to run annual deficits of as much as \$362,000, with a small surplus expected in 2024 after we pay off the last of the outstanding bonds.
- These are generally conservative estimates and suggest we are on a sustainable path. No tax increases or appropriations from the operating reserve need to be planned for in the foreseeable future.

**What If #2**—assumes “planning” estimates for the four major capital projects, plus \$164,500 in 2017 for the various new Public Works projects outlined in this memo. These expenses are offset by a \$600,000 transfer from the Sinking Fund.

- The sum of the General Fund and the Operating Reserve Fund would fall below the 30% threshold in 2018.
- We would deplete both the General Fund and the Operating Reserve by 2020 or 2021.

**What If #3**—assumes “planning” estimates for the four major capital projects, plus \$164,500 in 2017 for the various new Public Works projects outlined in this memo and the Township borrows \$5 million in 2018 to pay for the various improvements. These expenses are offset by a \$600,000 transfer from the Sinking Fund.

- The General Fund would need an appropriation from the Operating Reserve in 2020; the sum of both fund balances would fall below 30% in 2021; and we would deplete both funds by the end of 2026 without a tax increase/operating expense cut.

**What If #4**—assumes “planning” estimates for the four major capital projects, plus \$164,500 in 2017 for the various new Public Works projects outlined in this memo and the Township borrows \$5 million in 2018 to pay for the various improvements and imposes a .3 mill increase to the real estate tax rate in 2020 (i.e. from 1.25 mills to 1.55 mills). The capital expenses are offset by a \$600,000 transfer from the Sinking Fund.

- The General Fund would need an appropriation from the Operating Reserve in 2021, but the sum of both funds would probably remain at or above 30% through 2026.

**What If #5**—assumes best case/lowest cost scenario for the four major capital projects, plus \$164,500 for the Public Works projects in 2017. The capital expenses are offset by a \$600,000 transfer from the Sinking Fund.

- The general fund would need an appropriation from the operating reserve in 2018 and the sum of both funds would fall below 30% in 2020.

**What If #6**—assumes best case/lowest cost scenario for the four major capital projects, plus \$164,500 for the Public Works projects in 2017 and the Township borrows \$2.5 million in 2018. The capital expenses are offset by a \$600,000 transfer from the Sinking Fund.

- The general fund would need an appropriation from the operating reserve in 2021 and both funds would fall below the combined 30% fund balance threshold in 2022.

**What If #7**—assumes best case/lowest cost scenario for the four major capital projects, plus \$164,500 for the Public Works projects in 2017. The Township borrows \$2.5 million in 2018. The capital expenses are offset by a \$600,000 transfer from the Sinking Fund. The real estate tax rate is increased in .2 mills in 2021.

- The general fund would need an appropriation from the operating reserve in 2021, but we would probably stay at or above the 30% threshold through 2026.

**What If #8**—assumes worst case/highest cost scenario for the four major capital projects, plus \$164,500 for the Public Works projects in 2017. The capital expenses are offset by a \$600,000 transfer from the Sinking Fund. The real estate tax rate is increased in .5 mills in 2018 and the Township borrows \$5.5 million in 2018.

- The general fund would need an appropriation from the Operating Reserve Fund in 2020, but the sum of both funds would remain above 30% of expenses through 2026.

## **Sewer/Municipal Authority Issues**

### West Goshen Sewer Authority

As you know, the West Goshen Sewer Authority faces approximately \$9.6 million in capital improvements at the Chester Creek Sewage Treatment Plant over the next several years. As West Goshen's municipal partner, East Goshen Municipal Authority's estimated contribution for this work should be between \$1.3 and \$1.6 million or 16.7%.

To pay for this, I would recommend that we repurpose the unspent proceeds of the 2013 Municipal Authority loan (\$1.38 million). These proceeds were originally intended to pay for the construction of a new pump station on Reservoir Road to divert sewage flows from Chester Creek to the Ridley Creek Sewage Treatment Plant, to prevent East Goshen from exceeding its 1,000,000 gallon per day limit at Chester Creek. While engineering is now complete on this project, there is no indication that we are close to exceeding the 1,000,000 gallon threshold (we average less than 750,000 gallons per day) and therefore the Municipal Authority feels comfortable that there is no urgency to begin construction.

### Trailer-mounted sewer pump

Mark is recommending that we purchase an 8" trailer-mounted pump in the event of a failure along the interceptor, at the plant or at one of the four lift stations. Currently, we own a few smaller pumps that are not powerful enough to handle larger system failures, so we rent 6" tow-mounted pumps from a company in New Jersey as events warrant. We average about \$7,000 per year for pump rental expenses and about \$4,000 per year for hauling and waste disposal when we repair pump stations but don't rent a pump, or about \$11,000 per year total. By contrast, a new pump costs about \$64,647 and annual maintenance costs would be minimal (\$25/year to replace oil and filter), meaning it would take about 6 years to break even on this purchase, compared with a useful life of 10 years.

According to Mark, DEP officials were surprised to learn that we do not have a trailer-mounted pump, as they are critical in the event of an emergency and are not always in stock for rent. Thus, purchasing the pump provides the Township with an additional form of insurance.

Most area municipalities already have trailer-mounted pumps of their own. For example, West Goshen has four pumps. While West Goshen might be agreeable to renting us one of its pumps on a case by case basis, if there was an emergency caused by a wide-spread disaster, it is possible that there would be no spare pumps.

### Brick Manhole Rehab and Pipe Relining

The Township has 368 brick manholes, and Mark has developed a plan to line them to prevent more serious damage to the manholes. Public Works plans to line 25 brick manholes per year at a cost of \$75,000, meaning that we would line every brick manhole in the Township within 15 years. For the purpose of the sewer rate, this would be treated as a fixed cost (they're being lined because they're old, not because of flow). Therefore, this cost would cause the fixed rate to increase approximately \$3 per quarter.

Mark has calculated that the Township has 70,000 linear feet of concrete asbestos sewer lines. These lines are much more prone to cracking than the newer PVC lines that we began using in the late-1970s. The cost of sliplining these AC lines is \$45/linear foot. Therefore, we could slipline 2,500 feet year at a cost of \$112,500, which would mean that all the AC lines would be sliplined within 28 years. Public Works would initially target areas of the sewer system where we know problems to already exist, such as Supplee Valley. This proposed expenditure (at 2,500 feet per year) would result in about a \$4.50 per quarter increase to the fixed rate. However, over time these costs would be offset by fewer repairs and a reduction in infiltration.

### **Transportation Fund**

A few days ago, Rick received a call from East Whiteland regarding the intersection of King Rd and Route 352. In 2004, we jointly commissioned an engineering study on improving that intersection, which estimated a total project cost of \$1.266 million in 2005 dollars. That cost would presumably be split 50/50 with East Whiteland. Upon completion of the interactive signal project along Route 3 and other planned 2016 transportation expenses, I estimate that we will have about \$715,000 in the Transportation Fund, of which \$394,000 would be from non-impact fees available for a project like this. We seek the Board's guidance on how to proceed.

### Economic forecasts

Variable	Source	2016	2017	2018	2019 end beyond
GDP	Federal Reserve	2.2%	2.1%	2.0%	2.0%
	PNC	2.1%	2.2%		
Inflation	Federal Reserve (Core inflation)	1.2%	1.9%	2.0%	2.0%
	PNC (CPI)	0.9%	2.1%		
Unemployment	Federal Reserve	4.7%	4.6%	4.5%	4.8%
	PNC	4.8%	4.6%		
Interest rate (10 year Treasury)	PNC	2.15%	2.51%		
Wage growth	PNC	2.5%	2.8%		
Housing	Case Schiller	5.0%	3.2%		

### Underlying forecasting assumptions for East Goshen

- Inflation of 1% in 2016; 1.9% in 2017 and 2% thereafter.
- Various line items going up by more/less than CPI (e.g. health insurance), based on current estimates.
- Wage growth/EIT of 2%.
- Real Estate Tax revenue flat at current assessments.
- Transfer tax and Cable Franchise tied to inflation.
- Police Budget based on WEGO's forecast and then projected out beyond 2021.
- Debt service and other contractual obligations based on actual contracts.

**EAST GOSHEN TOWNSHIP (Baseline revenues and expenditures/no new capital//corresponds with What if #1)**  
Annual Planning Session Forecast, 2017-2026

Account Title	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Re-estimate	2017 Estimate	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	2026 Estimate	Avg Inc. 2016-2026	
<b>BEGINNING FUND BALANCE*</b>						4,803,351	4,803,351	4,720,178	4,502,324	4,211,963	3,850,913	3,639,673	3,292,504	2,973,078	2,701,979	2,787,853	2,785,490		
EMERGENCY SERVICES EXPENSES	3,669,899	3,727,471	3,574,597	4,029,662	4,090,894	4,345,656	4,155,625	4,470,436	4,627,551	4,721,149	4,850,914	5,012,490	5,141,337	5,039,743	5,098,677	5,246,044	5,419,161	2.2%	
PUBLIC WORKS EXPENSES	1,925,260	2,032,017	2,389,860	2,436,092	2,556,554	2,634,879	2,584,879	2,628,938	2,669,978	2,744,754	2,811,349	2,883,931	2,925,002	3,001,768	3,071,347	3,152,639	3,226,734	2.1%	
ADMINISTRATION EXPENSES	1,447,941	1,494,298	1,709,275	1,793,139	1,606,092	1,646,376	1,646,376	1,672,453	1,700,563	1,734,242	1,766,562	1,807,725	1,809,139	1,849,652	1,887,217	1,929,906	1,969,654	1.8%	
ZONING/PERMITS/CODES EXPENSES	387,837	343,707	401,562	392,097	518,582	538,192	538,192	462,728	464,847	477,373	485,433	499,059	513,283	528,139	564,164	570,398	576,883	0.8%	
PARK AND RECREATION EXPENSES	438,058	462,835	556,985	549,468	541,579	531,450	531,450	520,090	521,161	538,221	555,867	573,330	591,374	610,024	629,306	649,246	669,873	2.4%	
<b>TOTAL CORE FUNCTION EXPENSES</b>	<b>7,869,995</b>	<b>8,060,329</b>	<b>8,632,299</b>	<b>9,200,457</b>	<b>9,313,701</b>	<b>9,696,533</b>	<b>9,456,522</b>	<b>9,754,545</b>	<b>9,984,100</b>	<b>10,215,738</b>	<b>10,472,126</b>	<b>10,776,585</b>	<b>11,029,325</b>	<b>11,250,712</b>	<b>11,548,234</b>	<b>11,862,905</b>	<b>12,186,246</b>	<b>2.0%</b>	
EMERGENCY SERVICES REVENUES	73,974	45,719	62,293	72,302	71,593	67,595	67,595	68,509	69,455	70,435	71,448	72,487	73,583	74,707	75,870	77,074	78,319	1.5%	
PUBLIC WORKS REVENUES	878,660	1,021,673	1,005,357	870,332	832,631	974,509	974,509	954,938	976,765	999,708	1,023,568	1,048,371	1,074,103	1,100,493	1,127,558	1,155,316	1,182,519	1.7%	
ADMINISTRATION REVENUES	295,462	349,001	387,877	508,068	353,853	325,020	325,020	334,000	339,853	345,991	352,252	358,159	364,000	370,000	376,000	382,000	388,000	2.5%	
ZONING/PERMITS/CODES REVENUES	338,112	278,320	349,430	397,559	439,042	242,150	242,150	283,364	287,700	292,351	297,095	301,934	306,870	311,904	317,039	322,277	327,620	3.2%	
PARK AND RECREATION REVENUES	206,351	123,825	119,611	112,394	144,785	152,878	152,878	154,232	156,830	159,616	162,459	165,358	168,315	171,331	174,408	177,546	180,747	1.7%	
<b>TOTAL CORE FUNCTION REVENUES</b>	<b>1,792,559</b>	<b>1,812,538</b>	<b>1,924,568</b>	<b>1,960,656</b>	<b>1,841,843</b>	<b>1,762,152</b>	<b>1,762,152</b>	<b>1,795,043</b>	<b>1,830,603</b>	<b>1,868,102</b>	<b>1,906,823</b>	<b>1,945,985</b>	<b>2,048,486</b>	<b>2,014,451</b>	<b>2,056,394</b>	<b>2,129,341</b>	<b>2,143,316</b>	<b>2.0%</b>	
NET EMERGENCY SERVICES	3,595,925	3,681,753	3,512,304	3,957,360	4,019,361	4,278,061	4,088,030	4,401,927	4,558,096	4,650,715	4,779,466	4,939,993	5,067,754	4,965,036	5,022,808	5,168,971	5,340,842	2.3%	
NET PUBLIC WORKS	1,046,600	1,010,344	1,384,503	1,565,759	1,723,923	1,660,370	1,610,370	1,673,900	1,699,213	1,745,046	1,787,781	1,835,894	1,876,632	1,927,664	1,970,854	2,025,081	2,071,418	2.2%	
NET ADMINISTRATION	1,152,479	1,151,297	1,321,399	1,285,071	1,252,229	1,321,356	1,321,356	1,338,454	1,360,710	1,388,250	1,416,310	1,449,566	1,357,792	1,467,247	1,498,693	1,535,021	1,568,340	1.8%	
NET ZONING/PERMITS/CODES	497,725	65,387	52,151	(5,463)	79,539	296,042	296,042	179,364	177,146	185,021	188,338	197,125	206,413	216,234	247,124	218,121	249,263	-0.3%	
NET PARK AND RECREATION	231,707	339,010	437,374	437,073	396,794	378,572	378,572	365,858	364,331	378,604	393,409	407,972	423,059	438,693	454,898	471,700	489,126	2.6%	
<b>CORE FUNCTION NET SUBTOTAL</b>	<b>6,076,436</b>	<b>6,247,791</b>	<b>6,707,731</b>	<b>7,239,801</b>	<b>7,471,857</b>	<b>7,934,401</b>	<b>7,694,370</b>	<b>7,959,503</b>	<b>8,153,497</b>	<b>8,347,636</b>	<b>8,565,303</b>	<b>8,830,552</b>	<b>9,331,649</b>	<b>9,014,874</b>	<b>9,194,318</b>	<b>9,418,893</b>	<b>9,718,989</b>	<b>2.1%</b>	
DEBT - PRINCIPAL	580,000	605,000	436,000	476,000	476,000	498,001	498,001	520,999	544,001	569,000	344,999	357,998	371,999	387,000	0	0	0	n/a	
DEBT - INTEREST	254,366	228,774	208,182	189,723	170,420	150,270	150,270	129,198	107,158	82,149	61,772	46,858	31,376	15,289	0	0	0	n/a	
<b>TOTAL DEBT</b>	<b>834,366</b>	<b>833,774</b>	<b>644,182</b>	<b>665,723</b>	<b>646,420</b>	<b>648,271</b>	<b>648,271</b>	<b>650,197</b>	<b>651,149</b>	<b>651,149</b>	<b>406,771</b>	<b>404,856</b>	<b>403,375</b>	<b>402,289</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>n/a</b>	
<b>TOTAL CORE FUNCTION NET</b>	<b>6,910,802</b>	<b>7,081,565</b>	<b>7,351,912</b>	<b>7,905,523</b>	<b>8,118,277</b>	<b>8,582,672</b>	<b>8,342,641</b>	<b>8,609,700</b>	<b>8,804,656</b>	<b>8,998,785</b>	<b>8,972,074</b>	<b>9,235,406</b>	<b>9,335,024</b>	<b>9,417,163</b>	<b>9,194,318</b>	<b>9,418,893</b>	<b>9,718,989</b>	<b>1.3%</b>	
NON-CORE FUNCTION REVENUE	4,259,654	5,311,893	4,715,914	4,617,402	4,603,401	4,921,500	4,921,500	5,019,930	5,120,329	5,222,735	5,327,190	5,433,734	5,542,408	5,653,257	5,766,322	5,881,648	5,999,281	2.0%	
EARNED INCOME TAXES	2,018,689	2,018,192	1,985,491	2,007,210	1,999,431	1,997,165	1,997,165	2,017,165	2,017,165	2,017,165	2,017,165	2,017,165	2,017,165	2,017,165	2,017,165	2,017,165	2,017,165	0.1%	
REAL ESTATE PROPERTY TAX	504,251	779,111	628,580	539,481	1,043,058	525,000	525,000	530,325	540,325	551,131	562,154	573,397	584,865	596,562	608,493	620,663	633,077	1.9%	
CABLE TV FRANCHISE TAX	386,805	401,127	450,113	450,651	462,319	467,747	467,747	472,424	481,401	491,029	500,849	510,866	521,083	531,500	542,135	552,978	564,037	1.9%	
LOCAL SERVICES TAX	311,016	332,101	297,174	315,862	324,382	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	0.0%	
OTHER INCOME	46,034	51,958	45,379	35,583	30,852	28,076	28,076	32,076	35,076	35,076	34,076	33,076	30,076	27,576	26,076	24,076	22,076	-2.1%	
<b>TOTAL NON CORE FUNCTION REVENUE</b>	<b>7,526,449</b>	<b>8,894,383</b>	<b>8,112,652</b>	<b>7,966,191</b>	<b>8,463,444</b>	<b>8,259,488</b>	<b>8,259,488</b>	<b>8,391,845</b>	<b>8,514,295</b>	<b>8,637,136</b>	<b>8,761,434</b>	<b>8,888,238</b>	<b>9,015,598</b>	<b>9,146,065</b>	<b>9,280,191</b>	<b>9,416,530</b>	<b>9,555,636</b>	<b>1.5%</b>	
<b>NET RESULT</b>	<b>615,647</b>	<b>1,812,818</b>	<b>760,739</b>	<b>60,667</b>	<b>345,167</b>	<b>(323,184)</b>	<b>(83,153)</b>	<b>(217,854)</b>	<b>(290,361)</b>	<b>(361,650)</b>	<b>(210,640)</b>	<b>(347,168)</b>	<b>(319,427)</b>	<b>(271,099)</b>	<b>85,874</b>	<b>(2,363)</b>	<b>(163,353)</b>		
<b>ENDING FUND BALANCE</b>						4,480,147	4,720,178	4,502,324	4,211,963	3,850,913	3,639,673	3,292,504	2,873,078	2,701,979	2,787,853	2,785,490	2,622,137		
<b>ENDING FUND BALANCE AS % OF EXP</b>						43.3%	46.7%	43.3%	39.6%	35.4%	33.5%	29.4%	26.1%	23.6%	24.8%	24.1%	22.1%		
<b>ENDING FUND BALANCE PLUS OPERATING RESERVE</b>						6,952,682	7,202,713	6,984,859	6,632,848	6,122,208	5,775,039	5,455,613	5,184,514	5,270,388	5,268,025	5,104,672	4,909,281	4,700,000	
<b>TOTAL BALANCE AS % OF EXPENSES</b>						67.3%	71.3%	67.1%	62.9%	58.3%	56.3%	51.6%	47.9%	45.4%	46.8%	45.6%	43.0%		

*What If #1--Baseline operating projection; no new projects*

Year	Starting General Fund Balance	Baseline Revenue	Baseline Expense	"Big Four" Capital Expenses	Sinking Fund Contribution	Public Works Capital	Ending General Fund Balance	Ending Fund Balance as % of Baseline Expenses	Ending Fund Balance plus Operating Reserve	Ending Fund Balance plus Operating Reserve as % of Baseline Expenses
2016 Re-estimate	4,803,331	10,021,640	10,104,793	-	-	-	4,720,178	46.71%	7,202,713	71.28%
2017	4,720,178	10,186,888	10,404,742	-	-	-	4,502,324	43.27%	6,984,859	67.13%
2018	4,502,324	10,344,898	10,635,259	-	-	-	4,211,963	39.60%	6,694,498	62.95%
2019	4,211,963	10,505,238	10,866,887	-	-	-	3,850,313	35.43%	6,332,848	58.28%
2020	3,850,313	10,668,257	10,878,897	-	-	-	3,639,673	33.46%	6,122,208	56.28%
2021	3,639,673	10,834,222	11,181,391	-	-	-	3,292,504	29.45%	5,775,039	51.65%
2022	3,292,504	11,064,084	11,383,510	-	-	-	2,973,078	26.12%	5,455,613	47.93%
2023	2,973,078	11,160,515	11,431,614	-	-	-	2,701,979	23.64%	5,184,514	45.35%
2024	2,701,979	11,336,585	11,250,712	-	-	-	2,787,853	24.78%	5,270,388	46.84%
2025	2,787,853	11,545,871	11,548,234	-	-	-	2,785,490	24.12%	5,268,025	45.62%
2026	2,785,490	11,698,952	11,862,305	-	-	-	2,622,137	22.10%	5,104,672	43.03%







What If #5

"Big Four" estimate	Best case/lowest cost
2017 Public Works Capital	Yes, \$164,500
Transfer from Sinking Fund	Yes, \$600,000
Borrowing	No
Tax Increase	No

Year	Starting General Fund		Sinking Fund Contribution	Public Works Capital	Ending General Fund Balance	Ending Fund Balance as % of Baseline Expenses	Ending Fund Balance plus Operating Reserve	Ending Fund Balance plus Operating Reserve as % of Baseline Expenses
	Balance	Revenue						
2016 Re-estimate	4,803,331	10,021,640	-	-	4,720,178	46.71%	7,202,713	71.28%
2017	4,720,178	10,186,888	600,000	164,500	3,643,743	35.02%	6,126,278	58.88%
2018	3,643,743	10,344,898	-	-	2,022,374	19.02%	4,504,909	42.36%
2019	2,022,374	10,505,238	-	-	1,297,122	11.94%	3,779,657	34.78%
2020	1,297,122	10,668,257	-	-	372,128	3.42%	2,854,663	26.24%
2021	372,128	10,834,222	-	-	(573,696)	-5.13%	1,908,839	17.07%
2022	(573,696)	11,064,084	-	-	(1,404,384)	-12.34%	1,078,151	9.47%
2023	(1,404,384)	11,160,515	-	-	(1,686,969)	-14.76%	795,566	6.96%
2024	(1,686,969)	11,336,585	-	-	(1,612,812)	-14.34%	869,723	7.73%
2025	(1,612,812)	11,545,871	-	-	(1,627,126)	-14.09%	855,409	7.41%
2026	(1,627,126)	11,698,952	-	-	(1,802,669)	-15.20%	679,866	5.73%

Total "Big 4" Capital 4,860,306





What if #8

"Big Four" estimate	Worst case/highest cost
2017 Public Works Capital	Yes; \$164,500
Transfer from Sinking Fund	Yes; \$600,000
Borrowing	Yes; \$5.5 million in 2018
Tax Increase	Yes; .5 mills in 2018

Year	Starting General Fund Balance	Baseline Revenue	Baseline Expense	"Big Four" Capital Expenses	Sinking Fund Contribution	Public Works Capital	Bond proceeds	New Debt Service	New revenue from .5 mill increase in 2018	Ending General Fund Balance	Ending Fund Balance as % of Baseline Expenses	Ending Fund Balance plus Operating Reserve	Ending Fund Balance plus Operating Reserve as % of Baseline Expenses
2016 Re-estimate	4,803,331	10,021,640	10,104,793	-	600,000	-	-	-	-	4,720,178	46.71%	7,202,713	71.28%
2017	4,720,178	10,186,888	10,404,742	2,623,068	-	164,500	-	302,500	811,551	2,314,756	22.25%	4,797,291	46.11%
2018	2,314,756	10,344,898	10,635,259	3,585,007	-	-	5,500,000	309,375	811,551	4,448,439	41.83%	6,930,974	65.17%
2019	4,448,439	10,505,238	10,866,887	2,356,414	-	-	-	315,975	811,551	2,232,552	20.54%	4,715,087	43.39%
2020	2,232,552	10,668,257	10,878,897	714,354	-	-	-	322,300	811,551	1,803,134	16.57%	4,285,669	39.39%
2021	1,803,134	10,834,222	11,181,391	598,655	-	-	-	328,350	811,551	1,346,562	12.04%	3,829,097	34.25%
2022	1,346,562	11,064,084	11,383,510	511,262	-	-	-	334,125	811,551	999,075	8.78%	3,481,610	30.58%
2023	999,075	11,160,515	11,431,614	11,487	-	-	-	340,725	811,551	1,193,915	10.44%	3,676,450	32.16%
2024	1,193,915	11,336,585	11,250,712	11,717	-	-	-	347,023	811,551	1,738,899	15.46%	4,221,434	37.52%
2025	1,738,899	11,545,871	11,548,234	11,951	-	-	-	353,018	811,551	2,189,113	18.96%	4,671,648	40.45%
2026	2,189,113	11,698,952	11,862,305	12,190	-	-	-	-	811,551	2,472,104	20.84%	4,954,639	41.77%

Total "Big 4" Capital

10,436,103

## Paoli Pike Trail 2017-2019 Cost Projections

Inflation assumption

2%

1)

<i>In 2015 dollars</i>		\$ amount of grant applied for			
		2017	2018	2019	3-year total
<b>Segment C (Reservoir Rd to Boot Rd)</b>					
<i>Enginnering/Planning/RoW/Utilities</i>		450,500	149,500		600,000
<i>Construction &amp; Inspection</i>				1,000,000	1,000,000
<i>minus TAP grant (awarded)</i>	1,000,000			(1,000,000)	(1,000,000)
<b>Total Cost Segment C</b>		<b>450,500</b>	<b>149,500</b>	-	<b>600,000</b>
<b>Segment D &amp; E (Boot Rd to Rte 352)</b>					
<i>Enginnering/Planning/RoW/Utilities</i>		341,500	341,500		683,000
<i>Construction &amp; Inspection</i>				1,927,000	1,927,000
<i>minus CMAQ grant (pending)</i>	1,736,000				-
<i>minus MTF grant (pending)</i>	1,712,000	-	-		-
<b>Total Cost Segment D &amp; E</b>		<b>341,500</b>	<b>341,500</b>	<b>1,927,000</b>	<b>2,610,000</b>
<b>Segment F &amp; G (Rte 352 to Line Rd)</b>					
<i>Enginnering/Planning/RoW/Utilities</i>		165,000			165,000
<i>Construction &amp; Inspection</i>		447,000			447,000
<i>minus DCNR C2P2 grant (pending)</i>	268,000				
<i>minus ChesCo Municipal Grant (awarded)</i>	150,000	(150,000)			(150,000)
<b>Total Cost Segment F &amp; G</b>		<b>462,000</b>	-	-	<b>462,000</b>
<b>Other trail expenses</b>					
<b>Paoli Pike Master Plan</b>		70,000			70,000
<i>minus DVRPC TCDI grant (pending)</i>	52,500				-
<b>Total other trail expenses</b>		<b>70,000</b>	-	-	<b>70,000</b>

F&G may be done in-house for less than McMahon estimates (see lowest cost)

## Paoli Pike Trail 2017-2019 Cost Projections

2)

<b>Adjusted for inflation--Highest cost*</b>				
<i>* Assumes no further grant dollars awarded and Segments F&amp;G are outsourced</i>				
	2017	2018	2019	Total
<b>Segment C (Reservoir Rd to Boot Rd)</b>				
<i>Enginnering/Planning/RoW/Utilities</i>	468,700	158,651	-	627,351
<i>Construction &amp; Inspection</i>	-	-	1,082,432	1,082,432
<i>minus TAP grant (awarded)</i>			(1,000,000)	(1,000,000)
<b>Total Cost Segment C</b>	<b>468,700</b>	<b>158,651</b>	<b>82,432</b>	<b>709,783</b>
<b>Segment D &amp; E (Boot Rd to Rte 352)</b>				
<i>Enginnering/Planning/RoW/Utilities</i>	355,297	362,403	-	717,699
<i>Construction &amp; Inspection</i>	-	-	2,085,847	2,085,847
<b>Total Cost Segment D &amp; E</b>	<b>355,297</b>	<b>362,403</b>	<b>2,085,847</b>	<b>2,803,546</b>
<b>Segment F &amp; G (Rte 352 to Line Rd)</b>				
<i>Enginnering/Planning/RoW/Utilities</i>	171,666	-	-	171,666
<i>Construction &amp; Inspection</i>	465,059	-	-	465,059
<i>minus ChesCo Municipal Grant (awarded)</i>	(150,000)			(150,000)
<b>Total Cost Segment F &amp; G</b>	<b>486,725</b>	<b>-</b>	<b>-</b>	<b>486,725</b>
<b>Other trail expenses</b>				
<i>(not adjusted for inflation)</i>				
<b>Paoli Pike Master Plan</b>	70,000			70,000
<b>Highest cost--Total net cost</b>	<b>1,380,722</b>	<b>521,053</b>	<b>2,168,279</b>	<b>4,070,054</b>

## Paoli Pike Trail 2017-2019 Cost Projections

3)

<b>Adjusted for inflation--Mid-range planning estimate**</b>				
<i>**Actual cost is the midpoint between best-case and worst case scenarios</i>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>Total</b>
<b>Segment C (Reservoir Rd to Boot Rd)</b>				
<i>Enginnering/Planning/RoW/Utilities</i>	468,700	158,651	-	627,351
<i>Construction &amp; Inspection</i>	-	-	1,082,432	1,082,432
<i>minus TAP grant (awarded)</i>			(1,000,000)	(1,000,000)
<b>Total Cost Segment C</b>	<b>468,700</b>	<b>158,651</b>	<b>82,432</b>	<b>709,783</b>
<b>Segment D &amp; E (Boot Rd to Rte 352)</b>				
<i>Enginnering/Planning/RoW/Utilities</i>	355,297	362,403	-	717,699
<i>Construction &amp; Inspection</i>	-	-	2,085,847	2,085,847
<i>minus CMAQ/MTF assumption</i>			(1,000,000)	
<b>Total Cost Segment D &amp; E</b>	<b>355,297</b>	<b>362,403</b>	<b>1,085,847</b>	<b>1,803,546</b>
<b>Segment F &amp; G (Rte 352 to Line Rd)</b>				
<i>Enginnering/Planning/RoW/Utilities</i>	110,833	-	-	110,833
<i>Construction &amp; Inspection</i>	307,529	-	-	307,529
<i>minus ChesCo Municipal Grant (awarded)</i>	(150,000)			(150,000)
<i>minus C2P2 assumption</i>				-
<b>Total Cost Segment F &amp; G</b>	<b>268,362</b>	<b>-</b>	<b>-</b>	<b>268,362</b>
<b>Other trail expenses (not adjusted for inflation)</b>				
<b>Paoli Pike Master Plan</b>	70,000	-	-	70,000
<i>minus DVRPC TCDI grant (pending)</i>	(26,250)	-	-	(26,250)
<b>Total other trail expenses</b>	<b>43,750</b>	<b>-</b>	<b>-</b>	<b>43,750</b>
<b>Planning estimate--Total net cost</b>	<b>1,136,109</b>	<b>521,053</b>	<b>1,168,279</b>	<b>2,825,441</b>

## Paoli Pike Trail 2017-2019 Cost Projections

4)

<b>Adjusted for inflation--Best case***</b>				
<b>***Assumes:</b>				
- \$2.0 million awarded for CMAQ/MTF for D&E				
- \$0 awarded for C2P2 for F&G, but				
- F&G are done in house at a cost of \$50,000 preconstruction and \$150,000 construction				
- \$52,500 received for Paoli Pike MP				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>Total</b>
<b>Segment C (Reservoir Rd to Boot Rd)</b>				
<i>Enginnering/Planning/RoW/Utilities</i>	468,700	158,651	-	627,351
<i>Construction &amp; Inspection</i>	-	-	1,082,432	1,082,432
<i>minus TAP grant (awarded)</i>			(1,000,000)	(1,000,000)
<b>Total Cost Segment C</b>	<b>468,700</b>	<b>158,651</b>	<b>82,432</b>	<b>709,783</b>
<b>Segment D &amp; E (Boot Rd to Rte 352)</b>				
<i>Enginnering/Planning/RoW/Utilities</i>	355,297	362,403	-	717,699
<i>Construction &amp; Inspection</i>	-	-	2,085,847	2,085,847
<i>minus CMAQ/MTF assumption</i>			(2,000,000)	
<b>Total Cost Segment D &amp; E</b>	<b>355,297</b>	<b>362,403</b>	<b>85,847</b>	<b>803,546</b>
<b>Segment F &amp; G (Rte 352 to Line Rd)</b>				
<i>Enginnering/Planning/RoW/Utilities</i>	50,000		-	50,000
<i>Construction &amp; Inspection</i>	150,000		-	150,000
<i>minus ChesCo Municipal Grant</i>				
<i>(awarded)</i>	(150,000)			(150,000)
<i>minus C2P2 assumption</i>				-
<b>Total Cost Segment F &amp; G</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>50,000</b>
<b>Other trail expenses</b>				
(not adjusted for inflation)				
<b>Paoli Pike Master Plan</b>	70,000	-	-	70,000
<i>minus DVRPC TCDI grant (pending)</i>	(52,500)	-	-	(52,500)
<b>Total other trail expenses</b>	<b>17,500</b>	<b>-</b>	<b>-</b>	<b>17,500</b>
<b>Lowest cost case--Total net cost</b>	<b>891,497</b>	<b>521,053</b>	<b>168,279</b>	<b>1,580,829</b>

**Park MP Worksheet**

Inflation assumption

2%

2016 dollars	\$ amount of grant applied for						3-Year Cost	2020	2021	2022	2023	2024	2025	2026	Total	2020-2026 cost
	2017	2018	2019	2020	2021	2022										
Park Improvements																
Tot-Lot	93,305	622,035		715,340												
DCNR-C2P2 Grant	300,000															
DCED-GTRP Grant	215,000															
ChesCo Municipal Grant (not yet applied for)	50,000	(120,000)		(120,000)												
Minus Current Tot-Lot Depreciation in Sinking		14,720		14,720												
Signage		25,300		25,300												
Amphitheater (ADA Access)	42,205			42,205												
Picnic Grove			100,337	100,337												
Area Surrounding Playground			89,355	89,355												
Misc Mid-term Improvements							89,355	89,355								
Amphitheater (Backstop)							108,675	108,675								
Misc Long-term Improvements							198,030	198,030								
<b>Total</b>	<b>135,510</b>	<b>542,055</b>	<b>189,692</b>	<b>867,257</b>	<b>198,030</b>	<b>89,355</b>	<b>198,030</b>	<b>89,355</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>1,204,642</b>	<b>337,385</b>	

1)

Inflation adjusted--Worst case/most expensive scenario--no grants awarded	\$ amount of grant applied for						3-Year Cost	2020	2021	2022	2023	2024	2025	2026	Total	2020-2026 cost
	2017	2018	2019	2020	2021	2022										
Park Improvements																
Tot-Lot	95,171	647,165		742,336												
DCNR-C2P2 Grant	300,000															
DCED-GTRP Grant	215,000															
ChesCo Municipal Grant (not yet applied for)	50,000	(124,848)		(124,848)												
Minus current Tot-Lot depreciation in Sinking		15,315		15,315												
Signage		26,322		26,322												
Amphitheater (ADA Access)	43,049			43,049												
Picnic Grove			106,478	106,478												
Area Surrounding Playground			94,824	94,824												
Misc Mid-term Improvements <sup>1</sup>							96,721	96,721								
Amphitheater (Backstop)							117,633	117,633								
Misc Long-term Improvements <sup>2</sup>									11,262	11,487	11,717	11,951	12,190	58,606	58,606	
<b>Total Net Park Expense--Most expensive scenario</b>	<b>138,220</b>	<b>563,954</b>	<b>201,303</b>	<b>909,477</b>	<b>214,354</b>	<b>98,655</b>	<b>214,354</b>	<b>98,655</b>	<b>11,262</b>	<b>11,487</b>	<b>11,717</b>	<b>11,951</b>	<b>12,190</b>	<b>1,275,092</b>	<b>371,615</b>	

2)

Inflation adjusted--Planning estimate/mid-range cost (40% of grant funding awarded)	\$ amount of grant applied for						3-Year Cost	2020	2021	2022	2023	2024	2025	2026	Total	2020-2026 cost
	2017	2018	2019	2020	2021	2022										
Park Improvements																
Tot-Lot	95,171	647,165		742,336												
DCNR-C2P2 Grant	300,000															
DCED-GTRP Grant	215,000															
ChesCo Municipal Grant (not yet applied for)	50,000	(86,000)		(86,000)												
Minus current Tot-Lot depreciation in Sinking		(20,000)		(20,000)												
Signage		15,315		15,315												
Amphitheater (ADA Access)	43,049			43,049												
Picnic Grove			106,478	106,478												
Area Surrounding Playground			94,824	94,824												
Misc Mid-term Improvements <sup>1</sup>							96,721	96,721								
Amphitheater (Backstop)							117,633	117,633								
Misc Long-term Improvements <sup>2</sup>									11,262	11,487	11,717	11,951	12,190	58,606	58,606	
<b>Total Net Park Expense--Most expensive scenario</b>	<b>138,220</b>	<b>337,954</b>	<b>201,303</b>	<b>677,477</b>	<b>214,354</b>	<b>98,655</b>	<b>214,354</b>	<b>98,655</b>	<b>11,262</b>	<b>11,487</b>	<b>11,717</b>	<b>11,951</b>	<b>12,190</b>	<b>1,049,092</b>	<b>371,615</b>	

3)

Inflation adjusted--Best case/least expensive cost (80% of grant funding awarded)																
Park Improvements	\$ amount of grant applied for	2017	2018	2019	3-Year Cost			2020	2021	2022	2023	2024	2025	2026	Total	2020-2026 cost
Tot-Lot		95,171	647,165	-	742,336	-	-	-	-	-	-	-	-	-	742,336	-
DCNR-C2P2 Grant	300,000	-	(240,000)	-	(240,000)	-	-	-	-	-	-	-	-	-	(240,000)	-
DCED-GTRP Grant	215,000	-	(172,000)	-	(172,000)	-	-	-	-	-	-	-	-	-	(172,000)	-
ChesCo Municipal Grant (not yet applied for)	50,000	-	(40,000)	-	(40,000)	-	-	-	-	-	-	-	-	-	(40,000)	-
minus current Tot-Lot depreciation in Sinking		-	(124,848)	-	(124,848)	-	-	-	-	-	-	-	-	-	(124,848)	-
Signage		-	15,315	-	15,315	-	-	-	-	-	-	-	-	-	15,315	-
Amphitheater (ADA Access)		-	26,322	-	26,322	-	-	-	-	-	-	-	-	-	26,322	-
Picnic Grove		43,049	-	-	43,049	-	-	-	-	-	-	-	-	-	43,049	-
Area Surrounding Playground		-	-	106,478	106,478	-	-	-	-	-	-	-	-	-	106,478	-
Misc Mid-term improvements <sup>1</sup>		-	-	94,824	94,824	96,721	98,655	-	-	-	-	-	-	-	290,200	195,376
Amphitheater (Backstop)		-	-	-	-	117,633	-	-	-	-	-	-	-	-	117,633	117,633
Misc Long-term Improvements <sup>2</sup>		-	-	-	-	-	-	11,262	11,487	11,717	11,951	11,951	12,190	58,606	58,606	58,606
<b>Total Net Park Expense--Most expensive scenario</b>		<b>138,220</b>	<b>111,954</b>	<b>201,303</b>	<b>451,477</b>	<b>214,354</b>	<b>98,655</b>	<b>11,262</b>	<b>11,487</b>	<b>11,717</b>	<b>11,951</b>	<b>11,951</b>	<b>12,190</b>	<b>823,092</b>	<b>371,615</b>	

**Dam Worksheet**

	Engineering		Construction		O&M (expressed as savings compared to current O&M)										
	2017	2018	2019	Three year cost	2020	2021	2022	2023	2024	2025	2026				
<b>Milltown Dam</b>															
Alternative 7-RCC Overtopping (Repair)	400,000	1,900,000		2,300,000											
Alternative 8-Dam Breach	600,000	2,500,000	(13,168)	3,086,832	(19,360)	(13,970)	(14,390)	(14,821)	(15,266)	(42,602)	(16,196)				
Alternative 10-Partial Breach Low Hazard	100,000	700,000	(3,939)	796,061	(9,854)	(4,179)	(4,305)	(4,433)	(4,567)	(31,582)	(4,845)				

	Construction		O&M (expressed as savings compared to current O&M)											
	2017	2018	2019	Three year cost	2020	2021	2022	2023	2024	2025	2026			
<b>Hershey's Mill Dam (plus 30% over EB Walsh estimates)</b>														
Repair (Improve Spillway)	504,126			504,126										
Partial Breach	164,364	(2,000)	(2,040)	160,324	(2,081)	(2,122)	(2,165)	(2,208)	(2,252)	(2,297)	(2,343)			
Full Breach	166,186	(2,000)	(2,040)	162,146	(2,081)	(2,122)	(2,165)	(2,208)	(2,252)	(2,297)	(2,343)			

	2017		2018		2019		2020		2021		2022		2023		2024		2025		2026	
	Engineering	Construction																		
<b>Planning estimates-2017-2019</b>																				
Milltown Dam	350,000	1,600,000	(8,554)	1,941,447	(9,680)	(6,985)	(7,195)	(7,411)	(7,633)	(8,098)	(8,554)	(8,985)	(9,411)	(9,837)	(10,263)	(10,689)	(11,115)	(11,541)	(11,967)	(12,393)
Hershey's Mill	334,245	(1,000)	(1,020)	332,225	(1,040)	(1,061)	(1,082)	(1,104)	(1,126)	(1,149)	(1,172)	(1,194)	(1,216)	(1,238)	(1,260)	(1,282)	(1,304)	(1,326)	(1,348)	(1,370)

# Memo

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To: Board of Supervisors  
From: Jon Altshul  
Re: Consider recreation survey  
Date: April 25, 2016

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Earlier this year, I was asked to develop a “statistically valid” survey to measure Township residents’ interest in expanding the Township’s recreation programming.

Past attempts to gauge residents’ opinions about recreation programming have had “selection bias” problems. Selection bias occurs when the people responding to surveys are not representative of the population as a whole. For example, sending a web-based survey out to everyone on Constant Contact will not result in responses that are representative of all Township taxpayers, as people on Constant Contact are likely to be more civically engaged and computer literate than those who are not.

## **Overview of Design Methodology**

- Randomly select a pre-determined number of residential addresses, including detached homes, townhomes/condos and apartments, in the Township.
- The sample would reflect the Township’s overall housing stock, so 22% of the addresses would be apartment units; 36% would be condos and townhomes and 42% would be detached homes.
- The first mailing would include both the survey and a self-addressed stamped envelope and respondents would be given two weeks to respond to the first mailing.
- Responses would be tracked. For residents who don’t respond to the first mailing within the allotted time, we would resend them the survey. Depending on the response rate after the second mailing, we could consider a third attempt as well.
- The survey would be administered by a part-time summer employee under my supervision. The specific tasks of the position would be preparing and mailing the original surveys and SASEs, tracking responses, preparing and mailing the follow-up surveys and SASEs, and entering responses into an Access database. I estimate that the seasonal employee would need to put in an average of 20 hours per week over 8-10 weeks, beginning in late May and ending by or before August 1.

Including the cost of postage, envelopes, follow-up mailings, black and white photocopies and part-time labor, the estimated cost is approximately \$5.40 per household in the sample group.

The key variable here is our response rate, which I estimate will be somewhere between 40% and 60%. The table on the next page summarizes the cost estimates and margins of error under a number of different scenarios.

### Total Costs and Margins of Error for Different Sample Sizes and Response Rates

Initial sample size	Percentage of households receiving survey	Cost (@ \$5.40 per household in sample)	Response rate	Responses	Margin of error <sup>1</sup> ( $\alpha = .05$ )
333	4%	\$1,798	40%	133	+/-8.3%
333	4%	\$1,798	50%	167	+/-7.5%
333	4%	\$1,798	60%	200	+/-6.9%
500	6%	\$2,700	40%	200	+/-6.9%
500	6%	\$2,700	50%	250	+/-6.1%
500	6%	\$2,700	60%	300	+/-5.6%
667	8%	\$3,602	40%	267	+/-5.9%
667	8%	\$3,602	50%	334	+/-5.3%
667	8%	\$3,602	60%	400	+/-4.8%
833	10%	\$4,498	40%	333	+/-5.3%
833	10%	\$4,498	50%	417	+/-4.7%
833	10%	\$4,498	60%	500	+/-4.3%
1,000	11%	\$5,400	40%	400	+/-4.8%
1,000	11%	\$5,400	50%	500	+/-4.3%
1,000	11%	\$5,400	60%	600	+/-3.9%

A copy of the draft survey, which was developed with substantial input from Jason, is attached.

I presented the survey and design methodology to the Park and Recreation Commission at its April meeting. In general, the Commission supported the idea of a survey, albeit with a number of reservations, including:

- Whether the information that the Township might glean from a survey would be any more instructive than Jason developing new programs and letting the free market determine whether there is demand for them (and if not, cancelling them); Jason continuing his practice of speaking with his counterparts throughout the state about new program ideas; and Jason and the Commission continuing to gather program ideas by speaking with residents before, during and after Township events and programs.
- The cost of administering the survey being too high

In addition, the Commission recommended that the survey be tweaked so that respondents are not asked “how much would you be willing to pay?” for each program in which they expressed an interest, as was the case in the first draft of this survey. Instead, the Commission suggested that the Township provide likely price ranges for each of the programs listed. I agreed that this edit would make completing the survey much less time consuming and therefore would likely result in a higher response rate. I edited the survey accordingly, with input from Jason on possible price ranges.

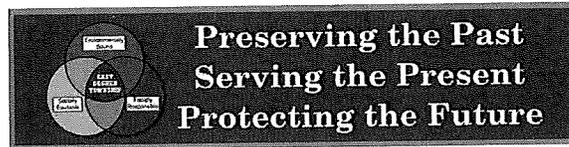
<sup>1</sup> The margins of error used in this table reflect a confidence level of 95% and an “alpha” of .05. For example, if we send out 833 surveys and receive 500 responses (for a response rate of 60%), our margin of error would be +/- 4.3%. Therefore, if 11% of these respondents told us they are interested in art classes for elementary school-age children, we could infer that there’s a 95% chance that between 6.7% and 15.3% of the households in the Township would be interested in this type of program.

I have also “pre-tested” this survey with 10 Township residents, some of whom are active in Township programs and others who are not. Pre-testing is an important step in survey design to ensure that all the questions make logical sense and the survey is easy to complete. Respondents reported that they needed between 5 and 10 minutes to complete the survey and that all the questions and instructions were easy to follow.

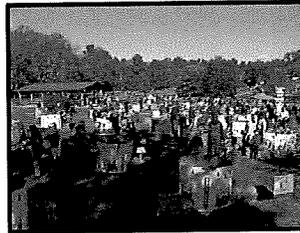
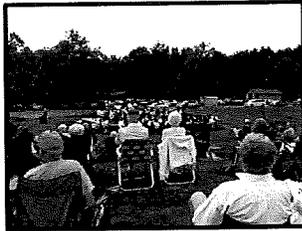
My only concern from the pre-test was that I received only two responses within the originally allotted 8 day timeframe. The response rate increased to 70% after I sent a follow-up message a day or two after the original deadline passed. However, it should be noted that all the people in my pre-test sample were friends or neighbors, who I would expect to be more likely to respond to a message from me than would a stranger.

The questions before the Board are three-fold:

- 1) Should the Township undertake this survey?
- 2) Does the Board have any changes to the survey document or the design methodology?
- 3) How many households should be surveyed?
  - If the board wishes to proceed with the survey, I would recommend administering it to either 833 or 1,000 households, as this sample size will result in a margin of error that is low enough to be able to meaningfully generalize about the preferences of the entire Township.



## East Goshen Township Seeks Your Input on Its Park & Recreation Programs!



Dear Township Resident:

East Goshen Township is interested in your thoughts about the Township's recreation programs.

As you may know, East Goshen offers a wide range of recreation programs, from large-scale events like Community Day and amphitheater concerts to a slate of summer camp programs for youths to exercise classes, trips and educational activities for adults and seniors.

Your address has been randomly selected to participate in this survey. Completing this survey is therefore critical to ensuring that the Township can make informed decisions to ensure that East Goshen remains a premier location in Chester County to live, work and play.

We would be grateful if you could complete this survey by [date 15 days in future] and return it to the Township in the enclosed self-addressed stamped envelope.

### Information About You

- **Circle** the category that best describes you

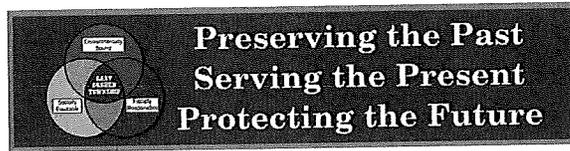
#### 1. How old are you?

- Under 25
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or older

#### 2. Do you have children or dependents under the age of 18 living with you now?

- Yes
- No

*Insert unique identifier number here that indicates type of property (single family detached, condo/townhouse or apartment) and allows us to track response for follow up.*



3. If you answered "No" to Question #2, have you ever had children or dependents under the age of 18 living with you since you moved to East Goshen Township?

- Yes
- No

4. Have you or your dependents ever participated in an East Goshen Township recreation program?

- Yes
- No

If yes, please list those programs:

5. Have you ever attended a Township-sponsored event in East Goshen Township Park, such as the Egg Hunt, Community Day, the Pumpkin Festival or the Holiday Tree Celebration?

- Yes
- No

6. How frequently do you visit East Goshen Township Park?

- Never or Infrequently (Less than 1 time per month)
- Occasionally (About 1 time per month)
- Frequently (2-9 times per month)
- Very frequently (10 or more times per month)

7. Are you a member or any member of your current household a member of a fitness facility, such as the YMCA, ACAC or LA Fitness?

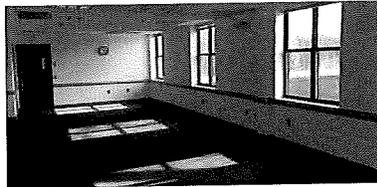
- Yes
- No

*Insert unique identifier number here that indicates type of property (single family detached, condo/townhouse or apartment) and allows us to track response for follow up.*



### Opinions on Possible New Recreation Programs

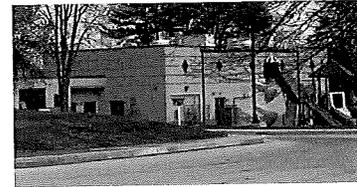
We would now like to ask you about new programs that the Township could offer for residents of different ages. The proposed location of the activity is also provided.



Activity room



East Goshen Park



East Goshen Elementary

8. Please check the box  next to any program or activity on the next several pages that you or members of your household might be interested in participating in. The location, frequency and expected price range for the possible programs are also provided to assist you with your selections. In general, East Goshen prices its programs in order to recover its direct costs.

Indicate interest

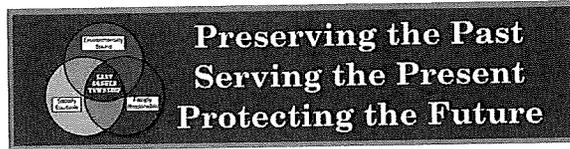
### Example

Interested? (Check if yes)	Program	Location	Frequency	Expected price
<input checked="" type="checkbox"/>	Early youth soccer clinic	East Goshen Park	45-60 minutes for 6 weeks	\$50-\$70
<input type="checkbox"/>	General dance classes	Activity Room	45-60 minutes for 10 weeks	\$40-\$60
<input checked="" type="checkbox"/>	Nature and Environmental Education classes	East Goshen Park	45-60 minutes for 6 weeks	\$40-\$80
<input type="checkbox"/>	Chess club	Activity room	60 minutes for 6 weeks	Free
<input checked="" type="checkbox"/>	Other (please specify): <i>Adult ultimate frisbee league</i>	<i>East Goshen Park</i>	<i>6 games, plus playoffs</i>	<i>\$50</i>

Suggest other ideas

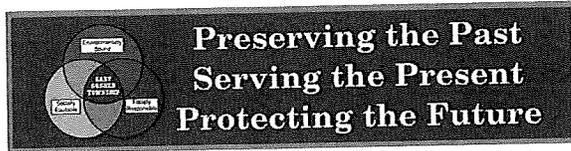


Insert unique identifier number here that indicates type of property (single family detached, condo/townhouse or apartment] and allows us to track response for follow up.



<b>Possible Programs for Preschoolers (ages 0-5)</b>				
<b>Interested? (Check if yes)</b>	<b>Program</b>	<b>Location</b>	<b>Frequency</b>	<b>Expected price</b>
<input type="checkbox"/>	"Mommy & Me" program	East Goshen Park	1-2 times per week for 1-2 hours	Free
<input type="checkbox"/>	General dance classes	Activity Room	45-60 minutes per week for 10 weeks	\$40-\$60
<input type="checkbox"/>	Ballet classes	Activity Room	45-60 minutes per week for 10 weeks	\$40-\$60
<input type="checkbox"/>	Gymnastics classes	Activity Room	45-60 minutes per week for 10 weeks	\$40-\$60
<input type="checkbox"/>	Preschool fitness classes	East Goshen Park	45-60 minutes per week for 6 weeks	\$40-\$60
<input type="checkbox"/>	Storytime	East Goshen Park	Once per week during warmer months	Free
<input type="checkbox"/>	Early youth soccer clinic	East Goshen Park	45-60 minutes per week for 6 weeks	\$50-\$70
<input type="checkbox"/>	Early youth basketball clinic	East Goshen Park	45-60 minutes per week for 6 weeks	\$50-\$70
<input type="checkbox"/>	Arts & crafts	East Goshen Park	45-60 minutes per week for 6 weeks	\$25-\$50
<input type="checkbox"/>	Nature and Environmental Education classes	East Goshen Park	45-60 minutes weekly for 6 weeks	\$40-\$80
<input type="checkbox"/>	Other (please specify):			

*Insert unique identifier number here that indicates type of property (single family detached, condo/townhouse or apartment) and allows us to track response for follow up.*

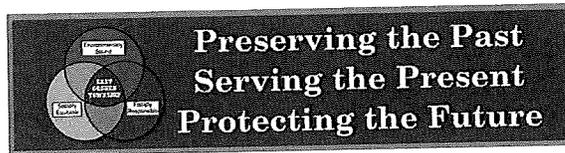


<b>Possible Programs for Elementary School-Age Children (ages 5-11)</b>				
<b>Interested? (Check if yes)</b>	<b>Program</b>	<b>Location</b>	<b>Frequency</b>	<b>Expected price</b>
<input type="checkbox"/>	Introductory photography classes	East Goshen Park	60 minutes for 6 weeks	\$80-\$120
<input type="checkbox"/>	Art classes	Activity room	60 minutes for 6 weeks	\$80-\$120
<input type="checkbox"/>	Nature and Environmental Education classes	East Goshen Park	60 minutes for 6 weeks	\$40-\$80
<input type="checkbox"/>	Nature camp	Various parks in area	8:00am-5:00pm, Monday-Friday	\$200-\$300
<input type="checkbox"/>	Chess club	Activity room	60 minutes for 6 weeks	Free
<input type="checkbox"/>	Fishing clinic	Pond on Barker Drive in Marydell Farms	60 minutes for 6 weeks	\$5-\$15
<input type="checkbox"/>	Gaga ball (see picture)	East Goshen Park	60 minutes for 6 weeks	Free
<input type="checkbox"/>	Golf clinic	Local golf course TBD	2 hours per week for 6 weeks	\$90-\$150
<input type="checkbox"/>	Youth soccer clinic	East Goshen Park	60 minutes for 6 weeks	\$40-\$60
<input type="checkbox"/>	Youth basketball clinic	East Goshen Park	60 minutes for 6 weeks	\$40-\$60
<input type="checkbox"/>	Other (please specify):			



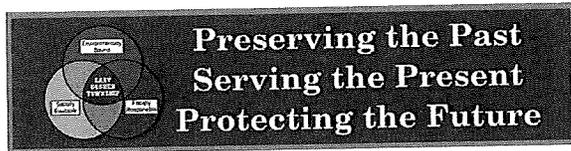
An example of children playing "gaga ball", an Israeli form of dodgeball

*Insert unique identifier number here that indicates type of property (single family detached, condo/townhouse or apartment] and allows us to track response for follow up.*



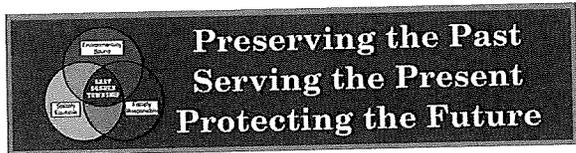
<b>Possible Programs for Middle Schoolers (ages 11-14)</b>				
<b>Interested? (Check if yes)</b>	<b>Program</b>	<b>Location</b>	<b>Frequency</b>	<b>Expected price</b>
<input type="checkbox"/>	Week-long drama camp	East Goshen Elementary	8:00am-5:00pm, Monday-Friday	\$250-\$350
<input type="checkbox"/>	Golf clinic	Local golf course TBD	2 hours per week for 6 weeks	\$90-\$150
<input type="checkbox"/>	Nature camp	Various parks in area	8:00am-5:00pm, Monday-Friday	\$200-\$300
<input type="checkbox"/>	Fishing clinic	Pond on Barker Drive in Marydell Farms	8:00am-5:00pm, Monday-Friday	\$5
<input type="checkbox"/>	Spanish language enrichment	Activity Room	60 minutes for 10 weeks	\$75-\$100
<input type="checkbox"/>	Chinese (Mandarin) language enrichment	Activity Room	60 minutes for 10 weeks	\$90-\$120
<input type="checkbox"/>	Other (please specify):			

*Insert unique identifier number here that indicates type of property (single family detached, condo/townhouse or apartment] and allows us to track response for follow up.*



<b>Possible Programs for High Schoolers (ages 14-18)</b>				
<b>Interested? (Check if yes)</b>	<b>Program</b>	<b>Location</b>	<b>Frequency</b>	<b>Expected price</b>
<input type="checkbox"/>	SAT Prep	Activity Room	180 minutes for 6 weeks	\$175-\$250
<input type="checkbox"/>	ACT Prep	Activity Room	180 minutes for 6 weeks	\$175-\$250
<input type="checkbox"/>	Video game tournament	Activity Room	3 hours on a Friday night	\$5-\$10
<input type="checkbox"/>	Ping Pong Tournament	Activity Room	3 hours on a Friday night	\$5-\$10
<input type="checkbox"/>	Sand volleyball tournament	East Goshen Park	4 hours on a Saturday in June	\$75-\$100/ team
<input type="checkbox"/>	Amusement park trip (bus and tickets)	Dorney or Hershey Park	Full day during weekend	\$60-\$75
<input type="checkbox"/>	Spanish language enrichment	Activity Room	60 minutes for 10 weeks	\$75-\$100
<input type="checkbox"/>	Chinese (Mandarin) language enrichment	Activity Room	60 minutes for 10 weeks	\$90-\$120
<input type="checkbox"/>	Other (please specify):			

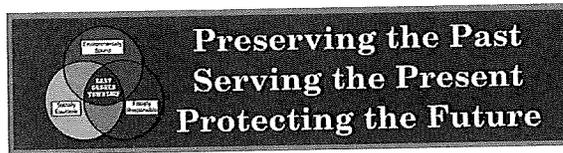
*Insert unique identifier number here that indicates type of property (single family detached, condo/townhouse or apartment] and allows us to track response for follow up.*



<b>Possible Programs for Adults</b>				
<b>Interested? (Check if yes)</b>	<b>Program</b>	<b>Location</b>	<b>Frequency</b>	<b>Expected price</b>
<input type="checkbox"/>	Outdoor Zumba	East Goshen Park	60 minutes for 6 weeks	\$60-\$90
<input type="checkbox"/>	Outdoor Yoga	East Goshen Park	60 minutes for 6 weeks	\$60-\$90
<input type="checkbox"/>	Outdoor Tai Chi	East Goshen Park	60 minutes for 6 weeks	\$60-\$90
<input type="checkbox"/>	Art in the Park	East Goshen Park	60 minutes for 6 weeks	\$80-\$120
<input type="checkbox"/>	Adult basketball league	East Goshen Park	6 games, plus playoffs	\$20-\$40/player
<input type="checkbox"/>	Adult flag football league	East Goshen Park	6 games, plus playoffs	\$30-\$50/player
<input type="checkbox"/>	Adult soccer league	East Goshen Park	6 games, plus playoffs	\$20-\$40/player
<input type="checkbox"/>	Nature and Environmental Education classes	Various parks in area	3-4 hours, once per month	\$10-\$20
<input type="checkbox"/>	Health Education Series	Activity Room	60 minutes for 6 weeks	Free
<input type="checkbox"/>	Seniors computer and technology class	Activity Room	60 minutes for 6 weeks	Free
<input type="checkbox"/>	Other (please specify):			

<b>Possible Family Activities</b>				
<b>Interested? (Check if yes)</b>	<b>Program</b>	<b>Location</b>	<b>Frequency</b>	<b>Expected price</b>
<input type="checkbox"/>	Food truck festival	East Goshen Park	5pm-9pm on a Saturday in summer	Free to attend
<input type="checkbox"/>	Babysitting night at East Goshen Park (supervised play at Tot-Lot/sports fields followed by outdoor movie at amphitheater)	East Goshen Park	5pm-9pm on a Saturday in summer	\$30-\$50/child
<input type="checkbox"/>	Trunk or Treat	East Goshen Park	5:30pm-7:30pm on Halloween	Free

*Insert unique identifier number here that indicates type of property (single family detached, condo/townhouse or apartment) and allows us to track response for follow up.*



### Opinions on Township-Sponsored Trips

We would also like to ask you about bus trips that the Township sponsors. This year the Township will sponsor day trips to Baltimore and New York City and is teaming with Collette Travel to offer a week-long trip to the Rocky Mountains. In years past, we have also offered day trips to Washington DC and the Hudson Valley, as well as an overnight trip to Montreal.

9. Have you ever gone on an East Goshen Township-sponsored trip?

- Yes
- No

10. Would you consider going on a Township-sponsored trip in the future?

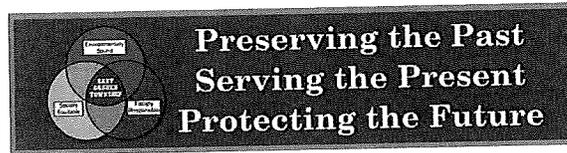
- Yes
- No

11. If you answered "yes" to question 10, please list any additional destinations that you might be interested in visiting on a Township-sponsored trip in the space below.

### Final Thoughts and Comments

12. Please share any additional thoughts you have about East Goshen Township recreation programming in the space below.

*Insert unique identifier number here that indicates type of property (single family detached, condo/townhouse or apartment] and allows us to track response for follow up.*



Thank you very much for your participation. Please return the questionnaire in the enclosed self-addressed stamped envelope no later than *[date 15 days in future]*. Your results will be tabulated along with those of other Township residents and presented to the Park & Recreation Commission and the Board of Supervisors at upcoming public meetings. We encourage you to attend any and all public meetings to make your opinions heard. We also encourage you to sign up for Constant Contact through the Township's website ([www.eastgoshen.org](http://www.eastgoshen.org)) to stay up-to-date on the latest developments in the Township.

Sincerely,

Louis F. Smith  
Township Manager

*Insert unique identifier number here that indicates type of property (single family detached, condo/townhouse or apartment] and allows us to track response for follow up.*

# Memo

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To: Board of Supervisors  
From: Jon Altshul  
Re: Revised performance evaluations  
Date: April 26, 2016

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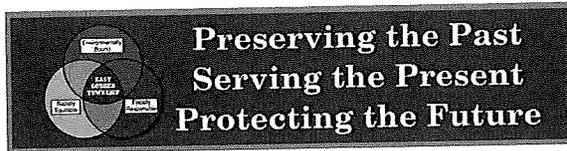
Earlier this year, I was asked to revise the performance evaluations for both exempt and non-exempt employees, due to concern that the existing evaluation forms do not encourage employees and their supervisors to develop measurable performance goals. In addition, the performance evaluation forms for exempt employees do not lend themselves to the grading scale that ties to our compensation policy, as outlined in Resolution 2008-54.

The new performance evaluations emphasize the use of "SMART" (Specific, Measurable, Aligned, Realistic and Timely) goals. The evaluations for exempt employees would also create a new classification for low performing managers ("2"). Department heads who score a "2" would be ineligible for a raise and would need to develop and follow an Employee Development Plan during the subsequent year.

If approved by the Board, these forms would be used for goal setting for 2017 in November 2016, and would be the basis for the 2017 performance evaluations a year later.

I have attached a copy of the proposed evaluations.

In addition, the Board should be aware that working with Rick, Marty, Janet and the department heads, I have revised all of the job descriptions for Township positions. The purpose of these revisions was two-fold: 1) to improve the layout and presentation of the documents and 2) to organize the specific tasks of each position around broader categories. Previously, the tasks of each position were just a laundry list of everything that the employee was responsible for with no coherent organization. In limited circumstances (e.g. Brian), new or revised job duties were added to the job descriptions.



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**EAST GOSHEN TOWNSHIP**  
PERFORMANCE EVALUATION—**EXEMPT STAFF** (DEPARTMENT HEADS & MANAGER)

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**Instructions for Township Manager (or BOS for Township Manager):**

Prior to beginning of evaluation period

1) In coordination with the employee, develop 3-5 goals in Column B. All goals should be “SMART”:

- **S**pecific (goal says exactly what is to be accomplished)
- **M**easurable (employee can easily determine whether he or she has succeeded)
- **A**ligned (the goal is directly linked with a broader Township or Departmental goal)
- **R**ealistic (the employee controls the actions necessary to achieve the goal)
- **T**imely (the goal can be achieved during the evaluation period)

\* *Examples of SMART goals can be found on page 4 & 5.*

2) In Column C, clearly define what must be done to meet expectations and what must be done to exceed expectations. *See examples of clear criteria on page 5.*

3) Select a weight for each goal. The sum of all the weights must add up to 100%

At end of evaluation period

1) Select a rating for each goal using the following criteria:

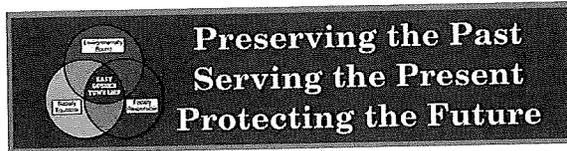
- 1-Did not meet expectations
- 2-Met expectations
- 2.5-Exceeded expectations (performed better than could be expected)
- 3-Role model (performed substantially better than could be expected)

2) Multiply Weight (D) and Rating (E) to get Weighted Rating (F). Add up all Weighted Ratings to get Total Weighted Rating (at bottom)

3) Convert Total Weighted Rating to Job Score:

- Total weighted rating greater than 250% correspond with rating of 5
- Total weighted rating of 225%-250% correspond with rating of 4
- Total weighted rating of 200%-225% correspond with rating of 3
- Total weighted rating less than 200% correspond with rating of 2 (**Note: employees with a job score of 2 are ineligible for a raise and, working with the Township Manager, will need to develop and follow an Employee Development Plan during the subsequent year.**)

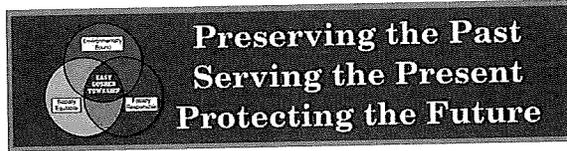
4) On page 3 or using separate page, explain the reason for the rating for each goal



Name of employee: \_\_\_\_\_

For evaluation period: December 1, \_\_\_\_\_ to November 30, \_\_\_\_\_

A	B	C	D	E	F (ExD)
Numb	Goal	Criteria for meeting and exceeding expectation	Weight	Rating	Weighted Rating
1					
2					
3					
4					
5					
<b>Total</b>			<b>100%</b>		

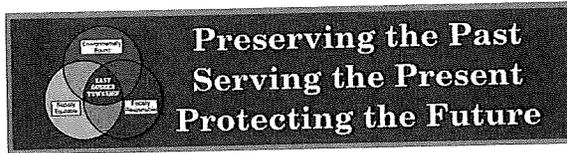


Narrative explanation of rating for each goal (or use separate page)

Name of employee: \_\_\_\_\_

For evaluation period: December 1, \_\_\_\_\_ to November 30, \_\_\_\_\_

Goal	Explanation of Rating
1	
2	
3	
4	
5	



### More on SMART goals

- Specific (goal says exactly what is to be accomplished)
- Measurable (employee can easily determine whether he or she has succeeded)
- Aligned (the goal is directly linked with a broader Township or Departmental goal)
- Realistic (the employee controls the actions necessary to achieve the goal)
- Timely (the goal clearly lays out when the actions must be performed and the goal can be achieved during the evaluation period)

### Examples of "SMART" and not-SMART goals:

1) Sam (an Equipment Operator) shall make sure that the sewer plant is operated in an environmentally responsible manner. **(Not SMART)**

- Not specific or measurable (how is "environmentally responsible" measured or defined?)
- Not realistic (as an equipment operator Sam doesn't control all the actions related to this goal)
- Not timely (is this a daily requirement? Weekly? Monthly?)

Sam shall monitor the TP between 9am and 10am daily at the Sewer Plant to ensure that the effluent remains compliant with the Authority's NPDES permit **(SMART)**

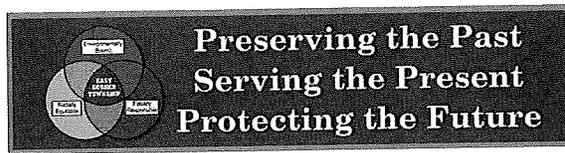
2) Bob (an administrative assistant) shall respond to resident complaints in a timely manner **(Not SMART)**.

- Not specific or measurable (how is "politely" defined or measured? How is timely manner defined?)

Bob shall respond to resident complaints the same day as receiving them by phone or email, and shall do so in a manner that does not result in complaints to his department head, the Township Manager or the Board of Supervisors. **(SMART)**

3) Dolores (a staff accountant) shall ensure that utilities accounts receivables (the total amount of unpaid sewer/trash bills) decrease. **(Not SMART)**

- Not specific (there are lots of factors that do into reducing receivables; it's unclear what exactly she's supposed to do)
- Not measurable (does it matter how much receivables decrease? For example, is a 0.1% decrease the same as a 10% decrease?)
- Not realistic (Dolores probably isn't single-handedly responsible for achieving this goal; it requires involvement from the Township Solicitor, the Finance Director, the Board of Supervisors and likely others as well)
- Not timely (the goal certainly implies that it should be accomplished prior to the end of the year, but the timeframe should be more clear so that Dolores can properly focus on it)



Dolores shall make recommendations to the Board of Supervisors prior to June 30<sup>th</sup> about strategies for reducing the Township's utilities accounts receivables, along with a clear analysis of the costs and benefits of each option, and, if approved, implement them prior to the end of the calendar year. **(SMART)**

### **Developing clear criteria for meeting and exceeding expectations**

Please be as clear as possible in developing criteria for what an employee needs to do in order to meet and exceed expectations. If the employee's goals are "SMART", then it's usually clear what needs to be done to meet or exceed expectations, but not always. Consider the three SMART goals we've just developed:

1) Sam shall monitor the TP between 9am and 10am daily at the Sewer Plant to ensure that the effluent remains compliant with the Authority's NPDES permit.

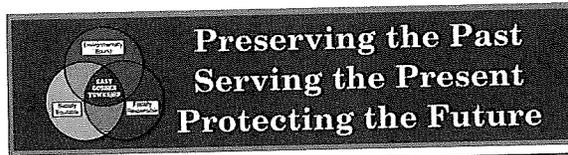
- To meet expectations, the employee must simply monitor the TP during the established time on a daily basis—that's pretty clear.
- The challenge with this goal is how to recognize when an employee has exceeded expectations. Here, the manager might require the employee "properly identify the reason(s) for the TP exceeding the permit and take pro-active steps to successfully correct the issue(s)."

2) Bob shall respond to resident complaints the same day as receiving them by phone or email, and shall do so in a manner that does not result in complaints to his department head, the Township Manager or the Board of Supervisors.

- The criteria for meeting expectations here is pretty clear as well, although perhaps a little leeway is permissible for an employee to meet expectations. So, meeting expectations could be "no complaints or no complaints that after investigation were determined to be reasonable".
- The criteria for exceeding expectations could be "consistently demonstrated a politeness, timeliness and responsiveness to handling complaints that reduced workload for other employees or resulted in positive feedback from residents".

3) Dolores shall make recommendations to the Board of Supervisors prior to June 30<sup>th</sup> about strategies for reducing the Township's utilities accounts receivables, along with a clear analysis of the costs and benefits of each option, and, if approved, implement them prior to the end of the calendar year.

- The criteria for meeting expectations could be "write a memo and/or draft resolution for the BOS prior to 6/30 that analyzes different options"
- The criteria for exceeding expectations could be "analyze options, draft memo or resolution and implement agreed-upon steps with clear buy-in from all stakeholders, implement recommendations and track successfulness of new procedures with minimal supervision"



**EAST GOSHEN TOWNSHIP**  
**PERFORMANCE EVALUATION—NON-EXEMPT STAFF**

**Instructions for Department Heads:**

*Prior to beginning of evaluation period*

1) In coordination with the employee, develop at least 1 and no more than 3 individualized **goals** on page 3.

All goals should be "SMART":

- **S**pecific (goal says exactly what is to be accomplished)
- **M**easurable (employee can easily determine whether he or she has succeeded)
- **A**ligned (the goal is directly linked with a broader Township or Departmental goal)
- **R**ealistic (the employee controls the actions necessary to achieve the goal)
- **T**imely (the goal can be achieved during the evaluation period)

\* *Examples of SMART goals can be found on page 6-7*

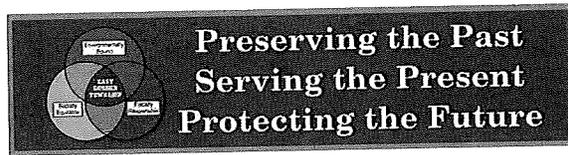
2) Select a weight for each goal, the sum of all goals should be 30%

3) Select at least 6 and no more than 9 **factors** from the list below and enter on page 4:

Factor	Explanation
Safety	Practices safe behavior and complies with all safety rules and regulations.
Care of Property	Demonstrates the proper use and care of equipment and property.
Cost	Uses good business judgment considering costs involved, and budgetary guidelines.
Consciousness	
Quality of Work	Completes job assignments accurately, effectively and on-time.
Productivity	Produces a volume of work relative to standards and expectations.
Housekeeping	Maintains a clean and safe work environment.
Adaptability/ Flexibility	Understands and adjusts to new ideas, procedures, and situations comfortably and effectively.
Dependability	Performs job duties with minimal supervision.
Initiative	Proactive and takes action.
Teamwork	Develops trust, cooperative spirit, and works effectively with others within the Township.
External Communications	Responds promptly, thoroughly and politely to residents' questions and concerns.
Job Knowledge	Learns and applies skills to job function.
Problem Analysis	Understands and identifies crucial factors in a problem and arrives at sound, practical solutions in a timely manner.

4) Select a weight for each goal. The sum of all the weights must add up to 70%, meaning that the sum of the weights for all goals and factors should be 100%.

5) In Column C for both goals and factors, clearly define what must be done to meet expectations and what must be done to exceed expectations. *See examples of clear criteria on page 7.*



At end of evaluation period

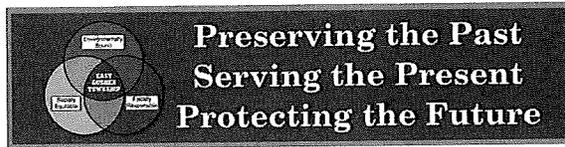
1) Select a rating for each goal using the following criteria:

- 1-Did not meet expectations
- 2-Met expectations
- 3-Exceeded expectations (performed better than could be expected)

2) Multiply Weight (D) and Rating (E) to get Weighted Rating (F). Add up all Weighted Ratings to get Total Weighted Rating (at bottom)

3) Employees with Total Weighted Ranking greater than 190% will be considered to have performed satisfactorily for the year and will be eligible for COLA increases, to the extent that these are provided.

4) On page 5 or using separate page, explain the reason for the rating for each goal & factor

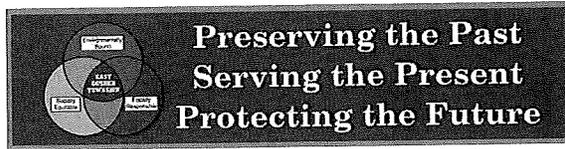


Name of employee: \_\_\_\_\_

For evaluation period: December 1, \_\_\_\_\_ to November 30, \_\_\_\_\_

GOALS

A	B	C	D	E	F (ExD)
Numb	Goal (Develop 1-3 Goals)	Criteria for meeting and exceeding expectation	Weight	Rating	Weighted Rating
1					
2					
3					
<i>Subtotal Goals</i>			30%		



**FACTORS**

A	B	C	D	E	F
Numb	Factors (Select 6-9 Factors)	Criteria for meeting and exceeding expectation	Weight	Rating	Weighted Rating
1					
2					
3					
4					
5					
6					
7					
8					
9					
<i>Subtotal Factors</i>			70%		
<b>Total Goals + Factors</b>			<b>100%</b>		

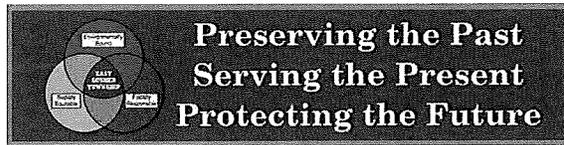


*Narrative explanation of rating for each goal (or use separate page)*

Name of employee: \_\_\_\_\_

For evaluation period: December 1, \_\_\_\_\_ to November 30, \_\_\_\_\_

Goal	Explanation of Rating
1	
2	
3	
Factor	Explanation of Rating
1	
2	
3	
4	
5	
6	
7	
8	
9	



### More on SMART goals

- **S**pecific (goal says exactly what is to be accomplished)
- **M**easurable (employee can easily determine whether he or she has succeeded)
- **A**ligned (the goal is directly linked with a broader Township or Departmental goal)
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Sam shall monitor the TP between 9am and 10am daily at the Sewer Plant to ensure that the effluent remains compliant with the Authority's NPDES permit **(SMART)**

2) Bob (an administrative assistant) shall respond to resident complaints in a timely manner **(Not SMART)**.

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Bob shall respond to resident complaints the same day as receiving them by phone or email, and shall do so in a manner that does not result in complaints to his department head, the Township Manager or the Board of Supervisors. **(SMART)**

3) Dolores (a staff accountant) shall ensure that utilities accounts receivables (the total amount of unpaid sewer/trash bills) decrease. **(Not SMART)**

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